



Human Resource Management in A Health Care Facility

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Abstract

The healthcare sector, with its intricate web of patient care, medical procedures, and administrative tasks, is one of the most critical and complex industries in the world. Beyond the skilled surgeons, attentive nurses, and state-of-the-art facilities, there's a diligent team that ensures healthcare institutions run like well-oiled machines—the Human Resources department, which is managed by the hospital administrator. In this review article, we will discuss the basic principles of management, the functions of the hospital administrator, and the various management techniques that a hospital administrator adopts so that the healthcare facility operates at full potential.

Workforce shortage is a challenge faced by hospital administrators, which, if not tackled, may lead to an increased workload for existing staff, burnout, medical errors, and reduced quality of patient care. Hospital administrators are often involved in navigating the complex web of healthcare regulations and ensuring that their facility complies with state laws, which frequently change and require meticulous documentation. Evolving and increasing patient demands and expectations, managing costs while providing quality care, technology integration, patient safety, and building strong relationships with the community are the various challenges that hospital administrators face.

Keywords

Human Resource, Health Care Facility, Hospital Administrator, Manager, Management, Hospital Administration

Introduction

In any organization, human resources constitute the most dynamic and active component, serving as a valuable asset [1]. The key function of human resource management is to put the right people in the right jobs at the right time [2]. Human resource management involves strategically allocating human resources to meet organizational development needs through a process of recruitment, training, performance assessment, motivation, and employee adjustment, all aimed at harnessing their potential and creating value

for the organization [1].

Principles of Management

A manager's daily routine is characterized by a sequence of short, fragmented activities, frequently interrupted by significant disruptions and interspersed with extended periods for strategic planning and communication. Wilson has identified several critical competencies for effective managers, including technical expertise, team-building capabilities, and a consistent ability to uphold standards, evaluate

performance, and exercise control over quality, output, costs, and customer service [3]. Wilson posits that adept management fundamentally hinges on proficient interpersonal skills. Managers who demonstrate high levels of skill proficiency tend to achieve superior performance outcomes. Notably, Wilson's research indicates no substantial differences in skill profiles between male and female managers. The aim of this review article is to explore the fundamental principles of management, outline the roles and responsibilities of a hospital administrator, and examine the various management strategies employed to ensure the healthcare facility operates at its highest potential.

Managerial Models

McGregor's Theory X and Theory Y are contrasting theories of human work motivation and management developed by social psychologist Douglas McGregor [4]. Theory X assumes that most human beings dislike work, and managers need to closely supervise employees to complete tasks. Rewards and punishments (the "carrot and stick" approach) are necessary to motivate employees. Theory Y takes a positive approach, emphasizing rewards and recognition. It considers that work can be fulfilling and enjoyable for employees, who are self-motivated, seek responsibility, can make decisions, and contribute creatively. Managers should empower and trust employees.

Paradigm Shift

In the 1950s and 1960s, the Japanese industrial sector predominantly emphasized low-cost production. However, their subsequent emergence as global market leaders can be attributed to a strategic shift toward an unrelenting focus on product quality. Whereas some organizations previously adhered to a 'take it or leave it' approach amid high demand, contemporary large corporations demonstrate proactive engagement in addressing customer preferences and requirements.

Leadership Styles

Managers employ four distinct principles, paradigms, or models to achieve organizational objectives [5]. The autocratic leadership style is characterized by a leader who exclusively holds decision-making authority and

power. In this model, the manager assumes the role of decision-maker, while employees are expected to follow orders, prioritizing obedience to the manager over mutual respect. The custodial model adopts a paternalistic approach, wherein the organization addresses the security needs of employees by providing various welfare schemes such as pensions, massage therapy, wellness seminars, parental leave, and dependent care time. In the supportive model, workers are viewed as complex individuals rather than mere tools. The focus is on creating a climate that fosters employee growth in alignment with the organization's interests. The collegial model promotes a team-oriented mindset among employees. The goal is to cultivate a sense of partnership and ownership, with managers perceived as joint contributors rather than authoritative bosses. Initiatives such as abolishing reserved parking for executives, eliminating terms like "bosses" and "subordinates," establishing fun committees, and organizing company-sponsored trips are used to provide employees with a sense of fulfillment, worthwhile contribution, and self-actualization.

Functions of a Hospital Administrator

A hospital administrator's main duties include strategic planning, staff coordination, and ensuring smooth operations through standardized procedures [6]. Key functions are:

- **Planning:** Anticipating and preparing for events, ensuring efficient resource use, and fostering coordinated efforts for quality healthcare. Plans should be flexible and have contingency options.
- **Decision-Making:** Selecting the best alternatives and committing resources under risk and uncertainty.
- **Organizing:** Structuring the organization to achieve objectives with an effective span of control of 3 to 7 subordinates per manager.
- **Staffing:** Acquiring and retaining human resources, including planning, job analysis, performance appraisal, training, incentives, and promotions.
- **Controlling:** Monitoring and correcting deviations from plans through budgeting, attendance tracking, and performance measurement.
- **Motivation:** Inspiring employees to perform

better by understanding individual motivators like benefits, job satisfaction, and workplace relationships.

- **Leadership:** Influencing and inspiring staff to improve client satisfaction by fostering teamwork and excelling in their roles.

Conclusion

Human resources are vital assets in any organization, with management focusing on strategic allocation through recruitment, training, performance assessment, and motivation to maximize potential. Effective managers possess technical expertise, team-building skills, and people-handling abilities, with no significant skill differences between genders. McGregor's Theory X and Theory Y highlight different motivational approaches. Managers may adopt autocratic, custodial, supportive, or collegial leadership styles. Efficient hospital administrators exhibit good planning, quick decision-making, effective staffing, meticulous organizing, strict controlling, and inspiring leadership.

Conflict of Interest

The author has read and approved the final version of the manuscript. The author has no conflicts of interest to declare.

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