



**EUROPEAN
INTERNATIONAL
UNIVERSITY**



COVER PAGE AND DECLARATION

	Master of Business Administration (M.B.A.)
Specialisation:	MBA In Healthcare Management
Affiliated Center:	CEO Business School
Module Code & Module Title:	MGT530-Managing Human Capital
Student's Full Name:	Saud Mohammed Saud Alghamdi
Student ID:	EIU2022757
Word Count:	3955
Date of Submission:	23-02-2025

I confirm that this assignment is my own work, is not copied from any other person's work (published/unpublished), and has not been previously submitted for assessment elsewhere.

E-SIGNATURE: Saud Mohamed
DATE: 23-02-2025

EIU Paris City Campus

Address: 59 Rue Lamarck, 75018 Paris, France | **Tel:** +33 144 857 317 | **Mobile/WhatsApp:** +33607591197 | **Email:** paris@eiu.ac

EIU Corporate Strategy & Operations Headquarter

Address: 12th Fl. Amarin Tower, 496-502 Ploenchit Rd., Bangkok 10330, Thailand | **Tel:** +66(2)256923 & +66(2)2569908 | **Mobile/WhatsApp:** +33607591197 | **Email:** info@eiu.ac

Table of Contents

Introduction.....	3
Introduction to HCA Healthcare	5
Critique of Current HR Policies	6
Employee Retention	7
Customer Service Practices	7
Technology for Interoffice Communication.....	8
Employee Performance Appraisals	9
Proposed HR Policies.....	9
Enhancing Employee Retention	10
Flexible Work Arrangements	10
Wellness Programs.....	10
Exit Interviews	11
Improving Customer Service Practices	11
Empathy Training.....	11
Feedback Mechanisms	12
Team-Based Care	12
Leveraging Technology for Interoffice Communication.....	12
Unified Communication Platforms	12
Telehealth Integration.....	13
Training and Adoption	13
Revamping Employee Performance Appraisals.....	13
360-Degree Feedback.....	13
Individual Development Plans (IDPs).....	14
Recognition Programs	14
Strengthening Diversity and Inclusion Initiatives	14
Diversity Training	14
Inclusive Hiring Practices	15
Employee Resource Groups.....	15
Workforce Analytics	15
Predictive Analytics	15
Performance Metrics	15
Job Listings and Starting Salaries	16
Secretary.....	16
Marketer	16
Operations Manager	17
Work, Health, Safety and Wellbeing.....	18
Health Initiatives	18
Safety Protocols.....	18
Wellbeing Programs	19
Conclusion.....	19
References	21

Introduction

An analytical case study of HCA Healthcare a leading healthcare facility system in the United States of America reveal severe focal issues in workforce, customer relations, and operation. The improvement recommendations and implementation strategies of current and proposed HR practices for the organization are discussed in this paper with respect to various objectives such as maintaining employee retention rates, improving customer service, promoting positive inter-office communication, and conducting more effective performance appraisals. Also, it offers specific positions through the company along with well remunerated salary expectations and implements a clear health, safety, and wellbeing plan.

The critical review of HR practices at HCA Healthcare indicates that there is urgent need for better employee turnover management, better interaction between patients and the employees, compliance with effective communication tools, and redesign of methods of conducting performance evaluations. Recent efforts, while laudable, still do not tackle such concerns that define high employee attrition rates and an unstable level of service quality.

Thus, the main gaps can be filled by the following proposed HR policies: flexible work organization, effective wellness programs, customer-oriented staff training and the implementation of effective communication technology. Other changes include the introduction of an improved performance appraisal system including 360-degree feedback, and separate development plans that seek to ensure employees imprint the organization's values of constant improvement.

Essential positions will include Secretary, Marketer, and Operations Manager job advertisements are intended to appeal to the most qualified candidates, wages are set based on market demands.

All these roles are significant while boosting HCA Healthcare's tactical plan and the company's efficiency.

Recognizing the HSWW for health, safety, and wellbeing features desire mental health, precaution, safety awareness training, and work-life balance modernization. These steps prove the good intentions of HCA to do everything for workplace environment to be friendly and secure for employees.

Therefore, the proposed recommendations contain practical guidelines necessary to solve all the existing HR issues of HCA Healthcare. The strategies highlighted above will help the organization to improve employees' participation, refine patient satisfaction and organizational sustainability.

Introduction to HCA Healthcare

HCA Healthcare, a US based health care services provider, currently controls over one hundred and eighty hospitals as well as approximately 2200 care outlets in twenty US states and across the United Kingdom. The sheer size of the company means there are different systems and structures in place that incorporate human resources. Challenges in human resources, healthcare, business, and in HCA Healthcare provide an essential opportunity in studying HR policy. The organization was started in 1968 and is located in Nashville, Tennessee where it currently has well over 280 000 employees, ranking it as one of the biggest in the health care sector worldwide. This high number of employees requires progressive and dynamic management from the organization to ensure productivity while ensuring adherence to best practices in HR management (Alqudah et al., 2022). Changing components and trends in the healthcare industry contribute toward the need for significant and continuous adjustments in HR due to highlighted challenges the organization continues to face. Many of the points discussed in this paper on how HCA Healthcare can structurally transform became enriched by the organizational mission, orientated on providing high quality and compassionate care to patients, as well as nurturing the culture of innovation and excellence.

Its supports the analysis that human resource (HR) policies are an important strategic factor for delivering organizational goals in a healthcare organization where a company's employee satisfaction correlates with a patient care and organizational performance. Given that the organization operates within the healthcare industry, it is crucial to ensure that its activities factor in and address crucial patients' needs while serving populations. The expansive scope that HCA Healthcare covers also requires the company to factor in diverse needs that populations have while retaining its organizational objectives, mission, and vision across its facilities.

Because the seats of employee turnover rates, shift in expectations of customer service and growing technologies, it becomes necessary for healthcare facilities including the HCA to frequently reassess its policies regarding human resources. This proposal is meant to identify key areas of concern that HCA Healthcare has been facing especially when it comes to management of employees, the current HR policies, issues affecting the organization, and different concerns such as employee turnover, customer service, communications between employees in the organization and performance appraisals. When there is a connection between the main strategies of HR practices and the goals of the organization, HCA can improve the staff and consequently the patients.

Critique of Current HR Policies

As HCA Healthcare operates using such a large number of employees who are crucial to its operations in the US, there are existing HR policies to manage the workforce. At the same time, the company faces traditional and emerging challenges in HR management (Englebright, 2024). In an attempt to manage challenges in workforce management, HCA Healthcare has developed certain policies in HR management. One of the highlights highlighted is that the organization cater for professional development of its crew through the “Careers at HCA Healthcare” such as professional development, tuition assistance or anatomist plans (Englebright, 2024). That way, the company seeks to promote growth among employees and retain them as they occupy higher positions that they qualify for through the training offered by the company. Also, HCA has structured and supported diversity and inclusion programs to embrace everyone through the “Colleague Networks.” (Englebright, 2024). In a growing world that seeks to embrace diversity and promote equity, this policy seeks to ensure the company is compliant to

regulations and is in touch with the real world. However, the company still faces significant challenges in HR management and some of the problems are due to the aspects discussed below.

Employee Retention

Among the operational challenges is high turnover in the healthcare organizations and more so in nursing departments. While the company continues to record this challenge, it is crucial to note that the healthcare industry experienced the same problem across the board. The study conducted by NSI Nursing Solutions in 2024 shows that overall turnover rate of nurses in the USA is comparatively high, around 18.5% percent with regard to the turnover rate per annum (Roush, 2024). The current retention strategies used by HCA may include giving of signing bonuses, training and development, and even promotions. However, these policies may not solve the causes of turnover including workplace stress, inadequate staffing, and work life balance (Boamah et al., 2022). There is still a high turnover rate in the company and the industry, which requires consideration of existing and traditional challenges while factoring in the emerging and changing trends in employee retention. Therefore, a more comprehensive approach to how retention should be done has to be employed.

Customer Service Practices

As a large healthcare organization, HCA Healthcare focuses on caring for its customers, but problems and gaps in customer service persist. Since healthcare services revolve around patients and the reflection services have on families, the lack of proper customer service practices is detrimental to the company's success (Mohammad et al., 2021). At the same time, it is difficult to effectively implement a uniform customer service policy with highly ranking outcomes across all the healthcare facilities HCA Healthcare operates. Press Ganey patient satisfaction studies reveal that, from the studies conducted, negative interaction between staff

and patients unfavorably impacts patient experience (Abu-Ghname et al., 2021). It is vital to adopt policies and practices that promote efficient and positive interactions between patients and healthcare services providers. Specific to customer service as a department, HCA offers training to front line staff but more emphasis could be placed on ‘feeling’ patient and ‘listening’ to the patient. These additional aspects into customer service training could be crucial in pushing for practices in line with current trends and in centralizing patients while offering care. Positive feedback from patients would be an essential component in promoting the company’s performance and success.

Technology for Interoffice Communication

Developing technological innovations have a significant impact on healthcare and while HCA Healthcare continues to adopt them and incorporate them into their services, there are crucial limitations that limits the company’s success in HR management. HCA Healthcare applies evolving technologies like EHR to build its workflow and to enhance the quality of service delivery. However, the internal application such as email and internal messenger may not be fully developed and utilized. The inclusion of rigid traditional methods of communication among practitioners and between service medical personnel and patients is detrimental to HA Healthcare’s success. According to McKinsey’s report on health, appropriate communication decreases medical mistakes by 30% (Alam et al., 2022). An improvement of existing communication channels in HCA Healthcare would positively and substantially affect the company’s performance and its service delivery process. There are concerns that traditional approaches to performing duties adopted by HCA might and may not allow adequate coordination during emergent care situations. As such, the company needs to enhance its technological adoption and seek to streamline its services provisions processes and systems.

Employee Performance Appraisals

While implementing a good performance appraisal system, HCA Healthcare still faces shortcomings and falls short in its targeted deliverables in HR's performance that could promote its performance in the industry. The benefit of the performance appraisal system used at HCA is that it assists in relating individual and organizational goals. It provides a lens through which to see how individual goals align with the organizational objectives, hence appreciation or need for changes. However, some views might undermine the process of appraisals as one that is not very constructive but simply a formalities' game (Williams, 2024). As such, the rigidity with which some employees might view and approach the performance appraisal process urges the company to apply a more dynamic and engaging approach. It is typical to receive feedback and not know what to do with it, or not receive feedback at all and be frustrated that one is never given the chance to grow and develop. This suggests that there is a need to redesign the appraisal for enhancing practice improvement.

Proposed HR Policies

There are crucial HR policy gaps in HCA Healthcare that are detrimental to the organization's performance and how it interacts with its patients. Given that the healthcare industry requires that employees constantly interact with patients, poor performance on the workforce is of poor reflection of the company. Such areas like employee retention, customer service, communication, and employee performance appraisals require adjustments through progressive changes. To address the identified gaps in HCA Healthcare's HR policies, these recommendations could be crucial in improving HR practices and positively impacting HCA Healthcare.

Enhancing Employee Retention

Patients in hospitals require a specific effective routine and a crucial component in healthcare is employees who facilitate systems' implementation (Bharath, 2023). As one of the leading healthcare organizations in the US, HCA Healthcare needs to implement and maintain an employee retention approach that ensures routine and stability within the company. It is essential to control the employee turnover by managing the factors that lead to employee turnover. Some of the strategies the company could implement include the following:

Flexible Work Arrangements

It is vital to address employee needs and a crucial one in healthcare is the need for a flexible working arrangement. Given that many healthcare professionals have substantial job responsibilities and workload; flexibility would be vital in easing their burden (Maglalang et al., 2021). Some of the changes the company could implement include the inclusion of nursing telehealth roles exploiting technology and reducing the physical toll nursing practice might have on practitioners. A proactive shift tracking system would also positively impact employees by reducing untracked working hours. That way, the employees would have more predictable working hours and subsequently, lives. In addition to that, the company could incorporate scheduling options for workers to take advantage of flexible working hours. This inclusion would address flexibility needs among employees and potentially retain more of them.

Wellness Programs

It is crucial to implement diverse and integrated programs for people's well-being with special focus on mental health, stress-related trainings, and opportunities to attend fitness centers available within the organization's premises to address holistic needs among employees (Patel et al., 2022). The healthcare field has demanding hours and work that could be detrimental to

workers' health, hence the need for wellness programs. The wellness program would significantly target mental health and stress-related treatment. Working in the healthcare sector is bound to take a toll of employees and they need to incorporate such an approach at the working place that deal with the mental health impact the job has. That way, the employees could then be more productive and have wholesome lives that would push them to develop positive relationships with the organization. The inclusion of fitness into such programs would also enhance their well-being while also ensuring they are fit to work under pressure and meet the environment's demands.

Exit Interviews

The inclusion of exit interviews is crucial in retaining employees as emerging and existing issues are addressed. The formal conduction of exit interviews is crucial in getting to understand issues that affect employees and feedback on how to improve the workplace environment (Scott et al., 2021). HR would then be in the know on the necessary changes for HCA Healthcare.

Improving Customer Service Practices

Customer service is a crucial component in the healthcare industry and it contributes toward the satisfaction of patients. It is at the cornerstone of HCA Healthcare's goals and visions. However, the company needs to make necessary adjustments in better meeting customers' needs. Some of the ways through which such changes could be made are discussed below.

Empathy Training

The company could implement awareness and sensitivity related educational opportunities for employees that cover mannerisms, staff-patient communications and multi

culturalism. It is essential for employees to understand and appreciate their fellow employees, their diversity, patients' differences, and different ways of communicating (Howick et al., 2024). Awareness and sensitivity would significantly and positively impact the way they deliver services, hence promoting the company's performance.

Feedback Mechanisms

While seeking to improve customer, care, incorporating feedback is crucial. HCA needs to implement 'live' feedback capturing methods like availing a phone number to provide feedback to and installing feedback kiosks so that patient's experience and incidences are recorded on real-time basis and response to same can also be immediate. That way, HR can implement necessary changes in customer service based on the feedback they received.

Team-Based Care

It is also vital for HCA Healthcare to promote the complexity-tailored team approach to care delivery in order to maintain open interactions with patients. While seeking to effectively communicate with patients, it is crucial to enhance collaboration between departments to create teams addressing problems (Desarno et al., 2021). That way, information can flow effectively while enhancing organizational relationships among employees.

Leveraging Technology for Interoffice Communication

Communication is the key activity when it comes to the delivery of health services. It is vital for employees to effectively communicate among each other, with patients, and with management. Some of the proposed initiatives include:

Unified Communication Platforms

HCA Healthcare HR should replace, for instance, the conventional emails with the modern communication software such as Microsoft Team or Slack. That way, these tools can

enhance collaboration between teams and individuals. It would enhance collaboration and communication between employees by reducing the rigidity that come with conventional communication methods.

Telehealth Integration

The extent of integrated telehealth applications should be increased for interprofessional consultations and to support patient care (Sharma et al., 2022). While addressing other needs such as record keeping, it is vital for an organization like HCA Healthcare to identify and appreciate the scope telehealth could cover in promoting its service delivery process.

Training and Adoption

The last recommendation for smarter adoption is to offer staff comprehensive training regarding communication technologies to increase staff members' usage. This training could be effective in enhancing their tech savviness while boosting their ability to deliver services to patients. It would also streamline healthcare services and processes, subsequently promoting the company's performance.

Revamping Employee Performance Appraisals

Performance appraisals should be redesigned for a focus on ongoing use to improve performance and for staff development. Some of the adjustments needed at HCA are discussed below.

360-Degree Feedback

HCA Healthcare HR also needs to implement a feedback program which provides organizational feedback from bosses, coworkers, and direct reports. That way, they can have a broad and more comprehensive analysis and insight into employees. This approach would then enhance awareness and efficacy of any changes HR needs to make.

Individual Development Plans (IDPs)

Another step would be the development of IDPs for each employee that is realistic to his/her career plan and then make sure periodic development sessions are being offered (Lejeune et al., 2021). While this might be challenging due to the large number of employees, it could be targeted to individuals with similar responsibilities, qualifications, and qualities for efficacy. It would then seek to push employees to become better and grow, therefore positively impacting the company.

Recognition Programs

Under new objectives, provide forms of formal recognition to high performers in order to help maintain their motivation. These policies will make HCA Healthcare improve its HR practices, engage its employees as well as increase the positive impacts it has on the patients. All these strategies conform to benchmark industry standards and reflect an organizational benchmark.

Strengthening Diversity and Inclusion Initiatives

HCA Healthcare can further its commitment to diversity and inclusion through targeted actions that identify shortcomings in the company, policies' limitations, and the need to employ a diverse pool of employees.

Diversity Training

Inclusion of intolerance training aimed at the participants' prejudice that they are not aware of is an effective way of addressing diversity shortcomings. The training would enable employees to be aware of prejudice they are not aware of and implement proactive changes (Rosenkranz et al., 2021). These adjustments would be crucial in promoting diversity embracing at the workplace.

Inclusive Hiring Practices

It is crucial to ensure that the employees represent the diversity in the real world. Addressing inclusivity by the company requires job adverts and descriptions to be inclusive in order for the company to get a diverse talent pool.

Employee Resource Groups

Another way to strengthen diversity and inclusivity by HR at HCA would be increasing support and number of employee resource groups to get the feeling of inclusion. That way, employees can feel as part of the company, which would also promote retention.

Workforce Analytics

HR activities at HCA Healthcare should employ evidence-based activities in the management of the processes. Some of the effective measures that could be effective in analyzing and understanding the workforce are discussed below.

Predictive Analytics

The use of employ analysis as a way of predicting the occurrence of turnover and ought to eliminate retention problems. The predictability of the workforce trends would be essentially effective in making necessary changes and addressing any turnover challenges (Ajegbile et al., 2024).

Performance Metrics

HCA Healthcare needs to establish proper measures that are worthy enough for testing the rightfulness of HR activities with the justification to redesign as per requirement. There needs to be tailored approaches on how to measure performance metrics based on the organizational values, patient needs, and changing trends.

Job Listings and Starting Salaries

HCA's development relies on positive hires and an analysis of the company shows its needs for such employees. To support the operational and strategic needs of HCA Healthcare, three key positions have been identified for recruitment. The crucial positions are secretary, marketer, and operations manager. Some of the detailed description includes: jobs on offer, responsibilities and required qualifications, basic compensation and structure.

Secretary

- Roles and Responsibilities
 - Organize petty clerical activities of the workplace, and appointments.
 - Assume a primary responsibility for internal and external communication with the organization.
 - Strengthen the confidentiality and accuracy in documents production operation and data input work.
- Qualifications
 - Graduation from high school or equivalent; an associate degree is preferred.
 - Knowledge in matters touching Microsoft Office Suite and scheduling software applications.
 - Good organizational skills, communication skills.
- Starting Salary: \$40,000 \$45000 per year depending on experience and place.

Marketer

- Roles and Responsibilities
 - Marketer for the services of HCA Healthcare through the establishment of relevant marketing strategies.

- Perform market analysis for the best understanding of the market so as to target the suitable clients.
- Consult with the clinical and administrative staff to ensure that the marketed interventions are in tune with organizational objectives.
- Qualifications
 - Minimum of Bachelor's degree in Marketing, Communications, or a related field.
 - Leading experience in managing and working with digital marketing tools and analysis platforms.
 - Leadership skills, good communication, strong problem solving, creativity and the ability to manage multiple projects.
- Starting Salary: Depending on the current market trends, any from \$55,000 to \$65,000 annually.

Operations Manager

- Roles and Responsibilities
 - Manage general running of organization, and product provision with regard to health care standards and requirements.
 - Corporate budgeting and control of other financial resources, control of employees.
 - Initiate activities in the direction of patient care enhancement and organization's work processes.
- Qualifications

- At least a Bachelor's degree in Healthcare Administration /Business Management or any field related to the area of emphasis; a Master's degree is however encouraged.
- Shown success in healthcare operations management.
- Effective communication skills and decision making style with excellent administrative skills and personality.
- Starting Salary: \$80 000 – \$95 000 a year to correspond with the industry and regional requirements.

Work, Health, Safety and Wellbeing

HCA Healthcare requires proper Health, safety and Wellbeing Guide to encourage the well-being of the employees in the company. The guide describes measures and procedures regarding care for the employees' health, safety and wellbeing at the workplace.

Health Initiatives

- Mental Health Support: Ensure employees have a chance to attend meetings with confidential counselor, stress management workshops and EAPs (Stuber et al., 2021).
- Preventive Care: Organize flu clinics; promote health risk appraisals; and organize aerobic exercise programs.
- Nutrition Programs: Involve nutritionists to help design the diet and the healthy diet options in most workplaces' canteens.

Safety Protocols

- Infection Control: Ensure there's hand hygiene that among the other methods of infection prevention, should be followed as recommended by the CDC as well as proper wearing and usage of PPE when needed.

- **Workplace Safety Training:** Provide repeated familiarization sessions on emergency responses, the management of emergency equipment, as well as risk assessment (Ullah et al., 2021).
- **Incident Reporting:** Establish clear and simplified means of reporting incidents at the workplace, and investigation and addressing of those incidents and near-misses.

Wellbeing Programs

- **Work-Life Balance:** Support flexible working hours, paid leave, and work from home options wherever possible (Alameddine et al., 2023).
- **Recognition and Rewards:** Reward the workforce through praise for job well-done and health enhancement promotions.
- **Social Support:** Encourage the employees to undertake more group related exercises such as team spirit building and friendly co-workers support groups.

Conclusion

HCA Healthcare Stands out as one of the leading healthcare companies in the US and an analysis of its HR challenges and recommendations for them highlights vital lessons in HR management. It is essential to follow the recommended HR policies, job listings and health, safety, and wellbeing guide in order to overcome the existing difficulties at HCA Healthcare as well as to coincide with its mission of a high-quality treatment. The means by which HCA can improve working conditions include increasing the retention of employees, intensification and modification of both the organizational practices and technologies which are relevant to the delivery of customer services, redesigning appraisals, and offering incentives. The use of competitive jobs offer also guarantees quality employment while the health and safety guide attracts better employees' safety. HCA talent management initiatives thus embracing align the

healthcare company with the best standards of workforce management and patient satisfaction for sustainable organizational performance.

References

- Abu-Ghname, A., Davis, M. J., Shook, J. E., Reece, E. M., & Hollier Jr, L. H. (2021). Press Ganey: patient-centered communication drives provider and hospital revenue. *Plastic and Reconstructive Surgery*, 147(2), 526-535.
- Alam, S., Gupta, A., & Panas, A. (2022). McKinsey on Healthcare: Weathering the storm.
- Alameddine, M., Al-Yateem, N., Bou-Karroum, K., Hijazi, H., Al Marzouqi, A., & Al-Adawi, S. (2023). Measurement of Work-Life Balance: A Scoping Review with a Focus on the Health Sector. *Journal of Nursing Management*, 2023(1), 3666224.
- Ajebile, M. D., Olaboye, J. A., Maha, C. C., & Tamunobarafiri, G. (2024). Integrating business analytics in healthcare: Enhancing patient outcomes through data-driven decision making. *World J Biol Pharm Health Sci*, 19, 243-50.
- Alqudah, I. H., Carballo-Penela, A., & Ruzo-Sanmartín, E. (2022). High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture. *European Research on Management and Business Economics*, 28(1), 100177.
- Bharath, M. (2023). Something beyond paycheque to boosting employee retention: evidence from a South Indian hospital. *Vilakshan-XIMB Journal of Management*, 20(1), 114-129.
- Boamah, S. A., Hamadi, H. Y., Havaei, F., Smith, H., & Webb, F. (2022). Striking a balance between work and play: The effects of work–life interference and burnout on faculty turnover intentions and career satisfaction. *International journal of environmental research and public health*, 19(2), 809.

- Desarno, J., Perez, M., Rivas, R., Sandate, I., Reed, C., & Fonseca, I. (2021). Succession planning within the health care organization:: Human resources management and human capital management considerations. *Nurse leader*, 19(4), 411-415.
- Englebright, J. D. (2024). A Historical View of Nursing Research at HCA Healthcare. *HCA Healthcare Journal of Medicine*, 5(5), 501.
- Howick, J., de Zulueta, P., & Gray, M. (2024). Beyond empathy training for practitioners: Cultivating empathic healthcare systems and leadership. *Journal of Evaluation in Clinical Practice*, 30(4), 548-558.
- Lejeune, C., Beusaert, S., & Raemdonck, I. (2021). The impact on employees' job performance of exercising self-directed learning within personal development plan practice. *The international journal of human resource management*, 32(5), 1086-1112.
- Maglalang, D. D., Sorensen, G., Hopcia, K., Hashimoto, D. M., Katigbak, C., Pandey, S., ... & Sabbath, E. L. (2021). Job and family demands and burnout among healthcare workers: The moderating role of workplace flexibility. *SSM-population health*, 14, 100802.
- Mohammad, T., Darwish, T. K., Singh, S., & Khassawneh, O. (2021). Human resource management and organisational performance: The mediating role of social exchange. *European Management Review*, 18(1), 125-136.
- Patel, V., Chesmore, A., Legner, C. M., & Pandey, S. (2022). Trends in workplace wearable technologies and connected-worker solutions for next-generation occupational safety, health, and productivity. *Advanced Intelligent Systems*, 4(1), 2100099.
- Rosenkranz, K. M., Arora, T. K., Termuhlen, P. M., Stain, S. C., Misra, S., Dent, D., & Nfonsam, V. (2021). Diversity, equity and inclusion in medicine: why it matters and how do we achieve it?. *Journal of surgical education*, 78(4), 1058-1065.

- Roush, K. (2024). Nursing Turnover Decreased in 2023 and Hospitals Hired More RNs. *AJN The American Journal of Nursing*, 124(7), 10.
- Scott, J., Waite, S., & Reede, D. (2021). Voluntary employee turnover: A literature review and evidence-based, user-centered strategies to improve retention. *Journal of the American College of Radiology*, 18(3), 442-450.
- Sharma, A., Pruthi, M., & Sageena, G. (2022). Adoption of telehealth technologies: an approach to improving healthcare system. *Translational medicine communications*, 7(1), 20.
- Stuber, F., Seifried-Dübon, T., Rieger, M. A., Gündel, H., Ruhle, S., Zipfel, S., & Junne, F. (2021). The effectiveness of health-oriented leadership interventions for the improvement of mental health of employees in the health care sector: a systematic review. *International archives of occupational and environmental health*, 94, 203-220.
- Ullah, Z., Sulaiman, M. A. B. A., Ali, S. B., Ahmad, N., Scholz, M., & Han, H. (2021). The effect of work safety on organizational social sustainability improvement in the healthcare sector: The case of a public sector hospital in Pakistan. *International journal of environmental research and public health*, 18(12), 6672.
- Williams, R. (2024). Maintaining workforce capacity: retention and recruitment of health care workers. In *Research Handbook on Contemporary Human Resource Management for Health Care* (pp. 238-254). Edward Elgar Publishing.