

Chapter 2

Literature Review

The researcher has studied concepts, theories and related research used to determine the research guidelines as follows:

1. Strategic management
2. Human resource management
3. Concept of SHRM
4. The Resource-based Approach
5. SWOT analysis and human resource management
6. Organizational Strategies, Organization Culture and SHRM
7. Employee resignation

Strategic Management

Strategic management refers to determine the long-term development direction and objectives of the enterprise through the analysis of the external environment, internal resources and capabilities, and formulate corresponding strategies and plans to achieve the expected performance and benefits. Strategic management emphasizes the importance of long-term stable development of enterprises and is one of the core contents of enterprise management.

The basic idea of strategic management is "strategy first, tactics later", that is, first determine the development direction and objectives of the enterprise, and then formulate corresponding specific plans and measures. In practice, strategic management usually includes external environment analysis, internal resources and capabilities analysis, strategic selection and implementation, strategic evaluation and adjustment and so on.

External environment analysis mainly analyzes the macro environment and industrial environment, including political, economic, social, technological, legal and other factors, and predicts the future development trend and opportunity according to the trend and characteristics of environmental changes.

Internal resource and capability analysis is to evaluate the enterprise's own resources and capabilities, including human resources, financial resources, technical capabilities, marketing capabilities and other aspects of the factors, and determine the

enterprise's competitive advantage and core competitiveness according to the advantages and disadvantages of the enterprise.

Strategy selection and implementation refers to formulating corresponding strategies and plans on the basis of external environment and internal resources and capabilities, and promoting the implementation and landing of strategies by means of organization and resource allocation, personnel training and motivation.

Strategic evaluation and adjustment is to evaluate and adjust the effect in the process of strategy implementation, including the achievement of strategic objectives, the effect of resource allocation, market response and competition situation, and adjust the strategy and plan according to the evaluation results to adapt to environmental changes and enterprise development needs.

In short, strategic management is an important part of enterprise management, which can help enterprises grasp market opportunities, improve competitiveness and achieve long-term and stable development.

Human Resource Management

Human resource management refers to the process of planning, organizing, leading, controlling and coordinating human resources effectively within an organization. It is a comprehensive, systematic management that touches on every aspect of the organization. The main task of human resource management is to plan and implement the corresponding human resource management strategy according to the strategic objectives of the organization, so that human resources can be rationally developed and utilized to improve the performance and competitiveness of the group.

The core of human resource management is talent management. In modern society, talent has become the most important resource of enterprises, so talent management has become the core competitiveness of enterprises. The main work of human resource management includes human resource recruitment, human resource training, human resource allocation, human resource selection, human resource compensation and so on. Among them, human resource training is a very important part. It refers to providing training and development opportunities for employees, so as to improve their knowledge, skills and attitudes and make them better adapt to the development needs of enterprises.

Human resource management also needs to pay attention to employee performance management. Performance management is a kind of employee performance evaluation and management, in order to achieve the purpose of improving employee

performance and enterprise performance. It is an important part of human resource management and one of the important means of enterprise management.

In short, human resource management is an indispensable part of enterprise management. Its purpose is to rationally utilize and develop human resources and improve enterprise performance and competitiveness. In modern enterprise management, human resource management has become one of the core competitiveness of enterprises, so enterprises must pay attention to the importance of human resource management; formulate corresponding management strategies and programs, in order to achieve the long-term development goals of enterprises.

In the hospitals surveyed, the ratio of the number of obstetric beds, the number of delivery beds, the number of waiting beds to the number of midwives was 1:0.16, 1:2.08 and 1:1.54, respectively, the ratio of the total number of deliveries to the number of midwives was 151.51:1, and the number of midwives per 1,000 live births was 6.60. Conclusion Doctors are seriously lacking in human resources and the workload is unbalanced. It is suggested that the hospital should optimize the post allocation of midwifery human resources according to the actual situation, and do a good job in in-service education and training (Xue, & et al., 2022, pp. 144-146).

In the critical period of the medical and health system reform, the work satisfaction survey of medical staff before and after the medical reform was carried out to clarify the effectiveness and shortcomings of the medical reform policy. The survey found that the job satisfaction of primary medical staff after medical reform was higher than that before medical reform, but the job satisfaction of medical staff with different individual characteristics was different after medical reform inquiry, especially the job satisfaction of non-enrolled medical staff was higher than that before medical reform. To improve the work satisfaction of medical staff and promote the development of primary medical institutions, it is necessary to consider different evaluation items and different individual characteristics (Liu, & et al., 2015, pp. 83-84).

With the progress of medical reform, our city has made great progress in the construction of primary health personnel, but there are still many problems. Conclusion: It is necessary to increase the investment in primary health care, improve the salary, establish the talent introduction model, improve the incentive mechanism, strengthen the continuing education, improve the training mechanism, optimize the promotion policy of professional titles, improve the level of primary health care, and promote the development of primary health care (Zhou, & et al., 2021, p. 284).

Concepts of SHRM

Strategic Human Resource Management (SHRM) refers to the process of aligning an organization's human resource practices with its overall business strategy to achieve long-term goals and objectives. This approach to HRM recognizes that employees are a critical asset of an organization and that their effective management can contribute significantly to the success of the business.

According to Boxall & Purcell (2011, pp. 1-2), SHRM involves the integration of HRM with the strategic goals of the organization. This integration includes the adoption of HR practices that are consistent with the organization's goals and the development of HR policies that support the attainment of those goals. SHRM involves a strategic approach to HR planning, talent management, and performance management that is designed to improve organizational effectiveness and support the achievement of competitive advantage.

One of the key features of SHRM is the recognition that HR practices should be tailored to the specific needs and objectives of the organization. As Ulrich (1997, pp. 303-320) notes, "HR practices should be designed to reinforce the organization's culture, support its business strategy, and contribute to its competitive advantage". Another essential aspect of SHRM is the emphasis on the development of a strategic HRM plan that is integrated with the overall business strategy of the organization. This plan should identify the HR practices and policies that are necessary to achieve the organization's long-term goals and objectives.

SHRM is a vital approach to HRM that emphasizes the integration of HR practices with the strategic goals of the organization. This approach involves the development of HR policies and practices that are aligned with the organization's goals and the adoption of a strategic approach to HR planning, talent management, and performance management. Ultimately, SHRM is designed to improve organizational effectiveness and support the achievement of competitive advantage.

There are five approaches to SHRM:

1) The Resource-based Approach: A resource-based approach will address methods of increasing the firm's strategic capability by the development of managers and other staff who can think and plan strategically and who understand the key strategic issues.

The Resource-based View (RBV) is a managerial framework used to determine the strategic resources a firm can exploit to achieve sustainable competitive advantage. Hospital human assets contain the potential to directly or indirectly promote the progress of medical technology and obtain social and economic benefits. As the

strategic resource of hospital, human assets have become the key factor to promote the development of hospital (He, 2004, p. 49).

2) Strategic fit for HR Responsibilities: The HR strategy should be aligned to the business strategy (vertical fit) and HR strategy should be an integral part of the business strategy, contributing to the business planning process as it happens. Strategic fit expresses the degree to which an organization is matching its resources and capabilities with the opportunities in the external environment. The matching takes place through strategy and it is therefore vital that the company has the actual resources and capabilities to execute and support the strategy. The third condition, as important as strategic direction and business metrics, is the availability of the right people in the business area to support the achievement of strategic and business objectives. The foundation of talent strategy is business strategy, and the decomposition of talent strategy should first consider the important content of business strategy (He, 2019, pp. 66-68).

3) High-performance management: Aims to make an impact on the performance of the firm through its people in such areas as productivity, quality, levels of customer service, growth, profits and, ultimately, the delivery of increased shareholder value. High-performance management practices include rigorous recruitment and selection procedures, extensive and relevant training and management development activities, incentive pay systems and performance management processes.

Hospital performance management is not only bonus accounting, but based on the hospital's strategic goals, measures to guide and motivate the staff, standardize the work process, optimize the organizational structure, guide the staff to improve the work efficiency, improve the service attitude. Scientific and reasonable performance management mode plays a very important role in improving the medical technology level of hospitals, enhancing the overall strength of hospitals and realizing strategic goals (Li, 2022, pp. 40-42).

4) High-commitment management: HRM is its emphasis on the importance of enhancing mutual commitment. "A form of management which is aimed at eliciting a commitment so that behavior is primarily self-regulated rather than controlled by sanctions and pressures external to the individual, and relations within the organization are based on high levels of trust."

Commitment to human resources includes job security, organizational support, and psychological contracts. These are important factors affecting job satisfaction. Human resource management in primary hospitals has a serious impact on the job satisfaction of medical staff. Good human resource management can fully mobilize

the enthusiasm of medical work and enhance the ability of medical work, so as to improve the effect of job satisfaction. Human resource management in primary hospitals directly affects the job satisfaction. Hospital staff and human resource management complement each other and cannot be separated (Gu, 2017, p. 104).

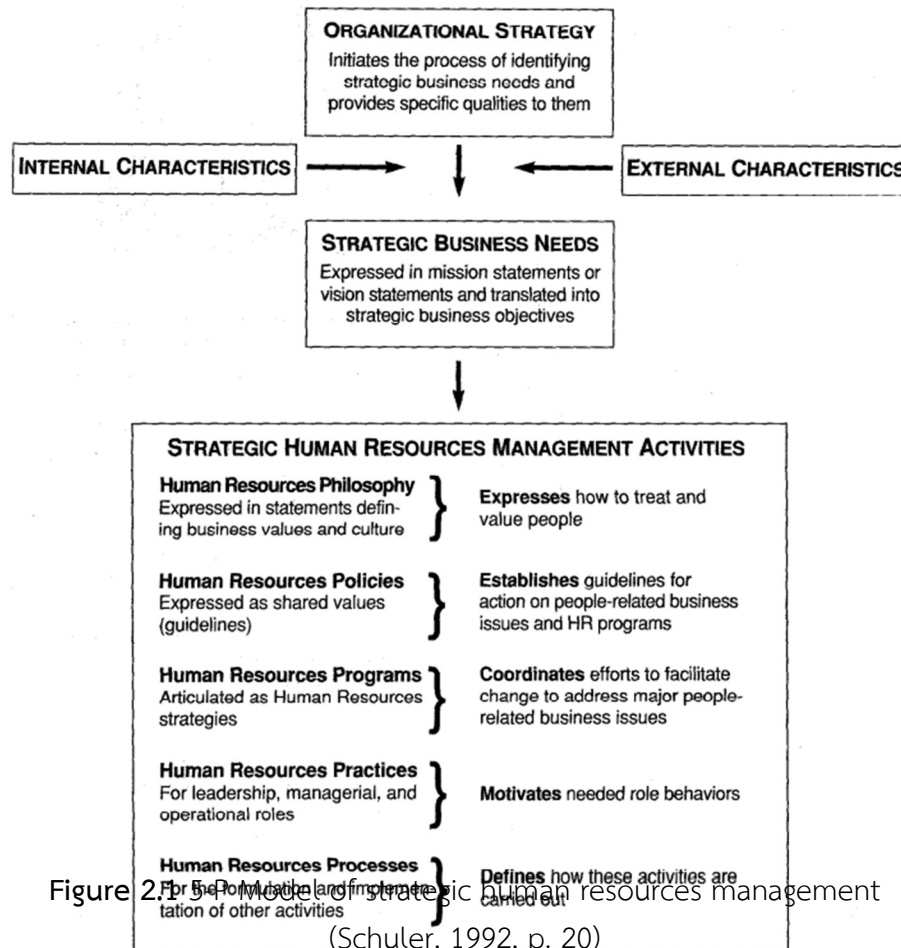
5) High-involvement management: The aim is to create a climate in which a continuing dialogue between managers and the members of their teams takes place in order to define expectations and share information on the organization's mission, values and objectives. The greatest characteristic of strategic management is to create value. People's preference is the center of value. People can decide what is valuable to them. According to the Nath - Bakov model, the core process of strategic management can be divided into six stages, each of which requires human involvement.

Involvement in management, on the one hand, can enhance the understanding of strategic management, improve the understanding of strategic performance, provide support and cooperation to ensure the realization of strategic objectives; On the other hand, it can concentrate everyone's wisdom, absorb knowledge in different fields, and provide strategic managers with timely and effective information, so as to improve strategic management ability. In addition, when faced with risks, enhanced communication and coordination can mitigate risk losses and promote strategic transformation (Lin, 2011, pp. 33-37).

The strategic human resource management model proposed by Schuler integrates the concept, policy, project, practice and process of human resource management into one through all levels of the enterprise, and promotes the combination of human resource management practice activities and corporate strategy. This model emphasizes that human resource management practices must be combined with enterprise strategies to gain market competitive advantages, and attaches importance to the impact of human resource management practices on the overall performance of enterprises. This model emphasizes the participation of managers in the formulation of corporate strategic development planning, and holds that corporate leaders must consider the development path of corporate human resources in the formulation of corporate strategic planning. Otherwise, it is difficult to guarantee the effectiveness of the enterprise's human resource development strategy and the effective implementation of the enterprise's development strategy.

The 5-P Model of strategic human resources management model various HR activities with strategic needs. Viewed this way, many activities within the five "P's" (HR Philosophy, Policies, Programs, Practices, and Processes) can be strategic (see Figure 2.1). Thus, categorizing these activities as strategic or not depends upon whether

they are systematically linked to the strategic needs of the business, not on whether they are done in the long term rather than short term or whether they focus on senior managers rather than nonmanagerial employees (Schuler, 1992, pp. 18-32).



1) The HR philosophy, which outlines the organization's perspective on its human resources, their role in the overall success of the business, and how they ought to be treated and managed, was crucial for any successful organization. It was designed to guarantee that the company's core values of respect, fairness, and equity were reflected in the manner in which the company treated its employees. It also aimed to create a work environment that fostered productivity and morale among the workforce. Furthermore, the HR philosophy provided clear expectations for employee performance and offered guidance on the best approach to managing employees. It also ensured that employees were treated fairly and respectfully, regardless of their race, gender, religion, or background.

2) HR policies were essential for any business as they provided clear guidelines on how to address people-related business issues, enabling consistent and fair treatment throughout the organization. They also served as the foundation for developing HR programs and practices that aligned with the broader strategic objectives of the business. By having a set of HR policies in place, the organization was able to ensure that it met its legal obligations to employees and managed its workforce equitably and effectively. Additionally, HR policies offered valuable insight into the culture of the organization, defining its values and behaviors while enhancing employee engagement and loyalty.

3) HR programs were devised with the aim of assisting organizations in accomplishing their strategic objectives. These programs involved the use of specialized activities, systems, and initiatives to enhance the organization's capacity, cultivate positive relationships, and improve workforce effectiveness. The foundation for these programs was provided by HR policies, which served as a framework for all HR endeavors. HR staff worked in a coordinated manner to initiate and manage various organizational change efforts, including employee recruitment, selection, and retention, rewards and recognition, training and development, and performance management. By implementing targeted HR programs, organizations were able to cultivate a work environment that facilitated the achievement of their desired business goals while simultaneously offering employees opportunities for skill growth and development.

4) HR practices covered a wide range of activities and responsibilities in the past. These included tasks like resourcing and recruiting employees, managing employee relations, facilitating learning and development, conducting performance management, and handling reward management. The implementation of HR policies and programs, such as training and development, employee engagement, retention and recruitment, and health & safety policies, was a key aspect of these practices. Moreover, HR practices involved providing employee support services, such as counseling, conflict resolution, and dispute resolution. HR also played a crucial role in ensuring compliance with local and international laws, as well as ethical considerations. Equitable and fair treatment of employees, along with the provision of appropriate benefits and entitlements, was also part of HR practices. Lastly, HR was responsible for tasks like payroll administration, managing employee records, and generating accurate and timely reports.

5) HR processes were an essential component of any business organization in the past, as they were designed to provide a structured approach to managing human resources. These processes encompassed various activities, including setting objectives

and strategies, recruiting, selecting, and training employees, establishing compensation plans, managing employee relations and development, and implementing performance management systems. Furthermore, HR processes also involved reviewing and evaluating existing HR policies, procedures, and practices, and introducing new ones to ensure compliance with legal requirements, enhance organizational effectiveness, and foster a positive work environment. By employing these formal procedures and methods, businesses were able to implement their HR strategic plans and policies, enabling them to attain their desired goals and objectives.

The 5P's Model was a strategic approach to HRM in the past that was specifically crafted to address the requirements of an organization and its employees. Its objective was to align organizational goals with those of the employees by placing emphasis on employee recruitment, training and development, performance evaluation, compensation, and communication. Schuler's model gained widespread recognition and acceptance due to its proven effectiveness in enhancing employee engagement and performance.

The Resource-Based Approach:

Human resource management (HRM) is the process of managing people within an organization to achieve organizational goals. The resource-based view (RBV) of HRM emphasizes the importance of managing human resources as strategic assets, which can provide a sustainable competitive advantage for organizations. This essay will discuss the RBV for HRM, including its definition, principles, and practical applications, supported by relevant in-text citations and references.

The RBV is a strategic management theory that focuses on the internal resources and capabilities of an organization as the primary source of a sustainable competitive advantage. The theory suggests that an organization's resources and capabilities are unique and difficult to imitate, which enables the organization to achieve a competitive advantage over its rivals (Barney, 1991, pp. 99-120). The RBV for HRM suggests that human resources can provide a sustainable competitive advantage for organizations by developing and maintaining a skilled, motivated, and committed workforce. The following principles guide the RBV for HRM:

- 1) Valuable: Human resources must possess valuable skills, knowledge, and abilities that are difficult to imitate by competitors. This provides a competitive advantage to organizations (Barney, 1991, pp. 99-120).

2) Rare: Human resources must possess unique skills, knowledge, and abilities that are rare in the industry or the labor market. This makes them difficult to replace and provides a competitive advantage to organizations (Pfeffer, 1994, p. 193).

3) Inimitable: Human resources must possess skills, knowledge, and abilities that are difficult to imitate or replicate by competitors. This makes them a source of competitive advantage (Barney, 1991, pp. 99-120).

4) Non-substitutable: Human resources must possess skills, knowledge, and abilities that cannot be easily substituted by other resources or capabilities. This provides a competitive advantage to organizations (Pfeffer, 1994, p. 193).

The RBV for HRM has practical applications in various areas of HRM, including recruitment, selection, training, and development. The following are examples of how the RBV for HRM can be applied in these areas:

1) Recruitment and selection: The RBV for HRM suggests that organizations should recruit and select candidates with valuable, rare, inimitable, and non-substitutable skills, knowledge, and abilities. This ensures that the organization can maintain a skilled, motivated, and committed workforce that provides a competitive advantage (Wright, & et al., 1994, pp. 301-326).

2) Training and development: The RBV for HRM suggests that organizations should invest in training and development programs to enhance the skills, knowledge, and abilities of their employees. This ensures that employees possess valuable, rare, inimitable, and non-substitutable skills that provide a competitive advantage (Barney, 1991, pp. 99-120).

In conclusion, the resource-based view (RBV) of HRM emphasizes the importance of managing human resources as strategic assets that can provide a sustainable competitive advantage for organizations. The RBV for HRM suggests that human resources must possess valuable, rare, inimitable, and non-substitutable skills, knowledge, and abilities to provide a competitive advantage. The RBV for HRM has practical applications in various areas of HRM, including recruitment, selection, training, and development.

SWOT Analysis and Human Resource Management

Strategic management is a continuous, iterative process aimed at keeping an organization as a whole appropriately matched to its environment (Samuel C. Certo, Strategic Management) Strategic management keeps the business in tune with management and marketing forces both outside and inside the firm.

Strategic management is divided into four steps: strategic objectives and analysis, strategic formulation, strategic implementation, strategic evaluation and control. SWOT analysis was popularity to enterprise strategic planning to formulate strategic goals for hospital development, which is conducive to the establishment of a scientific and reasonable performance management system (Wang, 2010, pp. 83-85).

PEST model combined with SWOT matrix method is a method to analyze the strategic or organizational external environment in modern management. It can grasp the macro environment on the whole through the political environment, economic environment, social environment and technical environment, and evaluate the influence of these factors on the formulation of organizational objectives and strategies, and formulate strategies for hospitals in a comprehensive, comprehensive and systematic way. The formulation of hospital competitive strategy must focus on improving the core competitiveness of the hospital, and the strategic choice of the hospital is the basis of the implementation of the strategic plan, but also the long-term strategic goal of the hospital. Hospital strategies should be constantly adjusted with the changes of environment and policies, and a reasonable strategic direction must be selected according to the weaknesses of the development of the hospital, so as to build the hospital into an excellent hospital with obvious talent advantages, efficient and standardized management and excellent service (Yang, 2018, pp. 43-45).

In terms of management objectives, with the construction of talent team as the core, the transformation from quantitative expansion to sustainable conformal development is realized. In terms of management focus, the discipline platform building is taken as a breakthrough to realize the transformation of scale efficiency and enhance the overall strength of the development of the hospital. In the direction of management, improve the comprehensive strength of hospital development. In terms of management mode, the key is to improve work efficiency, realize the transformation from traditional management mode to fine management, and improve the service ability of hospital development. In terms of management characteristics, hospital culture construction is taken as a platform to realize the transformation from mechanical management to people-oriented management and strengthen the soft power of hospital development (Nie, & et al., 2014, pp. 30-32). Performance appraisal and evaluation is an important means and guarantee for the effect of strategic management. According to the problems found in the assessment process, timely communication, so that the hospital's strategic objectives can be carried out, implementation measures and methods can be revised in time. Effective strategic evaluation and control plays a very important role in strategic management (Nie, & et al., 2014, pp. 30-32).

SWOT analysis is a strategic planning tool that can be used to assess an organization's internal strengths and weaknesses and external opportunities and threats. SWOT analysis has been increasingly applied to human resource management (HRM) to evaluate the HR function's effectiveness and identify areas for improvement. In this essay, we will explore the relationship between SWOT analysis and human resource management, discussing its benefits and limitations. SWOT analysis can be used to assess the HRM function's strengths and weaknesses, including the effectiveness of HR policies and practices, the quality of HR services, and the HR function's alignment with organizational goals. For example, a SWOT analysis can be used to evaluate the HR function's ability to attract and retain talent, its responsiveness to employee needs, and its alignment with the organization's strategic goals. The analysis can also identify opportunities for HRM improvement, such as the development of new HR policies and practices that support the organization's strategic objectives.

SWOT analysis can also help HR managers to identify external opportunities and threats that affect the organization's HR function. For example, changes in labor laws, economic conditions, or demographic trends can create new challenges and opportunities for HRM. A SWOT analysis can help HR managers to identify these external factors and develop strategies to respond to them effectively. However, it is important to note that SWOT analysis has some limitations when applied to HRM. First, SWOT analysis is a subjective tool that depends on the perspectives and opinions of the individuals involved in the analysis. Second, SWOT analysis may not be comprehensive enough to capture all the factors that affect HRM. Therefore, it is important to supplement SWOT analysis with other tools and methods, such as employee surveys, performance metrics, and benchmarking.

SWOT analysis is a useful tool for assessing the effectiveness of HRM and identifying areas for improvement. It can help HR managers to evaluate the HR function's strengths and weaknesses, identify external opportunities and threats, and develop strategies to respond to them effectively. However, it is important to recognize the limitations of SWOT analysis and supplement it with other tools and methods to ensure a comprehensive and objective analysis.

In SWOT analysis, the advantages of HRM may include high-quality employees, perfect compensation system, effective performance management mechanism, etc. Disadvantages may include high employee turnover rate, low employee satisfaction, non-standard human resource management process, etc. Opportunities may include market demand growth, industry development opportunities, etc.; Threats can range from the rise of competitors to changes in laws and regulations. Based on the results

of SWOT analysis, enterprises can formulate corresponding HRM strategies. For example, if the disadvantage of an enterprise is high employee turnover rate, it can improve employee satisfaction and retention by improving employee benefits and training. If the enterprise is faced with the opportunity of market demand growth, it can strengthen the recruitment of talents, improve the quality of employees and other ways to meet the market demand, so as to achieve rapid development of the enterprise. In conclusion, SWOT analysis is a very practical tool, which can help enterprises better understand their own strengths, weaknesses, opportunities and threats, and formulate corresponding HRM strategies. In practical application, enterprises should flexibly use SWOT analysis according to their own situation and needs to achieve the best results.

Organizational Strategies, Organization Culture and SHRM

Organizational strategies and culture are closely linked to strategic human resource management (SHRM). Organizational strategies determine the direction and goals of the organization, and organizational culture shapes its values and beliefs. SHRM aligns HR policies and practices with the organization's strategies and culture to achieve its goals effectively. In this essay, we will discuss the relationship between organizational strategies, culture, and SHRM, and their impact on organizational performance.

Organizational strategies are the plans and actions that organizations take to achieve their goals and objectives. These strategies can be related to growth, diversification, innovation, cost reduction, or market penetration (Mellahi & Harris, 2016, pp. 426-437). SHRM aligns HR policies and practices with the organization's strategies to ensure that the organization has the right people, with the right skills, in the right positions, at the right time. For example, if the organization's strategy is to expand into new markets, SHRM can focus on recruiting and developing employees with the necessary language skills and cultural awareness to succeed in those markets.

Organizational culture is the shared values, beliefs, attitudes, and behaviors that shape the organization's identity and influence the behavior of its members (Schein, 2010, Abstract). Culture can be seen as the "personality" of the organization, and it affects how employees behave, interact, and make decisions. SHRM aligns HR policies and practices with the organization's culture to ensure that employees share the organization's values and beliefs and are motivated to achieve its goals. For

example, if the organization values teamwork and collaboration, SHRM can focus on developing teamwork skills and promoting collaboration among employees.

The alignment between organizational strategies, culture, and SHRM is critical for organizational performance. When there is a misalignment between these factors, it can lead to HR policies and practices that do not support the organization's goals and values, which can reduce employee motivation and engagement, lower productivity, and affect the organization's ability to achieve its objectives (Mellahi & Harris, 2016, pp. 426-437). Therefore, SHRM should be closely aligned with the organization's strategies and culture to ensure that HR policies and practices are effective and support the organization's goals.

Organizational strategies and culture are closely linked to SHRM. SHRM aligns HR policies and practices with the organization's strategies and culture to achieve its goals effectively. The alignment between organizational strategies, culture, and SHRM is critical for organizational performance. Therefore, organizations should ensure that their HR policies and practices are aligned with their strategies and culture to achieve optimal performance.

Organizational strategy, organizational culture and strategic management are the three key elements of enterprise success. Organizational strategy is an enterprise's plan to determine long-term goals and directions according to the internal and external environment. It is an enterprise's action guide. Organizational culture is the core value, code of conduct and working mode of an enterprise, and it is the soul of an enterprise. Strategic management is the management process of enterprises to achieve strategic objectives, and it is the key to the success of enterprises. Organizational strategy, organizational culture and strategic management are closely related. The formulation of organizational strategy must consider the influence of organizational culture, and organizational culture must be consistent with organizational strategy. The implementation of strategic management needs to formulate specific action plans and management measures according to the organizational strategy and organizational culture, and it also needs to adjust and improve constantly. Organizational strategy, organizational culture and strategic management are very important to the development of grassroots hospitals. Primary hospitals need to formulate organizational strategies in line with their actual conditions, clarify long-term goals and directions, and at the same time, shape the core values and codes of conduct of the enterprise according to the organizational culture, so as to build a competitive corporate culture. In terms of strategic management, primary hospitals need to promote the realization of strategic objectives and improve the quality of service and management level through scientific

management methods and effective measures. In short, organizational strategy, organizational culture and strategic management are the key elements of enterprise success, and are also crucial to the development of primary hospitals. Primary hospitals need to constantly explore and summarize experience in practice, and gradually improve their own organizational strategy, organizational culture and strategic management, so as to improve their comprehensive strength and market competitiveness.

Employee Resignation

Employee resignation is a common phenomenon in every organization, and it can have both positive and negative effects on the organization's overall performance. It is crucial for organizations to understand the reasons behind employee resignation and implement effective strategies to minimize the negative impacts of employee turnover. This essay will discuss the main causes of employee resignation, the impacts of employee turnover, and some of the effective strategies that organizations can implement to minimize employee resignation.

There are several reasons why employees resign from their jobs. According to research, the most common reasons for employee resignation are low job satisfaction, inadequate pay and benefits, lack of career development opportunities, poor working conditions, and conflicts with managers or colleagues (Chaudhary, & et al., 2020, pp. 186-194). Additionally, employees may resign due to personal reasons such as family obligations or health issues. The salary system and welfare are important factors that restrict the job satisfaction of medical staff in Chengde primary hospitals. The salary income of primary hospitals in Chengde City and different remuneration for the same work has seriously affected the enthusiasm of staff (Liu, & et al., 2015, pp. 83-84).

Employee resignation can have a significant impact on an organization's overall performance. Firstly, it can result in a loss of skilled and experienced employees, which can affect the organization's productivity and performance. Moreover, employee turnover can result in high recruitment and training costs, decreased employee morale, and reduced organizational commitment. High employee turnover can also damage the organization's reputation and affect its ability to attract and retain top talent. To minimize employee resignation, organizations can implement effective strategies such as improving the work environment, providing competitive pay and benefits, offering opportunities for career development, and ensuring effective communication between managers and employees (Chaudhary, & et al., 2020, pp. 186-194). Moreover, organizations

can conduct exit interviews with employees who resign to understand the reasons behind their resignation and identify areas for improvement.

Employee resignation is a common phenomenon in every organization, and it can have both positive and negative effects on the organization's overall performance. The main causes of employee resignation include low job satisfaction, inadequate pay and benefits, lack of career development opportunities, poor working conditions, and conflicts with managers or colleagues. The impacts of employee turnover include loss of skilled and experienced employees, high recruitment and training costs, decreased employee morale, and reduced organizational commitment. Effective strategies to minimize employee resignation include improving the work environment, providing competitive pay and benefits, offering opportunities for career development, ensuring effective communication between managers and employees, and conducting exit interviews with employees who resign. Organizations that implement these strategies can reduce the negative impacts of employee turnover and improve their overall performance.