

## Chapter 5

### Conclusions, Discussions, and Recommendations

#### Conclusions

##### 1. Problems of human resource management XYZ hospital in Chengde, China.

Problems with human resource management at XYZ Hospital included a lack of overall planning leading to uneven resource distribution, limited decision-making power, outdated training methods, transparency and fairness issues, and a shortage of professional HR managers, all contributing to dissatisfaction among employees and talent drain.

##### 2. Design the strategic human resource management of XYZ hospital in Chengde, China.

The strategic human resource management plan for XYZ Hospital in Chengde, China, encompasses a human resource philosophy where the hospital adopts a people-oriented approach, viewing employees as valuable assets and emphasizing their development and competence enhancement.

Human resource policies address the shortage of medical staff by implementing recruitment plans to hire professionals based on demand. Training methods are diversified to improve employee abilities, and performance evaluations are conducted with rewards for excellence.

Regarding human resource programs, healthcare reform and increased health consciousness are driving demand, requiring the hospital to forecast the number of medical staff needed. Supply analysis considers the quantity, ability, and quality of existing human resources.

In the realm of human resource practices, the hospital aims to standardize medical staff management through processes and systems, addressing issues such as a lack of initiative among employees.

This necessitates support from human resource processes, emphasizing transparency. Staff satisfaction with rules and regulations is also a concern, prompting efforts to enhance personnel management through clear objectives, training, and the use of digital tools. These strategies aim to optimize human resource management

and align it with the hospital's strategic goals in the context of the changing healthcare landscape.

## **Discussions**

### **1. Problems in human resource management**

Problems with human resource management at XYZ Hospital were evident on several fronts. Firstly, there was a notable lack of overall planning, which resulted in the uneven distribution of human resources. Over one-third of the employees expressed dissatisfaction with the degree of work matching (Zeytinoglu & Denton, 2006, p. 117). This misalignment can hinder productivity and employee satisfaction.

Additionally, the hospital's human resource management practices lacked scientific and systematic approaches. Decision-making power was concentrated among a select few, limiting autonomy among the majority of staff and undermining motivation and development opportunities (O'Donoghue & van der Werff, 2022, pp. 1205-1220).

Furthermore, the hospital's human resource management exhibited a lack of innovation. It heavily relied on traditional offline training methods that contributed to employee dissatisfaction (Karim, & et al., 2019, pp. 25-33). This issue can hinder skill development and hinder the organization's ability to adapt to evolving healthcare practices.

Transparency and fairness were also major concerns in the hospital's human resource management practices. Rules and standards were often unclear, leading to dissatisfaction among more than half of the employees (Al-Tarawneh, 2020, pp. 402-411). This lack of clarity discourages talented individuals from staying at the hospital and can contribute to high turnover rates.

Lastly, professionalism was a critical issue in human resource management. There was a shortage of human resource managers, and the single organizational structure led to inadequate and inefficient management (Racko, & et al., 2019, pp. 457-478). This can result in suboptimal resource allocation and ineffective utilization of the hospital's workforce.

### **2. Designing strategic human resource management strategies for hospital**

First of all, in terms of establishing scientific human resource management concepts, different categories of personnel should be categorized and managed, and different management methods should be adopted for different work natures, duties and requirements in order to achieve the best management results. At the same time,

managers should change the management concept, pay attention to humanized management, pay attention to the emotional needs of employees, enhance the sense of belonging and identity of employees, and enhance the enthusiasm and creativity of employees.

Secondly, in terms of paying attention to the career development of employees, they should formulate corresponding career development planning and training programs, provide employees with good promotion and career development space, and at the same time, pay attention to the improvement of employee's ability and skills training, so as to provide protection for the career development of employees. As a systematic management activity, has the following working mechanism: continuously improve the ability of employees, pay attention to career development, and give full play to their potential (Hong, 2020, pp. 117-120).

Thirdly, a systematic and global performance appraisal and compensation system that can improve business performance (Wang, 2010, pp. 83-85). in the establishment of scientific incentive mechanism, performance appraisal system and salary system should be used in combination with the way to evaluate and reward the performance of the employees, and at the same time, according to the ability and contribution of the employees to carry out the differentiation of salary management, to stimulate the enthusiasm and creativity of the employees.

Fourthly, in strengthening the construction of human resource management informationization, we should pay attention to the meaning of informationization, understand the key factors of hospital human resource informationization construction, as well as the transformation of hospital human resource informationization, to provide support and guarantee for the hospital's human resource management.

Fifthly, in the aspect of formulating different management programs according to people, different management programs should be formulated according to the character and characteristics of employees in order to achieve the best management effect.

Finally, in terms of improving the organizational structure, it should pay attention to the optimization and improvement of the organizational structure, establish a reasonable job setting and division of responsibilities, and improve the work efficiency and management level.

In summary, the problem of human resource management in primary hospitals is a complex systematic project that requires a series of countermeasures to solve. Only by establishing a scientific concept of human resource management, paying attention to the career development of employees, establishing a scientific incentive

mechanism, strengthening the construction of human resource management information technology, developing different management programs according to the individual, and improving the organizational structure, can the best effect of human resource management be achieved.

## Recommendations

### 1. Practical recommendation

First of all, for the problem of human resources recruitment, it is recommended to strengthen the cooperation with universities, broaden the recruitment channels and increase the diversity of recruitment channels in order to attract more excellent talents. At the same time, it can retain excellent talents and improve employees' sense of belonging and loyalty by improving measures such as salary and welfare benefits and career development prospects.

Secondly, for the human resources training problem, a perfect training system should be established to strengthen the development of career development planning and training programs for employees to improve their professional skills and management capabilities in order to improve the overall competitiveness of the hospital.

Thirdly, for the human resource allocation problem, a scientific human resource allocation system should be established to carry out reasonable job adjustment and promotion according to the ability and performance of the staff, and to improve the career development prospect and incentive mechanism of the staff, so as to stimulate the staff's work enthusiasm and creativity.

In the end, for the issue of human resources remuneration, a fair, reasonable and transparent remuneration system should be established, and differentiated remuneration settings should be carried out according to the ability and performance of the employees, so as to improve the work motivation and enthusiasm of the employees, and at the same time, the remuneration level should be reasonably adjusted according to the market conditions and the economic situation, in order to ensure that the remuneration package of the employees is in line with the market.

In conclusion, based on the current situation of human resources in XYZ Hospital and the results of analysis, the strategic choices proposed in this paper include strengthening talent recruitment, establishing a perfect training system, setting up a scientific human resource allocation system and establishing a fair, reasonable and transparent salary system. These measures will help optimize the human resource

structure of the hospital, improve the work motivation and creativity of the staff, improve the comprehensive competitiveness of the hospital and the quality of service, and make a greater contribution to the development of medical and health care.

## **2. Future research recommendation**

In terms of strategic management of human resources in primary hospitals, this study puts forward a series of feasible countermeasures and suggestions, but these countermeasures and suggestions are only a starting point, and further in-depth research and practice are needed to verify their feasibility and effectiveness.

Firstly, in terms of establishing scientific human resource management concepts, it is necessary to further study how the concepts of classification management and change management can be carried through the management of the whole hospital in order to form a scientific and reasonable management system. In addition, it is also necessary to study how to integrate career development into the human resource management of hospitals in order to improve the work motivation and creativity of employees.

Secondly, in terms of establishing a scientific incentive mechanism, it is necessary to further study how to integrate the performance appraisal system and remuneration system throughout the management of the entire hospital in order to form an effective incentive mechanism. At the same time, it is also necessary to study how to take employee participation and satisfaction as an important index of the incentive mechanism, in order to improve the work enthusiasm and creativity of employees.

Thirdly, in strengthening the construction of human resource management informatization, it is necessary to further study how to establish an effective informatization platform and data management system in order to improve the efficiency and precision of human resource management. At the same time, it is also necessary to study how to combine the informationization construction with the hospital's business process and management process in order to realize the comprehensive coverage of informationization management.

In the end, in terms of formulating different management plans according to people, it is necessary to further study how to formulate personalized management plans according to the characteristics and needs of different employees in order to improve their work motivation and satisfaction. At the same time, it is also necessary to study how to unify the individualized needs of employees and the overall interests of the hospital in order to achieve a win-win situation for both employees and the hospital.

In conclusion, the strategic management of human resources in primary hospitals is a complex and important issue, which requires us to constantly deepen our research and practice in order to promote the sustainable development of primary hospitals in China.

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