

Analysis on the Application of Incentive Mechanism to the Human Resource Management in Hospital

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Abstract—Human resource management is an important part of the operation and management of modern enterprises and public institutions. The process of construction and development of any enterprise cannot be separated human resource management, and the hospital is no exception. If the hospital is to ensure its stable and sustainable development, create better medical service environment conditions for the public, and cultivate more talents with high ability and quality, it must attach great importance to human resource management. By establishing and improving the incentive mechanism, the hospital can fully mobilize the enthusiasm and initiative of the staff in daily work, promote the orderly progress of the hospital's various work links, and thus promote the overall steady development of the hospital. This paper will further analyze and discuss the use of incentive mechanism in hospital human resource management, in order to provide scientific reference for the same industry.

Keywords—hospital; human resource management; incentive mechanism

I. INTRODUCTION

Human resource, as the core strategic resource of modern hospital units, is the key factor to promote the stable and sustainable development of hospitals in the future. To improve its human resource management level, the hospital must take reasonable incentive measures, and actively improve the incentive content of employees. Modern hospitals should actively change their concept of talent resource management, and attach importance to the combination of incentive mechanism construction and human resource management. Staff of Human resources management department should strengthen the communication with other department staff and timely grasp and understand the development needs of employees in different department, so as to optimize and improve the employee incentive system, to ensure that it can stimulate the interest and enthusiasm of employees, improve the overall operation quality and efficiency of the hospital, and serve the public.

II. HUMAN RESOURCE INCENTIVE MECHANISM AND ITS ROLE

Incentive mechanism is a means to influence people's actual psychological changes. The establishment of incentive mechanism can meet people's various needs to the greatest

extent, so as to effectively mobilize people's initiative and thinking creativity, fully tap people's potential ability, and help market enterprises and institutions to achieve the goal of improving work performance. The establishment and implementation of human resource incentive mechanism can promote certain changes in the heart of every employee, in that in order to meet the requirements of relevant incentive system, employees will transform it into work motivation. This will undoubtedly improve the implementation of the work of enterprises and institutions, enterprises and institutions and promote the stable and sustainable development of their managerial work. As far as the hospital unit is concerned, the human resource incentive mechanism mainly involves the staff material and spiritual incentive, promotion incentive and a competitive system in the competitive environment.

The role of incentive mechanism in hospital human resource management mainly includes the following aspects: 1) fully mobilizing the working enthusiasm and initiative of hospital staff. Modern hospitals must pay attention to maintaining employees' initiative and creativity in daily work to improve the quality and efficiency of their medical services. Only when staffs are ensured a proactive working condition, can their work talent and intelligence [1] be maximized and can the quality of the hospital work be improved. According to relevant research institutions, if employees in enterprises and public institutions have never received any incentives, their work enthusiasm in daily work is only about 19%. And employees, who were motivated by related incentives, were likely to give play to over 79% working enthusiasm in their jobs. It can be seen that by establishing incentive mechanism and effectively implementing various incentive systems and measures internally, hospital can fully mobilize the enthusiasm and initiative of employees and guarantee the high quality and efficiency of hospital service. 2) Enhancing the comprehensive strength of the hospital. Compared with other industries, the hospital industry is more special, and its management of each work link is particularly important. Once a work error occurs in a certain link, it will affect the overall development quality level of the hospital to some extent, and reduce the trust and recognition of social masses in the hospital. In order to ensure that each work link can be methodically carried out, it is necessary for modern hospitals to strengthen the coordination and communication of all departments. Human resource management departments

should always adhere to the principle of people-oriented management. The management personnel should strengthen the cancellation and communication with the staff of other departments, fully understand the work needs of each employee, and help the staff to remove the problems in life and work, so as to comprehensively enhance the overall cohesion of the hospital. Through the effective establishment of a scientific and perfect incentive mechanism in the process of human resource management, the hospital can effectively meet the needs of employees, promote the sustainable development of modern hospital operation and construction, and enhance the core competitiveness of the hospital in the industry, so that more excellent talents are willing to stay in the hospital. Hospital human resource management personnel should actively take some employee incentive measures to urge the hospital staff to turn the work pressure into work motivation and cultivate good sense of competition so that a benign competition pattern can be formed in the hospital. In the hospital human resources management work, through the effective construction of a sound incentive system, a better working environment for the majority of employees can be created and the material conditions of employees can be fully protected, to solve the basic material requirements of employees. In this way, employees can be more engaged in their work and contribute the most value to the construction and development of the hospital. If any hospital wants to stand out in the competitive market, it must cultivate and retain more excellent medical talents. Reasonable setting of incentive mechanism can coordinate the behavioral orientation of hospital staff, so that more excellent employees will choose to stay in the hospital for career development and accumulate more work motivation.

III. THE APPLICATION OF INCENTIVE MECHANISM TO THE HUMAN RESOURCE MANAGEMENT IN HOSPITAL

A. Application Principles of Incentive Mechanism in Hospital Human Resource Management

In modern hospital human resource management, the use of incentive mechanism should follow the following basic principles: 1) the principle of fairness and openness. Adams, a famous American behavioral scientist, proposed in his theory of fairness that most of the motivation for employees' daily work performance comes from effective incentives of actual salary payment. No matter whether the salary of an employee is high or low, once the salary is lower than that of colleagues in the same department, his or her working enthusiasm and initiative will be reduced. Therefore, if the hospital is to give full play to the role of the incentive mechanism in human resource management, it must first ensure the principle of fairness and openness of the incentive mechanism, so that employees in each department can have a high sense of identity to the incentive scheme. Human resource management personnel should reasonably develop the employee performance salary system based on the nature and characteristics of different positions in the hospital, and respect the labor achievements of each employee in the work from the perspective of employees by giving them appropriate incentive returns [2]. In the work of hospital

human resource management, the use of incentive mechanism should combine the material incentive and spiritual incentive of employees together, instead of only focusing on the material reward for employees regardless of the spiritual incentive needs of some employees. First of all, material incentive needs are of course the most basic needs of every employee. Human resource management personnel should, in combination with the material needs of the hospital staff, formulate targeted material incentive measures and give material rewards beyond the basic work needs of the staff, so as to meet the material needs of the staff in work and life. Then, for those employees who have been satisfied with the current material needs, the human resource management personnel should follow up the staff feedback information, to understand the changes in the staff's transmutation of thought in their work, and give the staff certain spiritual incentive; 3) the principle of consistency between personal self-realization and organizational goals. The ultimate purpose of the use of incentive mechanism is to fully stimulate the enthusiasm and initiative of employees, to achieve the efficient completion of various tasks. In view of this, when optimizing the design of incentive mechanism, the human resource management department of the hospital must ensure that the individual self-realization needs of the hospital staff are consistent with the development goals of the hospital construction, and integrate the individual self-development of the staff into the organization and management of the hospital scientifically and effectively. In this way, not only can the sense of responsibility of employees be improved so that they will be urged to perform their duties resolutely, but the harmonious and stable development of hospital construction and management will also be promoted.

B. Application Practice of Incentive Mechanism in Hospital Human Resource Management

1) *Compensation and welfare incentive of hospital employees:* Compensation and welfare incentive is one of the important work contents in the establishment of modern hospital incentive mechanism, which plays a great role in stimulating the enthusiasm and initiative of all staff. Therefore, modern hospitals should effectively change their human resource management concepts, and reasonably integrate compensation and welfare into the construction of incentive mechanism. First of all, the human resource management department of the hospital should carry out in-depth investigation and analysis of the positions of various departments. They should scientifically clarify the core content of employee compensation optimization and adjustment, ensure that the scientific rationality of employee compensation distribution can be fully reflected, and set the compensation level appropriately higher than the average level in the market, so as to highlight the incentive role of compensation distribution. The human resource management department should also establish a sound salary distribution system and consider the salary setting of employees from different perspectives to ensure that the salary incentive function can be exerted. Management

personnel should analyze the technicality, service quality and risks of the work of employees. Medical personnel who are engaged in work with certain safety risks should be appropriately subsidized according to the nature of their work [3]. Then, modern hospitals also need to set the flexible welfare incentive. Welfare is an additional incentive method proposed on the basis of employee compensation, which is flexible, scientific and effective. If the hospital wants to improve the cohesion and centripetal force of the internal staff, it must appropriately increase the staff's flexible benefits to help the staff to solve their worries. For example, for some employees who volunteer to be on duty for a long time, the human resource management department should provide them with reasonable overtime subsidies if they work beyond the working hours according to the normal daily working hours of enterprises and public institutions in the market, so as to encourage them to work better. In addition, for those employees with excellent performance in work, such as publishing excellent medical innovation research articles and medical technology optimization and improvement, the hospital should also give certain material and spiritual rewards. The hospital also needs to create a good working environment for employees by improve the welfare facilities and equipment, to ensure the physical and mental health development of employees.

2) *Employee performance appraisal incentive in hospital*: Scientific setting of performance appraisal and incentive can help the human resource management department of the hospital to improve the binding force on the staff, and at the same time, it is also the recognition and support for the daily work of the staff. Therefore, modern hospitals must strengthen the construction of employee performance appraisal mechanism to fully stimulate the interest and enthusiasm of employees based on the implementation of the performance appraisal system. The human resource management department of the hospital should publicize the daily assessment work of staff in various departments, and scientifically add the link of staff information feedback. The hospital should establish a set of employee assessment standards that are in line with the nature of the positions of various departments of the hospital from top to bottom, so as to ensure the fairness and openness of employee performance assessment, which can be recognized and supported by all hospital employees. Human resource management personnel should always adhere to the people-oriented management principle, coordinate the performance assessment of all departments, incorporate the individual development goals of employees into the development goals of the hospital organization, and effectively create a good hospital community [4]. In addition, the hospital should strengthen information feedback for performance evaluation of employees and make staff actively involved in the formulation of the performance appraisal standard. Therefore, a set of perfect employee performance policies should be formulated and

adopted scientifically and rationally to meet the development requirements and objectives of performance assessment in different departments of the hospital.

3) *Staff title incentive in hospital*: In modern hospital human resource management, it is also necessary to attach great importance to the motivation in terms of staff's titles, which means also emphasize their personal development and career planning. Since most of the medical staff are well educated and are of high quality, they have high requirements for work development, hoping to get promotion through their own efforts and achieve better career development. Therefore, the human resource management department of the hospital should reasonably set corresponding incentive contents according to the promotion and acquisition requirements of staff in different departments, so as to ensure that each medical staff can achieve personal development through their own efforts in study and work, and obtain better treatment of professional title. In addition, the human resource management department of the hospital should strengthen the training and education of employees to select more excellent talents. For employees who perform well in each department, the hospital should provide them with better opportunities for further study and development, and allow employees to participate in various advanced practical training activities in excellent hospitals at home and abroad that the hospital have contacted. In this way, these employees can learn and master the latest knowledge and skills, improve the comprehensive ability and quality of medical staff, ensure their stable and continuous development in the hospital, and have more room for promotion of professional titles.

4) *Cultural incentive in hospital*: Hospital human resource management is inseparable from cultural management, and therefore scientific and cultural incentives can effectively mobilize the enthusiasm and initiative of staff in work, and realize the mutual unity and combination of staff life values and hospital strategic development goals. Hospital human resource management personnel should establish advanced cultural management concepts and strengthen the scientific guidance and correction of individual career development. They should optimize the allocation of resources, create a good working environment, supervise and urge employees to operate in strict accordance with the rules and regulations of the hospital, and actively promote the realization of organizational goals and individual development goals. The hospital human resource management department should give play to its own functions and strengthen the construction of a good mechanism for selecting, employing and keeping staff [5]. In the selection of talents for the positions of various departments, the management personnel should select and hire the most suitable talents according to the characteristics of the positions. In terms of keeping people, they should pay attention to cultural incentive work. By placing cultural construction at the core and scientifically guiding all

employees to participate in hospital cultural construction, a harmonious and pleasant hospital cultural atmosphere can be created so that a good cultural environment for fair competition can be built. These all contribute to attracting and retaining more excellent talents and promoting the stable and sustainable development of hospital construction.

IV. CONCLUSION

To sum up, modern hospitals must attach great importance to the efficient application of incentive mechanism in human resource management if they are to guarantee the stable and sustainable development of their own operation and construction and continuously improve the service awareness and ability of medical staff. The human resource management department of the hospital should optimize and improve the incentive system and improve the incentive content according to the actual development of the hospital and the demands of employees, so as to meet the needs of employees from different departments can be met. In this way can employees be at ease with staying in the hospital and working hard to contribute their maximum value.

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