The Impact of Health Promotion Hospital Employees on Human Resource Management Policy Satisfaction and Retention

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Abstract

World Health Organization (WHO) has encouraged health promotion in hospitals since the 1990s in Europe, integrating health promotion theories and strategies to improve the health of hospital staff, patients, family members, and community residents. Medical workers are regarded as having an important role in maintaining public health. The staff is not only the major manpower but also the key service provider of health care at the hospital, the purpose of this research is to explore the views of health promotion hospital employees on human resource management policy satisfaction and retention. Total 600 samples of staffs were selected from the certain hospital in northern Taiwan to answer the questionnaire. There're 481 replies effective in this investigation, that is, the percentage of collection is about 80.1%. The t-test and one-way ANOVA analysis of variance revealed that there was a statistically significant difference in variables such as gender, age, supervisor position, and family support ($p<0.05$). After controlling for demographic variables, multiple regression analysis was used to explore the impact of human resource management policies on employee retention, the significance level (α) was set at 0.05. The results show that the factors affecting retention include organizational identity, workload, salary incentives, peer support, supervisor leadership, learning and growth, work environment, and management system (F=8625.195, P<0.001), with a predictive power of 69.4%. Health promotion hospital staff satisfaction with human resource management policies can predict their retention, and the research results can provide a reference for hospital management policy revisions to encourage hospitals to build high-quality human capital and enhance their competitiveness.

Keywords: Health Promotion Hospital, Human Resource Management Policies, Retention, Satisfaction

1. Introduction

Hospitals are highly flexible workplaces that need to be constantly prepared to deal with a wide range of emergencies. Hospital employees face dangerous working conditions including potential exposure to various toxic or infectious chemical and physical substances daily, which may affect their physical and mental health [1]. To address this problem, the World Health Organization (WHO) has encouraged health promotion in hospitals since the 1990s in Europe, integrating health promotion theories and strategies to improve the health of hospital staff, patients, family members, and community residents. Medical workers are regarded as having an important role in maintaining public health—only healthy employees can ensure that good medical services are provided to patients and assist hospital managers in promoting health in the hospital.

Talent is the most precious social resource; thus, an effective human resource management system is the cornerstone of successful operation and internal management of an organization. Since the concept of strategic human resource management emerged, human resource management strategy has been regarded as an important tool for the organization to build high-quality human capital, shape the organization's competitive advantage, and promote team innovation [2]. Human resource management strategies can provide organizations with long-term sustainable performance [3]. As medical institutions manage talents in an organized or corporate manner, the profession is only the basic threshold for entering the medical system and is no longer the decisive key.

Human resource management has evolved from personnel management of early lab or relations to strategic human resource management and human resource development [4]. All human resource management strategies and decisions must be consistent with the business and its organizational operation direction [5] because strategic human resource management provides the most extensive support for organizations—employees are not only workers but also valuable resources needed for the organization to compete [6].

Human resource management has four important aspects: 1) "select talents": acquisition of suitable human resources based on organizational goals; 2) "recruit talents": management of human resources through open and fair standards or regulations and regular or irregular evaluation of the performance of organization members; 3) "retain talents": maintenance of human resources using leadership, communication, salary or incentive strategies to establish a good organizational culture, retain outstanding employees, and stimulate the morale of the organization members; 4) "cultivating talents": development of human resources by providing professional growth and development opportunities for members of the organization to enhance professional quality, including education, training, research, etc [7-8]. Human resource management strategies must be combined with organizational development to create tangible and intangible assets to enhance competitive advantage [9] and be consistent with the organization's strategy [10]. If the human resource management strategy has a higher organizational identity, it will increase both employees' willingness to stay [11] and job satisfaction [12-13].

In addition, work pressure and workload usually affect employee satisfaction and, in turn, employees' willingness to stay. These work stresses and load sources can be roughly divided into three categories: work environment and work content [14], disease care pressure, and interpersonal interaction support [15]. The willingness to stay and the tendency to leave are both on the surface of the concept of "leave and stay", but the difference lies in attitude. The willingness to stay has a positive meaning [16], and it is the willingness of employees to stay in the corporate organization after careful consideration [17].

It can be seen from the above that the higher the employee's satisfaction, the more likely they are to demonstrate willingness to stay [18]. These factors include organizational identity [19], workload [20], salary incentives [21], peer support [20], supervisors [22], learning and growth [23], working environment [24], and system policies [11-13]. The staff is not only the major manpower but also the key service provider of health care at the hospital, the purpose of this research is to explore the views of health promotion hospital employees on human resource management policy satisfaction and retention.

2. Method

2.1 Sample

This research was based on a northern regional hospital in Taiwan (Republic of China, R.O.C.) who applied for international membership as a WHO Health Promotion Hospital in 2007. The study use a questionnaire survey was conducted among employees of a health promotion hospital. A total of 481 valid paper questionnaires were returned.

2.2 Study instruments

A structured questionnaire was used to collect data for this study. The content of the questionnaire was revised with reference to domestic and foreign literature. Three medical management scholars were invited to conduct expert validity, focusing on "importance," "text clarity," and "suitability. (The content validity index (CVI) value was 0.89), and 30 pre-test questionnaires were used for the revised questionnaire. The pre-test results of the questionnaire showed that the reliability coefficient of the scale ranged from 0.751 to 0.883. The reliability of the adjusted questionnaire scale is between 0.848 and 0.978.

The contents of the questionnaire included: (1) basic demographic and job characteristics (gender, age, education level, marital status, religion, department, job title, nature of work, work content, and length of service); (2) satisfaction and retention, a total of 56 questions, using a five-point Likert scale to express their feelings (1: very dissatisfied, 2: dissatisfied, 3: neutral, 4: satisfied, 5: very satisfied). There are four questions about organizational identification: Cronbach's α value is 0.927; seven questions about workload: Cronbach's α value is 0.848; five questions about salary incentive: Cronbach's α value is 0.913; five questions about peer support: Cronbach's α value is 0.917; six questions about supervisors: Cronbach's α value is 0.971; six questions about learning and growth: Cronbach's α value is 0.948; ten questions about working

environment: Cronbach's α value is 0.965; ten questions about management system: Cronbach's α value is 0.963, and three questions about retention: Cronbach's α value is 0.978.

According to the recommendations made by Nunnally [25], Cronbach's α must be at least 0.7, which is an acceptable range. The Cronbach's α values of the various scales of the questionnaire in this study and the overall questionnaire were all above 0.8, indicating good reliability.

2.3 Data Analysis

After the questionnaire was decoded and typed, it was checked to eliminate errors, using SPSS 22.0, for statistical analysis. Reliability analysis, descriptive analysis, t-test, and one-way ANOVA were used to analyze the differences in demographic background variables, and multiple regression analysis was used to explore the impact of hospital human resource management policies on employee retention.

2.4 Ethical considerations

This study was reviewed and approved by the Hospital Human Testing Committee (Project No. 107-E-26). The questionnaire was filled out anonymously; the research data were processed with personal identifiers removed. The data obtained in research or statistics were all subject to confidentiality and privacy protection principles.

3. Results

3.1 Descriptive statistics of respondents' basic information

In terms of gender, women accounted for 86.7% (417), and men accounted for 13.3% (64). The mean age ± standard deviation (SD) was 40.2 ± 10.6 years. The age group 31–40 years old accounted for 32.8% (158), followed by 41–50 years old, accounting for 28.3% (136). The majority of participants (52.4%) had a university degree (252), followed by 32.2% who had a college degree (155). Regarding years of work, the highest proportion (56.8%) had six years or more working experience (273), followed by 12.5% (60) who had 2–4 years. A total of 81.3% did not hold a supervisory position (391). The most common job category was nursing staff, accounting for 47.4% (228), followed by administrative staff, accounting for 31.4% (151). Regarding the level of family support for working in the organization, supporters accounted for 50.7% (224), followed by ordinary, 28.7% (138) (Table 1).

Table 1 Descriptive statistics of respondents' basic information (*n*=481)

Variable	Item	n	%	Variable	Item	n	%
Gender				Years of work			
	male	64	13.3		less than 1 year	50	10.4
	female	417	86.7		1–2 years	40	8.3
Age	mean ± SD (40.20±10.658)				2–4 years	60	12.5
	under 30	98	20.5		4–6 years	58	12.1
	31–40 years old	158	33.1		more than 6 years	273	56.8
	41–50 years old	136	28.5	Job category			
	51–60 years old	70	14.6		physician	25	5.2
	over 61 years old	15	3.1		nursing staff	228	47.4
Education					medical technician	77	16.0
	PhD	4	0.8		administration staff	151	31.4
	master's degree	47	9.8	Family support			
	university	252	52.4		very unsupported	7	1.5
	college	155	32.2		not support	3	0.6
	senior high school	20	4.2		ordinary	138	28.7
	junior high school	3	0.6		support	244	50.7
Supervisor position					very supportive	89	18.5
	no	391	81.3				
	yes	90	18.7				

The average level of satisfaction of hospital employees with respect to all aspects of human resource management policies was as follows: Organizational identification: 3.82 points; Workload: 3.58 points; Salary incentives: 3.27 points; Peer support: 3.66 points; Supervisory leadership: 3.74 points; Learning growth: 3.62 points; Working environment: 3.4 points; Management system scores: 3.26 points; and Retention: 3.66 points.

The three most satisfactory items were (1) Will actively cooperate with the policy to achieve the hospital's goals (3.94), (2) Will be concerned about the future development of the hospital (3.93 points), and (3) Have the opportunity to guide or assist others; own abilities can handle the current job (3.91 points); The three most dissatisfactory items were (1) Job rotation within the department (3.1 points), (2) Interdepartmental positions (3.15), and (3) My efforts are consistent with those of the hospital (3.17 points) (Table 2).

Table 2 Descriptive analysis of each scale ($n =481$)

Measurement constructs/ items	Mean
Organizational identification	3.82
Workload	3.58
Salary incentives	3.27
Peer support	3.66
Supervisor leadership	3.74
Learning and growth	3.62
Work environment	3.40
Management system	3.26
Retention	3.66

3.2 Differences in retention of different demographic background variables

The t-test was used to test the differences in demographic background variables, and the results revealed statistically significant differences in gender and supervisory positions. Specifically, the male retention was significantly greater than that of females and the supervisor retention was greater than that of non-supervisors (See Table 3).

Table 3 Differences in retention of different demographic background variables (t-test/ one-way ANOVA).

Variable	t / F	p-value	Scheffe's
Gender	$t =3.175$	0.043*	
Supervisor position	$t =2.945$	0.025*	
Age	F =5.019	0.000***	51–60 >31–40；over 61 >31–40
Education	F =1.303	0.261	
Years of work	F =0.853	0.492	
Job category	F =2.501	0.059	
Family support	F =10.984	0.000***	support > ordinary；very supportive > ordinary；very supportive > support

*p<0.05；***p<0.001

One-way ANOVA was used to analyze the influence of demographic background variables on retention. If the variance analysis reached a significant difference, Scheffe post-testing was performed. The results of the study found that there was a statistically significant difference between "age" and "family support" for retention (p <0.001).

Retention of 51–60-years old and 61-years old was significantly higher than that of >31–40 years old (F=5.019, p<0.001). Retention of family support and family supporters is significantly higher than general support of the family. Family support for retention was significantly higher than that for family support (F=10.984, p <0.001) (Table 3).

3.3 Multiple regression analysis

Multiple regression analysis was used to analyze age, family support, supervisor position, organizational identification, workload, salary incentive, peer relationship, supervisory leadership, learning and growth, work environment, and management system as independent variables, and retention as the dependent variable.

The results show that the expansion coefficient of each variable falls between 1.135 and 3.613, and the collinearity is not serious (VIF<10). The adjusted R-square value was 0.694, which explained 69.4% of the variance in retention, and its predictive effect reached a significant level (F=8625.195, p<0.001). From the standardized regression coefficient (ß value), we found that organizational identity (ß=.169, p<0.001), workload (ß=.146, p<0.001), salary incentives (ß=.171, p<0.001), peer relationships (ß=.140, p <0.001), supervisory leadership (ß=.174, p<0.001), learning and growth (ß=.136, p<0.001), working environment (ß=.173, p<0.001), and management system (ß=.146, p<0.001) were significant predictors of retention (see Table 4).

Table 4 Multiple regression analysis

Variable	ß	t	p-value	VIF
Constant		-1.139	.255	
Age	.002	.561	.575	1.135
Family support	.199	4.391	0.001***	1.046
Supervisor position	.450	.982	.327	1.067
Organizational identification	.169	25.580	0.001***	3.428
Workload	.146	22.080	0.001***	3.416
Salary incentives	.171	32.205	0.001***	2.213
Peer support	.140	23.855	0.001***	2.698
Supervisor leadership	.174	34.023	0.001***	2.039
Learning and growth	.136	19.995	0.001***	3.613
Work environment	.173	26.893	0.001***	3.240
Management system	.146	22.025	0.001***	3.427

F=8625.195; R=.697; R²=.694; *Adjusted* R²=.694
***p<0.001

4. Discussion

This study aims to explore the satisfaction and retention of employees in health promotion hospitals with regard to human resource management policies. Analysis of the data showed that the aspects of organizational identity and supervisory leadership were scored highest, while the scores for the two aspects of management system and salary incentive were scored lowest. The retention of men was significantly higher than that of women. In addition to the obvious gender differences in the number of interviewees, it is also possible that men pay more attention to job stability than women.

The retention of supervisors is greater than that of non-supervisors, which shows that individuals assigned a role of responsibility in the organization are more often retained. Older people with higher support from family members are more likely to stay, indicating that the higher the support of family members, the higher employees' willingness to stay in the organization; that is, family support has a positive impact on employee retention. Enhancing employees' sense of identity with the organization and strengthening employees' support for the organization's culture will boost employees' desire to stay.

From the regression analysis, we can clearly find that organizational identity, workload, salary incentives, peer support, supervisory leadership, learning and growth, working environment, management system, and retention are significant influencing factors supporting a positive correlation between employee satisfaction and willingness to stay. The results of this study echo past research in showing a correlation between workload, supervisor support, peer support, and retention variables [20], and that job satisfaction is positively correlated with willingness to stay [26].

Among them, in terms of organizational identity, this study found that if employees can identify with the organization, they will have a higher willingness to remain in its service. A possible reason is that a high degree of organizational identity generates higher motivation for work. It could also make employees see themselves as representing or belonging to the organization, thus producing a higher willingness to stay. Wu et al [27] Examined how employee personality traits and organizational loyalty affect work attitudes and found that organizational identity was highly predictive of Willingness to stay.

DuBrin [28] believes that leadership is the ability to motivate members of an organization and make them confident in achieving organizational goals. Leadership is the integration of personal characteristics, leadership behave or, interaction methods, and organizational goals [29]. This study also found that supervisory leadership played a major role in in staff retention and a key factor in building an attractive and high-quality workplace. Therefore, hospitals must emphasize careful selection of department heads.

Furthermore, in terms of salary incentives, the items with the lowest employee satisfaction are reasonable work remuneration for work performance, followed by comparison of salary with the average level of work in neighboring hospitals of the same level. In terms of learning and

growth, the items with the lowest satisfaction are (1) the further study incentives provided by the hospital, and (2) the external learning and growth resources and opportunities provided by the hospital. This shows that salary compensation, promotion development, and education training are important factors impacting employees' willingness to stay. Therefore, hospitals must ensure employees clearly understand the implementation methods and details of the salary system. Human resources managers can refer to the salary levels of similar jobs in neighboring hospitals of the same level so that the salary offered is more reasonable, reducing the turnover rate.

In addition, it is recommended that the hospital's work design, in addition to designing challenging and fulfilling work content, needs to provide a good learning environment, set clearer learning incentives, and increase external learning and growth resources and opportunities for employees to work. It also echoes the suggestions of previous scholars' [2,5,6] that Organizational manpower needs to be functionally flexible, creating learning opportunities in the working environment and providing formal education and training plans, which will also help reduce employee turnover.

Finally, this study believes that the working environment, learning growth, and retention are closely linked. The three items that employees are most satisfied with are "the overall environment of the hospital (e.g., ventilation, light, cleaning)";" the hospital provides workplace health services (e.g., vaccinations, health checks)"; and "the hospital encourages employees to perform physical activities (e.g., participating in sports center courses or sports club activities)."

If employees can improve their knowledge through on-site learning, they will be able to acquire new skills and improve their work performance. Learning on the job is valuable in that it not only enables employees to continuously improve skills at work but also improve their knowledge and professional standards to achieve the purpose of lifelong learning. Zeng et al. [30] used nursing staff as the research object to explore their willingness to stay. Their study found that the working environment and willingness to stay had a significant relationship and interactive effects. Similarly, this study found that working environment affects employee retention.

5. Conclusion

Hospital organizations play a vital role and function in the national medical development process, as well as an indispensable and irreplaceable role in the medical and health care systems. The resignation of employees will not only affect the morale of the remaining employees but also their resignation intention. If not handled carefully, it will lead to a snowball effect. The impact on the organization losing staff is great; thus, it is an important issue that the hospital organization must face head on. Each organization has its own unique cultural and management characteristics. Human resource management policy is an important resource for an organization to maintain its competitive advantage and is key to the success or failure of an organization.

Human resource management policies also have an impact on employee motivation and team innovation [31]. High-quality human resource management policies have a very comprehensive

impact on organizational development—they can not only effectively reduce employee turnover rates but also provide job security. The results of this research provide hospital supervisors with an understanding of employees' satisfaction with human resource management policies so that they can effectively grasp the factors that affect employees' willingness to leave. This study also suggests hospital managers create a favorable medical environment and reasonable policies and establish good interactions with employees. It can also help hospitals establish evaluation indicators for selecting, employing, cultivating, and retaining talents.

This research is limited by funding and time constraints; the cross-sectional survey results may only be used for a certain period of time as the basis for research analysis. It is suggested that follow-up researchers conduct continuous observational research with sufficient budget and take time to gain a deeper understanding of employees' expectations and attitudes toward work. Second, this study considers employees from a northern regional hospital as the research object. Although the number of samples accepted by the questionnaire was large, the questionnaire response rate for each category was different. It is recommended that in the future, the willingness to answer the questions according to staff category can be strengthened to understand the satisfaction and acceptance of various aspects of the human resource management policies across different staff categories.

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