

THE ROLE OF HRS MANAGEMENT IN IMPROVING THE PERFORMANCE OF EMPLOYEES IN THE HEALTH SECTOR IN 'UAE'

MAJED SULAIMAN NASER SLAYEM ALMASKARI¹, Dr. NURAZMALLAIL BIN MARNI²

¹Academy of Islamic Civilization, Faculty of Social Sciences and Humanities, UTM. Malaysia.

Email: UAE.UTM.STUDENTS@hotmail.com¹

²Academy of Islamic Civilization, Faculty of Social Sciences and Humanities, UTM. Malaysia.

Email: nurazmal@utm.my²

Received: 14 March 2020 Revised and Accepted: 8 July 2020

ABSTRACT

In this study, there has been an effort to underline the position and importance of HR Management in the improvement of staff role in the Healthcare sector in UAE. Research articles have been selected to reflect upon the current scenario on the role played by the HR management in improving staff role in the sector. Models and theoretical framework have also been used for establishing the association between effective HR Management and enhanced staff roles. Focus has been directed towards maintaining work life balance and flexibility by the HR department for enhancing employee routine in the Healthcare sector.

KEYWORDS: HR, Healthcare, HRM, Motivation, Compensation, HHRP, Performance, HRD

I. INTRODUCTION

The Healthcare sector in UAE has developed largely in the last decade. There has also been immense pressure on the Healthcare sector for improving the quality of life and Wellness of the people in UAE. It has been noted by Al Mansoori et al. (2018) that the Healthcare sector a large number of people at different levels that work together for achieving the health care objectives. Compare to other sectors, the profitability of health care sector also depends upon the performance of employees. One of the key determinants for understanding the needs of the employees and addressing their issues is the HR department in an organisation. It is in this respect that there would be need for determine the role played by the HR management section of the Healthcare sector in its ability to address the needs and issues of the employees for supporting effective performances from them that shall be significant for the Healthcare division performance.

II. RESEARCH OBJECTIVES

- To determine the significance of HRM
- To assess the factors the influence staff role improvement in healthcare sector in UAE
- To determine the link between HR management efficiency and improvement in employee presentation in healthcare sector in UAE

- To discuss the HR strategies that can be adopted for improving employee presentation in healthcare sector in UAE

III. RESEARCH QUESTIONS

1. What is the significance of HR management?
2. What factors influence staff role improvement in healthcare sector in UAE?
3. What is the link between HR efficiency and staff role in healthcare sector in UAE?
4. What HR strategies can be adopted for increasing staff role in healthcare sector in UAE?

IV. RESEARCH RATIONALE

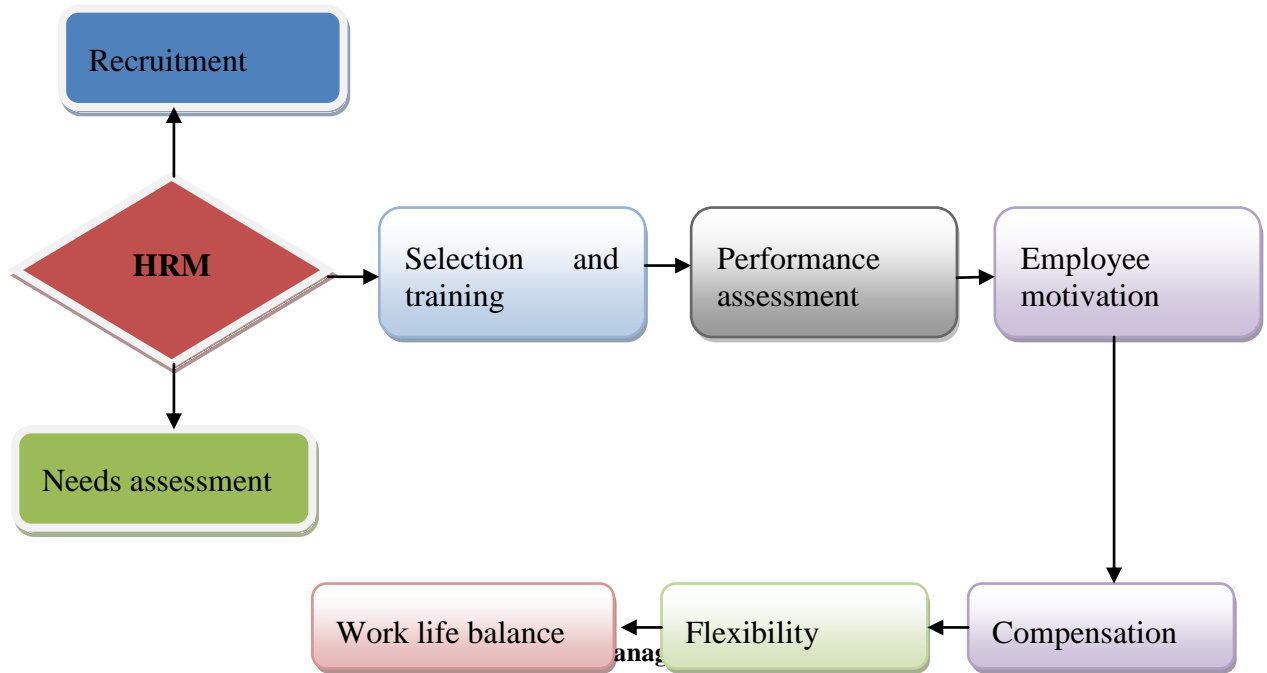
There have been research studies conducted on the performance of the health sector in UAE. It has been noted that the Healthcare sector has been performing well however there are also gaps that need to be addressed for enhancing the performance of the employees in the sector to a greater degree. The rationale for the research would be to analyse the manner in which the HR departments in the Healthcare institutions in UAE address the needs of the employees that supports their performance. Use of models shall be necessary for deeper viewpoint to develop knowledge on the consequence of HR administration for enhancing the presentation of the workers in the healthcare sector in UAE.

V. LITERATURE REVIEW

The notion of HR management comprised the backbone of any kinds of organizational activities (Bailey, Mankin, Kelliher and Garavan, 2018). The selected sector in the current findings identified as well as reflecting the overall organizational aspects, where the study reviewed the impact of practising HR management based on the quality of the associated healthcare services towards performing efficient treatment of the patients (Bailey, Mankin, Kelliher and Garavan, 2018). Nevertheless, with the application of proper HR management, a great influence on the overall implementation of the applied strategies based on the quality of the healthcare system significantly improves the performance of healthcare (Stewart, and Brown, 2019).

Towards applying the diverse concept of HR management, proved very much effective while describing the core as well as the defined findings of the overall organizational framework (Brewster, Vernon, Sparrow and Houldsworth, 2016). Therefore, the subsequent part of the study analyzed as well as evaluated the effectiveness towards applying the core concepts of the HRM procedure, with the view towards evaluating as well as describing the process in the direction of recovering the presentation of the employees in the selected healthcare sector of the country, with applying effective measures as well as procedures.

Conceptual framework



As noted by Al Mansoori et al. (2018), the significance of HR Management lies in the fact that it ensures right quantity and quality of individuals are working in workplace. As pointed by Malik, Abdallah & Hussain (2016), the HR management is important for fulfilling the requirements for HRs also to undertake measures for employee retention and enhancing their quality of work life. Every organisation has an HR department for reducing the conflicts and achievement of organisational goals by developing Team Spirit and ensuring employee welfare.



Factors involved the procedure of HRM Process

The primary significance of the HR management lies in formulation of the HR policies that is related to recruitment of employees as well as their retentions and welfare in the organisation. After the formulation of the policies related to employee recruitment and management, the HR department is also involved in the implementation of the policies. AlJaberi, Hussain & Drake (2017), have stated HR management capabilities also

include reviewing of the needs of the employees and addressing any issues that may be reported from their end. It needs to be ensured by the HR management team that the HR of the human capital are being utilised in the most appropriate and optimal manual so that there is no gaps in the performance and that there is also not any cost related wastage.

Factors the influence staff role in healthcare sector in UAE

Every organization aims at ensuring that the employees recruited add value to the organization and enhance the possibilities of profitability. Hussain et al. (2018) have stated that in order to determine that they contribute more to the organization, it is important to determine the factors that influence higher level of performances on employees. Various factors determine effective presentation of staff in the Healthcare segment. One such factor is the suitability of job and the flexibility maintained by the management in the organisation. Considering that there is increased level of pressure for maintaining work life balance among the employees flexibility is a key concern that needs to be maintained in the Healthcare sector considering that it is engaged in offering 24X7 services to the people. Zeffane & Bani Melhem (2017) have stated flexibility in the working hours is an important determinant for the staff role in the Healthcare sector. Employees tend to contribute less to the workplace if the job is not suitable for their skills and capabilities. Happy employees are the best employees and in this context job satisfaction is a major determinant for staff roles in the Healthcare division in UAE. Apart from these, it has been noted by BaniMelhem, Elanain & Hussain (2018), job satisfaction is also related to other factors such as job related loyalty to the workplace, what is motivation from the managers and team leaders feedback from the patients as well as convenience of working and the award and reward systems for employee motivation. Without adequate provisions for employee motivation, staff role gets affected in any organisation.

Association between HR efficiency and staff role in healthcare division in UAE

The efficiency in the HR Management has a direct association with the staff role and their job pleasure in the Healthcare sector. The efficiency of the HR management is determined by the manner in which it is vigilant of the needs and issues of the people working in the Healthcare Institution. The vigilance also includes proper assessment of the performances of the employees as well as taking and assessing feedback from the employees related to the performances and suggesting measures for improvement. Al Hammadi & Hussain (2019), the efficiency of HR department is also determined by the quality of assessments undertaken for assessing the performances as well as the gaps in the performance of the employees so that changes can be made for making improvements in the performances. Bani-Melhem, Zeffane & Albaity (2018), if the HR management is not executed in a proper manner then it would be difficult to manage the needs and issues of the employees as there would be lack of communication regarding the employees between the employees and the employers in the Healthcare Institutions. Apart from these, efficiency of the HR management in Healthcare institutions can help to formulate the appropriate working schemes and the goals for performances can be set properly. It is in this respect that Otoo et al. (2019) that the Healthcare Institutions need to have a well-developed HR Department that shall set goals for the staff roles and determine measures for achieving them have added it. The research article, "*Sustainable HRs: Examining the status of organizational work-life balance practices in the United Arab Emirates*" by Parakandi & Behery (2016), importance of maintaining practices related to work life balance in the Healthcare sector in UAE for maintaining sustainable HR management. It has been noted in this

article that Strategies for maintaining work life balance can improve employee satisfaction and employee productivity as well as employee retention.

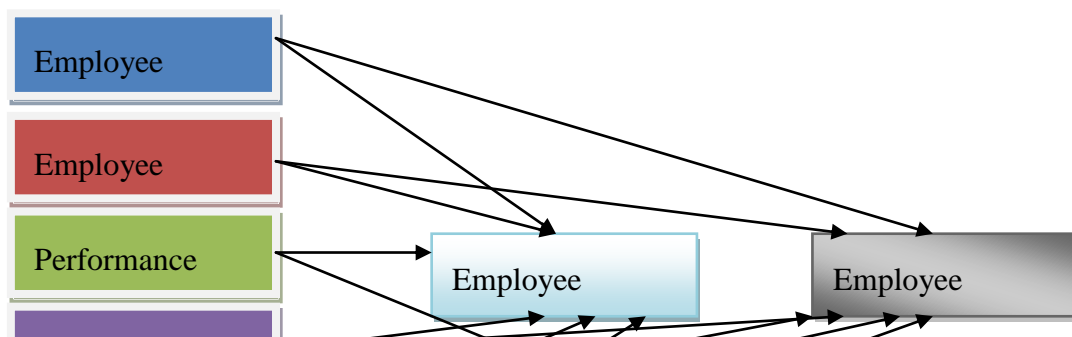
Gaps or challenges in HR management that affects the staff role

A proper assessment of the healthcare Institutions operating in UAE has revealed several gaps in the HR management that has cast negative impact on the staff roles. Syed, SHAIKH & PIRZADA (2018), have stated one such gap noted in the studies has been the lack of maintenance of flexibility in the working hours and the immense pressure on the employees that is ultimately affecting the excellence of task of the employees. Due to immense work pressure, the employees working in the Healthcare institutions in the Healthcare sector are facing issues in maintaining work life balance that is also affecting their current performances. Syed, SHAIKH & PIRZADA (2018), the immense work pressure can also be attributed to the shortage of employees working in the Healthcare sector that shows gaps or challenges in recruitment and employee retention in the work places in the Healthcare sector in UAE. There have also been issues noted in maintaining diversity in the workplace in the Healthcare Institutions as some employees effacing language related barriers due to ineffective cross-cultural management that is affecting their confidence and morale to work.

HR strategies for improving staff role in healthcare sector in UAE

The HR departments for developing the capabilities of HR Management in the Healthcare sector adopt various strategies. Research studies by Otoo et al. (2019) have revealed that development of a well-integrated and well-supplied HR capacity in the Healthcare sector is one such strategy that can help to address the issue of employee shortage. HR Management if executed in a proper manner can also address the issues of work life balance being faced by the workers in the Healthcare division by inducing flexibility in the workplace in the working hours and increasing the supply of employees at different levels so that the flexibility can be supported. Rewards and incentive can also be given to the employees for enhancing their performances and those contribute to the workplace can also be awarded as under the HR strategies in the workplaces in the Healthcare sector. The research article, "*Effect of Organizational Excellence and Staff role on Organizational Productivity within Healthcare Sector in the UAE*" has revealed that there is need for organisational excellence by the HR management department in the Healthcare sector. In the research article, Mohamed et al. (2018) stated the need for the HR department to adopt frameworks for Quality Management. Excellence practices and principles have effective impact upon the organisational productivity that can be managed by the HR management department. This would require the HR department to predict the staff role and implement practices that can ensure better performances.

Models to determine importance of HR management to improve staff role



Models to determine importance of HR management to improve staff role

The model given above states the different ways in which HR management practices impact the employee satisfaction that leads to better staff role in the Healthcare sector. The model states that the HR management practices include employee's recruitment and retention strategies. The model also States the importance of the HR management in formulating Strategies for performance appraisals for appreciating the performance of the employees for employee motivation supported by compensation and benefits. HR management also includes Strategies for ensuring that the employees participate in the decision-making and that the work environment is positive and healthy.

Identifying the factors affecting the healthcare practices in the UAE

There are several points, which determined the concept, towards evaluating as well as identifying all the significant factors, which determined the framework towards affecting HR practices (DeCenzo, Robbins and Verhulst, 2016). Change in management, leadership development along with staff reward system, staffing challenges and poor HR planning are some of the identified issues in the current scenario of the HRM practices (Bratton and Gold, 2017). Therefore, it proved to be very much essential with the view towards describing the health care services, which is more concerned with the overall development of proper HRM solutions (Noe, Hollenbeck, Gerhart and Wright, 2017). The reason behind that the role of the HR management and practices proved to be as one of the most complex activities, where all the necessary findings evaluated the entire framework with a mix of skills and motivational aspects towards evaluating the staff engagement along with a motivational framework (Bratton and Gold, 2017).

Developing an effective HRM Recruitment Procedure

The process proved to be very much essential with the view towards developing a proper recruitment HRM procedure (Noe, Hollenbeck, Gerhart and Wright, 2017). The overall process towards evaluating a proper recruitment procedure comprised towards selecting the right people for the right allocated job, which increases the overall productivity along with the organizational efficiency (Bratton and Gold, 2017). Nevertheless, with the view towards meeting the overall organizational framework, the process evaluated the findings in the best

manner, where the HRM departments of every health care association comprised in the direction connecting all the activities of the recruitment process in the best possible manner (DeCenzo, Robbins and Verhulst, 2016).

Implementing Health HR Planning (HHRP) Reform

The process developed the way in the direction towards evaluating a systematic manner way, which defined the overall procedure with the view towards developing the staffing decisions in the best possible manner to manage HR based on the health workers workload differently (Noe, Hollenbeck, Gerhart and Wright, 2017). Developing as well as evaluating a staff recruitment process, enhancing the training and development process, the process towards deployment of staff to the selected departments, implementing the reforms of HHRP, performance appraisals and recruitment along with compensation procedure completes the entire circle of the defined reform (Bratton and Gold, 2017). The combinations of the selected activities combined the entire flow chart along with the various role of the HRM in most of the healthcare service organizations in the selected destination United Arab Emirates (UAE) (DeCenzo, Robbins and Verhulst, 2016).

Adopted Strategies for HRM Practices

There are few areas of the departments of the HRM processes in majorities of the health care organizations comprised the activities with the view towards applying the best HRM practices in the daily proceedings of the organizational activities. Majorities of the healthcare organizations across the globe defined overall healthcare reforms evaluated the activities, which criticized the control based people management approached in different hospitals of the selected destinations (Stewart and Brown, 2019). Implying strategies associated with any healthcare organizational procedure based on their regular activities defines the way in the direction, where the associated will be able to evaluate as well as accomplish the defined goals and objectives more smoothly (Brewster, Vernon, Sparrow and Houldsworth, 2016). Therefore, the essentials communicating standards and the defined goals analyzed the activities based on the overall decision-making process used towards pursuing the established targets developed in the overall health care associations for the destinations (Stewart, and Brown, 2019).

Gap analysis

The research study has been conducted with the focus upon the health care sector and the issues being faced in staff role in UAE. It is in this perspective that the importance of HR Management for supporting staff roles had been discussed. Future studies need to address a comparative study of HR Management in other Healthcare sectors in different countries for better understanding.

VI. CONCLUSION

Existing studies, journals and models have been used for understanding the importance of HR Management is enhancing employee motivation and performance in the healthcare sector in UAE. The study has reflected on the existing gaps in the HR management and the strategies for developing staff role in the healthcare sector had also been discussed.

The concluding part of the findings described the overall framework, which developed as well as demonstrated the crucial roles of the HR Management in different health care associations for the selected destination UAE. There are several classifications done in the findings of the study, which defined as well as executed the core activities of the HRM process.

The findings of the study concluded that the impact of HR Management in the overall healthcare system proved to be very much imperative. Majorities of the HR professionals in the healthcare sector of the country must maintain a vibrant planned direction along with a defined and clearer set of objectives and deliverables in the direction towards advancing the management of employees along with the staffs in the overall healthcare system. Therefore, the proceedings along with the findings defined the way in the direction to addressing the HRM procedures along with the impact in the UAE.

REFERENCES

- [1] Al Hammadi, F., & Hussain, M. (2019). Sustainable organizational performance: A study of health-care organizations in the United Arab Emirates. *International Journal of Organizational Analysis*, 27(1), 169-186.
- [2] Al Mansoori, S. A. N. A., Ab Yazid, M. S., Khatibi, A., & Azam, S. F. (2018). VALIDATING A MEASUREMENT MODEL FOR STRATEGIC MANAGEMENT PLANNING AND THE DEVELOPMENT OF HEALTHCARE SECTOR IN ABU DHABI (SEHA). *European Journal of Human Resource Management Studies*.
<https://oapub.org/soc/index.php/EJHRMS/article/download/299/864>
- [3] AlJaber, O. A., Hussain, M., & Drake, P. R. (2017). A framework for measuring sustainability in healthcare systems. *International Journal of Healthcare Management*, 1-10.
https://www.researchgate.net/profile/Matloub_Hussain/publication/321681542_A_framework_for_measuring_sustainability_in_healthcare_systems/links/5b97933aa6fdcc59bf8262ff/A-framework-for-measuring-sustainability-in-healthcare-systems.pdf
- [4] Bailey, C., Mankin, D., Kelliher, C. and Garavan, T., 2018. *Strategic human resource management*. Oxford University Press.
(https://books.google.co.in/books?hl=en&lr=&id=ghFODwAAQBAJ&oi=fnd&pg=PP1&dq=human+resource+management&ots=nRWVHsTXsd&sig=Jovz7MoHuu8Aq_DP55RNW71vXYM#v=onepage&q=human%20resource%20management&f=false)
- [5] BaniMelhem, H., Elanain, H. M. A., & Hussain, M. (2018). Impact of Human Resource Management Practices on Employees' Turnover Intention in United Arab Emirates (UAE) Health Care Services. *International Journal of Information Systems in the Service Sector (IJISSS)*, 10(4), 21-41.
- [6] Bani-Melhem, S., Zeffane, R., & Albaity, M. (2018). Determinants of employees' innovative behavior. *International Journal of Contemporary Hospitality Management*, 30(3), 1601-1620.
- [7] Bratton, J. and Gold, J., 2017. *Human resource management: theory and practice*. Palgrave.] (https://books.google.co.in/books?hl=en&lr=&id=SJpMDwAAQBAJ&oi=fnd&pg=PR1&dq=human+resource+management&ots=YvUyOez6hY&sig=fDM69fdZg9X_ZNnKVjSyhVhxvFQ#v=onepage&q=human%20resource%20management&f=false)
- [8] Brewster, C., Vernon, G., Sparrow, P. and Houldsworth, E., 2016. *International human resource management*. Kogan Page Publishers. (<https://books.google.co.in/books?hl=en&lr=&id=j-zcDgAAQBAJ&oi=fnd&pg=PP1&dq=human+resource+management&ots=C8gJEl6awU&sig=2Cmbf63igafdLOI9fW6Qz3ydZM#v=onepage&q=human%20resource%20management&f=false>)
- [9] DeCenzo, D.A., Robbins, S.P. and Verhulst, S.L., 2016. *Fundamentals of Human Resource Management, Binder Ready Version*. John Wiley & Sons. (<https://books.google.co.in/books?hl=en&lr=&id=-V4BCgAAQBAJ&oi=fnd&pg=PP1&dq=human+resource+management&ots=dVxAXjmgHj&sig=htNPch2hWazuBd5xuf21OSrmRNc#v=onepage&q=human%20resource%20management&f=false>)
- [10] Hussain, M., Ajmal, M. M., Gunasekaran, A., & Khan, M. (2018). Exploration of social sustainability in healthcare supply chain. *Journal of cleaner production*, 203, 977-989.

- [11] Malik, M. M., Abdallah, S., & Hussain, M. (2016). Assessing supplier environmental performance: applying analytical hierarchical process in the United Arab Emirates healthcare chain. *Renewable and Sustainable Energy Reviews*, 55, 1313-1321.
https://shop.tarjomeplus.com/UploadFileEn/TPLUS_EN_1946.pdf
- [12] Mohamed, M. S., Khalifa, G. S., Nusari, M., Ameen, A., Al-Shibami, A. H., & Abuelhassan, A. E. (2018). Effect of Organizational Excellence and Employee Performance on Organizational Productivity Within Healthcare Sector in the UAE. *Journal of Engineering and Applied Sciences*, 13(15), 6199-6210.
https://www.researchgate.net/profile/Gamal_Khalifa/publication/327749968_Effect_of_Organizational_Excellence_and_Employee_Performance_on_Organizational_Productivity_Within_Healthcare_Sector_in_the_UAE/links/5c34b9fa458515a4c7163c14/Effect-of-Organizational-Excellence-and-Employee-Performance-on-Organizational-Productivity-Within-Healthcare-Sector-in-the-UAE.pdf
- [13] Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M., 2017. *Human resource management: Gaining a competitive advantage*. New York, NY: McGraw-Hill Education.
<https://pdfs.semanticscholar.org/05da/d8dc13d3b16932070ee01a6654f82540355d.pdf>
- [14] Otoo, F. N. K., Otoo, E. A., Abledu, G. K., & Bhardwaj, A. (2019). Impact of human resource development (HRD) practices on pharmaceutical industry's performance: The mediating role of employee performance. *European Journal of Training and Development*, 43(1/2), 188-210.
- [15] Parakandi, M., & Behery, M. (2016). Sustainable human resources: Examining the status of organizational work-life balance practices in the United Arab Emirates. *Renewable and Sustainable Energy Reviews*, 55, 1370-1379. <https://fardapaper.ir/mohavaha/uploads/2019/02/Fardapaper-Sustainable-human-resources-Examining-the-status-of-organizational-work%E2%80%93life-balance-practices-in-the-United-Arab-Emirates.pdf>
- [16] Stewart, G.L. and Brown, K.G., 2019. *Human resource management*. Wiley.
https://books.google.co.in/books?hl=en&lr=&id=53eYDwAAQBAJ&oi=fnd&pg=PA2&dq=human+resource+management&ots=XEzHmio92i&sig=mAf3FQD6rGKivfDR_YYF_27NimM#v=onepage&q=human%20resource%20management&f=false
- [17] Stewart, G.L. and Brown, K.G., 2019. *Human resource management*. Wiley.
https://books.google.co.in/books?hl=en&lr=&id=53eYDwAAQBAJ&oi=fnd&pg=PA2&dq=human+resource+management&ots=XEzHmioa6i&sig=8CEWkSoFuU4l_IGq-GA5aZnhLdY#v=onepage&q=human%20resource%20management&f=false
- [18] Syed, N. A., SHAIKH, N. A., & PIRZADA, I. A. (2018). Training and development: Its effects on job performance in the selected companies of UAE. *Journal of Social and Administrative Sciences*, 5(3), 181-195.
- [19] Zeffane, R., & Bani Melhem, S. J. (2017). Trust, job satisfaction, perceived organizational performance and turnover intention: A public-private sector comparison in the United Arab Emirates. *Employee Relations*, 39(7), 1148-1167.
https://www.researchgate.net/profile/Rachid_Zeffane/publication/319989421_Trust_job_satisfaction_perceived_organizational_performance_and_turnover_intention_A_public-private_sector_comparison_in_the_United_Arab_Emirates/links/59fd917c0f7e9b9968c1f892/Trust-job-satisfaction-perceived-organizational-performance-and-turnover-intention-A-public-private-sector-comparison-in-the-United-Arab-Emirates.pdf