

Factors affecting international human resource management



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Eileen Santiago is confined in a hospital in Paranaque. Concerned about the cleanliness of her room to prevent infection, she noticed that for the last two weeks, the maintenance lady cleaned her comfort room only four times. Every time she calls the nurses for assistance, they do not seem to attend to her; this is also true with the other patients. She then decided to call the attention of the HR manager of the hospital for what seems to be a problem of motivation and work dedication of the staff.

The HR manager, upon hearing of these observations, apologized and promised to immediately act on the concern. On her way back to the office, she is thinking of ways to improve employee performance because she knows that such problem, if left unattended, will affect the reputation of a hospital that has been in the service for 83 years already.

As an HR manager, what should you do to improve the performance of your employees?

Martires (1999) define Human Resource as “ the art and science of acquiring, motivating, maintaining, and developing people in their jobs. In light of their personal, professional, and technical knowledge, skills, potentialities, needs and values, and in synchronization with the achievement of individual, organization and society’s goal. 1 unfortunately the hospital’s management style failed to build shared objectives and vision with their employees. The said hospital demonstrated an inability to motivate and develop a positive team of employees and nurse staff.

They failed to affect high morale to their staff despite their 83 years in medical service as this became evident to the staffs complacency and

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laziness to their jobs, possibly due to lack of skill, of management effectiveness to motivate, of supposed or perceived reputation of their long-standing hospital that they feel that they do not feel the need to level the service they provide as they are guaranteed of regular patrons. Overall, the problem evolves because the hospital's communication and people management strategy was not effective and did not build the mutual objectives necessary between the hospital staff, nurses, and management to achieve overall organizational efficiency and effectivity.

In line with the emerging problems, the writer suggests that the hospital's human resource department provided employee motivation programs such as incentive and compensation to those with good customer evaluation, cooperatives, recognition (perhaps an employee of the month award), or team building activity. The assumption concerning the "best" method of motivating workers were characterized by a strong social emphasis. It was argued that management had a responsibility to make employees feel useful and important on the job, to provided recognition, and generally to facilitate the satisfaction of worker's social need.

In line with this, the hospital need to initiate efforts to raise the quality of service they provide to patients and employee development by having continues employee training about new medical technologies or seminar on mandatory sanitation procedures. They can have a daily work evaluation to be accomplished by both the patient and by an appointed supervisor. The Supervisor on the other hand (it could be the head nurse) could attend Management/ Supervisory training. Supervisory training programs began emphasizing the idea that a supervisor's role was no longer simply that of a

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task maker. Supervisor has also to be understanding, and sympathetic to the needs and desires of their subordinates.

Aside from the staff evaluation, the hospital may adapt the principles of Ouchi's Theory Z and Lawler's recommendations for developing high-performing system. The basic goal is to organize a working condition that would elicit satisfaction from individuals as they contribute in improving the entire organization's welfare. By inculcating this mindset, the individuals were to identify themselves with the organizations as a whole so that improvement on organizational performances would be rewarding for the employee. As earlier mentioned, another motivational activity that the hospital can adapt is by providing rewards, incentives, and strict compliance policy. By having high standard service, the staff and nurses will be driven to perform better.

As stated in Allport (1954)'s Drive and Reinforcement Theories , decisions concerning present behavior. Where past action led to positive consequences, individuals would tend to repeat such actions, where past actions led to negative consequences or punishment, individuals would tend to avoid repeating them. By adapting this theory, nurses and staff alike will be driven to perform better in the hope to earn recognition and reward while adhering to the hospital policy and procedure to avoid sanctions and bad employee profile (as referred here in our company as the 201 file).