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## **Review The Impact of Strategic Human Resources Management Practices on Employee Engagement of Bumrungrad International Hospital in Bangkok, Thailand**

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### **Abstract**

The purpose of the study is to identify the impact of SHRM practices in private hospitals focusing on their employee engagement. Strategic Human Resources Management (SHRM) practices are the one of the most important factors which can support pleasant industrial relation and well communication with employees by using the ethical SHRM activities. Through this study, it reveals the strength of SHRM practices in Bumrungrad International Hospital in order to be applied in Myanmar private hospitals to be better employee engagement. This review discloses a cycle of cause-and-effect relationship, employee motivation on employee performance and the impact of job satisfaction on employee engagement. The results exhibit the gap between SHRM practices in international hospitals and the current circumstances of private hospitals in Myanmar to be effectiveness of their employee engagement.

**Keywords:** Strategic Human Resource Management, Employee Engagement, Bumrungrad International Hospital

### **Introduction**

In the Modern days of business organizations and also in healthcare sector, especially private hospitals face the challenges about acquiring, seeking and recruiting the health care professionals and employees to develop the international standards of patient care and health care services. Strategic Human Resource Management (SHRM) practices play an important role for optimizing employee engagement, enhancing patient satisfaction and overall organizational business strategies success (Time, 2022). Actually SHRM practices composed of HR functions, including human resources planning, job analysis, job design and job evaluation, recruitment and selection, interview and orientation, training and development, performance management, compensation and benefits, health and safety, rewards and motivation, industrial relations or labor relations and in additions of succession planning, talent management and employee handling with the aim of improving the employee engagement (Ding, 2024; Purnomo et al., 2022). Recruiting and handling of skillful workforce are important factors for the success of the organizations in modern days. SHRM practices can support not only attracting qualified potential candidates but also maintaining the employee commitment to deliver the unique services. Compensation and remuneration are important for organizations to develop the competitive advantages in healthcare labor market. Attractive compensation packages and benefit plans such as health and life insurance, employee wellness programs, and career development opportunities can improve the employee performance, motivation and contribution contributions of healthcare professionals. Performance management of SHRM is important for identifying the succession planning by assessing the individual performance. Implementing the sound performance appraisals that free from personal bias, providing the timely feedback about the evaluating result, appreciate and recognize about the employee contribution and achievements, and providing the physical and non-physical rewards can improve the working climate (Ding, 2024; Purnomo et al., 2022).



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Job satisfaction and employee motivation can produce the most loyal employees for the organization because happy and satisfied employees are the most productive employees, and the organization can reduce the accidental rates and costs for corrective actions.

Employee engagement is the important factors for the healthcare standards in private hospitals. SHRM practices can cultivate a positive work environment, promote employer-employee communication, and improve the employee satisfaction can improve employee morale, reduce labor turnover rate, and finally enhance the employee engagement and organization effectiveness. Every successful organization uses SHRM practices to run daily operational functions with diversity of workforce and business managers.

## **Literature Review**

In this section, review of literature on employee engagement, strategic human resources management and the relevant theories that attempt to explain Job Satisfaction, Correlation between Employee Motivation and SHRM, SHRM, Employee Performance Management for succession planning, Employee Engagement are reviewed.

## **Job Satisfaction Theories**

### **Theory X and Theory Y**

McGregor developed the Theory X and Theory Y, which can describe the impact of the managers' behavior and belief have a huge influence for the employees' job satisfaction According to McGregor (1960),. In this theory, there were two parts, Theory X and Theory Y. Theory X can be understood as the strict control to the employees because managers believe that employees are naturally born with lazy, don't want to work, avoid responsibility if the manager cannot make close supervision to their employees, the work flow can be slow and they believe that people went to work for only money. But in Theory Y, managers believe that people are naturally born with the desire in working, seek responsibility, no need close supervision and employees will get motivation and job satisfaction if they see achievement in their work from their own contribution and then they try their best. According to this theory, employees can get job satisfaction from Theory Y but on the other hands, there will be some problems because people are not totally the same and some people want to avoid work and lazy. If the managers use Theory Y only, these lazy employees can retard the workflow, and conflict can occur between the ambitious employees and lazy employees. To complete the work in time and get employee job satisfaction, managers should use Theory Y and some supportive factors of Theory X such as supervise the employees to maintain the workflow regularly and make the strict guidelines what is to be done, and which should not be made in the workplace.

### **Locke's Value Theory by E.A. Locke**

According to Locke (1969), that job satisfaction is related to the personal desired and expectation about their individual personal life and job achievement. If the employee closes to their individual target and goals in their work, the job satisfaction will become increases. According to this theory, job satisfaction will achieve when employees meet their personal goals and achievement in their working environment, but individual personal goals and desires are not the same because some needs improve in living standards, some needs to increase the salary, some needs promotion and job status and some needs respect and recognition from their working environment. In real practices, workplace cannot fulfill all these individual needs, but each workplace has various diversity of workforce with various personal goals and so there will be difficult to maintain and improve the job satisfaction for the employees.

## Adam's Equity Theory

Employees job satisfaction and output are directly related with the inputs such as salary, recognition, rewards and job security which are given by the employers (Adams, 1963). According to (Ahmadpour-Samani, 2022), Equity Theory as the give and take link between employers and employees. If the employers want employee job satisfaction and employee contribution for their organization, employees need to understand about the employees' needs, wants and psychological needs in their workplace. If there is imbalance in ratio between give and take, employees will become dis-satisfied and make departure from the organization.

## Literature Findings for Job Satisfaction

According to the theories, Job satisfaction is the happiness level of employees in their job in concerning with working environment, job design, relationships with coworkers, supervisors and the employer, career planning and development, work-life balance, compensation, benefits, and organization rules and policies and procedures. Job satisfaction can influence and maintain the employee engagement but on the other hand, organizations which can provide job satisfaction for the employees can reduce employee turnover rate from the top level to lower-level employees. As a result, there is less opportunities about promotion for the employees because employees from each position are not resigned from their organization, and so the employee who want promotion and want to raise their career ladder starts to find the other organization who can provide the higher-level position for him/her. On the other hands, in real practices (Soriano-Vázquez, 2023). Most of the organizations are difficult to support the equitable rewards and to accomplish individual employee's life target. But employers should consider that job satisfaction is the important factor for the overall well-being between employer-employee relationship and employee performance level (Zhao et al., 2024; Yang, 2024). It can affect the individual employees and organizational success. So, job satisfaction can create the productive, loyal and motivated workforce and these employees are willing to try with their contribution for their organization success.

## Employee Motivation

### Maslow's Hierarchy of Needs Theory

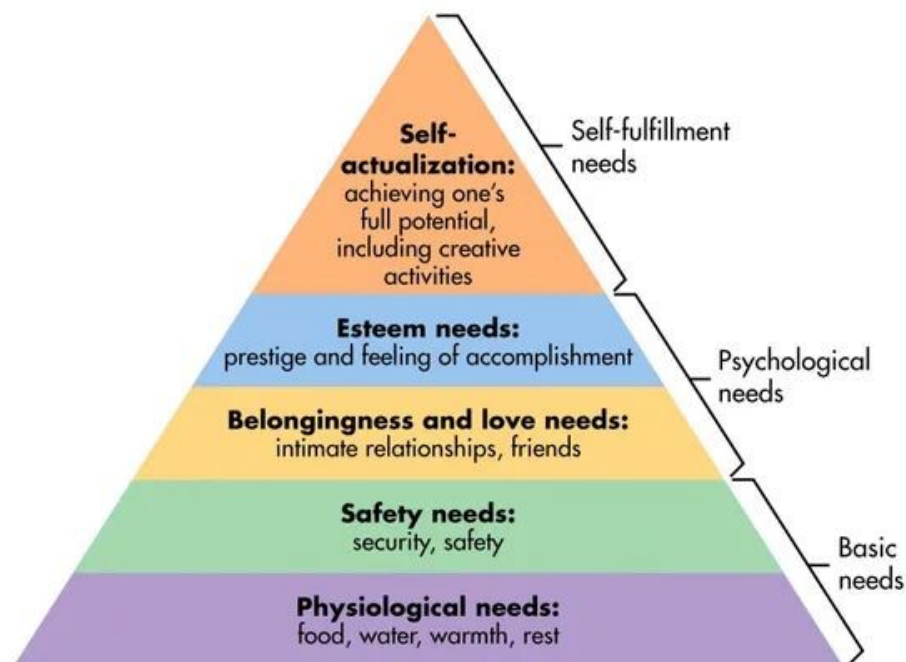


Figure 1: Maslow's Hierarchy of Needs

Motivation can be defined as the desire or willingness of a person to expend effort to reach the particular goal or outcome. Abraham Maslow introduced the theory which contain the individual's needs could be arranged in a hierarchy to get motivation in their personal life (Taormina & Gao, 2013). Once each level of needs is satisfied, this person has a chance to motivate. Thus, next higher level of need has to be activated in order to motivate but without completion of each level, motivation cannot be achieved.

MASLOW's Hierarchy of needs contain-

1. Physiological/ basic/ biological Needs
2. Safety/ security needs
3. Social/ belonging needs
4. Esteem/ Ego needs
5. Self-actualization needs (Maslow, 1943).

Physiological needs or basic needs contain- basic salary, refreshment break and rest, pleasant working condition, convenient in the job and reasonable working hours. Safety or security needs contain- safety job conditions, job security, safety in working areas, compensation and benefits. Social needs contain- friendly coworkers, well communication with customers and pleasant supervisors (Kaur, 2020). If the basic needs of physiological, safety and social needs are not fulfilled, the staffs become dis-satisfy and the following outcomes will occur.

1. Poor times keeping
2. Absenteeism
3. Low quality and efficiency
4. High scrap rate and damage
5. Quit

Esteem needs or ego needs contain- responsibility to an important job, promotion to a higher job status and praise and recognition from a boss. Self-actualization needs contain providing staffs to a creative and challenging work, providing the career planning and career development for the employees, let them participate in decision making, job flexibility and autonomy. Esteem needs and self-actualization needs can be regarded as the motivator because every organization cannot provide these kinds of support and every employee expect those needs for their pride and career ladder. If the organization can fulfill those needs, employees will become motivated and they tend to work with the organization for a long-term and employee engagement will improve. According to this theory, employers and managers can learn about the importance of motivation and each step to develop the employee motivation. But this theory has some limitation, theory described only motivation factors but did not describe how to maintain the motivation for long-term and there are some difficulties for the small organization with not enough in financial resources to fulfill the self-actualization needs for the employees. In real practices, there are some difficulties to develop the social needs in the working environment because in some workplace, there are some personal bias and blaming from the higher level positions which cannot be effectively solved and even HR managers cannot make the best intervention for this problems, and so employee motivation cannot be achieved and employee turnover rate can be raised due to this condition.

### **Herzberg's Two-Factor Theory**

In 1959, Frederick Herzberg theorized that employee motivation can be categorized into two dimensions: hygiene factors and motivators (Ozsoy, 2019).

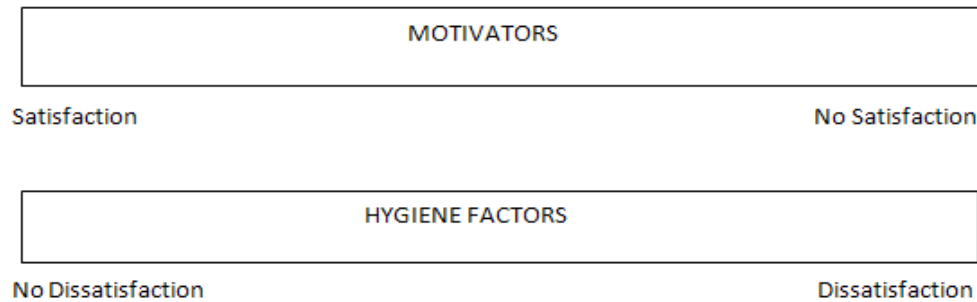


Figure 2: Herzberg's Two-Factor Theory

Hygiene factors are crucial factors for motivation in the working environment. These are basic needs of motivation but by fulfilling these needs cannot lead to get employees positive motivation for long-term. But if these factors are not fulfilled, employees will become dissatisfied and labor turnover rate will increase. Hygiene factors can also be regarded as dissatisfiers and these factors are the physiological needs of the individual employees which are to be fulfilled by the organization. Hygiene factors include: basic salary, company's rules and regulations, pleasant physical working area and working conditions, interpersonal relations and job security.

According to Herzberg's theory, the hygiene factors cannot be regarded as motivators to get positive satisfaction. Only motivators can motivate the employees for the best contribution and performance. Motivators can also be called as satisfiers and they are psychological needs. Motivators include: sense of achievement, respect and recognition from others, authority and personal growth. According to this theory, this theory can be regarded as the useful theory to know the employee's psychological and physical needs in the workplace but this theory ignores the employee's productivity and the difference of the individual needs and wants. This theory only emphasizes to categorize the hygiene factors and motivators.

### Strategic Human Resource Management Practices

Strategic Human Resource Management was developed in the Storey, Schuler, Wright and McMahan, and Boxall and Purcell and become popularized in the 2000s (Vulpen, 2023). Strategic Human Resource Management is the linking function between HRM and business strategies to obtain the business objectives to align with the human resources management functions to maintain the committed and skillful workforce and is intended for long term goal. Unlike HRM, SHRM is more focus on organization future mission and strategy and not only focus on managing the workforce of the organization.

Leaders and managers should understand the linkage between effective employee management which is essential for the survival of business and also in health care organizations in long term and benefits for both employers and employees (Babinski, 2016). Possessing only qualified professionals does not complete the requirement of sustainable organization's image. Coordination of the good employees and effective strategic management including human resources management can support the organization for long term survival. In this study, strategic human resources management (SHRM) which is a branch of human resources management is analyzed because SHRM plays as basic foundation to stable business daily routine procedures.

Table1: Benefits and Risks of implementation SHRM practices

| Types of SHRM Competencies | Benefits                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Human Resource Expertise   | Employees are full of KSA (knowledge, skill, abilities) and ready to face for challenges and risk. Expertise employees can support the work flow effectively and efficiently. Expertise professionals can bring the organization's reputation and brand image by means of effectiveness management functions. Well-trained employees are motivated and always willing to give their best effort to their work for the benefits for both themselves and organization.                                       | Each training and development sessions have to invest huge amount of time, money and energy of the organization and there can face the risk of retard in working process, decrease in budget and affected in employees' current working duties. Competitors can head hunter the skillful employees of the organization by giving the incentives and promotion then lead to loss of organization's investment for those employees. Sometimes politics lay greater between employees and moral problem for those not attend to development class can be occurred. |
| Relationship Management    | Employees' desire, motivation, and good relations within the organization are parts of supportive team which can facilitate the development and growth of the organization. Building good relationship within the organization can create the feeling for employees that they received special attention and appreciation from their employers and encouraged to participate in the working decision and perceive their work as home. Effective team work can build the strong working environment.        | It requires commitment and effort of the organizational culture to support the relationship management with both employees and customers because this process may expensive, and it can be time consuming to develop these manners in the organization and expensive. If there are some variation and weakness in some services, customers can give negative responses, and can spread the rumors and offensive feedbacks in social media which can look down the organization's image and reputation.                                                          |
| Consultation               | Consults with employees can improve the relationship with them and also accelerates the decision making process, finding the weak spot of the organization and ways to solve the current problems because most of the employees have the idea about how they can work more efficient in their work but they may not share these opinion unless asking them. Consultation in exit interview can found out some of unfair and personal bias within the organization and can handle the skillful employees by | Consultation with employees can change misleading the goal and topic of the organization. There are time consuming and various points of views which can confuse decision makers and delay in decision making procedures. During discussion, there can form conflict and misunderstanding which can impact on the projects.                                                                                                                                                                                                                                     |

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rectify these errors.

#### Leadership and Navigation

A good leader can explain clearly about procedures and objectives about the business plan to subordinates and group members to reach the goal, get motivation and work together without conflict within a team. Well control of the employee performance ensures the organization routine functions and assists the management system.

Some leaders abuse the authority and power for unethical benefits. Some leaders have personal bias upon subordinates which can lead to the heart burn and depress of the team members about the unfair. The risks can loss the potential qualified employees of the organization. Leadership is not enough for influencing for employee engagement because team with good leader but without proper supportive resources such as basic salary, company's rules and regulations, working procedure and pleasant working conditions can negatively impact on the employee engagement.

#### Communication

Transparency and honest about the expectation and business strategies within the working environment facilitate the mutual understanding between employers and employees. Communication assists the employees understanding of the duties and responsibilities about what they have to do to reach organization's goals. Effective communication within the organization increases the team work and team members can ask the advices from their leaders and supervisors if they need some directions and guidelines.

Over focus on communication within the organization can occur barriers in complete the work in time because there can be loss in respect to the superior level of the employees and these employees spend the working time with talking, taking gossips and loss of interesting in work which can leading the errors in work. Employees may request more opportunities and expect some benefits than the company effort and employees deserve. If the organization refuse, their motivation and willingness to work can be decreased.

#### Global and Cultural Effectiveness

Can found out the appropriate strategies to penetrate the new market and sustainability in existing market. Can focus the stakeholders' expectation and satisfaction factors by adopting the diversity of culture. Since every organization is working with various backgrounds of persons, understanding of the cultural effectiveness can help in employees handling.

Can load pressure to the management positions and especially in budget expending. To complete laws and regulations of the organization establishing in internationals, precise calculation of return on investment is essential.

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|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Critical Evaluation | Critical evaluation helps the managers to chalk out the business strategies which benefit for both the organization and develop efficient employees, insufficient workers, risky business project and calculation of compensation package determined by the comparing of actual performance and standard performance. It also ensures that in assessing the potential employees to place right person on right job by monitoring of their strength, behavior, weakness and personality. | Among business procedures, critical evaluation is the most difficult part because it is continuous process which include monitoring of the individual performance throughout the year and there is require to choose appropriate type of measurement and supervision which does not include personal bias, abuse of authority and affect the individual perception and work because these factors can interfere the work and loss of motivation in the working environment. |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Conceptual Framework

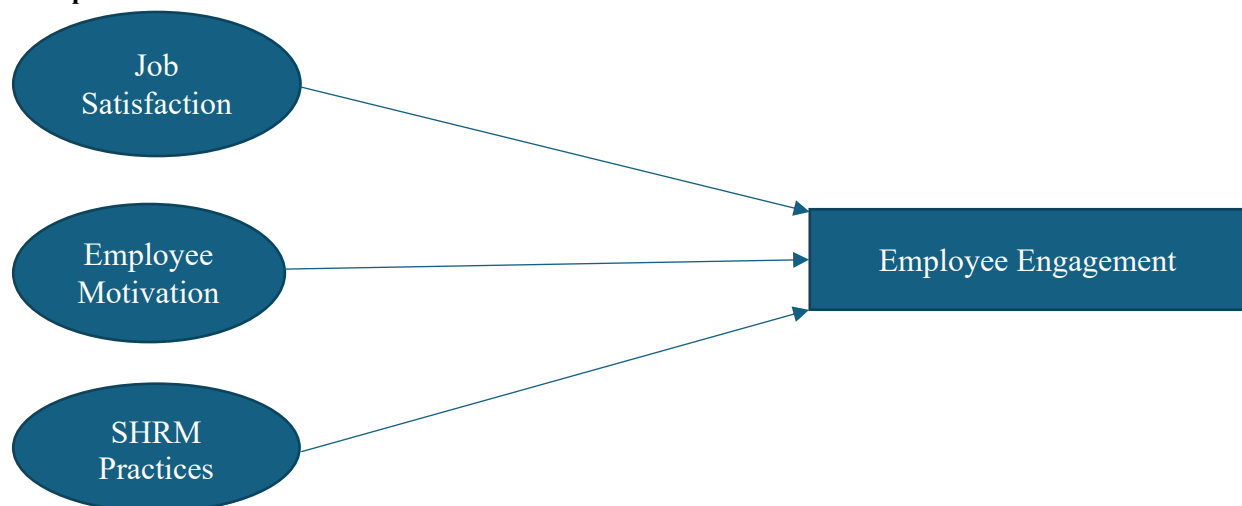


Figure 3: Conceptual Framework for the factors impacts on employee engagement

When organizations meet job satisfaction, organization can raise the employee engagement because satisfied employees are productive employees, and they are willing to try their best for their organization as much as they can when they meet all their basic needs which are provided from the organization to their employees. Job satisfaction can improve the employee commitment to the organization to implement the company's goals and values, leading to higher levels of engagement.

According to the Maslow's Hierarchy of Needs Theory, If the employees are provided with the three basic needs in their working environment such as physiological needs, safety or security needs and social needs, they will work with their organization but without these three basic needs employees will become dis-satisfy and as a result labor turnover rate will increase and decrease in employee engagement. If the organization can provide these three basic needs and motivation factors such as esteem needs and self-actualization needs, employees will become motivated and they want to work with their organization for a long term because motivation factors such as appreciation, respect and career development cannot be provided from every organization and as a result, these

motivated employees try their best, give loyalty and maintain their commitment for their organization and then lead to increase in employee engagement.

From the concept of (Bardarova, 2013), SHRM practices promote employee engagement level in their jobs by the ways of improving career ladder and self-development of these employees, their ability to satisfy customers and being confidence in their work with less chance of accidents and errors which can also improve employees' loyalty in their work place. To accomplish the above success about the employees, organizations must compliance the SHRM practices such as recruitment and selection, training and development, performance appraisal system, discussion and orientation, motivation, rewards and recognition, and the monitoring the job analysis and organization's culture (Elendu & Nelson, 2024). Creating the workplace of employee well-being is related with incentives to reward such as tangible supports from the organization, supporting of machines and technological system for service delivery, facilitation of physical environment, suitable supervision, organizational attention and valued to all of the employees, and socialization of all employees to reach the organization's target and employee handling (Bunardi and Angreani, 2012).

SHRM functions are new approach for hospital management in employees' engagement, commitment and company's reputation because human related practices such as personnel management is important in hospitals and the compliance of SHRM practices properly is essential for supporting health care standard (Khan, Miah and Manzoor, 2014). Business and SHRM practices must apply together in the organization's plan for the gain of organization's target and expected value from stakeholders. SHRM reveals it value by enhancing of employees' performance aligned with the organization's reputation, success, profits and tactics for the organization. SHRM provides many concepts of hospital plan such as customers' expectation, employees' satisfaction and hospital management system. This concept includes the measuring the quality of intangible service to stakeholders, tangible treatment innovation to the patients and tangle resources to the employees which are the key drivers of service delivery system such as the hospital industry. Some functions of SHRM practices in hospitals such as public health preparedness and response, patients' safety, prevention of harmful level approaches, workplace incident investigations such as workplace safety risks and hazards are specific and involved in the action, decisions, and policies making in companies to meet the needs and wants of their stakeholders (Shrm.org, 2014). HRM functions combines with the strategies to become strategic human resource management which can be utilized in prediction of organization's future and evaluation of strength and weakness to get mutual benefits between organization and stakeholders. The way how employees are managed, trained and motivated with the business strategy will shape the future of organization.

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Nowadays, Bumrungrad International Hospital becomes well known in Asia and leads as a medical tourism hospital in Asia due to the services, innovation and strategic human resources management. The unique services of the Bumrungrad contain well-trained hospital employees and physicians, excellent services and facilities, outpatient

department which is one of the largest departments in Asia with pleasant decoration and comfortable physical environment which supports patients' attention all over the world and Bumrungrad International Hospital is top No.9 of the top ten hospitals in the world and is regarded as because of their management, service quality and standard (Veerasoontorn, Zee and Sivayathorn, 2011). For the aspect of strategic human resources management, Bumrungrad provides the translators to overcome the language barrier and opens many branches in many countries with well-trained employees. Bumrungrad is also famous for technological innovation such as robot surgery, organ transplant, latest models of machines for physiotherapy and hospital information system by growing the health care providers for the aim of using professionally the medical innovative equipment (Jang et al., 2011). For these reasons, SHRM of Bumrungrad is studied with the objective to apply these practices in international hospitals with the aim to notice about the usefulness of SHRM practices in hospital industry.

In Myanmar hospitals, there are lack of aware in hospital management system about human resources to maintain and attract the skillful employees (IntraHealth Librarian, 2018). According to the above data, lack of training and effective communication with employees are the major problems because everyone is seeking the ways to improve the career ladder and extra benefits in their work. Another point to improve Myanmar health care standard which also the successful factor of Bumrungrad is one-stop services. Myanmar hospitals need to prepare current Human Resources Management practices to new approach for the management of entities about employee management and personnel management which are concerned with the welfare of employees. To prepare this nature, managers need to learn employee engagement strategy in the standard HRM practices because of different cultural diversity. If the managers are very offensive and autocratic in the working environment, health care providers can loss motivation and they are not able to give the best performance in their work and services to the patients. Following SHRM activities can help Myanmar hospitals to meet the needs of organizational goals and needs of the employees. Since SHRM is proactive management of the employees and also the determination for future of the organization. SHRM practices in hiring, regulations, compensation, and motivation of employees in a collaborative manner can minimize the turnover rate and can maintain the employees with high quality of the work experience and performance which can promote the mutual benefit for both the employees and the organization.

## **Conclusion**

From the above findings and results, it can be concluded that job satisfaction, employee motivation and strategic Human Resource Management practices can be applied in various kind of business and also in service industry because every organization is made up of people and are acquiring their effort to complete the business projects and kinds of services to customers.

The research also indicates that job satisfaction, employee motivation and SHRM can improve the employee engagement in a collaborative manner to boost qualified employee retention, control the standard performance and improve the mutual benefits for both organizations and employees. Monitoring of the perceptions and expectations of employees and health care professionals can help the strong and permanent employee engagement which can overcome the major problem of medical professional deficit in Myanmar Hospitals.

Also in Myanmar hospitals, at starting step, points of views and employers' perceptions are difficult to accept modernized management strategies because resistance to change and fear to lose some budget. There can overcome by negotiation and point out the importance of customers' satisfaction and employees' commitment to build strong working environment showing other foreign international hospitals as examples and to get strong inter-professional teamwork in the hospitals, the effective communication system in combination with management disciplines and suggestions of the critical healthcare team members ensure the highest quality of care, employee engagement and workflow properly.

The main criteria about the SHRM practices are identifying and determining the types of human resources which are fit with organizational culture and existing employees' behavior, planning how to get the required personnel according to organizational chart and capabilities, attracting and maintaining qualified employees regardless of higher wages, talent management which is the organization's commitment and core competencies to retain most talented employees, preparing and giving development sessions to reasonable persons to replace positions of old leaders which can also defined as succession planning and appraising and rewarding systems to

fulfill the needs and wants of employees and then taking corrective actions according to the suitable opinions for the employee engagement.

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