

1 **DOI: <https://doi.org/10.47391/JPMA.941>**

2

3 **Linkage between performance of healthcare professionals and**  
4 **management practices in health care organizations**

5

6 **Munaza Bibi**

7 Bahria University, Karachi Campus, Pakistan

8 **Correspondence:** Munaza Bibi. **Email:** munaza.12star@yahoo.com

9

10 **Abstract**

11 The performance of healthcare professionals is now becoming a great  
12 apprehension for health care organizations to deliver quality services. Therefore,  
13 organizations are considering management practices to effectively manage their  
14 human resource, as they are an essential resource to deliver services through their  
15 performance. The objective of the current paper was to describe the link between  
16 management practices and performance of healthcare professionals in healthcare  
17 setup. In addition, based on the review, it has been found that recruitment &  
18 selection, training & development, performance appraisal along with  
19 compensation, practices of health and safety, as well as, flexible working hours  
20 play a crucial role in the enhancement of employee performance, whereas  
21 ineffective execution of these practices has a negative influence on the  
22 performance of healthcare professionals. Thus, the management of the health care  
23 segment should focus on the timely and fair implementation of the above-  
24 mentioned management practices in order to improve the performance of their  
25 employed personnel.

26 **Keywords:** Performance, Healthcare Professionals, Management, Practices.

27

28

## 29 **Introduction**

30 Performance of healthcare professionals is an imperative aspect of concern for  
31 healthcare organizations nowadays due to increased competition as thousands of  
32 individuals have been employed in this sector (e.g., doctors, nurses, paramedical,  
33 and supplementary supporting staff).<sup>1-2</sup> Due to the changing environment, health  
34 care organizations are also facing competition to provide quality services to  
35 patients while they have been focused to hire competent human resources as their  
36 performance can help an organization to gain a competitive edge over others.<sup>1</sup>  
37 For the attainment of this purpose organizations are now investing in  
38 implementing a set of management practices because it will serve as the catalytic  
39 agent to persuade the individual performance.<sup>3</sup>

40 The management of personnel through employing various practices is sprouting  
41 as a true challenge for the health care segment.<sup>4</sup> Though numerous studies viewed  
42 the importance of management practices for employee performance in other  
43 sectors yet how the implementation of management practices affects the  
44 performance of healthcare professionals has not been specified. Therefore, the  
45 existing narrative review was deliberate to comprehend the influence of  
46 management practices on the performance of healthcare professionals using the  
47 existing literature. Thus, the prime objective of this study was to sightsee a link  
48 between management practices and the performance of healthcare professionals  
49 to deliver quality services. However, this objective was outlined by means of the  
50 research question i.e., whether healthcare professionals perform better when  
51 healthcare organization executes management practices? Therefore, the pertinent  
52 articles reporting on management practices and performance of healthcare  
53 professionals were included in order to support the study objective. Therefore,  
54 this study provides an inclusive examination of existing literature regarding  
55 management practices i.e., recruitment & selection, training & development,  
56 performance appraisal, compensation, practices of health and safety, and flexible  
57 working hours that affect the performance of healthcare professionals.

## 58 **Management Practices and Healthcare Professionals Performance**

59 Nowadays, healthcare organizations particularly focusing on the delivery of  
60 quality services to **patients** through the performance of their employed workers  
61 by developing a system of management practices which embrace recruitment,  
62 training as well as development, performance appraisal, timely administration of  
63 compensation, safety & health, and working hours to meet the organizational  
64 goals via delivery of quality healthcare services to patients.<sup>5-6</sup> The next section  
65 has highlighted the linkage between management practices and the performance  
66 of health care professionals. So, the practices considered in the current review are  
67 recruitment and selection, training and development, performance appraisal,  
68 compensation, health and safety as well as flexible working hours.

## 69 **Recruitment & Selection and Performance of Healthcare Professionals**

70 The first aspect in the management of the human resource is recruitment and  
71 selection because it helps the organization to hire the best individuals,<sup>7</sup> which  
72 eventually result in augmentation of performance at both levels; individual and  
73 organizational. In fact, the bias decisions of management made in the process of  
74 hiring affect the performance positively or negatively. Accordingly, as per the  
75 current literature, due to the presence of preferential treatment during hiring &  
76 selection in the organization,<sup>8</sup> can eventually result in the prevalence of negative  
77 perception among employees which in turn affects their performance  
78 unfavorably. On the other side, when the process is implemented fairly result in  
79 better performance as several studies unveiled that a noteworthy relationship  
80 exists between the recruitment & selection process and performance of health  
81 care staff.<sup>9-10</sup>

## 82 **Training & Development and Performance of Healthcare Professionals**

83 For a healthcare organization, training and development of professionals are the  
84 main tools for enhancement of their knowledge and skills which fallouts in better  
85 employee's attitudes, behavior, and performance.<sup>11-12</sup> The researcher proclaimed  
86 that the implementation of training and development practices according to the

87 need of an individual can meaningfully affect the performance of health care  
88 professionals.<sup>13-14</sup> So, the training & development of staff in due course result in  
89 enhancement of employee retention, staff morale, job competency to perform the  
90 task more confidently and efficiently; in the end, a patient feels satisfied because  
91 of the positive attitude of healthcare professionals.<sup>15</sup> Therefore, training and  
92 development is considered as an important management practice to improve the  
93 knowledge, skills and capabilities of human resources for the current as well as  
94 anticipated task at workplace that result in better performance of human  
95 resources.

### 96 **Performance Appraisal and Performance of Healthcare Professionals**

97 An appraisal is often named as individual performance review an essential factor  
98 to identify the gaps in individual performance.<sup>16</sup> In the parallel vein, presence of  
99 biases in terms of identifying gaps in the performance of human resources is also  
100 specified in the extant literature that the appraisal process must be free of bias,<sup>17</sup>  
101 because if the employee perceives that the assessment process is negative or based  
102 on preferential basis rather on performance criteria eventually result in decreasing  
103 trust on the appraisal system,<sup>18-19</sup> which in turn affect their performance ahead  
104 whereas when an employee perceives the assessment process positively,  
105 eventually result in higher performance. So, conducting the performance  
106 appraisal process without having any bias is an important apprehension for an  
107 organization because it is linked with creating either positive and negative  
108 perception among employees.

### 109 **Compensation and Performance of Healthcare Professionals**

110 Compensation is viewed as an output individual receives for the results of their  
111 input is affecting the individual performance in the health care segment.<sup>20</sup>  
112 Consistently, the scholars pointed out when a health care organization  
113 compensates its staff (clinical and non-clinical) efficiently,<sup>21</sup> it fallouts into a  
114 better quality of care and performance.<sup>22-24</sup> On the other pointer, a negative  
115 association also exists between compensation and performance as per the

116 outcome of the study,<sup>25</sup> because dissatisfaction with compensation would reduce  
117 the performance of employees along with the increasing complaint and causing  
118 them to call for work strike.<sup>26</sup> Accordingly, the ineffective execution of  
119 compensation can result in affecting the performance of human resources  
120 adversely.

### 121 **Health & Safety and Performance of Healthcare Professionals**

122 The provision of a safe and healthy environment for healthcare professionals is  
123 one of the most important areas of emphasis for organizations particularly  
124 healthcare setup. As they are confronted with factors that cause hazards to the  
125 health and safety of healthcare professionals include occupational diseases due to  
126 exposure to blood and body fluids,<sup>27</sup> sterilants (chemicals), drugs, latex (material  
127 that causes allergies), and radiation.<sup>28</sup> As a result, of the presence of the above-  
128 mentioned hazards, the health professionals are more susceptible to health and  
129 safety hazards,<sup>29</sup> which in turn affect their performance negatively. On the  
130 opposing quarrel, effective implementation of health and safety practices in  
131 healthcare setup was found to produce positive outcomes such as enhancement of  
132 productivity and performance of healthcare professionals.<sup>30, 31</sup>

### 133 **Flexible Working Hours and Performance of Health Care Professionals**

134 In health care set up flexible working hours are an imperative area to contemplate  
135 because of the nature of the long working hours as it can create disturbance in  
136 healthcare professional's family life,<sup>32</sup> which in turn affects their performance.  
137 Similarly, investigators in their study unveiled that health care professionals who  
138 worked for 12-hours provided lesser quality of care to the patient as compared to  
139 those who performed their tasks for 8-hours.<sup>33</sup> Moreover, the fallouts of studies  
140 indicate that the practices of flexible working hours affect positively the  
141 performance of health care professionals.<sup>34,35</sup> Subsequently, it is important for  
142 the health care organization to offer flexible work schedules for better  
143 performance of healthcare professionals.

144 However, mixed indications found in the literature regarding management  
145 practices as researchers have viewed that management practices affect the  
146 healthcare professional's performance positively just because of fair  
147 implementation of practices while on the adjacent side other investigators have  
148 seen that management practices affect healthcare professional's performance  
149 negatively. The reason behind negative affect is the presence of preferential  
150 treatment during the hiring & selection and performance appraisal process along  
151 with lack of training and development programs for healthcare professionals to  
152 deal with anticipated changes and inapt compensations for their input along with  
153 that the absence of flexible work hours and inaccessibility to health and safety  
154 environment. Accordingly, few suggestions that healthcare organizations could  
155 adopt perhaps result in improvement of healthcare professional's performance  
156 include merit-based recruitment & selection process, proper training &  
157 development programs according to needs of an individual to deal with changes,  
158 performance appraisal must be based on standards rather than on preferential  
159 basis along with timely execution of compensation. In addition, the organization  
160 must take protective & prevention measures for the better health and safety of  
161 healthcare professionals. Moreover, flexible schedules must be provided to a  
162 professional working in healthcare setup to augment their performance. Thus, a  
163 healthcare organization can increase the performance of healthcare professionals  
164 by executing impartial management practices. Therefore, implementation of  
165 management practices can affect the performance of human resources positively  
166 as well as negatively depending on how an employee perceives the whole process.  
167 While it is important to comprehend how these practices are executed in  
168 developing countries like Pakistan by collecting data from both managers as well  
169 as employees as limited empirical evidence exists how managers and employees  
170 perceive the implementation of management practices in healthcare setup.

171

172

## 173 **Conclusion**

174 Management practices is an important area for the healthcare organization.  
175 Several management practices prompt performance among healthcare  
176 professionals, including recruitment & selection, training & development,  
177 performance appraisal along with compensation, practices of health and safety as  
178 well as flexible working hours as these practices can help an organization to  
179 improve the performance of their employees. Besides, the review discovered that  
180 the ineffective execution of management practices has negative influence  
181 whereas the effective execution of practices has a substantially positive effect on  
182 the performance of healthcare professionals. In general, increased responsiveness  
183 to implement proper management practices by health care organizations has now  
184 become an essential aspect and it is possible by developing strategies to manage  
185 the employees of this sector because their performance is linked with the health  
186 of patients.

187

188 **Disclaimer:** None to declare.

189 **Conflict of Interest:** None to declare.

190 **Source of Funding:** None to declare.

191

## 192 **References**

- 193 1. Chuang E, Dill J, Morgan JC, Konrad TR. A Configurational Approach to  
194 the Relationship between High-Performance Work Practices and Frontline Health  
195 Care Worker Outcomes. *Health Services Research*. 2012;47:1460-1481.
- 196 2. Nica E. The Importance of Human Resources Management to the Health  
197 Care System. *Economics, Management and Financial Markets*. 2013;8:166-171.
- 198 3. Pillai MM, Senthilraj DO, Swaminathan.S D. Role of Human Resources  
199 Management in Healthcare Organizations: A Review. *International Journal of*  
200 *Health Sciences and Research*. 2019;9:228-235.

- 201 4. Ganapathy S, Ashokkumar M. A Study On Human Resource Management  
202 Practices (Hrm) And Job Satisfaction Of Employees Of Paramedics In Private  
203 Hospitals. International Journal of Management Research & Review.  
204 2017;7:584-595.
- 205 5. Mujeeb LM. Importance of best Human Resource Management Practices  
206 and the need for a Human Resource Information System (HRIS) for the Public  
207 Health Sector in Sri Lanka. Sri Lanka Journal of Bio-Medical Informatics.  
208 2013;3:55-62.
- 209 6. Pradhan P, Muraleedharan VR, Kamalnabhan TJ, Thulasiraj RD.  
210 Healthcare Human Resource For Ensuring Patient Focused Care. Human  
211 Resources Management. 2015;XIX:20-25.
- 212 7. Stanujkic D, Djordjevic B, Karabasevic D. Selection Of Candidates In The  
213 Process Of Recruitment And Selection Of Personnel Based On The Swara And  
214 Aras Methods. . Quaestus Multidisciplinary Research Journal. 2015;7:53-62.
- 215 8. Kumar P, Khan AM. Human Resource Management In Primary Health  
216 Care System. Health and Population: Perspectives and Issues. 2013;36:66-76.
- 217 9. Makhamara FH, Waiganjo DEW, Kwasira DJ. Influence Of Strategic  
218 Recruitment And Selection On Employee Performance In The Health Sector In  
219 Kenya. The Strategic Journal of Business and Change Mangement. 2016;3:347-  
220 61.
- 221 10. Tripathi R, Srivastava A. Recruitment and Selection Process in Healthcare  
222 Industry in India. Amity Journal of Healthcare Management. 2017;2:36-49.
- 223 11. Kiweewa SB, Asiimwe SB. Does training influence employee performance  
224 in regulatory organizations in Uganda: Empirical evidence from UCC. Merit  
225 Research Journal of Business and Management. 2014;2:21-29.
- 226 12. Siddique MU, Rehman A, SA J. The Impact of Training and Development  
227 on Employee's Performance on Private and Public Hospitals in Lahore, Pakistan.  
228 Med Forum. 2015;26:47-51.



- 229 13. Fatema N. Stimulation of Efficient Employee Performance through Human  
230 Resource Management Practices: A Study on the Healthcare Sector of  
231 Bangladesh. International Journal of Business and Social Research. 2018;08:01-  
232 18.
- 233 14. Madhawa D, Premashantha LJ, Fernando K, Mullekanda A, Atapattu A.  
234 Impact Of Employees' Training On Their Work Performance; With Reference  
235 To Abc Pvt. Hospital In Sri Lanka SS Wanigasingha. IOSR Journal of Business  
236 and Management. 2018:40-7.
- 237 15. Gesme DH, Towle EL, Wiseman M. Essentials of staff development and  
238 why you should care. . Journal of oncology practice. 2010;6:104-106.
- 239 16. Dharmadhikari DSP, Bampoori M. Study of employee performance  
240 appraisal methods in hospitals. International Journal of Academic Research and  
241 Development. 2018;3:1149-1153.
- 242 17. Fernandes CA. Impact of organizational justice in an expatriate work  
243 environment. Management Research News. 2006;2:56-63.
- 244 18. Abubakr MT. Links between justice, satisfaction and performance in the  
245 workplace: A survey in the UAE and Arabic context. Journal of Management  
246 Development. 2007;26:294-311.
- 247 19. Javidmehr M, Ebrahimpour M. Performance appraisal bias and errors: The  
248 influences and consequences. International Journal of Organizational Leadership.  
249 2015;4: 286-302.
- 250 20. Minor AC. Compensation as a Construct for Employee Motivation in  
251 Healthcare. American Journal of Management 2013;13:108-111.
- 252 21. Sewe S, Bula H, Oringo J. Compensation Management Practices and  
253 Quality of Health Care at Jaramogi Oginga Odinga Teaching and Referral  
254 Hospital. American Scientific Research Journal for Engineering, Technology,  
255 and Sciences 2018;49:146-174.

- 256 22. Dayanandan DR. Effects Of Compensation On The Job Performance  
257 Among Hospital Employees!! - A Meta Analysis. Journal of Management and  
258 Science. 2017;7(4):1-27.
- 259 23. Riaz Q, Ayaz K, Wain AM, Sajid M. Impact of HR Practices on Perceived  
260 Performance of Hospital Employees in Pakistan. Journal of Economics and  
261 Sustainable Development. 2012;3:10-15.
- 262 24. Abduljawad A, Al-Assaf AF. Incentives for better performance in health  
263 care. Sultan Qaboos University medical journal. 2011;11:201-206.
- 264 25. Duvie AN, Nwokediuko IC. Direct Compensation Management As  
265 Correlate Of Teacher Task Performance. European Journal of Education Studies.  
266 2017;3:132-149.
- 267 26. Pangarso A, Darmawan I, Kamil I. Compensation Effect On Police  
268 Hospital Employees Performance at Bandung, Indonesia. 6th Global Conference  
269 On Business & Social Sciences (GCBSS-2017); Thailand2017.
- 270 27. Siegel JD, Rhinehart E, Jackson M, Chiarello L, Committee HICPA.  
271 Guideline for Isolation Precautions: Preventing Transmission of Infectious  
272 Agents in Healthcare Settings. 2007.
- 273 28. Other Hazards. Occupational Safety and Health Administration: United  
274 States Department of Labor. Retrieved from  
275 <https://www.osha.gov/SLTC/healthcarefacilities/otherhazards.html>
- 276 29. Jivany N, Yakoob j, Bana S, Faisa A, Jawed H. Professional Practices  
277 Promoting Health of Healthcare Workers: Comparison of Public and Private  
278 Hospitals in Pakistan. International Journal of Hospital Research. 2016;5:87-92.
- 279 30. Patrick Gbadago, Amedome SN, Honyenuga BQ. The Impact of  
280 Occupational Health and Safety Measures on Employee Performance at the South  
281 Tongu District Hospital. Global Journal of Medical Research. 2017;17:13-19.
- 282 31. Kaynak R, Toklu A, Elçi M, Toklu I. Effects of Occupational Health and  
283 Safety Practices on Organizational Commitment, Work Alienation, and Job

284 Performance: Using the PLS-SEM Approach. International Journal of Business  
285 and Management. 2016;11:146-166.

286 32. Drouin R, Potter M. Flexible scheduling: Exploring the benefits and the  
287 limitations. The American Journal of Nursing. 2005;105:72E-72F

288 33. Geiger-Brown J, Rogers VE, Trinkoff AM, Kane RL, Bausell RB, Scharf  
289 SM. Sleep, sleepiness, fatigue, and performance of 12-hour-shift nurses.  
290 Chronobiology international. 2012;29:211-219.

291 34. John F, Alex B. Working time flexibility and productivity in Britain Theory  
292 and evidence: National Institute of Economic and Social Research 2011.

293 35. Hilda E. Osisoma, Nzewi HN, Ifechi IL. Flexible Working Hours And  
294 Employee Performance In Selected Hospitals In Awka Metropolis, Anambra  
295 State, Nigeria. International Journal of Human Resource Management and  
296 Research. 2015;5:1-10.

297

Provisionally Accepted for Publication