

Chapter 3

Research Methodology

This research is qualitative research. The details about the research method as follows:

1. Research design
2. Population and sample size
3. Research instruments
4. Data collection
5. Data analysis

Research Design

This study takes a primary hospital as an example or case study. Qualitative data through literature research, expert interview, questionnaire survey the study of XYZ hospital human resource management status in-depth analysis.

This study adopted two methods of questionnaire survey and interview to collect data. Questionnaire survey quantitative research is carried out inside the hospital, mainly for hospital staff, including doctors, nurses, administrative personnel, etc., to understand their views and opinions on the current situation of hospital human resource management. The questionnaire is divided into two parts. The first part is the basic information survey, including the gender, age and professional title of the respondents. The second part is the investigation of specific problems, including hospital recruitment, training, selection, compensation and other aspects. The questionnaire adopts a 5-point scoring system, which is very dissatisfied, dissatisfied, average, satisfied and very satisfied. The qualitative interview research was conducted inside the hospital, mainly for the hospital management, including the president, vice president, head of human resources department, etc., aiming to understand their views and opinions on the current situation of human resources management in the hospital and their assumptions on the future direction of human resources management. The interview is conducted in a semi-structured way, asking questions according to preset questions. Meanwhile, interviewees are allowed to play freely to obtain more in-depth information. This study adopted the method of combining questionnaire survey and interview for data collection, aiming at comprehensively understanding the current

situation of hospital human resource management and providing data support for formulating reasonable human resource management strategies. At the same time, in the design of questionnaire and interview, the needs and actual situation of the interviewees were fully taken into account to ensure the authenticity and credibility of the data.

1) Literature research method. Through computer retrieval of China Journal Full-text Database (CNKI), VIP Full-text database, Wanfang Chinese Medical Association journal database and relevant official websites, literature related to hospital human resource management research was collected and sorted out, and literature research and summary analysis were conducted.

2) Expert interview method. XYZ hospital field visits, and through to XYZ hospital personnel responsible for leadership, interview three people, understand XYZ hospital strategy, hospital culture, hospital and staff size, human resource management present situation, the present status of informatization construction.

3) Questionnaire survey method. Check with the hospital's human resources department for a list of people who have left and find their contact information. Oral surveys or online questionnaires were used. Based on the literature analysis and the actual situation of the hospital, the questionnaire "XYZ Hospital Staff Resignation Reason Survey" is designed to conduct a questionnaire survey on the staff who resigned from the hospital, to understand the composition of the staff group and the main reasons for resignation, and to analyze the existing management problems in combination with the human resources planning of XYZ hospital. Through the empirical research and analysis, find out the XYZ hospital need to improve problem in human resources management at present stage.

Population and Sample Size

1. XYZ Hospital advocates a flat and efficient management structure with fewer staff and positions in management functional departments.

Functional departments have long working hours and high working pressure. The human resources department of XYZ Hospital has 53 employees. In daily management, the staff of the human resources department of the hospital is responsible for the daily work of their own positions. The sample of the interview and survey are 32 medical staff who resigned from the hospital from January 2017 to

January 2023. (Check the hospital's human resources department for a list of people who have left and find their contact information.)

2. The questionnaire was designed and carried out in four aspects, namely, the staff structure of the staff leaving the company, the investigation on the reasons for the staff leaving the company combined with the engagement study and the plan of the staff going to the company after leaving the company. The specific contents of the questionnaire included: gender, age, educational background, category, working time in the hospital, household registration, reasons for leaving the company and their whereabouts. Structural indicators of in-service personnel participating in questionnaire survey. This type of index includes four items: gender, age, personnel category and working years of employees participating in the survey.

1) Overall satisfaction index of employees to their own work. It includes whether you are satisfied with your position, whether you are satisfied with your position

Whether the matching degree of the job is satisfied, whether the job is in line with personal interests, and the division of job responsibilities and rights and responsibilities

Whether satisfied with four questions.

2) Salary and welfare level and fairness index of performance plan. Including satisfaction with salary and fairness to performance

Sexual satisfaction, reward system is perfect, and employee welfare policy satisfaction four questions.

3) Expected indicators of industry and personal career development. It includes the satisfaction of individual career development, the satisfaction of professional title promotion mechanism, the satisfaction of talent training mechanism and the future expectation of industry development.

4) Recognition index of hospital cultural system and working environment. It includes three questions: the satisfaction degree of the current working environment, the sense of belonging to the hospital and the satisfaction degree of the unit rules and system and the implementation effect.

Research Instruments

1. Literature collection

Through XYZ Hospital's human resource management information system, financial management information system and related documents of human resource

management, the literature collection method obtained the data of the current situation of health human resources in XYZ Hospital, including educational background, professional title and other structures.

2. Questionnaire

The advantages, disadvantages, development opportunities and challenges of the hospital are analyzed systematically through SWOT analysis also data form questionnaire will identify strategic human resource management activities and divide the process into employee attraction, development and retention.

In order to understand the problems in human resource management of XYZ Hospital, a questionnaire was designed and conducted in three aspects, namely, the staff structure of the departing employees, the investigation into the reasons for the employees' dimission combined with the engagement study, and the plans of the employees' destinations after the dimission. The specific contents of the questionnaire are as follows. The author conducted a survey on 32 employees who resigned from the institute from 2017 to 2023, and two employees did not want to cooperate with the survey due to personal reasons.

Table 3.1 XYZ Hospital resignation reason questionnaire

Working hours in the hospital	
Household registration situation	This city, other cities within the province, outside the province
Reasons for leaving	Work intensity Dissatisfaction with the hospital To seek new development opportunities No longer engaged in such an industry
The next plan	Further study Different cities: different industries or the same industry The same city: different industries or the same industry

Combined with the problems reflected in the investigation results of the dimission reasons of employees in XYZ Hospital and the analysis results of the engagement study, the author focuses on the four aspects of the overall satisfaction of employees to their own work, their recognition of the hospital's cultural system and

working environment, their expectations of industry and personal career development, as well as the level of salary and welfare and the fairness of performance programs. The XYZ Hospital staff satisfaction questionnaire was designed. The questionnaire is mainly composed as follows. The specific questionnaire is as follows.

1) Structural indicators of in-service personnel who participated in the questionnaire survey. This type of index includes four items: gender, age, personnel category and working years of employees participating in the survey.

2) Overall satisfaction index of employees to their own work. It includes four questions: whether I am satisfied with my position, whether I am satisfied with my matching degree with my work, whether my work is in line with my personal aspirations and whether I am satisfied with the division of responsibilities and rights and responsibilities.

3) Salary and welfare level and fairness index of performance plan. It includes four questions: satisfaction with salary, satisfaction with fairness of performance, perfection of reward system and satisfaction with employee welfare policy.

4) Expected indicators of industry and personal career development. It includes the satisfaction of individual career development, the satisfaction of professional title promotion mechanism, the satisfaction of talent training mechanism and the future expectation of industry development.

5) Recognition index of hospital cultural system and working environment. It includes three questions: the satisfaction degree of the current working environment, the sense of belonging to the hospital and the satisfaction degree of the unit rules and system and the implementation effect.

By means of convenient sampling, the author conducted a survey on the satisfaction of on-the-job hospital workers, and collected a total of 53 on-the-job workers' satisfaction survey data.

Table 3.2 XYZ Hospital current employee satisfaction questionnaire

Questions	Options		
Are you satisfied with your job position?	Satisfied	Average	Not satisfied
Are you satisfied with how well you match your job?	Satisfied	Average	Not satisfied
Whether the work is consistent with your own interests?	Satisfied	Average	Not satisfied
Are you satisfied with the division of your	Satisfied	Average	Not satisfied

job responsibilities and power?			
How satisfied are you with the current salary?	Satisfied	Average	Not satisfied
Are you satisfied with the fairness of the hospital's performance?	Satisfied	Average	Not satisfied
Do you think the incentive system of hospitals is perfect?	Satisfaction	Average	Dissatisfaction
Are you satisfied with the current employee welfare policy?	Satisfaction	Average	Dissatisfaction

Table 3.2 XYZ Hospital current employee satisfaction questionnaire (Cont.)

Questions	Options		
Are you satisfied with your career development?	Satisfaction	Average	Dissatisfaction
Satisfied with the professional title promotion mechanism?	Satisfaction	Average	Dissatisfaction
Satisfied with the hospital talent training mechanism?	Satisfaction	Average	Dissatisfaction
Satisfied with the development prospects of hospitals and the industry?	Satisfaction	Average	Dissatisfaction
Satisfied with the current working environment?	Satisfaction	Average	Dissatisfaction
Satisfaction with the hospital rules and regulations and the implementation results?	Satisfaction	Average	Dissatisfaction
How is the sense of belonging in this hospital?	Satisfaction	Average	Dissatisfaction

3. Expert Interview Guideline

In order to obtain experts' insights on the human resource management of the hospital, obtain authoritative data on the current situation of human resources in XYZ Hospital, and increase the credibility of the data and the article, the president, the manager and the office director of the hospital were consulted in the form of interviews. This paper mainly investigates the basic situation of human resources of XYZ Hospital and the main factors affecting the development of the hospital. The interview questions are as follows:

Table 3.3 Expert interview form on the status of human resources

Questions
What do you think are the biggest advantages and challenges of hospital human resources?
From your perspective, what are the problems in human resource management at XYZ hospital?
What do you think are the scarcest human resources? Have these shortages had a significant impact on the operation of primary hospitals?
What do you think are the biggest advantages and challenges of hospital human resources?
From your perspective, what are the problems in human resource management at XYZ hospital?
What do you think are the scarcest human resources? Have these shortages had a significant impact on the operation of primary hospitals?
Does the hospital have a set of effective strategies and measures to attract and retain talented people?
In your experience, what are the key factors affecting staff recruitment and retention at the hospital?
How does XYZ hospital address employee training and development needs? Are there any specific programs in place?
What are the current employee performance evaluation methods used at XYZ hospital? Are they effective in measuring performance accurately?
What are the gaps in compensation and benefits in hospitals compared to other healthcare institutions? What are the effects of these differences on the stability and work motivation of staff in the primary hospital?
How does the hospital handle employee grievances and conflicts? What steps are taken to ensure a positive work environment?
Are there any specific strategies or policies in place to promote employee engagement and job satisfaction at XYZ hospital?

Table 3.3 Expert interview form on the status of human resources (Cont.)

Questions

How does the hospital deal with staff turnover, and what are the main reasons for employees leaving their positions?

Have there been any recent changes or initiatives in the human resource management practices at XYZ hospital? If so, what were the outcomes?

What do you expect for the future development of human resource management in XYZ hospital?

Data Collection

1. Data collection methods in this paper include reference method, expert interview method and questionnaire method.

2. Literature research method is a convenient, fast, safe, free and free investigation method. Even if there are mistakes, they can be remedied through research, so it is relatively safe. Literature method saves time, money, manpower and material resources, high efficiency; it does not need a lot of staff and professional equipment, with efficient and convenient use characteristics.

3. The interview method is qualitative research, this paper adopts semi-structured interview, covering fixed and open-ended questions. Have a basic content outline as a guide for the interviews so that each session can be centered around the main task.

3.1 The backgrounds of the experts were thoroughly researched and hospital leaders relevant to the information needed were selected to ensure that they were experienced in the field and had an adequate level of knowledge, and that they had a good understanding of the hospitals and unique insights.

3.2 Appointments were made with the experts for the time and place of the interviews to ensure that they had sufficient time and adequate energy.

3.3 A detailed list of questions was prepared to guide the interview and obtain useful information.

3.4 Both audio recording and written shorthand were used during the interviews with the consent of the interviewees. Written shorthand allowed for quick recording of highlights and frameworks, and audio recording allowed for real-time data capture, detailed recording of the interviews, reduced memory bias, improved recording accuracy, and made it easier to add to the recordings afterward.

3.5 The information collected from the interviews is organized and analyzed so that it can be used to the fullest extent.

4. The expert interview as a method of qualitative empirical research has been a widely-discussed qualitative method in political and social research since the early 1990s. It aims at exploring or collecting data about a specific field of interest. Expert interviews are mainly qualitative interviews based on a topical guide, focusing on the knowledge of the expert, which is broadly characterized as specific knowledge in a certain field of action (Stefanie, 2020, pp. 265-278).

5. Questionnaire survey is quantitative research, which can cover a large area of user groups and obtain a larger number of user behaviors and data. The respondents of this method all use the same questionnaire, which is beneficial to make analysis and comparison in the same situation and facilitate the understanding of the respondents to the problem. Questionnaire is frequently overlooked as an important aspect of the development of field instruments and as a potential source of independent effects on survey estimates (Maria, 1992, pp. 206-217). Online questionnaire survey this method can get preliminary results quickly, which greatly saves time and is not restricted by the region and time. In addition to passive investigation, I can also actively and timely put forward my own views and suggestions on relevant issues, which is helpful to reduce the deviation caused by unreasonable design, so as to improve accuracy, objectivity and reliability.

Data Analysis

1. Data from literature retrieved through the computer databases such as China Journal Full-text Database (CNKI), VIP Full-text database, Wanfang Chinese Medical Association journal database, and relevant official websites, as well as data obtained from expert interviews and staff resignation interviews and surveys, will be analyzed using content analysis.

The first step is to look up relevant information through search engines and databases, collect and sort out policy and theoretical information about human resource management of XYZ Hospital, and quantitative information including educational background, professional title, etc. The second step is to interview key personnel of 20 departments and hospital leaders with arranged questions mainly in the form of outline, to understand and listen to their opinions and suggestions on hospital human resource management, so as to obtain information about human resources in four aspects: Advantages, disadvantages, opportunities, challenges. The third step is to design the dismissal reason questionnaire and the employee job satisfaction questionnaire according to the actual situation of human resource management in XYZ Hospital, so

as to understand the overall situation of human resource management. The third step is to sort out the survey results, so as to facilitate the SWOT analysis.

2. The data from questionnaire

Analyzing the questionnaire survey on the reasons of employees' leaving and the satisfaction of serving employees in a primary hospital can be carried out according to the following steps:

1) Data organization: organize the raw data of the questionnaire survey, including employees' personal information, reasons for leaving, and the satisfaction of serving employees.

2) Data screening: In order to ensure the accuracy of the data, the data with abnormalities are screened.

3) Data statistics: a. For the reasons for leaving the company questionnaire, count the personal information and domicile, each reason for leaving the company, the number of times the next plan is selected, and calculate the percentage in the sample. b. For the satisfaction questionnaire, count the index of overall satisfaction with one's job, the index of satisfaction with performance, salary, benefits and fairness, the index of expectation of the industry and development, and the brain index of the cultural atmosphere and work environment. index. Count the number of people who choose dissatisfied, average, and satisfied for each question and calculate the percentage in the sample.

4) Data analysis: Based on the statistical results, the following analyses can be performed:

a. Ranking of reasons for leaving: Based on the percentages, rank the reasons for leaving according to the number of times they were selected, from highest to lowest, in order to determine the main trends in the reasons for employees leaving.

b. Distribution of Reasons for Leaving: Observe the distribution of each reason for leaving, and charts such as bar charts or pie charts can be drawn to visualize the proportion and trend of each reason for leaving.

c. Interpretation of reasons for leaving: Based on the above analysis results, the main reasons for leaving are interpreted and analyzed in order to understand the main reasons for employees leaving and potential problems, and to propose corresponding improvement measures.

d. Interpretation of Satisfaction: Based on the percentage, the satisfaction level of each question is ranked in the order from high to low, which can visualize whether it is satisfied or not. Understand the reasons why the employee chose this position and potential problems.

3. The data from expert interview

Steps to analyze the results of the expert interviews:

1) Organize the results of the expert interviews: organize the recordings and notes of the expert interviews, classify and summarize the views and opinions of the three experts, and determine the main problems and development trends regarding the current situation of human resources in a primary hospital.

2) Developing an analysis model: extract key information from the experts' views on staff turnover, salary and benefits, and staff training and development, and develop a suitable analysis framework, including SWOT analysis and 5P analysis.

3) Data analysis: Based on the developed analytical model, data analysis is performed on the extracted key information to explain the causes of the problem and the trend of development. Propose solutions based on the problems as improvement measures to optimize the current status of human resources in a primary hospital.

4. The data from the SWOT analysis, which includes identifying the strengths, weaknesses, opportunities, and threats of XYZ Hospital, will be combined to formulate the SHRM.

SWOT analysis is a common strategic management tool that can be used to assess internal and external environments, identify their strengths, weaknesses, opportunities and threats, and develop strategies accordingly. In human resource management, SWOT analysis is also an important tool, which can help hospitals better understand their own human resource status and challenges, so as to formulate a more suitable human resource management strategy for enterprise development.

Firstly, the advantages of HRM may include high-quality employees, perfect compensation system, effective performance management mechanism, etc. Secondly, disadvantages may include high employee turnover rate, low employee satisfaction, non-standard human resource management process, etc.; Thirdly, opportunities may include market demand growth, industry development opportunities, etc. Fourthly, threats may include the rise of competitors, changes in laws and regulations, etc. Based on the results of SWOT analysis, hospitals can formulate corresponding human resource management strategies. The disadvantage is that the employee turnover rate is high, so the employee satisfaction and retention rate can be improved by improving employee welfare and strengthening employee training. The opportunity lies in the growth of market demand, so we can strengthen talent recruitment, 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 hospitals better understand their own strengths, weaknesses, opportunities and threats, and formulate corresponding human resource management strategies.

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