

# Enhancing the Effectiveness of Human Resource Management Practices at Hospitals In UAE

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<p>Article history Submitted: 20 November, 2021 Revised: 07 December 2021 Accepted: 11 December, 2021</p> <p><b>Keywords:</b> <i>Human Resource, Management, HRM Practices, Hospitals, UAE</i></p>	<p><b>Abstract</b> The effectiveness of human resource management (HRM) practices is critical for the overall performance of organizations. Therefore, the purpose of this study is to examine the determinants of HRM effectiveness at hospitals in UAE. Due to time and cost limitations, the study focuses on Fujairah Hospital. The population of this study consists of employees working in the hospital. A total of 100 employees participated in this study. The hypotheses were tested using regression analysis. The finding showed that there are high levels of efficiency HRM practices presented by including staffing, HR planning, compensation, training and development, and performance appraisal. The findings indicated that training and development are the most critical determinants of HRM practice effectiveness followed by compensation. Thus, there is a positive association has been determined among the effectiveness of HRM with all the functions.</p>
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## 1. Introduction

The hospitals are playing a significant role in any country in the world. Hence, these hospitals help people to save their life in a strategic manner. These serve people in the best possible aspect by providing the best cure to people from different diseases in timely aspect. According to [1] the hospitals are the actual pillar of any country that supports the economy as well. The hospitals participate in country's economy and help to expand and diversity productively. In the UAE, the hospitals work and support the government by working attentively to serve people in the best possible manner. These work by giving positive manner. Similarly, the actual goal of the hospitals is to improve the quality of life of people in the state and gain a sustainable competitive advantage.

In the present time, there are organizations presented that are focusing on their performance level to enhance it on a continuing basis. Due to this reason, they are working productively to develop and adopt modern practices of the workplace to sustain their performance level and gain maximum employee job satisfaction. The HRM is the department that is directly responsible to gain a competitive advantage by using different tools including employee loyalty, retention, and performance. Hence, the department needs to work strategically along with using a coherent approach in an adequate aspect. In Gulf countries, financial aid and similar assistance are decreasing which impacting over the economy level in a direct aspect. Hence, companies use to working in an independent aspect as they cannot take funds from any resource in UAE. In the state, the development is being done by their country's management and responsible authorities.

Thus, the current research study has been formulated to investigate the effectiveness of human resource management practices in Fujairah Hospital UAE. Moreover, the findings of the study are to fulfill the gap based on literature. The practical side will focus on formulating observation from the Fujairah Hospital's employees to determine the productive effectiveness of HRM and support them to increase employee satisfaction along with improving performance level strategically.

The current study is conducted in the United Arab Emirates. Hence, the aim of the present research is to examine the effectiveness of human resource management practices based on Fujairah Hospital UAE. In addition, the HRM practices that are involved in this study are HR planning, staffing, compensation, performance appraisal, and training and development. The study aims to determine the HRM practices-based function that directly helps in enhancing the level of effectiveness. Next sections discuss the literature review followed by methodology, findings, and conclusion.

## 2. Literature Review

### 2.1 HR Practices

There are many different HR practices that are being focused nowadays. Among the most highlighted practices are HR planning, staffing, compensation, training & development, and performance appraisal. Each of the function has its own importance and effectiveness. As per the research of [2] the HR department is striving hard to make their systems and practices effective. Researchers elaborated that making HR functions effective is a key to success and to gain high performance in the organization [3]. This study focuses on hospitals and in particular in UAE. The HRM practices effectiveness in hospitals has been examined by few studies and this study [4]. They help the organization to work with the planned approach so that organizational success can be achieved. The research of [5] suggests that organizations who work on the planning part become most successful.

HR Planning deals with the process that involves overall HR functions, that include all HR function such as recruitment & Selection, Staffing, Forecasting, Planning promotions, succession planning etc. [6]. This study focuses on five functions namely, HR planning, staffing, compensation, training and development, and performance appraisal. Researchers found that staffing is critical for the HRM effectiveness [7] [8] [9]. In addition, compensation has strong effect on the HRM effectiveness [10] [11] [12]. Training and development are very important for the organization to grow and to make their function to grow in the most effective manner [13] [14]. Performance appraisal is also proposed by several studies to be critical for the HRM effectiveness [15] [16] [10].

### 2.2 Conceptual Framework and Hypotheses Development

The conceptual framework suggests that the impact of HR planning, staffing, training and development, compensation, performance appraisal on HRM practice effectiveness [25]. Successful arrangement of HR that they can deliver the best HR practice for execution examination and execution administration for their workers that will assist the association with growing and prosper Effective execution evaluation will make trust over HR framework and furthermore help in making reasonable framework [5]. A standout amongst the most critical motivation behind why associations utilize execution administration framework is on account of it will expand worker inspiration toward work that will make representative employment fulfillment [6]. The idea of teaching the representatives for estimating worker execution isn't new; it will expand worker's trust over the framework and furthermore help in increment representative occupation fulfillment also [8]. Figure 1 shows the conceptual framework.

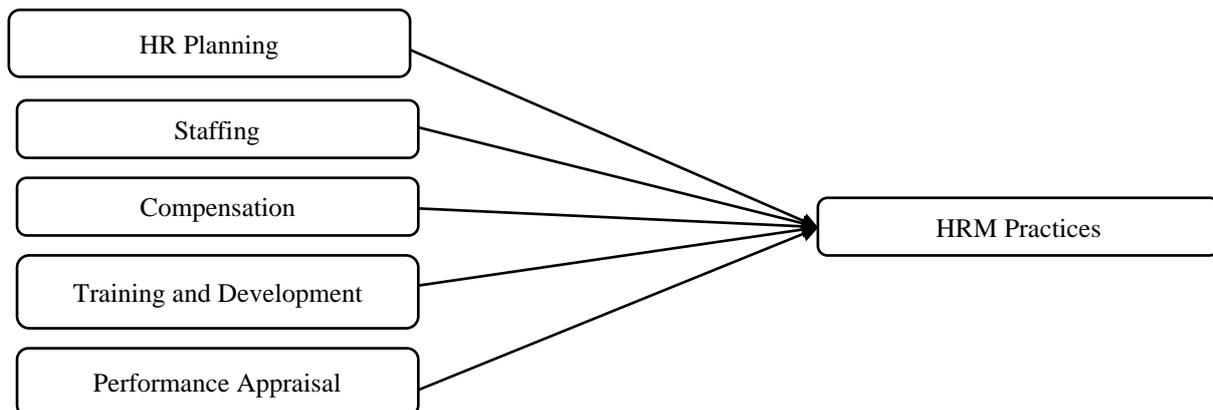


Figure 1: Conceptual Framework

#### 2.2.1 HR planning and HRM Practices Effectiveness

HR planning is one of the biggest tasks in HR. An effective planning process is necessary to increase organizational performance. Study of [17] stated that when organization work in a planned way, they can increase their effectiveness. [18]. The research of [14] suggests that organizations who work on the planning part become most successful. The study of [8] states that HR planning has 4 steps these steps involve assessing current capacity of the employees, forecast HR requirements, developing talent strategies and review the overall process and evaluate. Research of [19] [14] [6] [7] [20] found a positive link between HR planning and HRM practices effectiveness. Thus, in this study, it is proposed the following:

H1: HR planning affects positively the HRM effectiveness.

### *2.2.2 Staffing and HRM Effectiveness*

Staffing is one of the most important and crucial functions of HRM. Research of [24] states that those organizations which have a competent pool of talented employees will be more productive [16] [14]. Staffing is the planned approach that usually involved recruitment and selection part along with that it with the staffing requirements in the future. As per the research of [17] staffing is the most important part of the organization to make it work effectively [19] [25]. Researchers found that effective staffing can increase the HRM effectiveness [25] [26] [17] [12]. This study proposes the following:

H2: Staffing affects positively the HRM effectiveness.

### *2.2.3 Compensation and HRM Effectiveness*

Compensation and benefits are the main part of making HR effective. Organizations which think of enhancing the efficiency of their organizations play an important role in making their compensation process stronger. Studies of [2] [19] [27] [28] states that compensation has positive effect on HRM effectiveness. Research of [27] acknowledged for their work and being paid for their work as a reward are considered most effective [29] [24] suggests that most of the organizations which offer different leaves of their benefits are also part of compensation and it makes the HR practices and HR systems more effective [6]. Thus, it is proposed:

H3: Compensation has positive impact on HRM effectiveness

### *2.2.4 Training and development*

Training and development is the most important factor for organizational effectiveness. Research of [12] elaborated that those organizations which have most developed training and development activities. Training and development are very important for the organization to grow and to make their function to grow in the most effective manner. Training & development plays an integral part in making the most effective HR practices. Research of [4] says that organizations who work on extensive training and development programs will have a significant impact on their organization and their productivity. [27] states that having an effective HR Practice is a key to success for the organization. Because by doing this employees will feel motivated and grow [23] [27] [30] [28]. Research of [3] states that an organization must develop an evaluation program so that the gaps in the training and development program can be. If the organization can assess the gaps in an effective manner so organizations must acknowledge it and it will help them to grow well [24]. In this study, training and development are expected to have a direct effect on HRM effectiveness.

H4: Training and development affected positively the HRM effectiveness.

### *2.2.5 Performance appraisal*

Performance appraisal system is the most important step for organization success. An effective HR system is a mandatory part to keep an organization at the track of gaining organizational success [7]. Performance management system is also very important for the organization to communicate the goals and to assess them to measure the performance of the employees [23] [16] [2]. Research of [29] suggests that there are six steps of performance appraisal systems. The first step of the training and development programs is about to evaluate the current performance appraisal process [12]. Researchers found that there is a positive link between performance appraisal and the HRM effectiveness [18] [20] [7].

H5: Performance appraisal affects positively the HRM effectiveness.

## **3. Research Methodology**

Following the literature pertaining to the effect of the variables on the HRM effectiveness, [31] [32] [33], [34], [35], [36], [37] [38], this study is adopting a quantitative approach. The research population are the employees that are currently working in at Fujairah Hospital. These employees mainly should be of the HRM department. Using Raosoft calculator for a population of 134 respondents, the sample size of the research is 100 employees working in Fujairah Hospital. The data is collected using a questionnaire. The measurement of the variables were adopted from previous studies. HR Planning [33], staffing [34], compensation [35], training and development [36] performance appraisal [37] that lead towards HRM effectiveness [38]. These questions are closed-ended and using a Likert scale. Different options of Likert scale involves “strongly agree, agree, neutral, disagree and strongly disagree. The questionnaire was validated, and a pilot study was conducted to ensure its reliability. SPSS was deployed to assess the reliability and it is found that all measurements have Cronbach’s Alpha greater than 0.70 [39] [40].

## **4. Findings**

This section discusses the findings of this study. It discusses the background information and the result of hypotheses testing.

#### 4.1 Demographic Information

Important demographic information related to the respondents who have participated in this study are given in Table 1.

Table 1: Background Information

Variable	Label	Frequency	Percent
Gender	Male	44	44.0
	Female	56	56.0
	Total	100	100.0
Age	18 to 25 Years	10	10.0
	26 to 35 Years	36	36.0
	36 to 45 Years	28	28.0
	46 to 56 Years	14	14.0
	57 and above years	12	12.0
Marital Status	Single	17	17.0
	Married	83	83.0
Experience	1 to 3 Years	32	32.0
	4 to 7 Years	49	49.0
	8 to 12 Years	13	13.0
	13 to 17 Years	3	3.0
	18 to 25 Years	3	3.0

Table 1 demonstrated that male having a percentage of 44%, whereas female having a percentage of 56% participated for completion of this investigation. The age of respondents is composed of various different components. These employee age components are in practices of 18 to 25 years, 26 to 35 years, 36 to 45 years, 46 to 56 years and 57 and above years. The outcome demonstrated that working employee in between the age of 18 to 25 years having percentage of 10%, working employee in between the age of 26 to 35 years having percentage of 36%, working employee in between the age of 36 to 45 years having percentage of 28%, working employee in between the age of 46 to 56 years having percentage of 14%, working employee in between the age of 57 and above years having percentage of 12% participated for completion of this investigation.

The notion of marital status is composed of two key components. These key components are in practices of single and married. In according to outcome demonstrated that single having a percentage of 17%, whereas married having a percentage of 83% participated for completion of this investigation. Employee working experience is associated with employee's knowledge, skills, ability to accomplish goal, tasks, and objectives at Fujairah Hospital. This employee working is composed of various different components. These employees working experience components are in practices of 1 to 3 years, 4 to 7 years, 8 to 12 years, 13 to 17 years and 18 to 25 years. The outcome demonstrated that employee working experience is in between the age of 1 to 3 years having percentage of 32%, employee working experience in between the age of 4 to 7 years having percentage of 49%, employee working experience is in between the age of 8 to 12 years having percentage of 13%, employee working experience is in between 13 to 17 years having a percentage of 3%, and 18 to 25 years having a percentage of 3% participated for completion of this investigation.

#### 4.2 Correlations among the variables

The outcome of correlation analysis is shown in Table 2. It shows the relationship among the variables of this study.

Table 2: Correlation among Variables

	HR Planning	Staffing	Compensation	Training and Development	Performance Appraisal	HRM Practices
HR Planning	1					
Staffing	.007	1				
Compensation	.266**	.112	1			
Training and Development	.338**	.160	.101	1		
Performance Appraisal	.228*	.231*	.160	.082	1	
HRM Practices	.170*	.731*	.692**	.495*	.414*	1

Note: \*\*\* significance at 0.001 level, \*\*, significance at 0.05 level, \* significance at 0.1 level.

The concept of correlational analysis is normally used for testing of suggested hypotheses derived through research model. The outcome demonstrated that the first research hypothesis is about HR planning is positively associated with HRM practices. The correlational value of HR planning and HRM practices are .170\*, shows positive relationship at the level of significance is 0.000. The second research hypothesis is about staffing is positively associated with HRM practices. The correlational value of staffing and HRM practices are .731\*, shows positive relationship at the level of significance is 0.000. The third research hypothesis is about compensation is positively associated with HRM practices. The correlational value of compensation and HRM practices are .692\*\*, shows a positive relationship at the level of significance is 0.000.

The fourth research hypothesis is about training and development is positively associated with HRM practices. The correlational value of training and development that lead towards HRM practices are .495\*, shows a positive relationship at the level of significance is 0.000. The fifth research hypothesis is about performance appraisal is positively associated with HRM practices. The correlational value of performance appraisal and HRM practices are .414\*, shows positive relationship at the level of significant is 0.000. Hence all the major hypotheses are approved and support framework model of this investigation.

## 5. DISCUSSION

The findings of this study showed that there is positive association between the variables. Focusing on the data analysis, the correlational value of HR planning and HRM practices are .170\*, shows positive relationship at the level of significance is 0.000. The HR planning is one of the biggest tasks in HRM practice. It is an effective planning process which is necessary to increase organizational performance. Investigation of [17] stated that when organization work in a planned way, they can increase their effectiveness. HR Planning deals with the process that involves overall HR functions, that include all HR function such as recruitment & Selection, Staffing, Forecasting, Planning promotions, succession planning [11].

Likewise, the data analysis that is based on the questionnaire shows that the correlational value of staffing and HRM practices are .731\*, shows positive relationship at the level of significance is 0.000. Another function of HRM is staffing which is considered in this research. The staffing is the planned approach that usually involved recruitment and selection part along with that it with the staffing requirements in the future [25] [8] [23]. Similarly, the results show that the correlational value of compensation and HRM practices are .692\*\*, shows positive relationship at the level of significance is 0.000. Likewise, the compensation is a productive function of the HRM practice and directly linked with it also. Hence, the compensation and benefits are the main part of making HR effective [7] [11] [13] [18].

According to the data analysis, the correlational value of training and development that lead towards HRM practices are .495\*, shows positive relationship at the level of significance is 0.000. Training and development is the most important factor for organizational effectiveness and part of HRM practices. Findings of [12] states that organization pay most attention to their employees. Training & development plays an integral part in making the most effective HR practices [4] [27] [23]. The correlational value of performance appraisal and HRM practices are .414\*, shows positive relationship at the level of significance is 0.000. Performance appraisal system is the most important step for organization success. Performance management system is also very important for the organization to communicate the goals and to assess them to measure the performance of the employees. It will help the organization to grow along with the employees [23].

## 6. CONCLUSION

It has been noticed from the overall research study that the level of effectiveness of HRM practices is continuously enhancing. Likewise, the enhancing effectiveness with respect to HR planning, staffing, compensation, performance appraisal, and training and development has been focused on this study. Focusing on Fujairah Hospital's employees responded towards the questionnaires in a positive aspect. It shows that there are well satisfied from the HRM practices is being practicing in the hospital. Thus, it is concluded that the hospital system is working productively, and they are continuously achieving employee satisfaction in maximum aspect. In the hospital, the best practice is training and development. The hospital use to give training sessions to their employees to increase their skills, knowledge, and abilities to gain competitive advantage. Moreover, the hospital use to offer attractive compensation packages to their employees so that this practice is resulted as second predictor/ likewise, the last and productive predictor is considered as performance appraisal from which the employees are satisfied. Similarly, it is recommended to the future researchers to include more variables of HRM practices for doing productive research in similar context by applying cross culture and cross section respectively.

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