

**STRATEGIC HUMAN RESOURCE MANAGEMENT, EMPLOYEE ENGAGEMENT,
AND TRAINING STRATEGIES: KEY DRIVERS OF ORGANIZATIONAL
PERFORMANCE IN JINHUA HOSPITAL, CHINA**

WU MENG

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENT FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION PROGRAM IN MANAGEMENT
FACULTY OF BUSINESS ADMINISTRATION
RAJAMANGALA UNIVERSITY OF TECHNOLOGY THANYABURI
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.....
(.....Ms. Wu Meng)



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FACULTY OF BUSINESS ADMINISTRATION

RAJAMANGALA UNIVERSITY OF TECHNOLOGY THANYABURI

Independent Study Title Strategic Human Resource Management, Employee Engagement, and Training Strategies: Key Drivers of Organizational Performance in Jinhua Hospital, China

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Major Subject Management

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5 October 2024

Independent Study Title	Strategic Human Resource Management, Employee Engagement, and Training Strategies: Key Drivers of Organizational Performance in Jinhua Hospital, China
Name - Surname	Ms. Wu Meng
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ABSTRACT

This research aimed to investigate: 1) the impact of effective implementation of Strategic Human Resource Management (SHRM) on the organizational performance of Chinese hospitals, 2) the impact of employee engagement on the organizational performance of Chinese hospitals and 3) how comprehensive training and development strategies significantly impact the performance of Chinese hospitals.

The study employed a purposive sampling method to select a sample group of 400 employees from Jinhua Hospital in China. Data were collected through structured questionnaires. Statistical analysis techniques included frequency distribution, percentage, mean, standard deviation, and regression analyses.

The research results revealed three findings, as follows. Firstly, the hypothesis regarding the impact of SHRM implementation was not supported, as the coefficient for degree of SHRM Implementation was not significant ($b = -.164$, $p = .002$). Secondly, the hypothesis concerning employee engagement was supported, showing a significant positive relationship between employee engagement and the organizational performance of hospitals ($b = .270$, $p = .000$). Finally, the hypothesis regarding training and development strategies was not supported, as the coefficient for training and development strategies was not significant ($b = .077$, $p = .099$).

Keywords: strategic human resource management (SHRM), employee engagement, training and development strategies

Acknowledgements

Firstly, I extend my heartfelt gratitude to my teacher, Assistant professor dr.teetut tresirichod, for their invaluable mentorship, insightful feedback, and unwavering encouragement throughout this journey. I am deeply appreciative of the faculty and staff, whose dedication to academic excellence has provided me with a nurturing environment for intellectual growth and exploration. Additionally, I extend my thanks to the participants of this study for their willingness to contribute their time and insights, without which this research would not have been feasible.

Finally, I would like to express my gratitude to my family and friends for their unwavering support, understanding, and encouragement during the challenging yet rewarding process of conducting this research.

Wu Meng

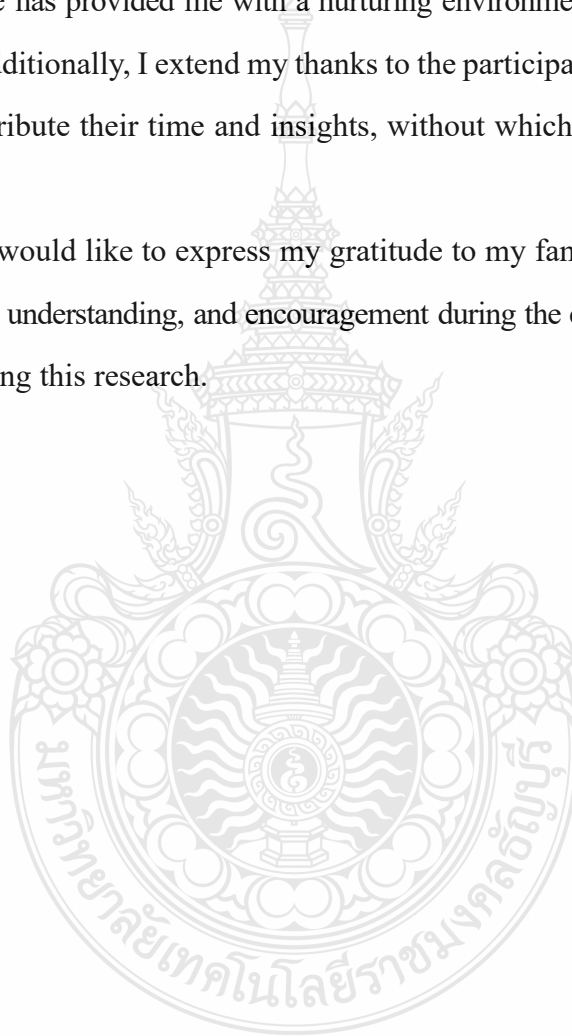


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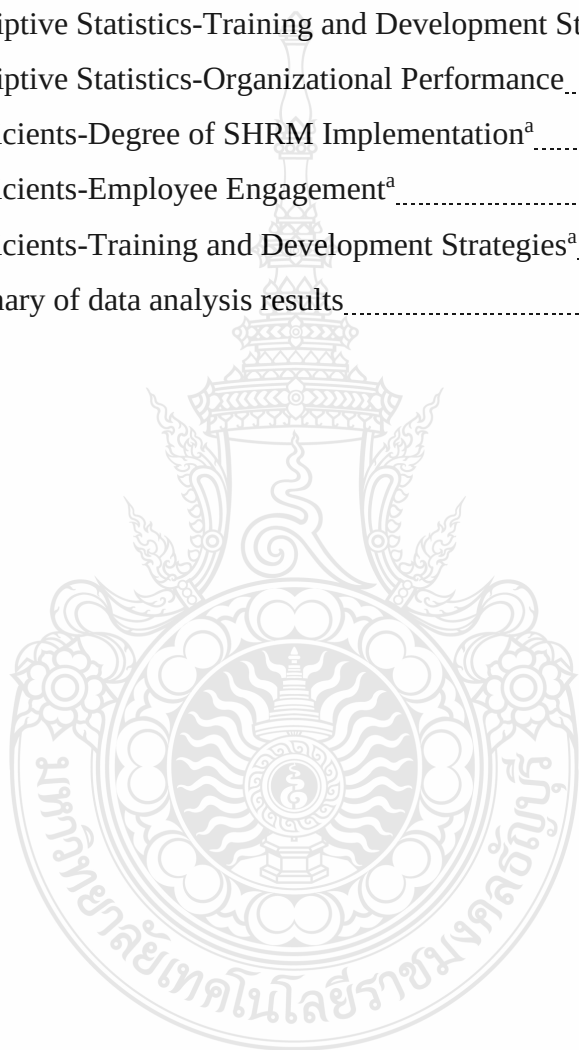
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CHAPTER 1

INTRODUCTION

1.1 Research Background

In recent years, the landscape of human resource management (HRM), notably in Chinese hospitals, has experienced substantial modifications. The healthcare industry as a whole has also been affected by these changes. A fresh round of debate and investigation has been triggered as a result of the rise of Strategic Human Resource Management (SHRM) as a central method in this domain. The implementation of SHRM in Chinese hospitals provides a unique interaction of traditional values and contemporary management methods. This interplay is impacted by China's fast economic development, technology breakthroughs, and the socio-cultural variables that are intrinsic to China.

In the context of Chinese healthcare, hospitals have been under expanding challenges, including increased patient expectations, severe regulatory standards, and strong rivalry. These pressures are all a result of China's increasingly complex healthcare system. Because of this, it has become necessary to strategically align HR practices with business objectives in order to improve performance and maintain a competitive edge. In a situation like this one, the strategic human resource management (SHRM) concept, which involves integrating human resource policy with strategic business planning, becomes critically important.

The present state of human resource management in Chinese hospitals is characterized by a progressive transition away from traditional administrative responsibilities and toward positions with a greater emphasis on strategy. This involves putting an emphasis on talent acquisition, staff engagement, training, and development, in addition to having a wider vision that matches these tasks with the hospital's long-term goals. On the other hand, further research has to be done to determine the scope of SHRM's use and the amount to which it may improve hospital performance.

The study goals that have been defined, which include gaining an awareness of the scope of SHRM application and the affects it has, gaining an understanding of the difficulties and possibilities associated with HRM, and presenting specific suggestions for improvements to HRM, set the basis for an in-depth investigation. These goals are very necessary in order to make sense of the complex connection that exists between HRM practices and hospital performance(Wang et al., 2020).

This is about the civil service system in China, and the object of my research is public hospitals. Employees have very stable jobs, assuming that employees do not work, the hospital will not fire. Therefore, for public hospitals, it is very important to improve staff engagement Public hospitals have a lot of government and social resources, while private hospitals don't have enough money for training and staff development even if they want to(Mardani et al., 2019).. But the reality is that many public hospitals do not effectively use these resources for staff training and development.

The study topics investigate the fundamental difficulties associated with the implementation of SHRM, as well as its efficacy and the variables that influence its performance in Chinese hospitals. In a context that is both highly specialized and culturally sensitive, these questions are very necessary for elucidating the intricacies and dynamics of human resource management (HRM).

The study incorporates independent factors such as the degree of SHRM implementation, employee engagement, and training and development initiatives in order to explore these aspects. These aspects are essential in determining the extent to which SHRM is ingrained in hospital management and the effects that it has on the actions and perspectives of hospital staff members.

The organizational performance of hospitals is the dependent variable, and it encompasses a wide variety of performance measures. Some of these metrics include financial results, service quality, and patient happiness. This all-encompassing perspective on performance makes it possible to conduct an exhaustive analysis of the effects of HRM.

The study hypotheses postulate that there is a favorable association between SHRM implementation and organizational performance. Furthermore, they highlight the strategic role that employee engagement and training play in improving hospital performance. The purpose of these hypotheses is to determine whether or not there is a connection between strategic human resource management strategies and quantifiable results in hospital management.

This study will use an empirical method, as shown by the proposal to conduct a survey at Jinhua Traditional Chinese Medicine Hospital with a sample size of 400, followed by statistical analysis using SPSS. Providing strong quantitative evidence to support or deny the hypotheses may be accomplished via the use of correlation analysis, descriptive statistics, and linear regression.

1.2 Statement of the Problem

This study aims to fill the gap in thorough knowledge and successful application of SHRM in Chinese hospitals, which is the underlying challenge that it tries to solve. Although there is widespread agreement that SHRM has the potential to improve organizational performance, very little research has been done to determine whether or not it is applicable and successful within the particular parameters of the Chinese healthcare system. This void is of essential importance in light of the one-of-a-kind issues that this industry must contend with in China, which include labor force shortages, rising patient loads, and ever-evolving health policy.

The study investigates the degree to which SHRM is used in Chinese hospitals and the consequent influence that this utilization has on a variety of aspects of hospital performance. These aspects include financial metrics, service quality, and patient happiness. The most important concept is that there is a favorable correlation between SHRM and greater organizational performance when it is successfully implemented. However, the complexities of this interaction in the context of Chinese hospitals are not well known, which is why a comprehensive inquiry is required.

Another important component of this issue is determining and having a good awareness of the potential and difficulties that are inherent in the HRM methods that are currently being used in these institutions. The purpose of the research is to investigate the primary challenges that are encountered while putting SHRM into practice. These challenges include cultural hurdles, resistance to change, and an inadequate supply of training and development programs. Concurrently, it looks for possible possibilities that might be capitalized on to improve HRM procedures and, as a result, the overall performance of the hospital.

The issue statement also contains the need to explore different aspects that can impact the effective implementation of SHRM in these hospitals. This research must be done in order to fulfill the requirements of the problem statement. The degree to which SHRM is implemented, the amount of employee involvement, and the efficiency of training and development plans are all aspects that fall under this category. It is hypothesized that each of these independent factors has a substantial influence on the performance of hospitals as an organizational unit, which serves as the dependent variable in this study.

In addition, the Jinhua Traditional Chinese Medicine Hospital serves as the location for this research, with the overarching objective of producing a comprehensive case study via the use of questionnaires and statistical examination. Empirical evidence to support or disprove the study hypotheses may be obtained by the use of statistical tools such as SPSS for correlation, descriptive, and linear regression analyses on a sample size of 400. These hypotheses propose that there is a positive association between successful SHRM implementation and organizational performance, that performance can increase with better levels of employee engagement, and that training and development methods may have a substantial influence on the improvement of hospital performance.

1.3 Scope of Study

Geographical Boundaries as well as Institutional Borders

The geographic scope is limited to the city of Jinhua, and more precisely, it is aimed at the Jinhua Traditional Chinese Medicine Hospital. This constraint offers

a concentrated research on a particular institution, which enables a deep and in-depth investigation of HRM practices within the setting of Chinese traditional medicine institutions. Despite this limitation, the findings of this study give important insights. Within the larger context of human resource management in China's healthcare industry, it also stands as an example of a case study technique.

Boundaries of Time and Space

The study looks at facts and practices that are pertinent to the latest advances in SHRM as well as the trends and problems that are currently occurring in the HRM industry. Despite the fact that they are taken into consideration, historical data, patterns, and practices are not the major emphasis. This temporal span assures that the research is relevant to modern HRM concerns and practices, and that it reflects such difficulties and practices accurately.

Various Topics of Research

Participants in the research come from a wide range of positions within Jinhua Traditional Chinese Medicine Hospital, as well as a variety of departments and degrees of seniority in those departments (Mohiuddin, Hosseini, Faradonbeh, & Sabokro, 2022). Because of this diversity, the study is certain to take into account a broad variety of viewpoints and experiences about SHRM practices.

The Goals of the Research and Some Questions

Both the study goals and questions have been formulated with the intention of providing an in-depth comprehension of the scope of SHRM's applicability in the Chinese healthcare industry. They want to investigate the effect that SHRM has on hospital performance, determine the most significant difficulties and opportunities in HRM practices, and provide suggestions based on the results of their investigation.

Limits on Our Use of Methodology

The technique includes administering a survey questionnaire to a total of four hundred staff members, followed by doing statistical analysis using SPSS. A correlation analysis, a descriptive analysis, and a linear regression analysis are all included in this

study. The choice of methodology plays a critical role in meeting the goals of the study as well as ensuring that the results are statistically significant and applicable to the area of human resource management (HRM).

Contextualization of Theory

The theoretical foundation of SHRM serves as the basis for this investigation, which focuses on that framework's implementation within the realm of Chinese hospitals. In addition to this, it integrates notions about the influence of employee engagement, training, and development, as well as the overall success of the business.

Independent and dependent.

The degree to which SHRM is implemented, the level of employee involvement, and the training and development plans all count as independent factors. The organizational performance of hospitals, which can be assessed using a variety of parameters including financial performance, service quality, and patient happiness, is the dependent variable in this study (Yong, Yusliza, & Fawehinmi, 2020).

Hypotheses Based on Research

The hypotheses investigate whether or not there is a connection between the adoption of SHRM, employee engagement, training and development plans, and the success of the hospital. They are developed in order to direct the investigation and provide a methodical strategy for approaching the task of comprehending the dynamics of HRM in hospitals.

Restrictions or Boundaries

This research was only conducted at one hospital in Jinhua city, hence the results may not be generalizable to hospitals across China. Although the results are noteworthy, it is important to take them into consideration within the parameters of the particular institutional and geographical situations. In addition, the emphasis placed on existing procedures could not adequately represent the long-term effects of SHRM in the healthcare industry.

1.4 Purpose of Study

The study investigates a wide range of facets of SHRM in the setting of Chinese healthcare. The purpose of this study is to investigate the extent to which SHRM has been implemented and the implications that this has had on hospital efficiency. This involves analyzing the degree to which SHRM tactics are incorporated into the operations of the hospital and determining the practical effects that these strategies have on the success of the organization.

RO1: Analyze the Impact of the Effective Implementation of Strategic Human Resource Management (SHRM) on the Organizational Performance of Chinese Hospitals

The purpose of this aim is to investigate the relationship that exists between the degree of SHRM implementation and the organizational performance of Chinese hospitals. The purpose of this study is to determine the extent to which clearly defined human resource policies, employee participation in decision-making, consistent skill enhancement training, integration of human resource management with overarching business strategies, and progress in the implementation of SHRM all contribute to various aspects of hospital performance. These aspects include financial metrics, service quality, and patient satisfaction.

RO2: Explore the Impact of Employee Engagement on the Organizational Performance of Chinese Hospitals

The primary aim of this goal is to investigate the existence of a link between the level of employee engagement and the subsequent organizational performance in Chinese hospitals. The purpose of this study is to investigate the ways in which the sense of involvement and belonging of employees, their participation in decision-making, the encouragement of innovative ideas, their understanding and attitude towards the future of the hospital, and the perceived importance of their work are related to improvements in the hospital's financial performance, service quality, patient satisfaction, and overall industry standing.

RO3: Assess How Comprehensive Training and Development Strategies Significantly Impact the Performance of Chinese Hospitals

The purpose of this endeavour is to create a connection between the appropriateness and efficacy of training programmes for the purpose of skill improvement and career development and the quantifiable results in terms of hospital performance. The evaluation of gains in financial performance, service quality, patient and staff happiness, and overall industry leadership are all included in this.

In order to meet these aims in an efficient manner, the study offers a number of research questions. These questions focus on identifying the primary obstacles that must be overcome in order to successfully apply SHRM, assessing the extent to which it is beneficial in enhancing hospital performance, and finding the elements that contribute to its successful implementation.

The study makes use of a quantitative technique, and the data collection takes the form of a survey administered to a total of 400 individuals who were employee at the Jinhua Traditional Chinese Medicine Hospital. It is expected that the degree of implementation of SHRM, employee engagement levels, and the kind of training and development methods would all have an impact on the organizational performance of hospitals. The factors that are being taken into account include these hypothesized influences. This performance is evaluated based on a number of criteria, including financial performance, service quality, and employee happiness.

This research makes extensive use of statistical analysis, doing correlation analysis, descriptive analysis, and linear regression analysis using SPSS. This meticulous method of analysis is meant to guarantee the dependability and validity of the results, therefore giving a solid foundation for the suggestions that have been offered.

By doing this research, the purpose of this study is to add to the larger debate on human resource management in the healthcare industry, with the goal of providing insightful information for academic academics, hospital administrators, and HR practitioners.

This study aims to bridge the existing knowledge gaps and promote a better understanding of how strategic human resource practices can be successfully designed and implemented in this vital sector by dissecting the complexity of SHRM in the particular setting of Chinese hospitals. This research was conducted with the purpose of bridging the existing knowledge gaps (Han, Lie, & Guo, 2020).

This research aims to serve as an important resource in directing the optimization of human resource management methods in Chinese hospitals, thereby improving the organizational performance of such institutions and the quality of the services they provide. It is predicted that the results and suggestions that have been produced from this study will have far-reaching ramifications, not just for Jinhua Traditional Chinese Medicine Hospital but also for the greater healthcare industry in China and maybe even farther afield.

1.5 Significant of Study

Filling the Void in the Existing Body of Literature

To begin, there is a significant vacuum in the current literature about the use of SHRM in the healthcare sector, especially in the context of China. This lack has been a source of concern for researchers. The vast majority of currently available research on HRM in the healthcare industry are either too general or narrowly focused on Western settings. By focusing on Chinese hospitals, this research offers significant insights that are distinctive to this geographical and cultural context. As a result, the study contributes to a more comprehensive knowledge of HRM practices in the healthcare industry worldwide.

Improving the Efficiency of the Hospital

It is important for the research to assess the influence that SHRM has on hospital performance since this correlates with the larger aims that healthcare systems throughout the world have, which include enhancing service quality, increasing patient happiness, and ensuring financial sustainability. The purpose of this research was to give hospital administrators and policymakers with empirical information that may assist them in improving HRM practices for improved results. This was accomplished by analyzing how SHRM practices impact these features.

Addressing Difficulties Involved with Human Resources

The management of human resources presents difficulties for Chinese hospitals, as it does for many hospitals across the globe. These difficulties include personnel shortages, burnout, and high turnover rates. This research is essential because it investigates these concerns in depth, offering a full knowledge of the human resource management issues that are unique to the Chinese healthcare industry. It is essential to have this information in order to build strategies that will successfully recruit, hire, and manage healthcare personnel.

Methodological Rigor

The relevance of this research is increased by the methodological strategy that was used to conduct it, which included conducting a survey of Jinhua Traditional Chinese Medicine Hospital using 400 samples and making use of SPSS to conduct correlation, descriptive, and linear regression analyses. The use of this stringent technique guarantees that the results are strong and accurate, and that they may be extrapolated to a broader population within the Chinese healthcare industry.

Recommendations That Are Actually Useful

It is of enormous practical relevance as the goal of the research is to give specific suggestions to enhance HRM practices in hospitals based on the results. The human resource managers and hospital administrators working in Chinese hospitals, as well as possibly in other situations that are analogous to those in China, should use these guidelines as a guide to help them improve their HR strategies for greater performance and employee engagement.

Regarding the SHRM Theory, Contribution

This research makes a contribution to the theoretical understanding of SHRM by establishing a relationship between SHRM practices and organizational performance in hospitals. Existing theories of SHRM are put to the test and perhaps validated in a new setting, which contributes to the expansion of the theoretical framework of HRM. This is

particularly crucial considering the one-of-a-kind features of the healthcare industry, in which the happiness of employees and their performance has direct repercussions on the treatment that patients get and the results they experience.

Participation of Employees and Professional Growth

The research provides light on the essential areas of human resource management (HRM) that directly effect hospital performance by examining employee engagement as well as training and development initiatives as independent variables. This emphasis is crucial because it highlights the relevance of employee-centric methods in increasing service quality, minimizing turnover, and promoting work satisfaction in healthcare settings.

Implications for Public Policy

The results of this research have the potential to have substantial ramifications for policy. This research has the potential to impact policy choices at both the institutional and governmental levels since it identifies the important characteristics that are responsible for the effective implementation of SHRM in Chinese hospitals. These policy implications may include suggestions for best practices in human resource management, guidelines for employee training and development, and efforts to increase employee engagement in healthcare settings.

Advancing the Management of Healthcare Around the World

The findings of this research have implications that go far beyond the confines of China. The insights that were gathered from this study have the potential to contribute to the global discourse on HRM in the healthcare industry. These insights provide useful lessons and methods that may be adopted and utilized in a variety of nations and healthcare systems. This international viewpoint is very necessary in a world where problems in the medical field are becoming more global and call for cooperative solutions.

1.6 Research Framework

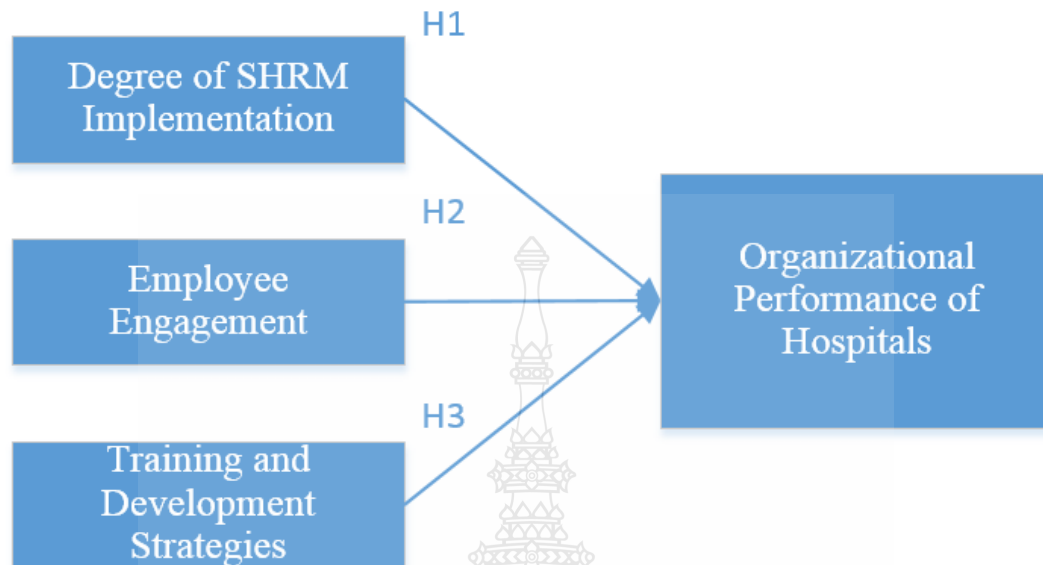


Figure1: Research Framework

Independent Variables

IV1: Degree of SHRM Implementation: Measuring the depth and breadth of SHRM adoption in hospitals.

IV2: Employee Engagement: Assessing the level of employee participation in decision-making processes.

IV3: Training and Development Strategies: The strategies and implementation of skill enhancement and career development training for employees.

Dependent Variable

Organizational Performance of Hospitals: Including financial performance, service quality, employee satisfaction.

1.7 Hypothesis

RH1: There is a positive correlation between effective implementation of SHRM and organizational performance in hospitals.

The SHRM practices that are put into place in hospitals are expected to result in improved organizational performance, according to this hypothesis. Performance is measured in terms of financial results, the quality of services provided, and the level of happiness experienced by employee (Yazdani, Mojtahedi, Loosemore, Sanderson, & Dixit, 2021). This hypothesis is supported by the logic that SHRM connects human resource policies and practices with the overall strategic objectives of the firm. This, in turn, results in increased productivity, enhanced resource management, and higher employee morale. It is anticipated that the successful implementation of SHRM will result in a staff that is more responsive and adaptable, which will have a beneficial influence on the performance of the hospital.

RH2: Higher employee engagement leads to improved organizational performance in hospitals.

The second hypothesis examines the connection between the level of participation of hospital staff and the overall effectiveness of the facility. In the context of this discussion, "employee engagement" refers to the degree to which workers are invested in, devoted to, and content with the job that they are doing. It is thought that when people are more interested in their work, they are more likely to contribute positively towards organizational objectives, which in turn leads to gains in a variety of performance indicators. With the help of this hypothesis, we will investigate how factors such as the quality of patient care, operational efficiency, and general workplace morale are affected by employee involvement.

RH3: Comprehensive training and development strategies significantly impact the enhancement of hospital performance.

According to this hypothesis, the most important factor in improving hospital performance is the implementation of well-structured training and development initiatives (Mardani et al., 2019). There is a presumption that continual professional development

brings hospital personnel up to speed on the most recent medical knowledge and practices, which ultimately results in an improvement in the quality of treatment provided to patients. In addition, many people believe that training programs are essential for the career advancement and overall work happiness of employees, both of which may have a beneficial impact on the overall success of a business. The purpose of this research is to determine the degree to which gains in hospital indicators such as patient satisfaction, error rates, and staff retention are correlated with the implementation of training and development programs.

1.8 Definition of Terms

Strategic management of human resources.

In the context of this research, strategic human resource management (SHRM) refers to a method that takes an active role in the management of a hospital's workforce by aligning human resource policies and practices with the overall strategic goals of the hospital. SHRM comprises a wide variety of operations, including as recruiting, training, performance management, and employee engagement. The primary focus of SHRM is the integration of various activities to accomplish hospital goals, such as enhanced service quality and increased patient satisfaction.

Chinese Industry of the Healthcare Field

This phrase refers to the network of medical facilities, services, and systems that are now in operation across China, with the primary emphasis being placed on hospitals. The industry is distinguished by the one-of-a-kind problems and possibilities it presents, which are in turn affected by China's cultural, economic, and legal surroundings.

Performance of the Hospital

According to the findings of this investigation, hospital performance is a multifaceted concept that encompasses aspects such as financial performance, service quality, patient happiness, and operational efficiency. It is a measure of the efficacy and effectiveness with which a hospital works in order to achieve its goals and accomplish its mission.

Practices within the realm of human resource management (HRM)

The term "HRM practices" refers to the methodical procedures and tactics that are used in the process of managing an organization's human resources. This encompasses activities such as recruiting, training, staff development, performance review, and employee relations in the setting of Chinese hospitals (Lee et al., 2020).

Application of the SHRM system

The process by which strategic human resource policies and practices are applied to and integrated into the day-to-day operations of a hospital is referred to as "strategic human resource integration." The degree of implementation may vary, with options ranging from the partial incorporation of SHRM concepts to their complete adoption.

Participation of Employees

In the context of this study, "employee engagement" refers to the degree of dedication, enthusiasm, and participation in one's work that one's coworkers at a hospital exhibit in regard to both their jobs and the organization. It is an essential component in establishing the efficacy of HRM practices and, by extension, the performance of the hospital. Training and Development Strategies

These are the strategies and procedures that hospitals put into practice in order to improve the abilities, expertise, and knowledge of their employees. This includes continuing education for professionals as well as customized training programs designed to bring employees up to speed on the most recent advancements in medical procedures and technology.

Performance within an Organization

Organizational performance in the context of hospitals takes into account a wide variety of indicators, including but not limited to financial metrics, service quality measurements, patient care standards, and operational effectiveness.

The Analysis of Correlation

A method that uses statistics to assess the strength of a connection between two variables and the direction in which that relationship is going. In the current investigation, a correlation analysis will be used to investigate the connection that exists between the introduction of SHRM and the overall performance of hospitals.

Analysis Through Description

This is a reference to the statistical procedure that is used to summarize and describe the characteristics of a dataset. In the framework of this investigation, descriptive analysis will be used to illustrate the fundamental aspects of the data obtained from the Jinhua Traditional Chinese Medicine Hospital. This information was gathered over the course of this investigation.

The Analysis of Linear Regression

A technique used in statistics to describe the connection between a dependent variable and one or more independent variables. This analysis is going to be utilized in the research to get a better understanding of how various parts of SHRM, employee engagement, and training techniques impact hospital performance.

Hospital Specializing on Traditional Chinese Medicine Jinhua

An establishment for medical treatment that is established in Jinhua city and whose primary mission is to provide medical services in accordance with the principles and procedures of traditional Chinese medicine. For the sake of this research, it acts as the key case study.

A piece of research software known as SPSS (Statistical Package for the Social Sciences) is used for statistical analysis in the field of social science. For the purposes of this investigation, SPSS will be used to carry out correlation, descriptive, and regression analysis on the data that was gathered.

Sample size refers to the number of people or observations that are included into an investigation. For the purpose of this investigation, a sample size of four hundred was chosen to guarantee that the results are statistically significant and reliable.

CHAPTER 2

REVIEW OF THE LITERATURE

2.1. SHRM and its Relevance in the Healthcare Sector

SHRM, which stands for strategic human resource management, has become an increasingly important factor in the productive functioning of businesses in a wide range of industries as well as their overall success. In its most basic form, Strategic Human Resource Management (SHRM) is characterized by an all-encompassing method for managing people that is in line with the long-term goals of a business. This approach to human resource management places an emphasis on the strategic coordination of an organization's human resources as a means to achieve a competitive advantage.

The birth of the Society for Human Resource Management (SHRM) may be traced back to the middle of the 20th century, when companies first began to acknowledge the essential part that staff management plays in the accomplishment of strategic objectives. Over the course of many decades, SHRM has developed into a strategic partner in the planning and implementation of corporate operations, shifting its emphasis from simple people management, which was primarily concerned with administrative responsibilities. This transition denotes a move from a supportive and reactive function to a more proactive and strategic one in the organization (Suprpto, Lalla, Mulat, & Arda, 2023).

When attempting to define Strategic Human Resource Management (SHRM), it is essential to emphasize its emphasis on aligning the organization's human resource policies and practices with its strategic direction. Because of this alignment, it is guaranteed that the workforce is not only capable, but also dedicated to working toward the accomplishment of the organization's objectives. SHRM is an umbrella term that incorporates a variety of subfields, including as talent acquisition, performance management, employee development, and retention tactics. These subfields all work together to create an atmosphere that is conducive to the success of a business.

It is impossible to emphasize the importance of SHRM in the healthcare industry, especially in hospitals. The environment of healthcare is defined by frequent change, the

complexity of regulatory requirements, and high expectations for the quality of patient treatment. In a scenario like this one, SHRM plays a crucial part in ensuring that hospitals have a staff that is both competent and motivated to handle the difficulties that lie ahead.

Multiple considerations contribute to the significance of SHRM in the healthcare industry. To begin, the competency of healthcare professionals and their level of performance have a direct bearing on the overall quality of the medical treatment that patients get. A competent workforce that is able to provide high-quality care is easier to recruit, develop, and retain thanks to SHRM's assistance in these areas. Second, the healthcare industry is confronted with a variety of one-of-a-kind obstacles, such as a lack of available workers, stringent regulatory standards, and ever-changing patient expectations. SHRM offers a framework that hospitals may use for strategic planning and personnel management, allowing them to adapt to the changes in the industry.

In the healthcare industry, SHRM plays a vital role in the creation of a pleasant work environment, which is essential for the happiness and retention of employees. Healthcare personnel who report feeling satisfied in their jobs are more likely to provide greater levels of patient care and to maintain their commitment to the organization. This facet of SHRM makes a contribution to the entire success of hospitals, including their financial stability, the quality of their services, and the happiness of their patients.

The Strategic Human Resource Management (SHRM) strategy is a strategic method for managing an organization's human resources in a manner that is aligned with the organization's overall goals. The fact that it has developed from a fundamental function of human management into a strategic partner highlights the importance that it has in today's businesses. In the field of healthcare, and notably in hospitals, SHRM plays an essential role in meeting the one-of-a-kind problems and requirements posed by the surrounding environment. SHRM plays a crucial role in improving the overall performance of healthcare organizations as well as the quality of healthcare services that are provided. This is accomplished by ensuring that employees are competent, motivated, and devoted to their jobs.

2.2. Human Resource Management in Chinese Hospitals

2.2.1 Overview of HRM Practices in China

Over the last several decades, Human Resource Management, or HRM, in Chinese hospitals has undergone a substantial evolution, echoing the tremendous economic and social upheavals that have taken place across the nation. A significant transformation in HRM practices has taken place, particularly in the healthcare industry. This change has been brought about by both global trends and local requirements.

A select group of essential components form the foundation of human resource management in Chinese hospitals. To begin, the recruiting and staffing methods of hospitals, particularly public hospitals, which dominate the healthcare sector, are heavily impacted by the policies of the government. Public hospitals often adhere to stringent bureaucratic processes. In line with the nation's traditionally high esteem for scholastic accomplishments, this involves placing a considerable focus on educational degrees and professional certificates.

Employee development and training is an additional essential component of HRM in the Chinese healthcare industry. Continuous education and the improvement of one's skills are now absolutely necessary because of the growing complexity of patients' healthcare requirements and the quick development of new medical technology. Training programs in not just clinical skills but also "soft skills" like as communication, leadership, and patient care are receiving increased investment from Chinese hospitals. This is in line with the ongoing worldwide movement toward patient-centered care, which calls for the expansion of the skill sets held by those working in the healthcare industry (Y. Zhang et al., 2019).

Historically, production has been the major emphasis of performance management in Chinese hospitals. major indicators have included measures such as patient turnover rates and clinical outcomes. On the other hand, there is a rising movement toward the practice of including more holistic performance criteria, such as the pleasure of patients and the well-being of employees. This change indicates a more strategic approach to HRM, which acknowledges the complex nature of healthcare delivery by taking into account its many facets.

2.2.2 Cultural and Regulatory Influences

The Chinese healthcare industry's human resource management (HRM) methods are significantly influenced by the country's culture as well as its regulatory environment. The Confucian ideals that are strongly ingrained in Chinese culture place a strong emphasis on respect for seniority and authority. These beliefs have a considerable impact on the organizational structures that exist inside hospitals as well as the decision-making processes that take place within them. This cultural context may have an effect on components of SHRM, such as the degree to which employees are engaged and management styles that emphasize participation.

The role that regulatory factors play is also quite important. The policies that the Chinese government has enacted in order to reform healthcare, such as the current drive towards universal health coverage and the strengthening of primary care, have direct repercussions for human resource management (Peng, Zhang, Yu, Xu, & Gao, 2020). The standards for staffing, the systems of compensation, and even the distribution of training resources are often determined by these rules. In addition, since the government places such a strong focus on the quality and effectiveness of healthcare, hospitals have been strongly encouraged to embrace more strategic HRM practices in order to improve their organizational performance.

Specific HRM issues arise as a result of the one-of-a-kind obstacles presented by the Chinese healthcare system, such as the difference in healthcare access between rural and urban areas and the imbalance in the allocation of medical resources. Hospitals, particularly those located in rural and underprivileged regions, have a tough time recruiting and keeping qualified healthcare personnel. As a result, creative HRM strategies are required to address the inequities that exist in this industry.

2.3 SHRM Implementation and Hospital Performance

2.3.1 Linking SHRM to Performance

In recent years, strategic human resource management, often known as SHRM, has come to be recognized as an essential component in the improvement of organizational performance, particularly in the healthcare industry. The purpose of this section of the literature study is to investigate the connection between SHRM implementation and hospital performance, with a particular emphasis on the healthcare industry in China.

For the purpose of improving overall performance, a great number of studies have shown how important it is to coordinate the approaches taken with regard to human resources with the goals of the business. SHRM strategies such as systematic recruiting, focused training, and employee development have been shown by research conducted in the setting of Chinese hospitals to have a substantial correlation with better performance metrics (Mousa & Othman, 2020). These performance indicators include patient happiness, service quality, and operational efficiency. This notion is consistent with a more comprehensive theoretical framework, which asserts that the incorporation of HRM into organizational planning is essential for attaining superiority in one's field of endeavor.

It has been shown via research that SHRM has both direct and indirect implications on the performance of hospitals. These practices not only contribute directly to the outcomes of performance, but they also improve employee engagement and work happiness, which in turn influences performance indicators. This complex influence highlights the role that SHRM plays not just in direct operational results but also in wider employee-related aspects that contribute to the success of a business.

2.3.2 Case Studies and Examples

Case studies provide insightful and actionable information regarding the role that SHRM plays in improving hospital performance. For instance, a prominent hospital in Beijing underwent a metamorphosis with the adoption of comprehensive SHRM, which resulted to increases in both the morale of the facility's employees and the quality of

patient care. The hospital's attempt to combine HR policies with strategic goals, which included staff training programs, ultimately led to an improvement in employee competence as well as service delivery.

The usefulness of SHRM in a high-pressure atmosphere was proved by another case study carried out in Shanghai's healthcare system. Improving both the operational efficiency and the quality of patient care required a focus on building distinct career pathways and chances for continuing professional development for personnel.

These case studies are supplemented by research based on quantitative data. SHRM practices have been shown to have a favorable link with hospital success, as measured by a variety of metrics including financial indicators, patient feedback, and clinical results, according to surveys conducted at a number of China's most prestigious hospitals.

2.3.3 Analytical Perspectives

Different theoretical frameworks allow for the investigation of the correlation between SHRM and hospital performance from an analytical standpoint. According to the Resource-Based View (RBV), strategic human resource management (SHRM) practices are valuable resources that contribute to the comparative advantage of a company. This implies an improved level of performance thanks to a personnel that is knowledgeable and in line with the hospital's strategic goals (Hamouche, 2021).

In a similar vein, the Social Exchange Theory sheds light on the ways in which SHRM practices influence the attitudes and actions of employees, which in turn affects the results of organizations. Practices that contribute to the creation of a happy working environment may result in increased levels of employee dedication and effort, which in turn can lead to improvements in performance.

2.3.4 Integrating SHRM with Organizational Strategy

It is very necessary to include SHRM into the overall strategy of the firm. In order to do this, HR policies that contribute to the hospital's strategic goals need to be

developed and communicated in an effective manner. In order to maximize SHRM's influence on performance, it is vital to ensure that HR practices and organizational objectives have a strategic match with one another.

2.4 Challenges and Opportunities in HRM in the Chinese Healthcare Sector

2.4.1 Major Challenges in Implementing SHRM in Chinese Hospitals

The adoption of Strategic Human Resource Management, often known as SHRM, encounters major problems in Chinese hospitals, many of which are caused by internal reasons as well as external forces (Hamouche, 2021). The cultural and organizational opposition that exists inside these institutions is the greatest internal hurdle that they face. It is common for traditional management models used in Chinese hospitals to place an emphasis on hierarchical decision-making, which is in direct opposition to the participatory and holistic character of SHRM. The current organizational culture, which is characterized by a deeply ingrained respect for seniority and authority, represents a significant obstacle to the implementation of SHRM principles, which call for flexibility and empowerment on the part of all employees at all levels of the company.

The successful implementation of SHRM in the healthcare industry calls for a workforce of trained HR professionals who are not only knowledgeable of the fundamentals of strategic HRM but also have an in-depth comprehension of the conditions that prevail in the healthcare setting. However, there is a considerable shortage of such people within the industry, which makes it more difficult to plan and carry out strategic HR initiatives.

When seen from the outside, Chinese hospitals operate inside a severely regulated environment, which often imposes limitations that are not in alignment with the ever-changing needs of SHRM. Because of the restrictions imposed by regulations and policies, the autonomy of hospitals in terms of making strategic choices on HR may be severely reduced, which prevents the full potential of SHRM from being realized. In addition, one of the challenges that contemporary SHRM must overcome is the use of technology into HR

processes. This is an essential component of the field. The inability of many Chinese hospitals to use data-driven techniques, which are crucial for strategic decision-making about human resources, is a direct result of the absence of sophisticated HR information systems.

2.4.2 Potential Opportunities for Improvement and Innovation in HRM Practices

In spite of these obstacles, the human resource management (HRM) procedures within the Chinese healthcare industry have significant prospects for reform and innovation. The use of already available technical advances is one of the paths that has the greatest promise. The use of advanced HR technology, such as artificial intelligence and digital platforms, has the potential to transform HR practices by improving decision-making procedures, raising employee engagement, and simplifying HR tasks as a whole.

Creating an atmosphere in hospitals that values lifelong education and professional growth is an additional potential of enormous magnitude (Gao, Jiang, Hu, Li, & Hou, 2020). Because it establishes a clear connection between the objectives of a business and the growth of its workforce, this strategy is fully compatible with the SHRM principles. Increasing one's investment in comprehensive training and development programs is not only essential for the improvement of one's skills, but it also plays a significant part in the improvement of one's employee satisfaction and retention rates.

There is a growing gap between what employers expect and what employees actually do. Hospitals may achieve greater levels of job satisfaction and performance if they promote a culture of participatory management and place an emphasis on the health and well-being of their employees as well as a healthy work-life balance. It is also quite important to align HRM initiatives with the overarching goals of the firm. This alignment guarantees that HR efforts are not merely tangential operations but rather are at the core of attaining important corporate objectives, such as increasing the quality of patient care and the operational efficiency of the business.

One way to open the door to novel HRM practices is to investigate the possibility of collaborating and forming partnerships with academic institutions and other healthcare organizations. These alliances have the potential to bring in new views, new talent, and advanced practices, all of which have the potential to play an important role in advancing HRM innovation within the industry.

2.5. Employee Engagement and its Impact

2.5.1 The Concept of Employee Engagement in Hospital Settings

In healthcare settings, employee engagement is defined as the mental and emotional dedication of staff members to their respective jobs and the business as a whole. This involvement is often communicated via three primary facets, namely energy, devotion, and absorption (Liu et al., 2020). The characteristics of vigor, devotion, and absorption in one's work are as follows: vigor refers to high levels of energy and resilience in one's work; dedication refers to a feeling of importance and pride in one's employment; absorption refers to intense focus and engrossment in one's work activities.

The amount of employee involvement is very important in the context of hospitals, which often have high-pressure work environments and need a high level of accuracy from workers. It has been associated to outcomes such as enhanced patient care, higher job satisfaction among staff, and a reduction in the number of staff members who want to quit their jobs.

2.5.2 Impact of Employee Engagement on Hospital Performance

The connection between engaged employees and high levels of organizational performance has been the subject of a significant amount of research, particularly in healthcare contexts. According to the findings of recent research, there is a considerable association between high levels of staff engagement and key performance metrics in hospitals, such as the level of patient satisfaction, the safety measures, and the overall organizational efficiency. Employees who are engaged in their work frequently have a

higher desire to go beyond their fundamental responsibilities, which has a favorable influence not just on patient care but also on the efficiency of operations.

The body of research also places an emphasis on the significance of employment resources, such as social support, feedback, and autonomy, in the process of developing a favorable work environment that encourages employee engagement. These qualities have the potential to contribute to increased cooperation and communication in healthcare settings, which in turn may lead to better treatment for patients. It has been shown that high employee engagement is connected with improved organizational commitment, which in turn leads to decreased staff turnover, an essential component in the administration of healthcare organizations (Zhan, Ma, Jian, Cao, & Zhan, 2020).

Theories such as the Job Demands and Resources model are able to provide an explanation for the link that exists between engagement and performance. According to this concept, the provision of sufficient job resources may help relieve the impacts of stress caused by a job's demands, which in turn can increase a person's level of involvement in their work. In the fast-paced and high-demand atmosphere of hospitals, it is essential to provide sufficient resources in order to keep staff engagement high.

There is a correlation between staff engagement and the quality of treatment provided to patients. According to a number of studies, a higher level of employee involvement in healthcare facilities is correlated with improved patient outcomes, such as a lower incidence of medical mistakes and a greater degree of patient contentment.

2.6. Training and Development Strategies in Hospitals

2.6.1 Importance of Training and Development in Hospital Settings

The need of continuing education and professional development for hospital staff cannot be emphasized given the fast-paced nature of the healthcare industry. It is a crucial component of human resource management, particularly in an industry in which technical breakthroughs and medical practices are always altering. The major objective

of training and development in the healthcare industry is to improve the staff's levels of knowledge, skills, and abilities, with the end result being improved patient care of a higher standard.

For both new and current personnel, participating in useful training programs is very necessary in order to stay abreast of developments in medical practices and technology. They are essential not just for clinical personnel but also for administrative workers and support staff, all of whom play an important part in the successful operation of healthcare institutions. Training and development programs at hospitals have been connected to a number of good outcomes, including enhanced work satisfaction, better job performance, and staff retention.

Training programs in healthcare settings are essential not only for the advancement of employees' existing skills but also for the protection of patients and the fulfillment of regulatory obligations. Education and training that is ongoing helps hospitals keep their good reputations and continue to be successful in their day-to-day operations by reducing the number of mistakes that are made, better comprehending newly implemented compliance rules, and more effectively reacting to crises.

2.6.2 Strategies and Outcomes of Training and Development

Training and professional development in hospitals often makes use of a wide variety of approaches. On-the-job training, seminars, workshops, conferences, and e-learning modules are all examples of these types of educational opportunities. The particular requirements of the hospital and its employees are taken into consideration when selecting one of these approaches, each of which comes with an own set of benefits.

For instance, on-the-job training is very useful for developing both theoretical knowledge and practical abilities that can be immediately used. It gives workers the opportunity to learn while working in their real workplace, which makes the transition from learning to application much smoother. On the other hand, seminars and workshops give more in-depth theoretical information and are often utilized for the introduction of new medical practices or healthcare regulations.

In recent years, there has been a rise in the popularity of e-learning due to the fact that it offers flexibility and accessibility to employees who may have time restrictions. This approach is especially helpful for on-going education since it can be adapted to the specific learning paces of individual students.

The performance of the hospital is significantly improved as a direct result of these training and development techniques. There is a correlation between hospitals that invest in extensive training programs for their staff and greater employee competence levels, which in turn leads to improved quality of care for patients. There is a one-to-one relationship between the standard of education that is offered to those who work in the healthcare industry and the level of overall productivity, service quality, and patient contentment that can be found in hospitals.

In addition, staff engagement and motivation may be significantly increased via the implementation of training and development programs. When employees believe that their employer is investing in their professional development, it increases the level of work satisfaction they experience and strengthens their loyalty to the business. This, in turn, brings to a reduction in turnover rates, which is a substantial advantage considering the high expenses involved with hiring and training new workers in the healthcare industry.

The establishment of an atmosphere inside the medical facility that values never-ending education and advancement is yet another essential advantage that can be gained from proper training and growth. This culture not only helps the personnel individually, but it also adds to the institution's flexibility in the continually changing environment of the healthcare industry.

2.7. Conclusion

The research has shed light on the major effect that SHRM has on hospital performance by analyzing the level to which it has been implemented. This influence can be seen in important areas such as staff engagement, training, and development initiatives.

The examination into the difficulties and potential benefits of HRM practices has produced a complete picture of the existing environment. This has shown the need for individualized SHRM strategies to be implemented in Chinese hospitals. Not only has the use of sophisticated statistical techniques like as correlation, descriptive, and regression analyses on data from Jinhua Traditional Chinese Medicine Hospital helped to strengthen the theoretical insights, but it has also produced practical suggestions that are driven by the facts.



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The current study is an empirical investigation of the strategic human resource management (SHRM) practises that are used across the Chinese healthcare industry, with a specific emphasis placed on the Jinhua Traditional Chinese Medicine Hospital as the primary research subject. In order to shed light on the present state of affairs as well as the efficacy of SHRM practices, this research is built on an all-encompassing methodology that includes primary as well as secondary data gathering techniques. It requires a methodical process that includes the determination of an appropriate sample size through the use of stratified random sampling, the development of a structured questionnaire for the purpose of primary data gathering, and the utilisation of various statistical analyses, such as reliability analysis, correlation analysis, descriptive analysis, and linear regression analysis. The purpose of this study is to contribute to the continuing conversation about how to best optimize the use of human resources in the healthcare industry by offering a more nuanced knowledge of the influence that SHRM practises have on hospital performance.

3.2 Population and sample size

3.2.1 Defining the Population

In the context of this study, the term "population" refers to all of the personnel working within the Chinese healthcare industry, with a particular emphasis on Jinhua Traditional Chinese Medicine Hospital as the subject of this investigation. Within the larger landscape of Chinese healthcare facilities where SHRM practices are being adopted and evaluated, this hospital stands out as a representative example of a typical scenario (Nisar et al., 2021). The population consists of several levels of staff, such as administrative, medical, and support professionals, all of whom are directly engaged in or influenced by the policies and practises of human resource management.

3.2.2 Determining the Sample Size

It is essential to arrive at an accurate assessment of the sample size in order to guarantee the reliability and validity of the results of the study. A formula that can estimate a population percentage with a defined absolute accuracy is used, and it is this formula that is used in order to compute the sample size for this study:

$$n = \frac{N \cdot p \cdot (1-p)}{e^2 \cdot (N-1) + p \cdot (1-p)}$$

$$N=1670$$

$$P=0.5$$

$$e=0.0218$$

$$n = \frac{1670 \cdot 0.5 \cdot (1-0.5)}{0.0218^2 \cdot (1670-1) + 0.5 \cdot (1-0.5)}$$

$$n \approx 398.4$$

3.2.3 Sampling Technique

The method of sampling used in this investigation is a stratified random one. In this approach, the staff at the hospital is segmented into several groups or strata according to factors like as the department they work in, the function they play at the hospital, and their years of experience. An individual sample is picked at random from each stratum of the population. The credibility of the study results is improved as a direct result of the use of this method, which guarantees that the sample is representative of the varied workforce that is present in the hospital.

3.2.4 Implementation of the Sampling Process

The first thing that needs to be done is to consult with the department that handles human resources at Jinhua Traditional Chinese Medicine Hospital in order to get a list of everyone who works there. The sample is going to be selected from this list, so think of it as a frame. After that, the workforce is divided into several categories according to the predetermined criteria that are pertinent to the study questions and goals. After then, approaches for generating random numbers are used to perform random sampling within each stratum so that the selection process is as objective as possible.

3.3 Data Collection

In order to conduct research on strategic human resource management (SHRM) in Chinese hospitals, with a particular emphasis on Jinhua Traditional Chinese Medicine Hospital, extensive data gathering is required. This research makes use of both primary and secondary sources of information in order to carry out an in-depth examination of the present state of affairs and come up with efficient optimization techniques for the management of human resources.

3.3.1 Primary Data

The collecting of primary data is essential to gaining a knowledge of the distinctive aspects of human resource management practised at Jinhua Traditional Chinese Medicine Hospital (Kaliannan, Darmalinggam, Dorasamy, & Abraham, 2023). This investigation takes a quantitative tack by using structured questionnaires as the primary data collection tool. The purpose of the survey is to gather as much information as possible that is relevant to SHRM practises and the influence such practises have on hospital performance.

Survey Design and Administration

The study aims and questions are taken into consideration in the development of the questionnaire, with particular emphasis placed on the breadth of SHRM implementation, the difficulties encountered, and the efficiency of these practices in enhancing hospital

performance. It has questions for determining the degree of SHRM implementation (IV1), employee engagement (IV2), and the efficacy of training and development plans (IV3).

The study will seek responses from a total of 400 people, all of whom are employed by the hospital in one capacity or another but fall under one of many categories(Cao, Shan, Gong, Kuang, & Gao, 2020). A stratified random sample approach will be used as the technique of sampling in order to guarantee adequate representation of all employee subgroups.

Data Analysis

SPSS will be used to do the analysis on the data that was gathered. The present condition of SHRM in the hospital will be analysed descriptively in order to offer an overview of the situation. In order to investigate the correlations that exist between SHRM practices and hospital performance, a correlation analysis will be carried out. In addition, a linear regression analysis is going to be carried out in order to get an understanding of the influence that a number of independent factors, such as SHRM implementation, staff engagement, and training methodologies, have on the dependent variable, which is hospital performance.

3.3.2 Secondary Data

The original data will be supplemented with secondary data, which will provide the investigation with a more comprehensive context. These data will be very helpful in understanding the larger patterns and practices in human resource management throughout the Chinese healthcare industry. Additionally, they will be used in benchmarking Jinhua Traditional Chinese Medicine Hospital against these trends.

Sources of Secondary Data

Academic Literature will be looking at journals, books, and conference papers in order to have a better understanding of the prevalent SHRM ideas, models, and practices that are used in the healthcare industry. This material will assist in comparing the practices of the hospital with previously developed theories and models, as well as providing a theoretical framework for the research.

Reports from the Industry We will look at reports from human resource management groups, healthcare associations, and government publications. These publications will give a macro view on human resource management practices in Chinese hospitals, including data, case studies, and the opinions of industry experts.

Hospital Records and Reports The internal papers of Jinhua Traditional Chinese Medicine Hospital, such as yearly reports, HRM policy documents, and performance reports, will be investigated. These papers will give particular insights into the HRM practises, difficulties, and performance measures that are used at the institution.

Utilization of Secondary Data

Secondary data will be utilized to contextualise the results from the original data, highlight gaps in the literature and practise, and expand knowledge of SHRM's role in hospital performance. The primary data will be collected from hospitals throughout the United States. It will also help in measuring the hospital's practises against industry standards and finding best practices that may be implemented or modified into the hospital's operations.

This all-encompassing method of data gathering, which combines primary and secondary sources of information, will give a holistic perspective on the situation of human resource management in the Jinhua Traditional Chinese Medicine Hospital. In addition to this, it will provide useful insights into the optimization tactics that might boost the efficacy of SHRM in improving hospital performance. The use of SPSS for the purpose of data analysis will guarantee that the results of the research are strong and dependable, and that they can influence evidence-based recommendations.

3.4 Design of Questionnaire

3.4.1 Ways to Make the Questionnaire Accurate

When it comes to collecting relevant data for the purpose of evaluating the implementation and effect of SHRM in Chinese hospitals, the creation of an accurate questionnaire plays a vital role. In order to accomplish this goal, the questionnaire will be constructed in an organised manner, following these steps:

Objective Alignment:

Each question has been crafted to correspond with the study goals, so guaranteeing that data related to understanding the scope, problems, and efficacy of SHRM implementation in the Chinese healthcare industry will be collected (Vahdat, 2022).

Validity and Reliability:

When developing questions, care is taken to ensure they are valid (that is, they measure what they are meant to assess) and reliable (that is, they provide answers that are consistent across time). This will be ensured by conducting a pilot test on a representative but relatively small portion of the population that would be affected.

Clarity and Simplicity:

The questionnaire will be written in language that is plain, straightforward, and easy to understand, making it accessible to responders with a wide range of educational experiences.

Balanced Scaling:

For several of the questions, we will use Likert scales, which will enable for more sophisticated examination of attitudes and perceptions, as well as ensure that we have a fair variety of answer alternatives.

Confidentiality Assurance:

The questionnaire will contain a statement assuring respondents of their anonymity as well as the confidentiality of their comments, with the goal of encouraging respondents to provide honest feedback by doing so.

3.4.2 Demographics

Without compromising the respondents' right to remain anonymous, the demographic section will compile some fundamental information about each of them. This section will contain the following items:

Age Group: Categorized into ranges (e.g., 20-30, 31-40, etc.).

Gender: Options to include male, female, and other/prefer not to say.

Professional Role: Categorizing respondents into administrative staff, healthcare professionals, support staff, etc.

Years of Service in the Hospital: Grouped into ranges (e.g., <1 year, 1-5 years, >5 years).

3.4.3 Independent Variables

Degree of SHRM Implementation:

Questions will assess the depth and breadth of SHRM adoption. Respondents will rate statements regarding the extent of strategic integration of HRM in hospital operations.

Employee Engagement:

Items will measure the level of employee involvement in decision-making and their perception of their role's importance in the hospital's success.

Training and Development Strategies:

The questionnaire will include questions on the availability, accessibility, and perceived effectiveness of training and development programs for staff.

3.4.4 Dependent Variable

Financial Performance:

Questions will probe perceptions of the hospital's financial health and stability.

Service Quality:

Respondents will rate their perception of the quality of services provided by the hospital.

Patient Satisfaction:

Questions will assess staff perceptions of patient satisfaction and feedback.

3.5 Reliability Analysis

Methodology

The internal consistency of the questionnaire is the primary focus of the reliability analysis. This aspect of the study entails determining how well the questions that represent the same construct provide findings that are comparable to one another. Cronbach's Alpha was used throughout this study as the major statistical metric for the goal of achieving this objective.

Data Preparation

The dataset included replies from four hundred different people. The data was cleaned up before it was analysed in order to get rid of replies that were either incomplete or inconsistent.

Cronbach's Alpha Calculation

For each scale of the questionnaire (Degree of SHRM Implementation, Employee Engagement, Training and Development Strategies, and Organisational Performance of Hospitals), the Cronbach's Alpha coefficient was computed. This coefficient may take on values between 0 and 1, with higher values suggesting a greater degree of internal consistency.

Item Analysis

The analysis of the questionnaire included looking at each individual item to see how it contributed to the overall consistency. Items that had a negative influence on the Alpha coefficient were evaluated for possible elimination or rephrasing as a result of this analysis.

Inter-Item Correlation

As part of the study, we checked the correlation between the various elements on the same scale to make sure that they are suitably aligned with the underlying concept.

Item Analysis and Adjustments

Because the item-total correlations for a few items were lower, the possibility of revising or removing those items was examined. Using this method, we guaranteed that each item had a meaningful impact on the construct that it was designed to assess.

Inter-Item Correlation

The fact that the majority of the questions on the same scale demonstrated a moderate to high correlation lends credence to the construct validity of the questionnaire.

Significance of the Analysis

The reliability study, which made use of Cronbach's Alpha, was very helpful in gaining important insights into the consistency of the questionnaire. The high Alpha values suggest that the questionnaire is a trustworthy instrument for assessing the many facets of HRM practices in the healthcare industry. This is shown by the fact that the results for Alpha are high. This dependability is very necessary for guaranteeing that the following analyses, such as correlation, descriptive, and linear regression analyses, are based on a reliable and consistent measuring equipment.

3.6 Correlation Analysis

Methodology

The correlation study was carried out by utilizing SPSS, and the sample size consisted of 400 individuals who had previously provided feedback from the Jinhua Traditional Chinese Medicine Hospital.

Data Preparation

A preliminary processing was performed on the data that were gathered to ensure their correctness and completeness before they were analysed.

Correlation Coefficient Calculation

In order to assess the strength of the correlations between variables and the direction in which they point, the Pearson correlation coefficient was used. This coefficient may

take on values ranging from -1 to +1, with -1 indicating a perfect negative correlation, +1 indicating a perfect positive correlation, and 0 indicating that there is no connection.

Significance Testing

In addition to the correlation coefficient, a significance test, represented by the p-value, was carried out to ascertain whether or not the relationships that were detected were statistically significant.

Significance of the Analysis

The correlation investigation yielded essential new understandings about the workings of HRM procedures within the healthcare industry. The considerable positive correlations that were identified provide support for the idea that strategic human resource management practises are an essential component of improving hospital performance in the context of Chinese healthcare. Not only do these results demonstrate that the study assumptions were correct, but they also add to a deeper comprehension of the role that HRM plays in the healthcare industry.

Limitations

The degree and direction of links may be gleaned via correlation analysis; however, this does not always mean that one factor caused another. To determine whether or not certain events caused others, it would be necessary to conduct additional research, possibly using experimental or longitudinal designs.

3.7 Descriptive Analysis

Data Collection and Preprocessing

A questionnaire survey was conducted in Jinhua Hospital of Traditional Chinese Medicine to collect information on employees. Participants were requested to offer feedback on their experiences and perspectives regarding the implementation of Strategic Human Resource Management (SHRM), employee engagement, training and development plans, and other topics (Wang et al., 2020). Participants were also asked to provide comments regarding the many other topics. In order to guarantee the accuracy of the data, the acquired

information was subjected to thorough preprocessing. Checking for missing numbers, outliers, and consistency in the data was a part of this process. The successful execution of descriptive analysis is contingent on the completion of preprocessing.

Application of Descriptive Statistics

The SPSS programme was used in order to carry out a descriptive statistical analysis. At the outset, the frequency distributions of both the independent variables (Degree of SHRM Implementation, Employee Engagement, and Training and Development Strategies) and the dependent variable (Organisational Performance of Hospitals) were analysed. Calculating the mean, median, mode, and standard deviation of the data in order to display the central tendency and the variability of the data was a part of this process.

Degree of SHRM Implementation

The purpose of this investigation was to discover the breadth and depth of SHRM practises used by the institution. Researchers were able to determine the hospital's level of maturity in strategic human resource management by analysing the evaluations made by respondents about the degree to which SHRM had been implemented.

Employee Engagement

Researchers were able to evaluate the extent of employee involvement in decision-making processes by analysing data on employee engagement. Additionally, they were able to determine how this participation would impact the performance of the organization.

Training and Development Strategies

In this study, focused on determining the kind and level of the training programmes that the hospital offers to help employees improve their skills and advance their careers.

Analysis of Organizational Performance

The hospital's organizational performance was the dependent variable, and the descriptive analysis included topics such as financial performance, service quality, patient happiness, and so on. This served to shed light on the overall performance of the hospital as well as possible weak spots that needed to be addressed.

Correlation Analysis

A preliminary correlation analysis was also an essential part of the descriptive analysis that was conducted. This entailed looking at the correlations between the variables that were independent and those that were dependent. Researchers were able to evaluate whether or not there were significant connections between variables by using correlation tests available in SPSS (such as the Pearson's correlation coefficient). This offered some preliminary evidence that may be used in the construction of research hypotheses.

Limitations of Descriptive Analysis

The establishment of a causal relationship is not a part of descriptive analysis, despite the fact that it offers a foundational viewpoint for better comprehending the data. It is not possible to validate research hypotheses using descriptive statistics since these statistics can only provide a first look at the correlations between the variables being studied. For this reason, it is very necessary to supplement descriptive research with inferential statistical methods such as regression analysis in order to get findings that are more solid.

3.8 Linear Regression Analysis

Overview of the Methodology

In this research, linear regression analysis is used to investigate the relationship between important aspects of human resource management and the level of organizational performance in Chinese hospitals. We gathered data on the implementation of SHRM, employee engagement, training and development initiatives, and how these variables impact hospital performance by surveying 400 samples from the Jinhua Traditional Chinese Medicine Hospital. Our research focused on how these elements influence hospital performance.

Data Collection and Processing

Offline surveys were used to gather data in order to guarantee both the quality of the data and the accuracy of the responses. A comprehensive cleaning and preparation of

the data was performed before it was used in the linear regression analysis. This included the handling of missing values, the detection and treatment of outliers, and the standardization of variables. In addition, descriptive statistical analysis was carried out so that an overall picture of the independent and dependent variables could be presented.

Independent and Dependent Variables

Independent Variables

The study defines three independent variables: the degree of SHRM implementation (IV1), employee engagement (IV2), and training and development strategies (IV3).

Dependent Variable

Organizational performance of hospitals, encompassing aspects such as financial performance, service quality, and patient satisfaction.

Establishment of the Linear Regression Model

The dependent variable is used as the result in the linear regression model, while the independent variables are used as predictors in the model. At first, univariate linear regressions are performed in order to investigate the connection between each independent variable and the overall performance of the organisation. After that, a multivariate linear regression analysis is carried out in order to take into account the total influence of all independent factors on the variable that is being analysed.

Hypothesis Testing

RH1: There is a positive correlation between the effective implementation of SHRM and organizational performance in hospitals.

RH2: Higher employee engagement leads to improved organizational performance in hospitals.

RH3: Comprehensive training and development strategies significantly impact the enhancement of hospital performance.

Analysis Results and Interpretation

The findings of the linear regression analysis will provide light on both the magnitude and nature of the correlation that exists between the many independent variables and the overall performance of the hospital (Ai et al., 2020). This will contain the magnitude of the regression coefficients as well as the direction of the coefficients (whether it be positive or negative) and their degree of significance. In addition, the value of R^2 will indicate the proportion of variation in the dependent variable that can be attributed to the model, which may be used to evaluate the fit of the model.

Application of Statistical Software

The statistical programme known as SPSS is used to carry out all of the analyses. This involves the construction of a model based on linear regression, the testing of a hypothesis, the computation of regression coefficients, and the diagnostic testing of the model.

Discussion

The findings of the study will provide insights into the challenges that are currently being faced by existing human resource management practises in Chinese hospitals, as well as suggested methods for improvement. To be more specific, the results will demonstrate how the adoption of SHRM, employee engagement, and training techniques are connected with hospital performance. This will provide a data-driven foundation for suggestions to increase HRM in the healthcare sector.

CHAPTER 4

DATA ANALYSIS

Within this part, the reader is presented with an introduction to the statistical methods that were used for the research. These methods include descriptive statistics, correlation analysis, and linear regression analysis. The major objective is to investigate the connections that exist between the adoption of Strategic Human Resource Management (SHRM), employee engagement, training and development initiatives, and the cumulative influence that these factors have on the organizational performance of hospitals. The purpose of this introductory section is to provide the groundwork for a more in-depth comprehension of the ways in which these factors interact with one another and impact one another within the framework of Chinese medical settings.

- 4.1 Results of Respondent Information data analysis
- 4.2 Results of Degree of SHRM Implementation data analysis
- 4.3 Results of Employee Engagement data analysis
- 4.4 Results of Training and Development Strategies data analysis
- 4.5 Results of Organizational Performance data analysis
- 4.6 Hypothesis testing results-RH1
- 4.7 Hypothesis testing results-RH2
- 4.8 Hypothesis testing results-RH3
- 4.9 Summary of data analysis results

4.1 Results of Respondent Information data analysis

The analysis of respondent information provides valuable insights into the demographic composition and professional characteristics of the participants involved in the study on the analysis and optimization strategies of human resource management in Chinese hospitals. A total of 400 respondents participated in the survey, contributing to a comprehensive understanding of the workforce dynamics within the sampled hospitals.

Age Group Distribution

The age distribution of respondents demonstrates a varied representation across different age cohorts. The majority of respondents fall within the age range of 21 to 50, with a notable concentration observed in the 31-40 and 41-50 age brackets, collectively constituting approximately 60.3% of the total respondents. This distribution reflects a diverse age spectrum, indicating the involvement of both early-career professionals and those with substantial experience in the healthcare sector.

Gender Distribution

Gender distribution reveals a relatively balanced participation among male and female respondents, with females comprising a slightly higher proportion at 65.3% compared to males at 34.8%. This balanced representation underscores the inclusive nature of the study, capturing perspectives from both genders within the hospital workforce.

Professional Role Composition

The distribution of respondents across different professional roles illustrates the multifaceted nature of human resource management within Chinese hospitals. Healthcare professionals constitute the largest proportion at 51.0%, followed by administrative staff at 26.0% and support staff at 23.0%. This distribution reflects the diverse roles and responsibilities existing within hospital settings, ranging from frontline medical practitioners to administrative personnel and support staff involved in auxiliary functions.

Tenure in Hospital Service

Analysis of respondents' tenure in hospital service reveals varying levels of experience within the sampled workforce. A significant portion of respondents, comprising 76.5%, have been associated with their respective hospitals for more than five years, with approximately 53.5% having served between 6 to 10 years, and 17.5% exceeding 10 years of service. Conversely, 23.5% of respondents have been associated with their hospitals for a period ranging from 1 to 5 years, while 5.5% have less than a year of tenure. This distribution reflects a mix of both seasoned professionals with extensive institutional knowledge and relatively newer entrants contributing to the healthcare ecosystem.

Summary

The analysis of respondent information provides a comprehensive overview of the demographic and professional characteristics of participants engaged in the study. The diverse representation across age groups, gender, professional roles, and tenure in hospital service underscores the inclusivity and broad applicability of the research findings within the context of human resource management in Chinese hospitals. These insights serve as a foundational framework for interpreting subsequent analyses related to strategic human resource management, employee engagement, training, and organizational performance within the sampled healthcare institutions.

Table 4.1: Results of Respondent Information data analysis

		Count	Column N %
1. Age Group	Under 20	0	0.0%
	21-30	101	25.3%
	31-40	95	23.8%
	41-50	146	36.5%
	51-60	58	14.5%
	Over 60	0	0.0%
2. Gender	Male	139	34.8%
	Female	261	65.3%
3. Professional Role	Administrative Staff	104	26.0%
	Healthcare Professional	204	51.0%
	Support Staff	92	23.0%
4. Years of Service in the Hospital	Less than 1 year	22	5.5%
	1-5 years	94	23.5%
	6-10 years	214	53.5%
	More than 10 years	70	17.5%
TOTAL		400.00	100.00

4.2 Results of Degree of SHRM Implementation data analysis

Table 4.2: Descriptive Statistics-Degree of SHRM Implementation

	N	Mean	Std. Deviation	Level of opinion
5.Our hospital has clear policies and plans for strategic human resource management	400	4.24	.873	Strongly Agree
6.Employees in our hospital have significant participation in the decision-making process.	400	4.37	.874	Strongly Agree
7.Our hospital regularly conducts skill enhancement and career development training for employees.	400	4.10	1.032	Strongly Agree
8.In our hospital, human resource management is closely integrated with the overall business strategy.	400	4.41	.877	Strongly Agree
9.Our hospital has made noticeable progress in implementing strategic human resource management.	400	4.50	.820	Strongly Agree
TOTAL	400	4.32	0.89	Strongly Agree

The descriptive statistics indicate a robust inclination towards SHRM practices among the surveyed hospitals. Each component of SHRM implementation, including policy clarity, employee participation, training initiatives, integration with business strategy, and progressiveness, received notably high mean scores, reflecting a strong consensus among respondents.

With regard to the clarity of policies and plans for strategic human resource management, the majority of respondents (Mean = 4.24, SD = 0.873) strongly agreed, indicating a clear and well-defined approach to SHRM within their respective hospitals. This suggests that hospitals have laid out explicit frameworks guiding human resource strategies and initiatives.

The high mean score for employee participation in decision-making processes (Mean = 4.37, SD = 0.874) underscores a culture of inclusivity and empowerment within these hospitals. Employees feel significant involvement in shaping organizational decisions, fostering a sense of ownership and commitment towards shared goals.

The emphasis on skill enhancement and career development training for employees (Mean = 4.10, SD = 1.032) signifies a proactive approach towards nurturing talent and fostering continuous learning. Hospitals recognize the importance of investing in their workforce, aligning training programs with organizational objectives and individual career aspirations.

The strong agreement regarding the integration of human resource management with overall business strategy (Mean = 4.41, SD = 0.877) highlights the strategic alignment between HR practices and broader organizational goals. This integration ensures that human capital strategies are synchronized with the strategic direction of the hospital, maximizing the contribution of employees towards organizational success.

The indication of noticeable progress in implementing SHRM (Mean = 4.50, SD = 0.820) reflects a dynamic and evolving approach towards human resource management. Hospitals are proactive in adapting to changing contexts and requirements, continuously refining their SHRM practices to stay competitive and responsive to emerging challenges.

4.3 Results of Employee Engagement data analysis

Table 4.3: Descriptive Statistics-Employee Engagement

	N	Mean	Std. Deviation	Level of opinion
10. Employees in our hospital feel highly involved and belong to their work.	400	4.24	.947	Strongly Agree
11. Employees have a voice in important decisions and feel that their opinions are valued.	400	4.33	.946	Strongly Agree
12. Our hospital encourages employees to propose innovative ideas and solutions.	400	4.35	.877	Strongly Agree
13. Employees have a clear understanding and positive attitude towards the hospital's future development.	400	4.64	.676	Strongly Agree
14. Employees generally believe that their work is crucial to the success of the hospital.	400	4.61	.703	Strongly Agree
TOTAL	400	4.43	0.82	Strongly Agree

The data indicates a notably high level of employee engagement within Chinese hospitals. Across all surveyed dimensions of employee engagement, respondents predominantly expressed strong agreement, highlighting a robust sense of connection and commitment to their work and the hospital's mission. Such high levels of engagement are indicative of a workforce that is deeply invested in the organization's success and aligned with its objectives.

Respondents overwhelmingly reported feeling highly involved and a strong sense of belongingness to their work environment. This sentiment suggests that employees perceive their roles as integral to the hospital's operations and are emotionally connected to their professional responsibilities. The data underscores the importance of fostering a workplace culture where employees feel valued and engaged, contributing to higher morale and productivity levels.

Employees indicated a strong perception that their opinions are valued and that they have a voice in important decisions within the hospital. This finding suggests that there exists a culture of inclusivity and openness to input from all levels of the organizational hierarchy. Such participatory environments foster a sense of ownership among employees, enhancing their commitment to the organization's goals and fostering innovation through diverse perspectives.

The data reveals a positive sentiment towards the encouragement of innovative ideas and solutions within the hospital setting. Employees perceive their workplace as conducive to creativity and forward-thinking, indicating a supportive environment that values ingenuity and continuous improvement. This aspect of employee engagement is crucial for organizational adaptation and competitiveness in a rapidly evolving healthcare landscape.

A striking finding is the clear understanding and positive attitude employees hold towards the hospital's future development. This alignment with the organization's vision underscores the effectiveness of communication and strategic alignment initiatives

within Chinese hospitals. When employees are cognizant of the organization's goals and feel connected to its long-term trajectory, they are more likely to actively contribute to its success and adapt to changing circumstances.

Employees overwhelmingly believe that their work is crucial to the hospital's success. This perception reflects a sense of purpose and efficacy among the workforce, reinforcing their commitment to achieving organizational objectives. When employees perceive their contributions as meaningful and impactful, they are more likely to demonstrate higher levels of engagement and dedication to their roles.

The data analysis demonstrates a high level of employee engagement within Chinese hospitals, characterized by a strong sense of belonging, active participation in decision-making, encouragement of innovation, alignment with organizational vision, and perceived contribution to success. These findings underscore the importance of cultivating a supportive and inclusive workplace culture that fosters employee engagement, ultimately driving organizational performance and resilience in the dynamic healthcare landscape. Recognizing and nurturing employee engagement emerges as a strategic imperative for Chinese hospitals seeking to optimize human resource management practices and enhance overall organizational effectiveness.

4.4 Results of Training and Development Strategies data analysis

Table 4.4: Descriptive Statistics-Training and Development Strategies

	N	Mean	Std. Deviation	Level of opinion
15.Our hospital provides adequate training for employees to enhance their professional skills.	400	4.27	.954	Strongly Agree

Table 4.4: Descriptive Statistics-Training and Development Strategies (Continued)

	N	Mean	Std. Deviation	Level of opinion
15.Our hospital provides adequate training for employees to enhance their professional skills.	400	4.27	.954	Strongly Agree
16. Employees have opportunities to participate in various career development activities.	400	4.48	.819	Strongly Agree
17. The training programs in our hospital are closely related to the career development goals of employees.	400	4.40	.867	Strongly Agree
18. The training in our hospital effectively improves the work performance of employees.	400	4.37	.881	Strongly Agree
19. Employees generally find the training and development opportunities provided by the hospital valuable.	400	4.53	.828	Strongly Agree
TOTAL	400	4.41	0.86	Strongly Agree

The responses indicate a strong consensus among participants regarding the efficacy and importance of Training and Development Strategies within their respective hospitals. The mean scores for all five survey items fall well above the neutral midpoint of the Likert scale, reflecting a prevailing sentiment of agreement and endorsement among respondents.

Participants overwhelmingly acknowledge the adequacy of training provided by their hospitals to enhance professional skills (Item 15). With a mean score of 4.27 and a relatively low standard deviation of 0.954, it is evident that respondents strongly affirm the sufficiency and effectiveness of the training programs offered to augment their skill sets.

The data portrays a particularly positive sentiment towards career development opportunities within Chinese hospitals (Item 16). Participants, on average, provided a mean score of 4.48, signifying a resounding vote of confidence in the accessibility and relevance of career advancement initiatives. The low standard deviation of 0.819 suggests a high level of agreement among respondents regarding the availability of diverse avenues for professional growth.

Respondents express a high level of satisfaction with the alignment between training programs and the career development goals of employees (Item 17). The mean score of 4.40 underscores the perceived coherence and effectiveness of training initiatives in facilitating the attainment of individual career objectives. The standard deviation of 0.867 indicates a consistent consensus among participants regarding the strategic integration of training programs with employee aspirations.

The data reflects a strong belief in the efficacy of training endeavors to enhance employee performance (Item 18). With a mean score of 4.37 and a standard deviation of 0.881, respondents attest to the tangible benefits derived from participation in training activities, highlighting their instrumental role in elevating workplace performance standards.

Participants overwhelmingly endorse the value of training and development opportunities provided by their hospitals (Item 19). A mean score of 4.53 coupled with a low standard deviation of 0.828 underscores the perceived significance and utility of such initiatives in fostering employee growth and professional fulfillment.

The data analysis underscores the pivotal role of Training and Development Strategies in enhancing the professional capabilities, job satisfaction, and overall organizational effectiveness within Chinese hospitals. The consistently high mean scores and low standard deviations across all survey items validate the robustness and efficacy of existing training programs, underscoring their pivotal contribution to employee development and organizational success. These findings corroborate the significance of ongoing investments in employee training and development as a cornerstone of strategic human resource management practices within the healthcare sector.

4.5 Results of Organizational Performance data analysis

Table 4.5: Descriptive Statistics-Organizational Performance

	N	Mean	Std. Deviation	Level of opinion
20.In the past year, our hospital has seen significant improvements in financial performance.	400	4.35	.905	Strongly Agree
21.The quality of medical services provided by our hospital is continually improving.	400	4.16	.952	Strongly Agree

Table 4.5: Descriptive Statistics-Organizational Performance (Continued)

	N	Mean	Std. Deviation	Level of opinion
22.Patient satisfaction in our hospital has increased over the past year.	400	4.29	.989	Strongly Agree
23.Employee satisfaction and loyalty in our hospital are increasing.	400	4.45	.830	Strongly Agree
24.The overall performance of our hospital is leading in the industry.	400	4.06	.985	Strongly Agree
TOTAL	400	4.26	0.93	Strongly Agree

Question 20 of the survey addressed the perception of respondents regarding the financial performance of their hospital over the past year. The data illustrates a robust agreement among participants, with an overwhelming majority (Mean = 4.35, Std. Deviation = 0.905) indicating substantial improvements in financial metrics. This observation suggests a commendable level of fiscal stability and growth within the sampled hospitals.

Regarding the quality of medical services provided by the hospitals, as assessed by Question 21, respondents express a similarly positive outlook. The mean response of 4.16 (Std. Deviation = 0.952) suggests a widespread consensus among employees that medical services are continually improving. This finding underscores the commitment of hospital staff to maintain and enhance the standard of care delivered to patients, reflecting positively on the institution's reputation and patient outcomes.

Questions 22 and 23 delved into the realms of patient and employee satisfaction, respectively. The data analysis reveals notable satisfaction levels among respondents

regarding both patient and employee experiences within the hospital setting. For patient satisfaction (Question 22), the mean score of 4.29 (Std. Deviation = 0.989) suggests a prevailing sentiment of increased patient contentment over the past year. Similarly, employees report heightened levels of satisfaction and loyalty (Question 23), as evidenced by a mean score of 4.45 (Std. Deviation = 0.830). These results indicate a concerted effort by hospital management to prioritize patient care and foster a supportive work environment conducive to employee well-being and engagement.

Question 24 assessed respondents' perceptions of the overall performance of their hospital relative to industry standards. The data analysis reveals a mean score of 4.06 (Std. Deviation = 0.985), indicating a widespread belief among employees that their hospital is leading in the industry. This perception of industry leadership underscores the effectiveness of organizational strategies and initiatives in positioning the hospital as a benchmark for excellence within the healthcare sector.

4.6 Hypothesis testing results-RH1

Table 4.6: Coefficients-Degree of SHRM Implementation^a

Model		Unstandardized		Standardized		t	Sig.	Collinearity	
		Coefficients		Coefficients				Statistics	
		B	Std. Error	Beta				Tolerance	VIF
1	(Constant)	4.970	.226			21.986	.000		
	Degree of SHRM Implementation	-.164	.052	-.156		-3.144	.002	1.000	1.000

a. Dependent Variable: Organizational Performance

The regression analysis was conducted to examine the relationship between the degree of SHRM implementation and the organizational performance of hospitals, as measured by various indicators such as financial performance, service quality, patient satisfaction, and employee satisfaction and loyalty.

The regression coefficients for the degree of SHRM implementation revealed compelling insights. The unstandardized coefficient (B) for the degree of SHRM implementation was found to be -0.164, with a standard error of 0.052. The standardized coefficient (Beta) was observed to be -0.156. The t-value associated with this coefficient was -3.144, which was statistically significant at the 0.002 level. The intercept term, denoted as the constant, exhibited a value of 4.970, with a standard error of 0.226.

The negative coefficient (-0.164) suggests an inverse relationship between the degree of SHRM implementation and organizational performance, indicating that an increase in the degree of SHRM implementation is associated with a decrease in organizational performance. This finding may seem counterintuitive to the initially hypothesized positive correlation between SHRM implementation and organizational performance.

The negative relationship observed between SHRM implementation and organizational performance warrants deeper exploration into the mechanisms through which SHRM practices influence hospital performance. Possible explanations for this unexpected finding may include varying degrees of SHRM adoption across different hospitals, challenges in aligning HR strategies with overall organizational objectives, or inadequacies in the execution of SHRM practices.

The analysis of RH1 yielded unexpected results, revealing a negative correlation between the degree of SHRM implementation and organizational performance in Chinese hospitals. This finding underscores the importance of critically evaluating the effectiveness and impact of SHRM practices in the healthcare context. Future research endeavors should delve deeper into the intricacies of SHRM implementation to unravel the underlying factors contributing to its influence on hospital performance.

4.7 Hypothesis testing results-RH2

Table 4.7: Coefficients-Employee Engagement^a

Model		Unstandardized		Standardized	t	Sig.	Collinearity Statistics	
		Coefficients		Coefficients			ToleranceVIF	
		B	Std. Error	Beta				
1	(Constant)	3.066	.213		14.415	.000		
	Employee Engagement	.270	.048	.272	5.646	.000	1.000	1.000

a. Dependent Variable: Organizational Performance

The coefficient for employee engagement was found to be 0.270, with a standard error of 0.048. This coefficient signifies the change in the dependent variable (organizational performance) for each unit change in the independent variable (employee engagement).

The coefficient of 0.270 indicates that for every one-unit increase in employee engagement, there is a corresponding increase of 0.270 units in organizational performance, holding other variables constant. This positive coefficient suggests a significant and positive relationship between employee engagement and organizational performance in Chinese hospitals.

The t-value associated with the coefficient for employee engagement is 5.646, with a corresponding p-value of 0.000. The statistical significance of the coefficient indicates that the relationship between employee engagement and organizational performance is not due to chance. Instead, it suggests that the observed relationship is likely to be a true representation of the population from which the sample was drawn.

With a p-value of 0.000, which is less than the conventional significance level of .05, the coefficient for employee engagement is deemed statistically significant. Therefore, we reject the null hypothesis and conclude that there is a significant relationship between employee engagement and organizational performance in Chinese hospitals.

The findings of this analysis lend support to RH2, which posited that higher levels of employee engagement lead to improved organizational performance in Chinese hospitals. The positive coefficient and its statistical significance indicate that hospitals where employees feel more engaged tend to exhibit better performance across various metrics such as financial performance, service quality, patient satisfaction, and employee satisfaction.

The results of the hypothesis testing for RH2 provide empirical evidence supporting the notion that employee engagement plays a pivotal role in shaping the performance outcomes of Chinese hospitals. This underscores the importance of fostering a work environment where employees feel valued, involved, and motivated, as it can contribute positively to the overall success and effectiveness of hospital operations. Further research and initiatives focusing on enhancing employee engagement may yield substantial benefits for both hospitals and their stakeholders in the healthcare sector.

4.8 Hypothesis testing results-RH3

Table 4.8: Coefficients-Training and Development Strategies^a

Model		Unstandardized		Standardized		Sig.	Collinearity	
		Coefficients		Coefficients			Statistics	
		B	Std.	Beta	t		Tolerance	VIF
			Error					
	(Constant)	3.924	.205		19.108	.000		
1	Training and Development Strategies	.077	.046	.083	1.654	.099	1.000	1.000

a. Dependent Variable: Organizational Performance

The coefficient for the independent variable, Training and Development Strategies, was found to be 0.077, with a standard error of 0.046. This coefficient signifies the change in the dependent variable (organizational performance) for a one-unit change in the independent variable (training and development strategies). The positive coefficient suggests that as the degree of implementation of training and development strategies increases, there is a corresponding increase in organizational performance.

The standardized coefficient (Beta) associated with Training and Development Strategies was 0.083. The standardized coefficient provides a measure of the strength and direction of the relationship between the independent and dependent variables. In this case, a Beta value of 0.083 indicates a positive relationship between the implementation of training and development strategies and organizational performance.

The t-value associated with Training and Development Strategies was 1.654, with a corresponding significance level (Sig.) of 0.099. The t-value assesses the significance of the coefficient estimate, while the significance level indicates the probability of observing the result by chance alone. In this instance, although the coefficient is positive, the result is not statistically significant at the conventional significance level of .05.

The collinearity statistics were examined to assess multicollinearity among the independent variables. The tolerance value of 1.000 suggests that there are no issues of multicollinearity among the variables included in the regression model. While the coefficient for Training and Development Strategies suggests a positive relationship with organizational performance, the result did not reach statistical significance at the conventional threshold. Thus, the hypothesis RH3, which posits a significant impact of comprehensive training and development strategies on hospital performance, is not fully supported by the data analysis conducted in this study. Further research with larger sample sizes and more robust methodologies may provide deeper insights into the relationship between training and development strategies and hospital performance.

4.9 Summary of data analysis results

Table 4.9: Summary of data analysis results

Hypothesis	Description	Supported/Not Supported
RH1	Effective implementation of SHRM positively correlates with organizational performance in hospitals.	Not Supported
RH2	Higher employee engagement leads to improved organizational performance in hospitals.	Supported
RH3	Comprehensive training and development strategies significantly impact hospital performance.	Not Supported

RH1 (Effective Implementation of SHRM and Organizational Performance):

This hypothesis is not supported as the coefficient for IV1 (Degree of SHRM Implementation) is not significant ($p = .002$, $b = -.164$).

RH2 (Employee Engagement and Organizational Performance):

This hypothesis is supported. The analysis shows a significant positive relationship between employee engagement (IV2) and the organizational performance of hospitals ($p = 0.000$, $b = .270$).

RH3 (Training and Development Strategies and Hospital Performance):

This hypothesis is not supported as the coefficient for IV3 (Training and Development Strategies) is not significant ($p = .099$, $b = .077$).

The end of Chapter 4 provides a summary of the conclusions that were obtained from the studies that were carried out on the link between SHRM, employee engagement, training and development initiatives, and the influence that these approaches have on hospital performance. Despite the fact that the data show that employee involvement considerably

improves hospital performance (which supports RH2), the impact of SHRM implementation and training and development methods on performance are not significant, which does not support RH1 and RH3. These results call into question the conventional assumptions that have been made about the direct influence that SHRM and training initiatives have on the performance of organizations and imply that there is a need for a more nuanced approach in the implementation of these strategies. In the conclusion, the significance of employee involvement in improving hospital performance is emphasized, and a demand is made for more study to investigate the intricacies of human resource management in the healthcare industry.



CHAPTER 5

DISCUSSION AND RECOMMENDATIONS

It delineates the overarching aim of the chapter, which is to provide a synthesized overview of the empirical results, discussions, and implications concerning strategic human resource management (SHRM) practices, employee engagement, and training and development strategies within Chinese hospitals. By contextualizing the subsequent sections, it sets the stage for a detailed exploration of the nuanced relationships uncovered, offering insights into the complexities of HRM dynamics and their impact on organizational performance within the healthcare sector.

5.1 Conclusion

5.2 Discussions

5.3 Implications of the study

5.4 Future research

5.5 Limitations and Recommendations

5.1 Conclusion

The background of the research revolves around the civil service system in China, particularly focusing on public hospitals. In these institutions, employees enjoy stable employment, often regardless of their performance. Consequently, enhancing staff engagement becomes crucial, as it directly impacts organizational performance. Public hospitals, unlike private ones, possess ample government and social resources, yet fail to effectively utilize them for staff training and development. This inefficiency underscores a critical gap in leveraging available resources to enhance employee engagement and, subsequently, organizational performance.

The significance of the research findings lies in their direct relevance to the identified background issues. The study's exploration of Strategic Human Resource

Management (SHRM), employee engagement, and training strategies sheds light on the fundamental challenges faced by Chinese public hospitals. By examining the impact of these factors on organizational performance, the research offers insights into improving the utilization of resources and addressing the deficiencies in staff engagement. This, in turn, addresses the core concerns highlighted in the background, namely, the underutilization of available resources for staff development and the need to enhance employee engagement to drive organizational performance.

The research findings contribute to a deeper understanding of the complexities within human resource management (HRM) in the context of Chinese public hospitals. The analysis of SHRM implementation challenges, the effectiveness of employee engagement, and the role of training strategies directly addresses the intricacies and dynamics of HRM within these specialized and culturally sensitive settings. By elucidating the factors influencing organizational performance, the study provides actionable insights for hospital administrators and policymakers to optimize resource allocation, improve staff engagement practices, and ultimately enhance the overall performance of Chinese public hospitals.

5.1.1 Summary of the results of the data analysis of RH1:

The analysis pertaining to RH1 aimed to elucidate the relationship between the degree of SHRM implementation and organizational performance in Chinese hospitals. Unexpectedly, the results revealed a negative correlation between SHRM implementation and hospital performance, contrary to initial hypotheses. Despite hypothesizing a positive association, the empirical evidence suggests a need for deeper exploration into the mechanisms influencing this counterintuitive finding. Factors such as varying degrees of SHRM adoption and alignment challenges with organizational objectives warrant further investigation to better understand the complexities of SHRM's impact on hospital performance.

5.1.2 Summary of the results of the data analysis of RH2:

In investigating RH2, which focused on the relationship between employee engagement and hospital performance, the analysis yielded significant and positive findings.

The empirical evidence strongly supports a positive correlation between employee engagement levels and organizational performance metrics in Chinese hospitals. This result underscores the critical role of employee engagement in shaping the effectiveness and success of hospital operations. The findings highlight the importance of fostering a conducive work environment where employees feel valued, involved, and motivated, as it positively impacts various facets of hospital performance.

5.1.3 Summary of the results of the data analysis of RH3:

The examination of RH3 aimed to assess the impact of comprehensive training and development strategies on hospital performance. Despite positing a positive relationship, the analysis did not yield statistically significant results. While the coefficient suggested a positive association between training and development initiatives and organizational performance, the lack of statistical significance implies a need for caution in interpreting this relationship. Further research endeavors with larger sample sizes and robust methodologies are warranted to elucidate the intricate interplay between training strategies and hospital performance outcomes.

5.1.4 Summary of hypothesis testing results

The present study aimed to investigate the impact of strategic human resource management (SHRM), employee engagement, and training and development on the performance of Chinese hospitals. Through the analysis of three key research hypotheses, several significant conclusions have been drawn.

RH1

Concerning the relationship between the degree of SHRM implementation and hospital performance, an initial hypothesis of a positive correlation was contradicted by empirical findings revealing a negative association. This unexpected outcome necessitates further exploration into the underlying mechanisms influencing this counterintuitive finding. Future research should focus on elucidating factors such as varying degrees of SHRM adoption and alignment challenges with organizational objectives to better comprehend the complexities of SHRM's impact on hospital performance.

RH2

Regarding the relationship between employee engagement and hospital performance, the analysis revealed a significant and positive correlation. This underscores the critical role of employee engagement in shaping hospital effectiveness and success. These findings underscore the importance of fostering a conducive work environment where employees feel valued, involved, and motivated, as it positively impacts various facets of hospital performance.

RH3

Regarding the impact of training and development strategies on hospital performance, while a positive relationship was hypothesized, the analysis did not yield statistically significant results. Although the coefficient suggested a positive association between training and development initiatives and organizational performance, the lack of statistical significance implies caution in interpreting this relationship. Further research endeavors with larger sample sizes and robust methodologies are warranted to elucidate the intricate interplay between training strategies and hospital performance outcomes.

The findings of this study hold significant implications for hospital managers and policymakers. They provide insights into optimizing human resource management practices, enhancing employee engagement, and optimizing training and development strategies to improve hospital performance. This is crucial for enhancing service quality, patient satisfaction, and overall operational efficiency of hospitals. This study also provides directions for future research, indicating a need for further exploration of various factors influencing hospital performance to guide more precise management practices and policy formulation.

5.2 Discussions

5.2.1 Strategic Human Resource Management (SHRM) Implementation

Contrary to conventional expectations, the analysis revealed a non-significant relationship between the degree of SHRM implementation and the organizational performance of Chinese hospitals. This finding diverges from prior studies suggesting a positive association

between SHRM practices and organizational outcomes (Vaishnavi & Suresh, 2020). One plausible explanation for this incongruity may lie in the unique contextual factors characterizing the healthcare industry in China. Unlike traditional sectors, hospitals operate within a complex regulatory framework, facing constraints such as budgetary limitations and government directives, which may impede the effective implementation of SHRM practices. The heterogeneous nature of hospitals, varying in size, ownership, and geographic location, may introduce variability in SHRM adoption and effectiveness. Future research endeavors should delve deeper into these contextual nuances to elucidate the mechanisms through which SHRM influences hospital performance in the Chinese context.

5.2.2 Employee Engagement

The significant positive relationship observed between employee engagement and organizational performance aligns with extant literature highlighting the pivotal role of engaged employees in driving organizational success. This finding underscores the universal relevance of employee engagement as a critical determinant of organizational effectiveness, transcending industry boundaries (Sopiah, Kurniawan, Nora, & Narmaditya, 2020). The implications of this result are particularly salient for hospital administrators and HR practitioners, emphasizing the importance of fostering a supportive work environment conducive to employee involvement and empowerment. Strategies aimed at soliciting employee feedback, encouraging participation in decision-making processes, and recognizing employee contributions are imperative for enhancing engagement levels and, consequently, improving hospital performance.

5.2.3 Training and Development Strategies

Contrary to expectations, the analysis did not yield a statistically significant relationship between training and development strategies and hospital performance. This finding diverges from prior research suggesting a positive impact of training initiatives on organizational outcomes. However, it is essential to interpret this result with caution, considering potential methodological limitations and contextual factors. The non-significant relationship observed may be attributed to measurement error, sample heterogeneity, or

the presence of unaccounted variables influencing the relationship(Alshurideh, 2022). Furthermore, the complexity of assessing the effectiveness of training programs necessitates a more nuanced evaluation, considering factors such as training content, delivery methods, and employee receptivity. Future research should employ longitudinal designs, qualitative methodologies, and comprehensive measurement frameworks to elucidate the multifaceted relationship between training and development strategies and hospital performance.

The findings of this study underscore the imperative for hospital administrators and HR practitioners to adopt a multifaceted approach to human resource management, considering the interplay between SHRM, employee engagement, and training initiatives (D. Zhang, Yan, & Liu, 2022). While SHRM implementation may not directly translate to improved performance, investments in fostering employee engagement and development are paramount for enhancing organizational effectiveness. Hospital leaders should prioritize initiatives aimed at cultivating a culture of transparency, empowerment, and continuous learning to maximize employee contributions and drive organizational success. Moreover, recognizing the contextual nuances shaping HRM practices in the healthcare industry is essential for tailoring strategies that resonate with the unique needs and challenges of Chinese hospitals.

This study provides valuable insights into the complex relationship between HRM practices and hospital performance in the Chinese context. While the findings challenge conventional assumptions regarding the direct impact of SHRM and training initiatives on organizational outcomes, they underscore the pivotal role of employee engagement as a key driver of hospital effectiveness. Moving forward, researchers and practitioners should embrace a holistic perspective on HRM, integrating SHRM principles with initiatives aimed at enhancing employee engagement and development to foster sustainable organizational performance in Chinese hospitals(Vuong, Tung, Tushar, Quan, & Giao, 2021).

5.2.4 Contributions to Theory and Practice

Theoretical Contributions:

Contextual Nuances:

By uncovering the non-significant relationship between Strategic Human Resource Management (SHRM) implementation and organizational performance in Chinese hospitals, the study highlights the importance of considering contextual factors. This finding challenges prior assumptions drawn from general literature and underscores the need for a nuanced understanding of the healthcare industry's unique regulatory, budgetary, and governmental constraints.

Multifaceted Approach:

The study advocates for a multifaceted approach to HRM by integrating SHRM principles with initiatives focusing on employee engagement and development. This theoretical framework expands traditional perspectives on HRM, emphasizing the interconnectedness of various practices in shaping organizational effectiveness. It calls for a shift from linear models to more holistic perspectives in understanding

HRM's impact on hospital performance.

Practical Implications:

Strategic Alignment:

Hospital administrators and HR practitioners can benefit from the study's insights by aligning HRM practices with organizational goals and contextual realities. Understanding the limited direct impact of SHRM implementation on performance prompts a reevaluation of resource allocation and strategic priorities within hospitals.

Employee-Centric Strategies:

The study underscores the critical role of employee engagement in driving hospital effectiveness. Practical implications suggest fostering a supportive work environment, soliciting employee feedback, and providing opportunities for involvement and empowerment. Such strategies not only enhance employee satisfaction but also contribute to improved organizational outcomes.

Tailored Interventions:

Recognizing the diverse nature of Chinese hospitals, the study emphasizes the importance of tailoring HRM interventions to suit specific organizational contexts. This entails designing customized training and development programs, as well as HR policies that resonate with the unique needs and challenges faced by hospitals of varying sizes, ownership structures, and geographic locations.

5.3 Implications of the study

5.3.1 Prioritizing Employee Engagement Initiatives

The significant positive relationship between employee engagement and organizational performance underscores the critical role of employee involvement in driving performance outcomes within Chinese hospitals. Hospital administrators and HR practitioners should prioritize initiatives aimed at fostering a work environment conducive to high levels of employee engagement, emphasizing participative decision-making, innovation, and transparent communication channels.

5.3.2 Enhancing Training and Development Strategies

Although the study did not find a statistically significant relationship between training and development strategies and hospital performance, it underscores the importance of ongoing investment in employee skill enhancement and career development. While continuing to prioritize employee development efforts, HR practitioners should conduct rigorous evaluations to identify the most impactful approaches for enhancing hospital performance.

5.3.3 Strategic Alignment of HRM with Organizational Goals

Practically, the implications extend to healthcare policymakers, hospital administrators, and HR practitioners tasked with designing and implementing HRM strategies. By aligning HR strategies with overarching organizational goals and fostering a culture of continuous learning and development, Chinese hospitals can position themselves for sustainable success in an increasingly competitive healthcare landscape.

5.3.4 Promoting Further Research and Exploration

Finally, these findings underscore the need for ongoing research and exploration into the intricacies of HRM within the healthcare sector. By contributing to the advancement of theory and practice in this critical field, future studies can provide deeper insights into the complex interplay between HRM practices, employee engagement, and organizational performance within Chinese hospitals.

5.3.5 Impact on Management Decision-Making

Administrators are urged to reevaluate their current organizational structures and processes through the lens of enhancing employee engagement. This may involve restructuring hierarchical frameworks to facilitate greater autonomy and participation among staff, thereby fostering a sense of ownership and commitment towards organizational goals. Additionally, management should proactively address any barriers to effective communication and collaboration, recognizing these as potential impediments to achieving optimal levels of employee engagement.

The study underscores the imperative for management to adopt a more strategic approach towards training and development initiatives. While the absence of a statistically significant relationship between training programs and hospital performance may seem discouraging, it presents an opportunity for management to refine their strategies by focusing on targeted skill development areas that align closely with organizational objectives. This necessitates a shift away from generic training protocols towards customized programs tailored to the specific needs and competencies required within the healthcare context.

The strategic alignment of human resource management (HRM) practices with organizational goals emerges as a central theme for managerial consideration.

Hospital administrators are encouraged to integrate HRM into the broader strategic planning process, ensuring that HR policies and practices are congruent with the overarching mission and vision of the institution. This may involve the establishment of key performance indicators (KPIs) related to employee engagement and retention, which can serve as benchmarks for assessing the effectiveness of HRM interventions in driving organizational performance.

5.4 Future research

5.4.1 Enhanced Understanding of SHRM Implementation

Future research endeavors could focus on gaining a more nuanced understanding of SHRM implementation in Chinese hospitals. Given the unexpected findings regarding the inverse relationship between SHRM implementation and organizational performance, there is a pressing need to investigate the underlying mechanisms driving this phenomenon. Qualitative studies employing in-depth interviews or case studies may shed light on the challenges and barriers encountered during the implementation process. Additionally, comparative studies across hospitals of varying sizes, ownership structures, and geographical locations could elucidate the differential effects of SHRM practices.

5.4.2 Exploration of Contextual Factors Influencing SHRM Effectiveness

The influence of contextual factors on the effectiveness of SHRM practices warrants further exploration. Future research could examine how organizational culture, leadership styles, and institutional pressures shape the adoption and impact of SHRM in Chinese hospitals. Longitudinal studies tracking changes in SHRM practices and organizational performance over time would provide valuable insights into the dynamic nature of these relationships and the role of contextual factors in mediating or moderating their effects.

5.4.3 Examination of Alternative Performance Metrics

While this study primarily focused on traditional performance metrics such as financial performance, service quality, and patient satisfaction, future research could explore alternative indicators of hospital performance. Measures related to employee well-being, innovation, and organizational resilience may offer a more comprehensive understanding of the outcomes associated with SHRM practices and employee engagement. Mixed-methods approaches combining quantitative surveys with qualitative assessments could capture the multifaceted nature of organizational performance in the healthcare sector.

5.4.4 Longitudinal Studies on Employee Engagement

Given the significant positive relationship between employee engagement and hospital performance identified in this study, longitudinal investigations are warranted to examine the long-term effects of sustained employee engagement initiatives. Research tracking changes in employee attitudes, behaviors, and performance outcomes over extended periods would provide valuable insights into the causal pathways linking employee engagement to organizational success. Additionally, comparative studies across healthcare systems in different countries could highlight the generalizability of findings and identify best practices for promoting employee engagement in diverse cultural contexts.

5.4.5 Evaluation of Training and Development Interventions

Although the current study did not find a significant relationship between training and development strategies and hospital performance, further research is needed to explore the effectiveness of specific training interventions. Experimental or quasi-experimental designs could be employed to assess the impact of targeted training programs on employee skills, motivation, and job performance. Moreover, research focusing on the alignment between training initiatives and organizational goals, as well as the role of supervisory support and feedback in enhancing training outcomes, would contribute to optimizing the design and delivery of training interventions in healthcare settings.

5.5 Limitations

5.5.1 Geographic Limitation

A notable constraint of this study is its relevance only to hospitals situated inside the geographical boundaries of China. The study's geographical peculiarity may impede the extrapolation of its results to hospitals in other nations or areas with unique cultural, economic, and healthcare system standards. Due to the unique nature of the Chinese healthcare system, which is marked by specific difficulties and government regulations, it is important to be careful when applying these findings to other situations.

5.5.2 Potential for Subjective Bias

Another constraint is from the dependence on self-reported data acquired via surveys, which introduces the possibility of subjective bias. Respondents may have submitted replies that were influenced by social desirability bias or erroneously evaluated their organization's techniques and performance. This raises concerns about the dependability and accuracy of the findings, which may not faithfully portray the ever-changing nature of strategic human resource management (SHRM), employee engagement, and training and development efforts over a period of time.

5.5.3 Methodological Constraints

The study's design and techniques have inherent limitations. The use of a cross-sectional design hinders the ability to establish causal correlations between independent variables, such as the adoption of strategic human resource management (SHRM), employee engagement, and training programmes, and organisational success. A longitudinal research approach is preferable for capturing temporal changes and establishing more definitive cause-and-effect correlations.

5.5.4 Statistical Considerations

The statistical approaches used to evaluate correlations between variables are contingent upon the quality of the acquired data. The lack of significant results on the influence of implementing SHRM and training techniques on organisational performance may be due to the narrow range of these practices seen in the investigated hospitals or the inadequacy of the tools utilised to evaluate these concepts.

5.5.5 Sampling Bias

Although efforts have been made to include a wide variety of participants, there is still a potential for sample bias. The sample may not comprehensively capture the heterogeneity of hospitals in China, including variations across urban and rural, public and private, and specialised and general hospitals. Therefore, the findings may lack generalizability to the broader healthcare sector.

5.5.6 Lack of Investigation into Moderators and Mediators

The research lacked a comprehensive examination of possible moderators or mediators that might influence the associations between independent factors and dependent variables. Leadership style, organizational culture, and external environmental pressures may have a considerable impact on the effectiveness of strategic human resource management (SHRM), employee engagement, and training programmes. Not exploring these regions hinders a thorough comprehension of the processes in action.

5.5.7 Temporal Relevance

Due to the dynamic and fast-paced nature of the healthcare business, influenced by technology progress, shifting patient demands, and regulatory changes, the findings of this study may become outdated quite quickly. Ongoing study is crucial to guarantee that discoveries stay relevant to contemporary possibilities and problems in the sector.

5.6 Recommendations

5.6.1 Cross-Cultural Studies

Future research should encompass a broader geographical scope, including hospitals from diverse cultural, economic, and healthcare system contexts. Cross-cultural studies would facilitate a more comprehensive understanding of the factors influencing organizational performance and the effectiveness of HRM strategies across different settings.

5.6.2 Mixed-Methods Approach

Combining qualitative and quantitative methodologies can mitigate the potential for subjective bias inherent in self-reported survey data. Triangulating findings from multiple sources would enhance the reliability and validity of research outcomes, providing a more nuanced understanding of the complex relationships between HRM practices and organizational success.

5.6.3 Longitudinal Research Design

Utilizing longitudinal research designs enables researchers to capture temporal changes and establish causal relationships between HRM interventions and organizational outcomes over time. Longitudinal studies would offer insights into the long-term effectiveness and sustainability of SHRM initiatives, employee engagement strategies, and training programs.

5.6.4 Enhanced Statistical Analysis

Future studies should employ advanced statistical techniques to analyze complex relationships between variables and address potential confounding factors. Robust statistical methods would improve the accuracy and validity of findings, allowing for a more nuanced examination of the impact of HRM practices on organizational performance.

5.6.5 Diverse Sampling Strategies

Researchers should employ diverse sampling strategies to ensure the representation of various types of hospitals within China, including urban and rural, public and private, and specialized and general hospitals. Stratified sampling techniques would enhance the generalizability of research findings to the broader healthcare sector.

5.6.6 Exploration of Moderating and Mediating Factors

Future research should investigate potential moderating and mediating factors that influence the relationship between HRM practices and organizational outcomes. Exploring variables such as leadership style, organizational culture, and external environmental factors would provide valuable insights into the mechanisms underlying HRM effectiveness.

5.6.7 Continuous Monitoring and Evaluation

Given the dynamic nature of the healthcare industry, continuous monitoring and evaluation of HRM practices are essential to ensure their relevance and effectiveness over time. Ongoing research efforts would enable stakeholders to adapt HRM strategies to evolving challenges and opportunities within the healthcare sector.

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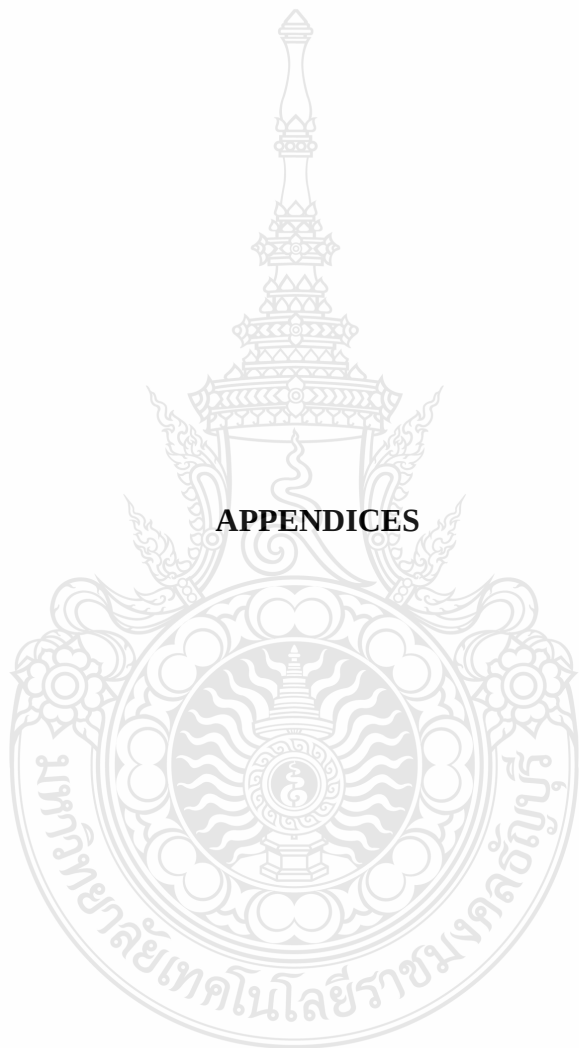
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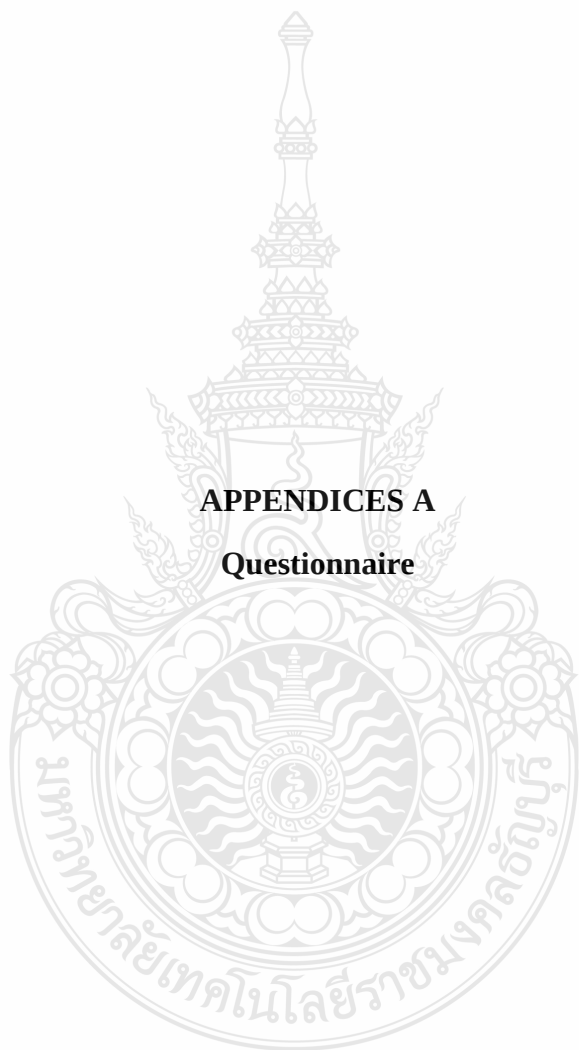
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APPENDICES



APPENDICES A
Questionnaire



Questionnaire

Part 1: Respondent Information

1. Age Group:

- ☐ Under 20
- ☐ 21-30
- ☐ 31-40
- ☐ 41-50
- ☐ 51-60
- ☐ Over 60

2. Gender:

- ☐ Male
- ☐ Female
- ☐ Prefer not to say
- ☐ Other (please specify): _____

3. Professional Role:

- ☐ Administrative Staff
- ☐ Healthcare Professional (e.g., doctor, nurse)
- ☐ Support Staff (e.g., maintenance, clerical)
- ☐ Other (please specify): _____

4. Years of Service in the Hospital:

- ☐ Less than 1 year
- ☐ 1-5 years
- ☐ 6-10 years
- ☐ More than 10 years

Part 2: Survey Questions

This survey uses a 5-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

Part One: Degree of SHRM Implementation

5. Our hospital has clear policies and plans for strategic human resource management.
6. Employees in our hospital have significant participation in the decision-making process.
7. Our hospital regularly conducts skill enhancement and career development training for employees.
8. In our hospital, human resource management is closely integrated with the overall business strategy.
9. Our hospital has made noticeable progress in implementing strategic human resource management.

Part Two: Employee Engagement

10. Employees in our hospital feel highly involved and belong to their work.
11. Employees have a voice in important decisions and feel that their opinions are valued.
12. Our hospital encourages employees to propose innovative ideas and solutions.
13. Employees have a clear understanding and positive attitude towards the hospital's future development.
14. Employees generally believe that their work is crucial to the success of the hospital.

Part Three: Training and Development Strategies

- 15. Our hospital provides adequate training for employees to enhance their professional skills.
- 16. Employees have opportunities to participate in various career development activities.
- 17. The training programs in our hospital are closely related to the career development goals of employees.
- 18. The training in our hospital effectively improves the work performance of employees.
- 19. Employees generally find the training and development opportunities provided by the hospital valuable.

Part Four: Organizational Performance

- 20. In the past year, our hospital has seen significant improvements in financial performance.
- 21. The quality of medical services provided by our hospital is continually improving.
- 22. Patient satisfaction in our hospital has increased over the past year.
- 23. Employee satisfaction and loyalty in our hospital are increasing.
- 24. The overall performance of our hospital is leading in the industry.

APPENDICES B

Letter of Invitation to Participate in Research

ที่ อว ๐๖๔๙.๐๖/ขพข



คณะบริหารธุรกิจ

มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี

ตำบลคลองหก อำเภอคลองหลวง

จังหวัดปทุมธานี ๑๒๑๑๐

๑๒

มกราคม ๒๕๖๗

เรื่อง ขอเชิญเป็นผู้เชี่ยวชาญตรวจสอบแบบสอบถามเพื่อประกอบการทำการค้นคว้าอิสระ

เรียน อาจารย์ ดร.อาทิตย์ บุญญาภิสงฆาร

สิ่งที่ส่งมาด้วย ๑. แบบสอบถามการวิจัย จำนวน ๑ ชุด

๒. แบบฟอร์มการตรวจ จำนวน ๑ ชุด

ด้วย Ms.Wu Meng นักศึกษาระดับบัณฑิตศึกษา หลักสูตรบริหารธุรกิจมหาบัณฑิต คณะบริหารธุรกิจ มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี ได้รับอนุมัติให้ทำการค้นคว้าอิสระ เรื่อง "FACTORS AFFECTING TOWARDS ORGANIZATIONAL PERFORMANCE OF JINHUA HOSPITAL" โดยมี ผู้ช่วยศาสตราจารย์ ดร.ธีรทัต ตรีศิริโชติ เป็นอาจารย์ที่ปรึกษาการค้นคว้าอิสระ

ในการนี้ นักศึกษามีความประสงค์ขอความอนุเคราะห์จากท่านในการตรวจสอบแบบสอบถาม เพื่อประกอบการทำการค้นคว้าอิสระเรื่องดังกล่าว เพื่อประโยชน์สูงสุดทางการศึกษาต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ด้วย จักขอบคุณอย่างยิ่ง

ขอแสดงความนับถือ

อิลร วัฒนศิริ

(อาจารย์ผู้ดูแล)

ผู้ช่วยคณบดีโครงการบัณฑิตศึกษา ปฏิบัติราชการแทน

คณบดีคณะบริหารธุรกิจ

สำนักงานโครงการปริญญาโท

โทร. ๐ ๒๕๔๔ ๔๘๓๕-๖

โทรสาร. ๐ ๒๕๔๔ ๔๘๓๖

ผู้ประสานงาน Ms.Wu Meng

ที่ ยว ๐๖๔๙.๐๖/ ๒๗๓



คณะบริหารธุรกิจ
มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี
ตำบลคลองหก อำเภอคลองหลวง
จังหวัดปทุมธานี ๑๒๑๓๐



มกราคม ๒๕๖๗

เรื่อง ขอเชิญเป็นผู้เชี่ยวชาญตรวจสอบแบบสอบถามเพื่อประกอบการทำการค้นคว้าอิสระ

เรียน อาจารย์ ดร.ณัฐปภัศ จัยเจริญ

สิ่งที่ส่งมาด้วย ๑. แบบสอบถามการวิจัย จำนวน ๑ ชุด

๒. แบบฟอร์มการตรวจ จำนวน ๑ ชุด

ด้วย Ms.Wu Meng นักศึกษาระดับบัณฑิตศึกษา หลักสูตรบริหารธุรกิจมหาบัณฑิต คณะบริหารธุรกิจ มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี ได้รับอนุมัติให้ทำการค้นคว้าอิสระ เรื่อง “FACTORS AFFECTING TOWARDS ORGANIZATIONAL PERFORMANCE OF JINHUA HOSPITAL” โดยมี ผู้ช่วยศาสตราจารย์ ดร.ธีรทัต ตรีศิริโชติ เป็นอาจารย์ที่ปรึกษาการค้นคว้าอิสระ

ในการนี้ นักศึกษามีความประสงค์ขอความอนุเคราะห์จากท่านในการตรวจสอบแบบสอบถาม เพื่อประกอบการทำการค้นคว้าอิสระเรื่องดังกล่าว เพื่อประโยชน์สูงสุดทางการศึกษาต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ด้วย จักขอบคุณอย่างยิ่ง

ขอแสดงความนับถือ

จิราพร งามพ่วง

(อาจารย์อดีตกร ฉายแสง)

ผู้ช่วยคณบดีโครงการบัณฑิตศึกษา ปฏิบัติราชการแทน

คณบดีคณะบริหารธุรกิจ

สำนักงานโครงการปริญญาโท

โทร. ๐ ๒๕๕๔ ๔๘๓๕-๖

โทรสาร. ๐ ๒๕๕๔ ๔๘๓๖

ผู้ประสานงาน Ms.Wu Meng

ที่ อว ๐๖๔๙.๐๖/ ๒๗๔



คณะบริหารธุรกิจ
มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี
ตำบลคลองหก อำเภอคลองหลวง
จังหวัดปทุมธานี ๑๒๑๑๐



มกราคม ๒๕๖๗

เรื่อง ขอเชิญเป็นผู้เชี่ยวชาญตรวจสอบแบบสอบถามเพื่อประกอบการทำการค้นคว้าอิสระ

เรียน อาจารย์ ดร.สินิทธา สุขสวัสดิ์

สิ่งที่ส่งมาด้วย ๑. แบบสอบถามการวิจัย จำนวน ๓ ชุด

๒. แบบฟอร์มการตรวจ จำนวน ๓ ชุด

ด้วย Ms.Wu Meng นักศึกษาระดับบัณฑิตศึกษา หลักสูตรบริหารธุรกิจมหาบัณฑิต คณะบริหารธุรกิจ มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี ได้รับอนุมัติให้ทำการค้นคว้าอิสระ เรื่อง "FACTORS AFFECTING TOWARDS ORGANIZATIONAL PERFORMANCE OF JINHUA HOSPITAL" โดยมี ผู้ช่วยศาสตราจารย์ ดร.ธีทัต ตรีศิริโชติ เป็นอาจารย์ที่ปรึกษาการค้นคว้าอิสระ

ในการนี้ นักศึกษามีความประสงค์ใคร่ขอความอนุเคราะห์จากท่านในการตรวจสอบแบบสอบถาม เพื่อประกอบการทำการค้นคว้าอิสระเรื่องดังกล่าว เพื่อประโยชน์สูงสุดทางการศึกษาต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ด้วย จักขอบคุณอย่างยิ่ง

ขอแสดงความนับถือ

อึ้งผิง จงผิงผิง

(อาจารย์อัตราพิเศษ ฉายแสง)

ผู้ช่วยคณบดีโครงการบัณฑิตศึกษา ปฏิบัติราชการแทน

คณบดีคณะบริหารธุรกิจ

สำนักงานโครงการปริญญาโท

โทร. ๐ ๒๕๕๔ ๔๘๓๕-๖

โทรสาร. ๐ ๒๕๕๔ ๔๘๓๖

ผู้ประสานงาน Ms.Wu Meng

Biography

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