



An Assessment of Human Resource Management and Its Impact on Quality of Patient Care

-Nimananda Rijal

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Abstract

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Quality care of patients is a global concern since human life in stake. Human resources are involved in the care of patients, and most patients are taken to the hospital. The hospital consists of infrastructure, doctors, nurses, and other supporting and technical staff; with this, human resources and hospital infrastructure are also a part of it. The main objective is to assess the impact of human resource in quality of patient care and the components required for producing quality outcomes of the care. To study the qualitative aspects of published secondary sources, a search string was used to collect the proper articles from the web-based search engine, mainly Google Scholar, with the filtration of the articles that met the objective, resulting in eight articles published between 2014 and 2026. The study found that the correlation R^2 between HRM and quality of patient care, as well as the infrastructure and supportive culture of the organization, plays a vital role in quality of patient care.

Keywords: Human Resource Management, Impact, Quality care, Patients

Declaration: There is no conflict of interest, and the ethics of the research were adhered to in the study.



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1. Introduction

In the present context, human resources and their competencies play a pivotal role in determining an organization's effectiveness. The skills, knowledge, and attitudes of personnel largely influence the quality of service delivery (Feriandy, 2025). Within the healthcare system, key stakeholders include doctors, nurses, patients, and healthcare institutions that prioritize human well-being and care. Furthermore, the working environment, organizational structure, and availability of support staff constitute critical components that significantly influence the quality of patient care. "Patient satisfaction with quality of care is becoming increasingly important in the competitive hospital market. Simultaneously, the growing shortage of clinical staff poses a considerable challenge to ensuring a high quality of care" (Eva-MariaOppel, Vera Winter and Jonas Schreyogg, 2017). The impact of human resources is dissected into two parts: human capital and the quality delivery of the services in the health care system. Mohammad Pasban & et al.(2016) cited Becker and Hendrick (2002) as 'Human capital is distinct from both physical and financial capital. It refers to the stock of knowledge, skills, creativity, health, and experience embodied in individuals. In the contemporary context, where knowledge and effective communication with stakeholders have become increasingly important, human capital plays a critical role in organizational performance. It represents the collective intellectual and technical capabilities of the workforce, contributing directly to innovation, productivity, and competitiveness. Consequently, the HR is more appropriately viewed as a productive asset rather than a cost, as its value lies in its capacity to generate sustained organizational growth and development (Mohammad P. and S. H. Nojehdeh, 2016)

2. Objective: The main objective of the research is to assess the impact of Human Resource Mangment in quality of patient care and identify the components of proper human resource management in the healthcare system.

3. Research Method

Review of the secondary data received from published journal articles that are in open access. The restriction of the date was determined as published between 2014 and 2026, and searching was carried out

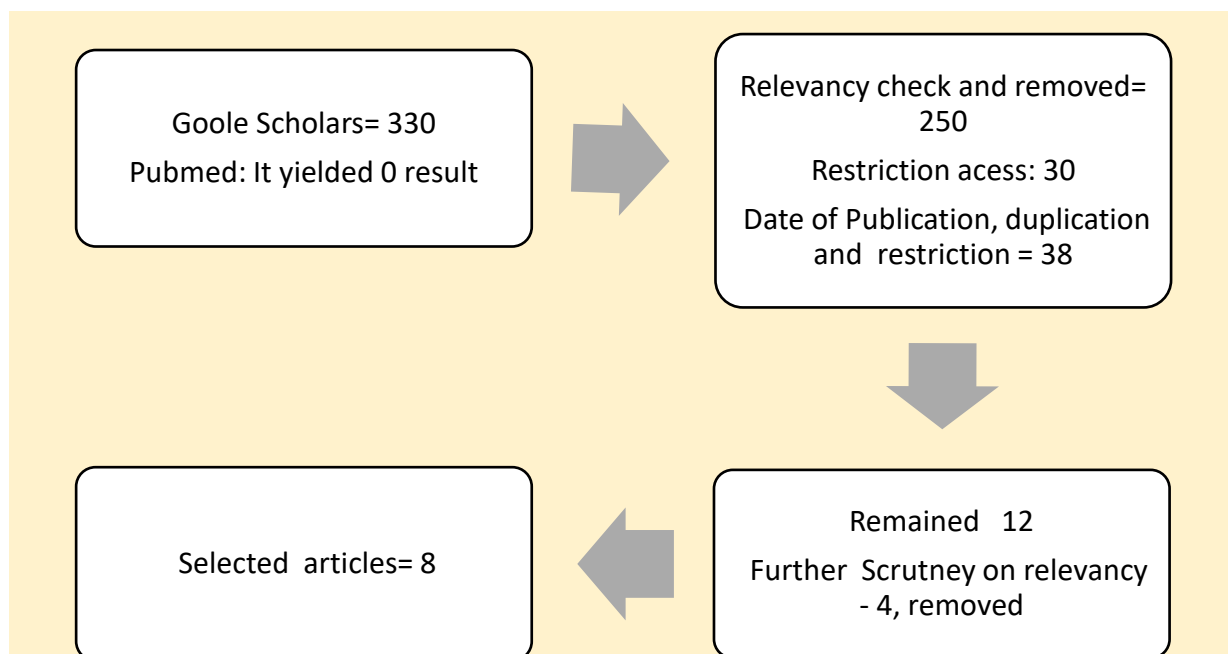


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by the use of search engines Google scholar and, PubMed, and Research Gate. The article search was made on PubMed with the keywords Impact, Human Resource, Quality, Management, and Patient Care. With these words, a String of search was created as (“ Human Resource Management”), AND (“Patient Care” or “Impact” or “Quality care”), Open access published only 2014-2026, many articles were viewed on this string, but not relevant to the topics and duplicate was removed by the use of the Mendeley program.



During the search, the articles were focused on the care of patients with particular diseases, such as cancer, chronic illness, emergency, and so on. These were not particularly focused on the impact of HR Mangment in the quality care of patients. In search of the Management, it includes ‘Total Quality Mangment (TQM), Continuous Quality Improvement (CQI), and Quality Control (QC), which are the concepts that make workers more conscious in the healthcare scenario. TQM is based on customer satisfaction, which creates organizational image and good service quality. The HR management with the TQM helps to maximize the overall quality of the organization and encourages employees to perform better by giving their best for the system (Vevita Priya & C. Venkateswaran , 2020).



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3.1 Selected Articles and their status.

Table 1 Selected articles and their Status Analysis

Authors	Title	Objectives	Publication	Date
1. Vevita Priya and Dr.C. Venkateswaran	The impact of human resource and quality management in health care: A Review	The objective of enhancing knowledge regarding the effect of HRM on the execution of TQM in Health Care.	International Journal of Pharmaceutical Research. https://doi.org/10.31838/ijpr/2020.12.04.016	Oct-Dec: 2020 Vol. 12 Issue 4
2. Brigitte Fong Yeong Woo, Jasmine Xin Yu Lee, and Wilson Wai San Tam	The impact of the advanced practice nursing role on quality of care, clinical outcomes, patient satisfaction, and cost in the emergency and critical care settings: a systematic review	To present, critically appraise, and synthesize the best available evidence on the impact of advanced practice nursing on quality of care, clinical outcomes, patient satisfaction, and cost in emergency and critical care settings.	Human Resources for Health (2017), DOI 10.1186/s12960-017-0237-9	11 Sept. 2017
3. Mohammad Pasban & Sadegheh Hosseinzadeh Nojehdeh	A Review of the Role of Human Capital in the Organization	To identify the role of human capital in the organization and the characteristics of human capital.	www.sciencedirect.com, Procedia- Social and Behavioral Sciences, Elsevier Doi: 10.1016/j.sbspro.2016.09.032	2016, 230 Pages 249 – 253
4. Perna Srivastava & Swapan Banerjee	Pediatric nursing in the Indian healthcare system: Organizational, human	Review of organizational structure, human resource management, and quality management practices. It	IP Journal of Pediatrics and Nursing Science, https://doi.org/10.18231/j	2025; Vol. 8, Issue: 4, Pages 116-122



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	resource, and quality management insights	identifies areas of weakness and proposes ways to improve them.	.ijpns.14911.1767766 564	
5-Fabio De Matteis,Rocco Caferra,Fabrizio Striani & Angelo Corallo	Quality behind quantity: institutions and hospital management	This paper aims to investigate the contextual determinants of Italian hospital efficiency by examining the interplay between managerial levels and their impact on health service provision.	Management Decision, https://doi.org/10.1108/MD-06-2025-1578	2026, Vol 64: Issue 13, : Pages: 334–360. (14 December, 2026)
6.Emmanuel L. Tandika1and Theresia Dominic2	Unravelling the Relationship between Strategic Human Resource Management Practices and Quality Health Service Delivery Using Canonical Correlation Analysis	This study examined the relationship between strategic human resource management (SHRM) practices and the provision of quality health services in four Tanzanian referral hospitals.	ORESA Journal, https://journals.udsm.ac.tz/index.php/orsea	Vol. 10(2), 2021, 07-01
7. Anubha Aggarwala, Himanshu Aeranb, Manu Rathee	Quality management in healthcare: The pivotal desideratum	Identification of quality in the health care system	Science Direct: Journal of Oral Biology and Craniofacial Research, HTTPS://doi.org/10.1016/j.jobcr.2018.06.006	Volume 9, Issue 2, April–June 2019, Pages 180-182
8.Hassan Mohamed Elarabi & Fuadah Johari	The Impact Of Human Resources Management On Healthcare Quality	This study aims to investigate the impact of practicing human resources management on the quality of healthcare service and achieving patient satisfaction.	Asian Journal Of Management Sciences & Education	ISSN: 2186-845X ISSN: 2186-8441 Print, Vol. 3 No. 1, January 2014



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The study identified statistical analysis, and the rest of the others are qualitative and included 2014 onwards. All of their references are given properly in the section.

3.2 Characteristics of the Study

The article No.1 indicated that there is a relationship between quality service delivery and Human Resources. Vevita Priya and C. Venkateswaran (2020) explained ‘ The existing literature indicates that Human Resource Management (HRM) practices provide a critical framework for the effective implementation of Total Quality Management (TQM). Key dimensions, such as employee involvement, HR practices, training and development, quality improvement, employee performance, organizational culture, and reward and recognition, are widely recognized as significant indicators linking HRM with quality delivery (Vevita Priya & C. Venkateswaran , 2020). They have identified the most important aspect of HRM for quality care, which were highlighted as “ Employee involvement, human

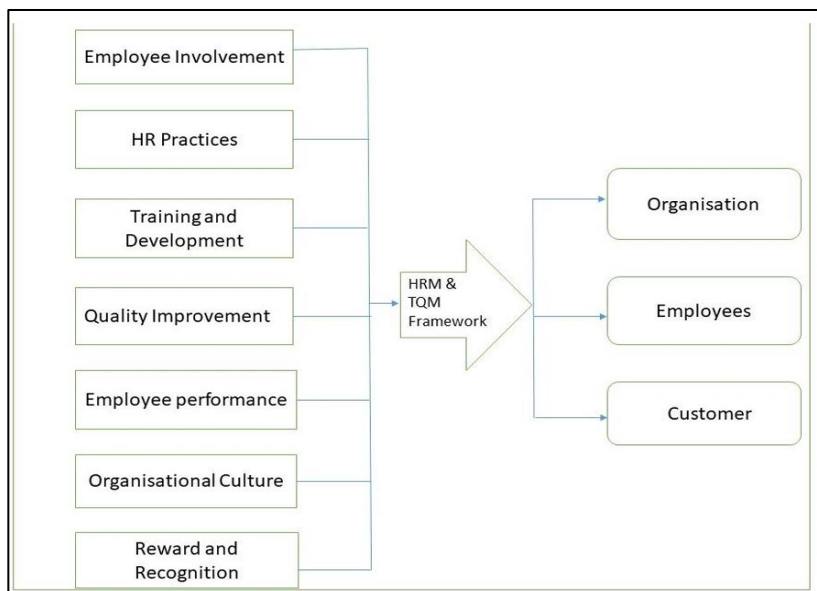


Figure 1 HRM and Quality Management Framework

resource Mangment practice, training and development, quality improvement, and organizational culture’. And all these components should work together, since the human needs and aspiration combines together for a better-quality delivery, and the expectation of reward and recognition of their work also play a vital role. They have proposed a conceptual framework that needs to be observed for the quality of service delivery. They have clearly indicated that the quality expectation of any organization requires them to consider the human aspects as well. These aspects are explained by the authors of this article as “The success of every industry is based on its practices of management, including planning, staffing, organizing, controlling, and leadership. The quality of the organization can be identified through performance, customer



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satisfaction, employee satisfaction, and service provider. Maintaining quality management and service quality in the healthcare industry is a very crucial task. It will give customers satisfaction, employees, and goodwill of the organization” (ref Ibid pg. no. 77).

In the article No. 2, Woo et al. (2017), they have reviewed the 15 studies on the issue of the impact of the advanced practice nursing role on quality of care, clinical outcomes, and patient satisfaction. A narrative synthesis of the studies was done: the analysis was conveyed in prose, alongside tables to outline and explain the results. The study was “conducted in emergency and critical care settings measured outcomes such as length of stay, waiting, and patient satisfaction. Outcomes such as mortality and cost were measured only in the critical care setting” (Brigitte Fong Yeong Woo, Jasmine Xin Yu Lee and Wilson Wai San Tam, 2017). The identified 15 studies were segregated into three main variables: care in the Emergency setting, Critical patients care setting, and cost involvement only in critical care. They have discovered only one article on the patients' satisfaction.

‘The association between human resources and quality care is evident, as nurses in advanced practice roles contribute significant value by enhancing access to healthcare and strengthening (ibid (the overall workforce. (ibid pg. Effective managerial–clinical relationships are also critical in driving institutional change and improving service delivery. Furthermore, “a supportive organizational culture plays a vital role in fostering staff engagement (Ibid pg.19) ref.

53) (Woo et al, 2020) and ensuring the provision of high-quality care. They have also developed a model to explain the relationship of the whole system to deliver better care for the patients. In this chart, it is clearly linked to the Quality and Coherence policy directly linked to a supportive organizational culture; this is a

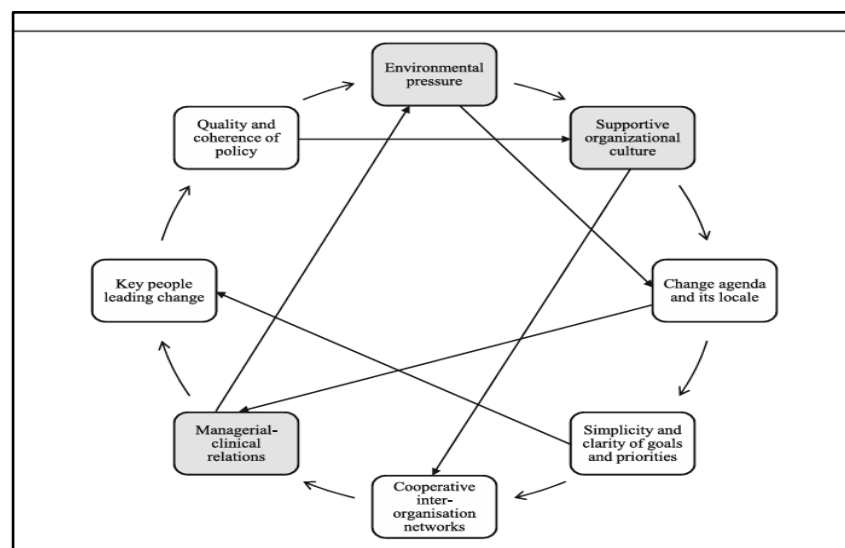


Figure 2: *Quality and supportive organizational culture*



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part of the HRM practice.

When an organization continues with a high spirit of best result-oriented, it happens by its' supportive culture-orientation in its management practices and that pursues policies and practices that inspire people/employees to give their best' (Eromafuru, 2013). This is a practice of Human Resource management, which results in quality care of the patients.

Article No. 3, M. Pasban and S.H. Nojedehe 2016 have done research on the Role of Human Capital in an Organization. According to them, ' The term 'human capital' is considered a key element in improving the assets of an organization, since it is a sustainable competitive advantage and increases the employees' efficiency" (Mohammad Pasban & Sadegheh Hosseinzadeh Nojedehe, 2016). "Human capital, physical capital, and financial capital are different aspects of capital; however, their difference is derived from the fact that an individual cannot be separated from their skill, health, and values, while they can be separated from their assets and properties' (Pasban & Nojedeshe, 2016, Becker 2002) "Human capital refers to the knowledge, information, ideas, skills, and health of individuals. This is the "age of human capital" in the sense that human capital is by far the most important form of capital in modern economies" (.Becker, 2002). In this article, the author researched the importance of Human Capital, and they have explained under the heading of features of human capital as 'Creativity and innovation, knowledge and skill, Value added. competitive advantage, increasing the customer's satisfaction from the organization" (Mohammad P. and S. H. Nojedehe, 2016). These virtues are the core elements of humans that deliver quality of patient care in the health sector. But it demands proper management. With this one, there is a relation between HR management and the health sector delivery.

Article No. 4 Prerna Srivastava & Swapna Banerjee (2025) on Pediatric nursing in the Indian healthcare system: Organizational, human resource, and quality management insights, according to them, "A highly complex set of organizational structures, workforce management systems, and quality assurance systems significantly impacts the Indian healthcare system's nursing in the pediatric area" (Prerna Srivastava & Swapna Banerjee, 2026). The study was carried out focused on the following area



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Table 2 Reviewed summary of health care in India

Focus Area	Study Characteristics	Key Themes Identified	Management Implications
Organizational aspects	Hospital-based and institutional studies across the public and private sectors	High patient load, inadequate staffing, limited infrastructure, and role ambiguity	Need for strengthened organizational support, clear role delineation, and improved staffing models
Human resource management	Cross-sectional and descriptive studies on the pediatric nursing workforce	Nurse–patient imbalance, skill gaps, burnout, retention challenges	Strategic HR planning, pediatric-specific training, retention, and motivation strategies
Quality management Standardized	Studies focusing on care standards, safety practices, and accreditation	Inconsistent protocol adherence, documentation gaps, and infection control issues	SOPs, continuous quality improvement systems, and audit mechanisms
Leadership & governance	Studies examining nurse leadership and administrative roles	Limited decision-making authority, need for leadership training	Empowerment of nurse leaders and inclusion in management processes
Training & professional development	Educational and competency-based studies	Limited access to pediatric specialization and CPD	Institutionalized training programs and competency frameworks

Table 2 clearly indicates the correlation between HRM and Quality care of the patients analyzed. Qualitatively mentioned and demonstrated as '**organizational aspect for Quality care** = organizational support, **HRM for quality care** = specific training, retention, and motivation strategies, **Quality Mangment**= Continue quality improvement,=Empowerment of nurse leaders and inclusion in management processes, and **Training Professional development** = Institutionalized training programs and competency frameworks'. This was not quantified, but qualitatively, HRM and quality care were found to be associated (P Srivastava & S.Banerjee, 2026).



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The article highlights the requirement of quality care in the health system, as patient and nurse ratios should be determined, a supportive organizational culture and management, motivation to the human resources, and skill upgrading as continuum process. A holistic approach is required for quality delivery in patient care.

Article No 5 Fabio & et al (2026) researched on Quality behind quantity: institutions and hospital management, and they have put up two research questions in the research, these questions were “ RQ1. “Is the quality of the hospital management driving the efficiency level of hospitals? and RQ2. Is there a correlation between qualitative institutional management and the level of efficiency of hospitals?

The outcome of the research question one seeking the answer on the quality of hospital Mangment for the efficiency of the hospital, where there is efficiency, there is quality care of patients (efficiency measured in service delivery-time, physical care, physical environment, behaviour of the caring staff – polite, empathetic to deal with, etc.), their finds on this question was “ highlights qualitative dimensions – such as staff characteristics, service complexity, and the managerial capacities of non-hospital institutions – that influence efficiency outcomes”

(F. De Matteis,R. Caferra,F. Strian & A. Corallo, 2026). They have analyzed the impact on the efficiency of hospital management given in Figure 3 . The analysis was carried out both quantitatively and qualitatively to seek the answers to the research question. The analysis method

was the Data Envelopment

Analysis (DEA) method, which is used mostly for efficiency analysis. It is mostly used for decision-making. The quantitative measurement was taken from the research carried out by Fazria, N.F., and Dhamayanti, I. (2021)¹ The five most frequently used inputs in the literature are the **number of beds, medical staff, non-**

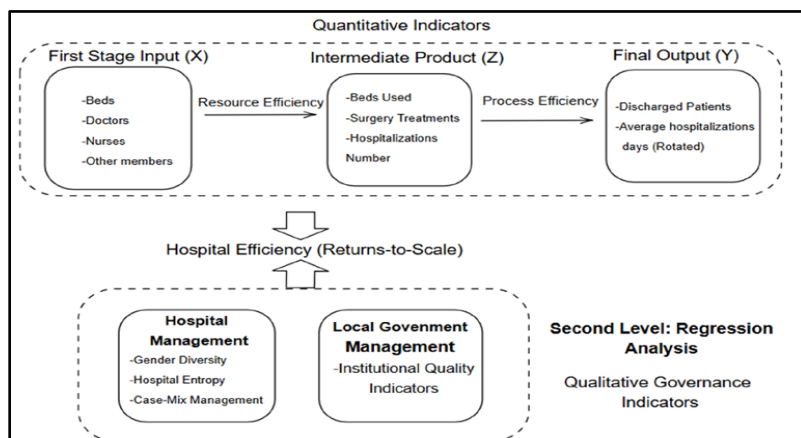


Figure 3 Analysis approach of the hospital efficiency.

¹ Fazria, N.F. and Dhamayanti, I. (2021), “A literature review on the identification of variables for measuring



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medical staff, medical technical staff, and operating costs. DEA is often used in the decision-making process. In the first stage, the researcher used “In the first stage, input variables include: bed capacity (beds), number of doctors (doctors), number of nurses (nurses), and other staff members (staff others). Intermediate variables (first stage output, second-stage input) include the number of beds used (beds used), the number of surgeries performed (surgery treatments), and the number of hospitalizations (hospitalizations number).

They have explained, citing Jha and Stein (2010), that at the ground level, the primary contributor and responsible for the healthcare quality is the hospital management². The analysis, conducted at both regional and provincial levels using data from 2009 and 2019, shows that regional quality has a consistent and significant effect on hospital efficiency.

The inclusion of lagged variables reveals stronger and more statistically significant effects of institutional factors, supporting a causal relationship in which earlier institutional improvements lead to better hospital performance.

Finally, the findings indicate that institutional quality has a greater impact on process efficiency than on resource efficiency, suggesting that improving hospital processes is more important than increasing resource use for enhancing overall efficiency.

The research has highlighted that there is a positive relationship between hospital management and efficiency and quality of the health care system. Training both physicians (involved in hospital management) and policymakers (whose choices impact health services) on managerial issues would enable healthcare management at different levels to learn principles and tools useful for pursuing efficiency.

Article No 6, Tandika E. L. & Dominic, T. (2020). ‘Unravelling the Relationship between Strategic Human Resource Management Practices and Quality Health Service Delivery, the article used Canonical Correlation Analysis to examine the relationship between strategic human resource management (SHRM) practices and the provision of quality health services in four Tanzanian referral hospitals. This study is

hospital efficiency in the data envelopment analysis (DEA). Telemedicine use in health facility during Covid-19 pandemic”, Literature Review, Vol. 10 No. 1, pp. 1-15.

² Jha, A. and Epstein, A. (2010), “Hospital governance and the quality of care”, Health Affairs, Vol. 29 No. 1, pp. 182-187, doi: 10.1377/hlthaff.2009.0297.



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anchored on the resource-based view (RBV) and social exchange theory (SET). RBV suggests that the internal resources an organization possesses are the primary determinants of its success and may contribute to achieving a sustainable competitive advantage (Tandika, E. L. & Dominic, T. , 2020)'

In this study, four SHRM practices were considered noteworthy in assessing this relationship between human resource Mangment and quality of service. They include **professional development, employee compensation, performance evaluation, and supervision.**

Provision of quality services: When human involves in service delivery, the interaction takes place, in this process, the behaviour and attitude of the service provider are observed by the client (in this case patient of the hospital), with this, the patient makes his perception of the delivery of quality service. In the hospital setting, the nurse, doctors, and hospital service delivery mechanism (Mangment) are directly involved. They have developed a model for assessing quality with five dimensions, namely **responsiveness, reliability, tangibility, assurance, and empathy** (Tandika, E. L. & Dominic, T. , 2020)

Data and analysis and outcome.

Table 3 Standardized weight and structure coefficient Ref(Tandika, E. L. & Dominic, T. , 2020)

Variables	Function 1			Function 2			h^2
	Coeff.	r_s	r_s^2 (%)	Coeff.	r_s	r_s^2 (%)	
Responsiveness	.019	-.019	.037	.471	-.145	2.111	2.147
Reliability	.037	-.019	.037	-.517	-.729	53.224	53.261
Tangibility	-.061	-.047	.221	-.326	-.745	55.459	55.679
Assurance	.001	-.090	.803	-.567	-.789	62.311	63.114
Empathy	.999	.999	99.706	-.067	-.014	.021	99.727
R_c^2			76.48			5.82	
Professional development	.929	.989	97.889	-.594	-.106	1.133	99.022
Employee compensation	-.383	.477	22.707	-.334	.809	65.417	88.125
Supervision	.066	.460	21.177	-.015	.519	26.915	48.092
Performance evaluation	.444	.524	27.446	1.439	.844	71.195	98.641

Source: Research data, 2019

Note:
 Coeff = a standardized canonical function coefficient; r_s = a structure coefficient; r_s^2 = a squared structure coefficient; h^2 = a communality coefficient; R_c^2 = a squared canonical correlation
 The structure coefficients above 45% represent variables with the highest level of usefulness in the canonical model
 The communalities above 45% represent variables with the highest level of usefulness in the entire analysis



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With 78.2% of the variance shared by the variable sets, the results showed a statistically significant association between SHRM practices and the delivery of high-quality healthcare. The findings also demonstrated that the most significant factor in this relationship is professional development. The variable has an adverse relationship with tangibility but a positive relationship with responsiveness, assurance, dependability, and empathy. This suggests that any shift in professional development may have an impact on certainty, responsiveness, dependability, and empathy, either directly or indirectly. Additionally, it suggests that effective administration of professional development procedures could enhance workers' abilities, competencies, and knowledge (Tandika, E. L. & Dominic, T. , 2020).

Article No: 7, A. Aggarwal & et al. 2018 carried out a review of articles on Quality management in healthcare: The pivotal desideratum and explained ‘ Quality management in healthcare is a critical requirement in the health sector. The principles of quality have been implicit in health care. However, quality is not a physical attribute of service (A. Aggarwala, H.Aeranb, & M. Ratheec, 2019) ‘Quality management has emerged as the dire need more fiercely than ever in light of the new definition of quality with patient satisfaction as the outcome of service. The quality of services being provided to patients is highly crucial. The traditional view of quality control aimed at defect detection, while the current concept aims at defect prevention, continuous process improvement, and an outcome-driven system guided by patients’ needs. Hence, there is a crying need to bring about a paradigm shift in the quality of health care delivery³. The authors have developed a healthcare quality system, which is given below.

³ Donabedian A. Evaluating the quality of medical care. *Milbank Memorial Fund Q.* 1966;44(3)(suppl):166-206, Reprinted in *Milbank Q.* 2005;83(4):691-729.



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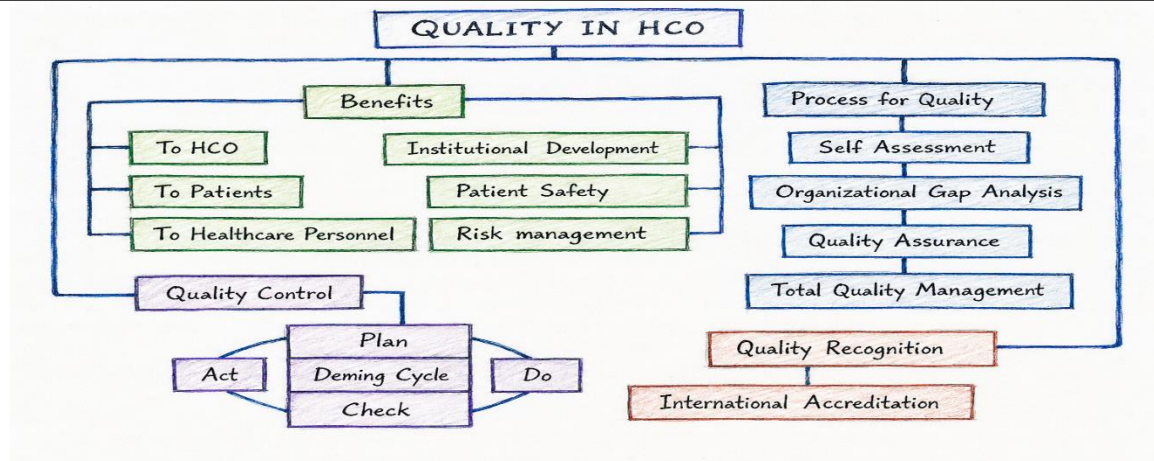


Figure 4 *Quality Control Flow Chart in a Health Care Organization.*

Health care is a sacred and scientific enterprise and not fundamentally a commercial one. The competent authorities should enforce responsibility for ensuring high-quality standards and the quality of care in healthcare facilities. The authority should consider shaping the curricula to ensure training of future professionals to increase patient satisfaction. To gain the desired momentum, HCOs need to initiate a new Quality Movement to achieve total quality in health care service. It is the need, the challenge, and the future direction (A. Aggarwala, H.Aeranb, & M. Ratheec, 2019).

Article No 8 H. M. Elarabi &F (2014) Johari Studied on Impact of HRM on Healthcare quality identified “The primary responsibilities associated with human resource management include: job analysis and staffing, organization and utilization of work force, measurement and appraisal of work force performance, implementation of reward systems for employees, professional development of workers, and maintenance of work force” (Hassan Mohamed Elarabi & Fuadah Johari., 2014) They have identified function of the HR Mangment.



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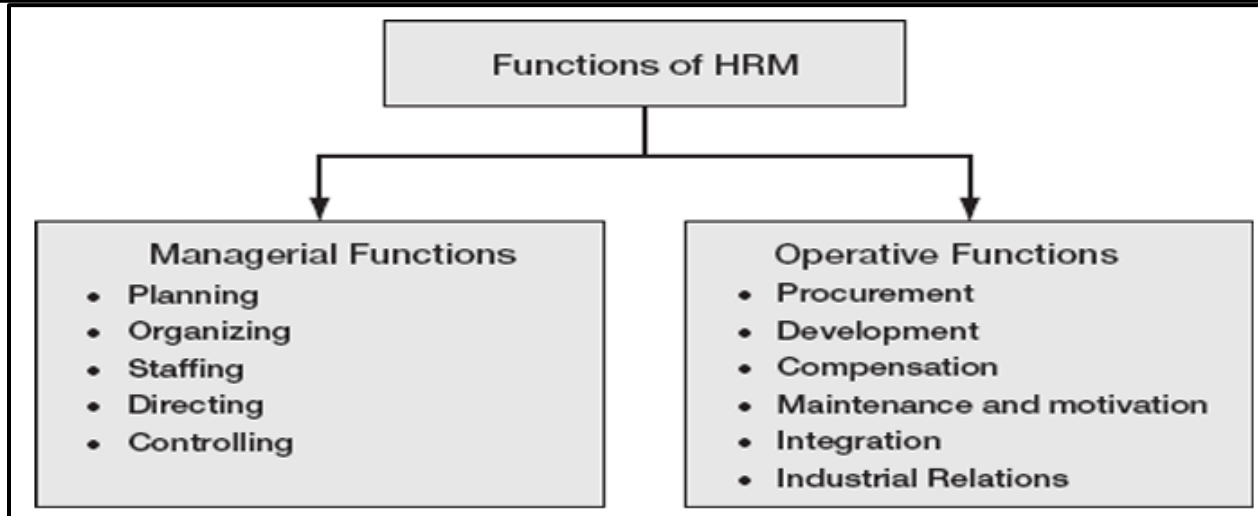


Figure 5 Function of HRM (Ref. H.M. Elarabi &F (2014)

The researcher distinguishes seven HRM activities for the quality care of the patients,

- a. Personal development plans.
- b. Additional job-related training.
- c. Job performance review.
- d. Regular departmental meetings.
- e. A protocol in case of a labour shortage.
- f. Predictable work schedules.
- g. A leadership style of the manager that is transparent and supportive.

To provide quality care to patients, human resources should be practices these seven steps of HRM,

4. Findings and Discussion.

The relationship between quality of patient care and Human Resource Management (HRM) has been widely examined in studies conducted between 2014 and 2026, with particular concern regarding the ongoing challenges in ensuring high-quality healthcare delivery. The reviewed literature has approached this issue from multiple perspectives, including the application of Total Quality Management (TQM) in healthcare



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systems (Vevita Priya & C. Venkateswaran, 2020). Empirical analyses exploring the relationship between healthcare services and management practices reveal significant correlations across several domains, notably resource efficiency and process efficiency, both of which are essential for delivering quality care at all levels. Ensuring these standards remain a fundamental responsibility of hospital management (Fabio et al., 2026).

Further statistical analysis demonstrates positive correlations among key variables, as evidenced by canonical correlation analysis. The results indicate a strong association, with a squared canonical correlation (R^2c) of 76.48% in Function 1, which includes responsiveness, reliability, tangibility, empathy, and assurance. Function 2, comprising professional development, employee compensation, supervision, and performance evaluation, shows an R^2s coefficient of 5.82. These findings confirm positive relationships among the variables. Additionally, communality coefficients for the criterion variable set reveal that, except for responsiveness, all other variables account for a substantial proportion of variance exceeding 45% (Tandika E. L. & Dominic, T., 2020). These results underscore the critical importance of Strategic Human Resource Management (SHRM) in enhancing healthcare quality.

Organizational culture also plays a pivotal role in influencing healthcare outcomes. As highlighted by Woo et al. (2017, 2020), a supportive organizational culture within hospitals and medical units fosters improved service delivery and enhances the quality of patient care. Effective managerial–clinical relationships are equally essential in facilitating institutional change and strengthening healthcare performance. Moreover, a supportive organizational environment significantly contributes to staff engagement and overall service quality.

According to Tandika E. L. and Dominic, T. (2020), SHRM encompasses key components such as professional development, employee compensation, performance evaluation, and supervision. The implementation of these elements is essential for ensuring the delivery of high-quality patient care. Across the eight reviewed studies, consistent emphasis is placed on the integral role of HRM in healthcare quality improvement. Notably, one study (Aggarwal et al., 2018) illustrates a structured quality care framework, emphasizing that competent authorities must enforce accountability mechanisms to maintain high standards in healthcare facilities.



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Elarabi and F. (2014) further identify seven core HRM functions that directly influence quality care outcomes. These include job analysis and staffing, effective organization and utilization of the workforce, performance measurement and appraisal, implementation of reward systems, and continuous professional development. These functions collectively contribute to enhancing workforce capacity and service delivery standards.

Overall, the evidence suggests a strong and inseparable relationship between HRM practices and quality patient care. The innovative dimension of this body of research highlights the need for all components of the healthcare system—including policy and governance structures—to be fully aware of and responsive to the complexities of quality care provision. Effective HRM and quality healthcare delivery are intrinsically linked and cannot be treated as independent constructs.

Conclusion:

The reviewed studies, conducted across Africa, Asia, and Europe, consistently demonstrate that achieving quality patient care requires robust HRM systems. Healthcare personnel—including doctors, nurses, and technical staff—must be adequately trained, motivated, and continuously developed. Special attention should be given to frontline care units, where the direct impact on patient outcomes is most significant. Therefore, strengthening HRM practices remains a critical prerequisite for improving healthcare quality globally.

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