



INFLUENCE OF STRATEGIC HUMAN RESOURCE MANAGEMENT ON PERFORMANCE MANAGEMENT SYSTEMS IN HEALTHCARE FACILITIES IN BILASPUR

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Abstract: The field of strategic “human resource management (HRM)” has an extensive and esteemed history. The study tries to understand performance management systems in healthcare facilities in India and measures “strategic human resource management (SHRM).” This paper attempts to review and summarize previous research results on performance management systems. To attain these objectives, hypotheses were formulated, and six private healthcare centers were selected from Bilaspur, a city in the Indian state of Chhattisgarh. Around 576 respondents participated in a questionnaire survey conducted from May 2024 to June 2024. Descriptive statistics are employed to elucidate the demographic attributes of the employees in the health care centers, which include factors such as age, education, gender, and occupation in the centers. The findings of the multiple linear regression analysis applied to examine the impact of SHRM on the overall performance management system indicate that approximately 71% of the observed fluctuations in the SHRM of the employees can be attributed to the performance management system, including talent management, training, and leadership development, employee engagement, and the and the performance appraisal system. The present research has the potential to provide valuable insights for preparing strategic human resource management (SHRM). By coordinating the performance management system with organizational goals, improving employee engagement and capacity development, enabling data-driven decision-making, and fostering a culture of continuous improvement and high performance, this study can serve as an important asset. These advantages together result in a workforce that is initiative-taking, skilled, and efficient, leading to overall success for the organization.

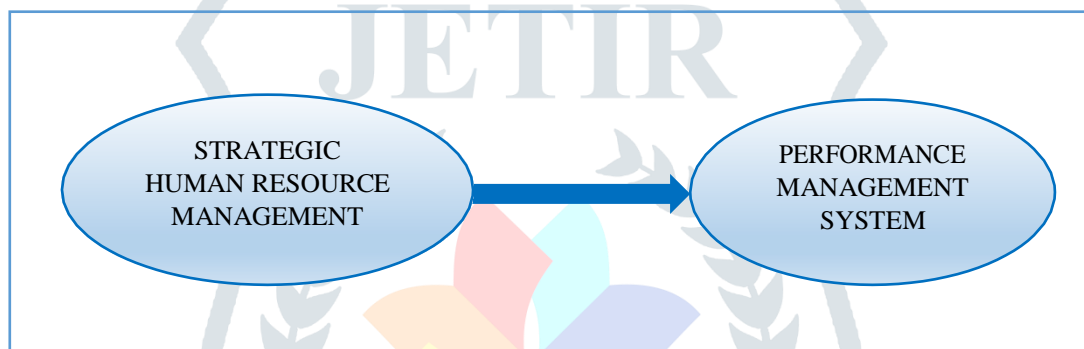
Index Terms- Strategic Human Resource Management (SHRM), Performance Management System, health care centers, human resources, employee performance

1. INTRODUCTION

Over the past thirty years, “strategic human resource management (SHRM)” has become a prominent area of study for scholars worldwide. HR professionals frequently use the term “strategic HRM” to express their belief that successful HRM plays a critical role in enhancing business effectiveness. Strategic HRM, as defined by Susan E. Jackson et al. in their 2014 research, refers to the analysis of HRM systems and their integration with other components of an organization. This includes both the organization's external and internal contexts, the many individuals responsible for implementing HRM systems, and the stakeholders who evaluate the organization's performance and ensure its long-term sustainability. Many businesses are now grappling with the challenges of navigating complex and ever-changing business conditions, while also contending with the rise of new competitors. Rapid adaptation has become critical for companies because traditional sources of competitive advantage no longer guarantee long-term sustainability. This situation calls for a comprehensive re-evaluation of SHRM practices and business strategies, as emphasized by Corine Boon et al. (2017). SHRM means that an organization recognizes and integrates HR functions as a strategic partner in developing and executing company strategies. These activities involve the process of identifying, choosing, acknowledging, and educating personnel (Kalyani, M. W., 2021).

The performance management system (PMS) assesses the degree of congruence between personnel and organizational goals (Pan Suk Kim and Kil Pyo Hong, 2013). A dependable performance management system is carefully implemented to ensure consistent staff performance. To successfully deploy a PMS, it is crucial for workers to freely adopt an active participation in the goal-setting process. This study explores the association between strategic human resource management (SHRM) and the performance management system of healthcare employees. The problem represents the main domain of knowledge deficiency that our study aims to tackle. After examining existing literature, most of the research has focused mainly on the influence of PMS on organizational performance while overlooking the important factor of workers' perspective (Hooi, L. W., & Payambarpour, S. A., 2016; Awan, S. H., et al., 2020). Optimizing performance management systems, integrating workers with organizational objectives, and boosting corporate success all depend on effective strategic human resource management (SHRM). This strategic alignment has resulted in improved organizational performance and highly trained and engaged staff. During the debate, the article will explore many aspects of SRHM and its influence on the employee performance management system. This research provides insightful information on how performance management systems and strategic human resource management (SHRM) support healthcare facilities' overall success. It provides competent advice in these areas to support a company's success. Figure 1. Represents the diagrammatic view of the overall study.

Figure 1. Overall Framework of the Study (Source: Author)



2. REVIEW OF LITERATURE

Strategic Human Resource Management (SHRM)

Strategy is defined as the process of setting the organization's mission, objectives, and resource allocation to achieve its desired outcomes. According to Noel Tichy, et al., 1981, a strategy statement for a firm would possess the following characteristics: “(1) The description should cover all the components, including scope, resource deployments, distinctive competencies, competitive advantages, and the goods or services that will be produced, as well as the intended synergy. (2) The document should demonstrate how the strategy will contribute to achieving the organization's goals.” (3) It is important to describe it in functional terms, focusing on the purpose rather than the physical aspects. Research in strategic HRM emphasizes the impact of HR practices on organizational performance at a broader level (Catherine Truss & Lynda Gratton, 1994). The fundamental concept is that when HR performs work together, it is more effective to analyze “the entire HR system rather than focus on individual practices” (Macduffie, 1995). Furthermore, extensive research has been conducted on strategic HRM, specifically examining the correlation between HRM practices, strategic human capital, and the overall success of organizations (Corine Boon, et al., 2017).

Throughout history, two main theoretical orientations have shaped the understanding of “the relationship between HR systems and performance: best practice and best fit” (Kalyani, M. W., 2021). From a professional standpoint, it is believed that certain HR practices or systems have a universal effectiveness. Implementing this specific “set of practices is expected to consistently yield better results,” despite of the specific circumstances (Delery & Doty, 1996). In a notable example, Pfeffer (1998) built upon existing research to put forth a collection of HR practices that are the most effective. These practices encompass selective hiring, comprehensive training, job security, self-managed teams, performance-based compensation, minimizing status disparities, and promoting information sharing. Even though Boselie et al. (2005) identified 26 different HR practices, they were grouped into fewer, broader categories. Optimal strategies and approaches to the application of SHRM typically involve selecting one or two preferred practices.

The most recent literature supports different approaches in “configurational bundles, with the composition of bundles” varying from one study to another (Marchington & Wilkinson, 2005). The most common best practices for any industry connected to SHRM include training and development, hiring and selection, collaboration, and performance management (Kalyani, M. W., 2021). While “employee empowerment” (Kuvaas & Dysvik, 2010), information-sharing, and compensation (Bruce, 2013) are also taken into consideration, they are not as important as the impact that SHRM practices will have on employees' behaviors and attitudes, which determine how much “they can influence performance outcomes” (Park et al., 2003). Thus, activities that promote positive opinions of SHRM protocols should be a part of a successful SHRM (Eva Knies, et al., 2024).

Furthermore, to inspire workers towards better organizational performance, a well-run merit-based career planning system may also urge them to assume greater responsibility for their growth (Milkovich & Boudreau, 1998). Nevertheless, various studies have emphasized various Strategic HR practices when investigating the influence of HRM on organizational performance. As the literature indicates, it is uncommon to come across studies that have employed identical HR practices to assess the performance management system of employees. One of the key areas that need attention in the SHRM is the lack of agreement on which HR practices can effectively improve employee performance, particularly in healthcare centers.

Performance Management System (PMS)

Performance management (PM) has gained significant traction as an organizational strategy in recent years, with the language of performance becoming a common aspect of daily work in various ways. The literature on motivation offers valuable insights into creating an environment where employees are motivated to work towards the organization's goals (H. F. J. M. VAN TUIJL, 1992). Performance management, and PMS, are commonly utilized and yet, upon closer examination, reveal significant variations in interpretation (Broadbent, J., & Laughlin, R. (2009).

The previous literature emphasizes the importance of managing results and the factors that contribute to those results in PMS without explicitly stating the specific details or examples of these. Performance management is a management approach that emphasizes the importance of open communication between managers and employees. This includes setting goals, providing feedback, and conducting performance reviews (Ariyanto, A., & Yulianah, Y., 2023). According to a study by Franco-Santos, M., et al., 2012, PMS practices have a significant impact on organizational performance across various levels. This is because they can influence the behaviors of individuals and the overall capacities of the organization. The connection between PMS practices and organizational performance has been extensively analyzed and discussed from various theoretical and empirical viewpoints (Oanh T. K. Nguyen, et al., 2023). Performance management involves utilizing resources and information to effectively achieve organizational objectives through clear and quantifiable processes.

Research Variables

The study has used the following variables for the investigation of the influence of SHRM on the performance management system (PMS). From the previous literature, the current study has considered the following variables defined in Table 1 below for measuring SHRM. Table 2 below shows the variables considered for the study and their definitions given by the previous authors.

Table 1. List of SHRM Variables and Definition

Constructs	Definition
Talent Management (Peter Cappelli and JRKeller, 2014)	Talent management refers to the systematic approach that organizations use to predict and fulfill their requirements for skilled individuals in key positions. It is also a strategic approach that enables businesses to attract, develop, and retain their most skilled employees. Ensuring the acquisition, growth, and retention of top-tier talent.
Leadership Training & Development (Brett Seidle et al., 2016)	Providing guidance and expertise in training and leadership development assists in identifying individuals with great leadership potential and enhances the skills and knowledge of those already in leadership positions. Providing ongoing learning opportunities for employees to improve their skills and knowledge. Ensuring that training programs are in line with the strategic objectives of the organization.
Employee Engagement (Anitha J, 2013)	Employee engagement is often described as the degree of dedication and active participation that employee demonstrates toward their business and its principles. When an employee is engaged, they possess a clear understanding of their responsibilities towards achieving the corporate objectives.
Performance Appraisal System (Liza Estino Daoanis, 2012)	The performance appraisal system is a crucial tool used by businesses to assess and evaluate the standards and expectations they have set for their workers. It is used to oversee and evaluate individual contributions and performance in connection to corporate goals. Additionally, it aids in the identification of individual competencies and areas for improvement and evaluates the extent to which organizational objectives have been achieved. It serves as the cornerstone for the company's future strategic planning and expansion.

Table 2. List of Performance Management System Variables and Definition

Constructs	Definition
Performance evaluation system (Kevin R. Murphy, 2019)	When it comes to evaluating, managing, rewarding, and directing the performance of employees on the job, organizations use a variety of different approaches. This category encompasses various activities related to evaluating employee performance, such as conducting annual reviews, holding formal feedback sessions or appraisal interviews, ensuring consistency in evaluations across different departments or divisions, and utilizing appraisals to make important decisions regarding human resource management, such as determining salary increases, providing training opportunities, or even addressing the separation of underperforming employees.

Performance improvement plans (M.M. Ershadi, 2019)	A formal document known as “a performance improvement plan (PIP), also known as a performance action plan,” outlines an employee's performance flaws. This document's other names include a schedule and a goal-oriented strategy to assist the employee in improving their performance.
Strategic Alignment (Maomao Chi, et al., 2020)	Every worker needs to be aware of how their position contributes to the general objectives of the organization. Supervisors and workers should jointly define the obligations of a job.
Enhanced quality of work (João Leitão, et al., 2021)	Work is of high quality when it satisfies quality standards, is accurate, and is free of mistakes. In addition to that, it may also incorporate other traits such as meeting deadlines, being relevant, and using business best practices.

Research Gap

Several studies have explored different aspects of SHRM, including strategies, work plans, succession plans, and processes for achieving success. Previous literature evaluates performance management systems using a range of criteria, such as awards, employee training, job satisfaction, and performance metrics analysis. This current research identifies a gap in the academic literature, as there is a lack of studies that have measured variables such as organizing talent management, creating leadership training and development programs, innovative ideas to engage employees within the organization, and improving performance appraisal systems in the SHRM. There have been no studies that have identified the various aspects of a performance management system, such as performance improvement plans, performance evaluation, strategic alignment, and enhanced quality of work for employees.

Theoretical Background

In SHRM, the primary focus is on an organization's “human resource management system. Strategic human resource management (SHRM)” theory provides a framework for effectively hiring, managing, and developing employees to align with an organization's long-term goals. We aim to closely align human resource management (HRM) with business objectives, achieving this through a dedicated and skilled workforce. Four key factors—strategy, performance, HR systems, and human capital—form the foundation of the SHRM theory (Patrick M. Wright, 1992). Vroom's expectancy theory (1964) posits that individuals' motivation stems from their perception and expectation of the outcomes their diligent efforts will yield. The study will recognize and reward efforts that produce the desired results. Adams introduced the idea of equity theory in 1963, emphasizing the importance of a just work environment in which employees expect their hard work to receive recognition and compensation commensurate with their peers. Scholars have proposed numerous theoretical frameworks to elucidate the factors that enhance employee performance management within an organization. Nevertheless, research is scarce in this specific domain that has focused on evaluating the impact of SHRM on an employee's performance management system, particularly in healthcare centers. The investigators also discovered the importance of understanding organizational performance and success in the city. Figure 3 gives the graphical representation of the conceptual framework.

Research Objectives

The following line outlines the study's objectives.

1. To gain a comprehensive understanding of SHRM in healthcare centers in Bilaspur, a city in Chhattisgarh.
2. To investigate the impact of strategic human resource management (SHRM) on the performance management system of employees in healthcare facility centers.

Hypothesis Development

We formulated the following hypotheses and used multiple regression analysis to prove them. **Hypothesis**

1: Talent management has a major effect on the performance management system. **Hypothesis 2:**

Leadership training and development have a major effect on the performance management system.

Hypothesis 3: Employee engagement has a major effect on the performance management system.

Hypothesis 4: The performance appraisal system has a major effect on the performance [6]management system.



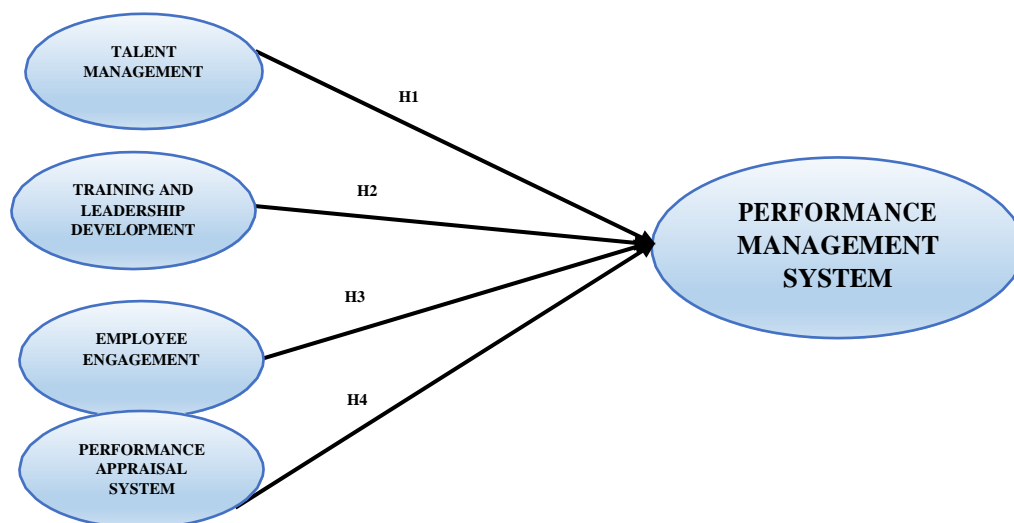


Figure 3. The Conceptual Framework Exploring the Influence of Strategic Human Resource Management on Performance Management Systems

3. RESEARCH METHODOLOGY

Sampling Instrument, Sample Size

To conduct primary research, we employ the survey method to collect primary data and describe the current situation. We use the quantitative methodology to evaluate how SHRM affects the performance management system of individuals working in healthcare facilities. We conduct a survey using a structured questionnaire to gather data on the demographics of employees in health care centers and the study's examined constructs. The investigation's biological population consists of individuals employed in private healthcare facilities. The study utilized a quota sampling technique to select participants who work as staff and nurses. We used multiple linear regression analysis to evaluate the overall performance management system of the hospital. Type scale with four points to evaluate the participants' responses. 600 individuals participated in the survey. The study conducted the survey using questionnaires, with approximately 55% of the total sample population participating. Out of these, 576 employees participated in the survey. The study surveyed from May 2024 to June 2024.

Case Study Area

Bilaspur, widely known as "The City of Festivals," is a city in Bilaspur District, Chhattisgarh, India. Bilaspur city is a Nagar Nigam and the district headquarters for Bilaspur district. The Bilaspur Municipal Corporation (BMC) administers Bilaspur City. Bilaspur is home to several hospitals and nursing facilities, some operated by the state government and others by the private sector. We carefully selected five private hospitals in Bilaspur, a city in the central Indian state of Chhattisgarh, for data collection. We selected these hospitals based on their popularity and the total number of employees they employ.

4. RESULTS AND DISCUSSION

Demographic Details of the Healthcare Facility Centers Employees

Approximately 45% of the individuals who participated in the survey are of the female gender, while the remaining 55% are of the male gender. Based on the descriptive statistics presented in Table 3,

approximately 33% of the total respondents fall into “the age group of 31–40, 30% in the age group of 21–30, 27% in the age group of 41–50, and only 10% in the age group of 50 and above.” In the education category, approximately 66% of the respondents completed a graduate program, while 20% also completed a graduate program. At least 14% of the participants have exclusively pursued diploma studies. In the occupation category, around 65% of the participants were involved in various hospital administrative tasks such as admissions, reception, accounts, and HR. The remaining 35% worked as nurses, including both senior and junior positions.

Table 3. Demographic profile

Gender	Male 55%		Female 45%	
Age	21-30 Yrs. 30%	31-40 Yrs. 33%	41-50 Yrs. 27%	Above 50 Yrs. 10%
Education	Diploma 14%	Undergraduate 66%	Postgraduate 20%	
Occupation	Staff 35%		Nurse 65%	

Validity Test Results

The Pearson correlation coefficient is used to assess validity (Ariyanto, A., & Yulianah, Y., 2023). An instrument is deemed to be legitimate if the Pearson correlation coefficient to the total score is greater than 0.30. Table 4 displays the perspective of the validity test results.

Table 4. Validity Test Results

Variable	Item	Pearson Correlation
Strategic Human Resource Management	Talent management	.761
	Leadership Training and development	.739
	Employee engagement	.755
	Performance appraisal system	.880
Performance Management System	Performance evaluation	.800
	Performance improvement plans	.852
	Strategic alignment	.722
	Enhanced quality of work	.775

Reliability Test Results

Reliability testing is used to determine the trustworthiness of the measurement of variables (Ariyanto, A., & Yulianah, Y., 2023). This test was performed on instruments equipped with Cronbach's alpha coefficients; if more than 0.60, the instrument is deemed dependable. Table 5 shows an overview of the reliability test findings.

Table 5. Reliability Test Results

Variable	Cronbach's Alpha Value
Strategic Human Resource Management	.760
Performance Management System	.886

The Influence of SHRM On Performance Management System – Multiple Linear Regression Analysis Results

Multiple linear regression analysis examines the important impact of the independent variable SHRM components on the dependent variable performance management system. As shown in Table 6, the calculated multiple linear regression ‘r’ value is 0.843 and the ‘R square’ value is 0.711, which states that about 71% of the changes in the performance management system are determined by the SHRM of the health care facility centers, which comprises four variables such as (1) talent management, (2) training and leadership development, (3) employee engagement, and finally (4) performance appraisal system. The results of Durbin Watson’s test reveal (1.867) a positive correlation between the dependent variable and the independent variables.

Table 6. The Influence of SHRM On Performance Management System

Model 1	R	R Square	Adjusted R Square	Std. The error of the estimate	Durbin Watson
	.843 ^a	.711	.709	.314	1.867

Dependent Variable: Performance Management System

Hypothesis Results

The table below (Table 7) displays the results of multiple linear regressions. We found that the first variable, talent management, significantly influences the performance management system of employees with a p-value less than 0.05 by attracting, developing, and retaining high-quality employees and implementing succession planning to ensure a pipeline of future leaders (beta = 0.165). The second variable, training and leadership development, through innovation in leadership training and improvement in skill development techniques (beta = 0.134), has a greater impact on the performance management system of the employees with a p-value less than 0.05.

The third variable, employee engagement, which focuses on fostering a positive work environment, addressing employee grievances, and maintaining good labor relations, has a significant impact on the employees' performance management system (beta = 0.318), with a p-value of less than 0.05. In conclusion, the performance appraisal system, the fourth variable, is responsible for improving motivation and reinforcing desired behaviors by identifying and rewarding employees who develop organizational and individual capabilities and come to a consensus on areas where performance needs on the efficiency of the employee in generating information that impacts numerous organizational decisions (beta = 0.486), with a p-value less than 0.05 at a significant level. Figure 4 presents a view of multiple regression analysis – model results.

Table 7. Hypotheses testing

Model	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
Talent Management	.137	.020	.165	6.686	.000
Training & Leadership Development	.092	.017	.134	5.482	.000

Employee Engagement	.294	.025	.318	11.770	.000
Performance Appraisal System	.405	.023	.486	17.884	.000

Significant level p-value < 0.05

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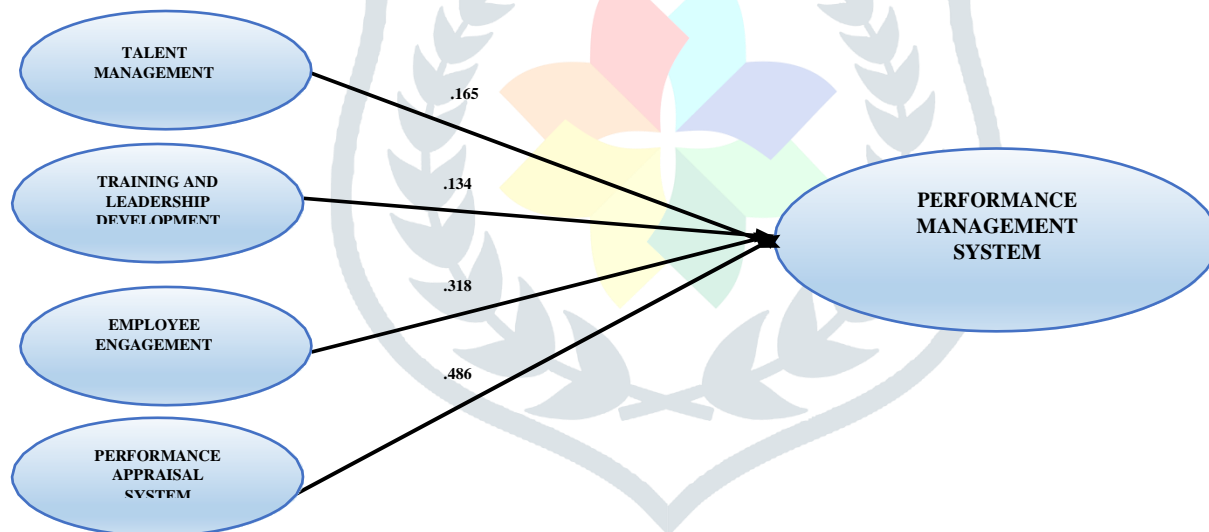


Figure 4. Multiple Linear Regression Analysis – Model Results

5. RESEARCH IMPLICATIONS

The current research offers an empirical assessment of the effect of SHRM on performance management systems. This inquiry provides empirical support for the conceptual framework. Future research can utilize this combined construct to investigate additional factors such as job design, enhancing work engagement, organizational resources, balancing work and life, social issues, management policies, employee advancement initiatives, and more, all of which contribute to the achievements of employees.

The findings of this study hold significant ramifications for public policy, as they offer a method to attain several crucial elements acknowledged in the existing literature. The majority of research in strategic “human resource management makes use of survey studies to investigate the connection between HRM and performance. Researchers conduct such studies not only within sectors but also

across industries,” frequently focusing on specific job roles. The findings of this study pave the way for numerous enhancements to the system, incorporating diverse features to boost employee productivity. This category includes characteristics such as the importance of continuous efforts to develop capacity training, employee participation, trust links with healthcare facility centers, and general work satisfaction.

The findings of this research may make it possible for organizations to take a participatory approach to the process of building an efficient PMS, increasing the possibility that workers will accept it to achieve the desired goals. Furthermore, the purpose of the research is to allow management to identify problems and constraints associated with PMS and make informed decisions to overcome these challenges and restrictions. To ensure that employee-related results (retention, engagement, involvement, and performance) are acceptable for both workers and management at the same time, these organizations would benefit from the research by designing a PMS that is both more complete and more successful. The research subjects kept their human resource management strategies under central supervision, resulting in negligible discrepancies between them. This allows us to generalize the findings to the private healthcare centers in Bilaspur, a distinctive advantage of the research that is highly relevant to the Indian environment.

6. CONCLUSION

The previous research has not adequately conceptualized the components that contribute to the efficacy of premenstrual syndrome (PMS), and the present study was an effort to address this gap in the literature. To verify the SHRM model of PMS among workers working in healthcare centers, the present research used empirical data. We also used multiple linear regression to identify the important dimensions of SHRM. The research findings also support the existence of a beneficial relationship between SHRM and workers' performance management systems. Because SHRM is often given the widespread recognition of SHRM as an effective tool for worker motivation through participatory planning, decision-making, and incentive systems. Human resources are one of the most valuable assets a business has. The findings of the examination into the effects of SHRM on the performance management system of workers in Bilaspur revealed startling findings, including a major influence on talent management, leadership and training development, employee engagement, and the performance evaluation system. The SHRM ensures alignment of performance management systems with the organization's overarching strategy, leading to unity and ensuring that employees have a better understanding of how their specific responsibilities and performance contribute to the achievement of strategic goals, which increases their motivation and loyalty to the organization. SHRM allows for the tracking of performance indicators, the identification of trends, and the making of informed choices on talent management and development via the use of HR analytics. Advanced data analysis facilitates the accurate forecasting of future performance trends and the identification of prospective areas for action.

7. LIMITATIONS AND FUTURE RESEARCH SCOPE

The most important limitation of this research is that it is not feasible to perform a study with a temporal dimension that might potentially investigate putative causal links between subjective and behavioral components and organizational productivity. This finding is the most significant limitation of this research. Among all the limitations of this research, this is the most important one. SHRM has emerged as a relatively important area of research interest among Indian scholars. These scholars recognize its significance in a variety of factors that determine employee performance, such as work-life balance, job satisfaction, and work engagement, among other factors that are essential for the well-being of employees as well as the success of the organization. Increasing the scope of data collecting to include additional businesses, such as the manufacturing industry, and the service industry, which includes tourism and travel, the education sector, and the financial sector. In the future, it would be of great significance to conduct research that encompasses a wide range of places distributed throughout the states of India. Furthermore, it is of the utmost importance to ascertain the processes by which the techniques to investigate SHRM may have a beneficial influence on the

development of performance management systems in companies as well, which is something that requires the attention of the researchers.

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