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RESEARCH ARTICLE

## STRATEGIC HR PRACTICES OF A MEDICAL CENTER: PROMOTING ADMINISTRATIVE EMPLOYEE ENGAGEMENT IN HOSPITAL SETTINGS

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ABSTRACT

This study endeavors to identify HR practices conducive to promoting employee engagement among administrative staff within a hospital setting, as perceived by employees of San Pablo Colleges Medical Center (SPCMC). Utilizing a descriptive approach, the study measures the level of engagement through factors such as employee job satisfaction and workplace motivation, with 70 participants selected via stratified random sampling. The findings reveal that administrative employees stationed in the business office appear to actively engage with recognition programs, a key factor in workplace motivation, perceived to be a practice at SPCMC but with a medium level of implementation. Conversely, administrative employees not stationed in the business office exhibit engagement with practices related to competitive salaries, a component of job satisfaction, which is neutrally perceived as a practice at SPCMC with a low level of implementation. Based on these findings, recommendations are proposed. Firstly, the development of a comprehensive recognition framework is suggested, encompassing both formal and informal practices aligned with the organization's values, goals, and strategic objectives. This framework could include performance-based rewards, personalized thank-you notes, and peer recognition programs. Secondly, to address the need for competitive salaries and benefits, SPCMC is advised to formulate a comprehensive compensation and benefits strategy tailored to attract, retain, and motivate top talent. This strategy could involve conducting market research on compensation levels, implementing performance-based compensation, and designing a comprehensive benefits package, and conducting regular compensation reviews. By implementing these recommended practices, SPCMC stands to enhance employee satisfaction, work motivation, and overall organizational success.

KEYWORDS

Employee Engagement, HR Practices, Hospital Setting, Job Satisfaction, Workplace Motivation

1. INTRODUCTION


Hospitals are complex environments where medical expertise and effective management must come together to deliver the best possible patient care. As stated by the heart of these institutions is composed of nurses and clinical employees, whose dedication and expertise form the cornerstone of patient health and recovery (Flaubert et al., 2021). This perspective is particularly pronounced, with hospital programs and policies addressing the needs and development of clinical staff to ensure high-quality patient care. However, the focus on clinical employees often overshadows the equally crucial contributions of administrative employees, which was supported by research conducted (Tzanakis, 2020).

Administrative employees manage the essential operations that keep hospitals functioning efficiently. From financial management to human resources (HR), patient admissions, medical records, and regulatory compliance, administrative staff ensure that the clinical employees can concentrate on their primary duty: patient care. Despite their significant contributions, these employees receive less visibility compared to their clinical counterparts. This disparity is evident in previous and current legislative and policy initiatives which primarily focus on enhancing the welfare of nurses. One such legislative effort is House Bill No. 5276 authored by has been pending at the House appropriations panel since 2022 (Rillo, 2022). This bill seeks to increase the base pay of nurses by 75%. Additionally, the Philippine chief executive has indicated the government's initiative to offer scholarships for nurses and other medical

workers as an incentive to retain their services within the country as reported (Cervantes, 2022).

These plans, programs and initiatives actively promote job satisfaction as motivators for employee engagement to nurses and clinical employees. However, the focus on nurses and other clinical employees raises questions about the broader implications for the entire hospital workforce, including administrative employees who are equally indispensable to the functioning of healthcare institutions. What are the employee engagement initiatives a hospital extends to their administrative workforce? How do these employees perceive existing employee engagement initiatives in terms of their implementation? What are the programs and activities that actively promote administrative employee engagement? These are the questions that this study aims to give answers to through identification of the programs and employee engagement strategies that most effectively enhance engagement among administrative employees within a hospital setting.

This study, while comprehensive in its aim, is not without its limitations. One significant limitation is the scope of data collection, which may be constrained by the availability and willingness of hospital administrators and employees to participate in the survey. Furthermore, the study's findings may not be universally applicable, as the cultural and operational differences between hospitals in different regions or countries can affect the generalizability of the results. This research addresses a critical gap in the literature by focusing on the often-overlooked administrative employees in hospitals. While extensive research has been conducted on

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the engagement and development of clinical staff, there is a dearth of studies examining the specific needs and engagement strategies for hospital administrative personnel. This study seeks to fill this gap by providing an analysis of the engagement initiatives targeted at administrative employees and their perceptions of these programs.

This research is directed towards a recommendation on how to better provide administrative employee engagement in a hospital setting. This study can guide the development of tailored initiatives that enhance job satisfaction, productivity, and retention among administrative personnel. By advocating for a balanced approach to employee engagement and development, the research promotes a more equitable and supportive work environment within hospitals.

## 2. LITERATURE REVIEW

### 2.1 Employee Job Satisfaction

Job satisfaction is a multifaceted concept influenced by various factors within the work environment. According to the research conducted by a group researcher, job satisfaction and dissatisfaction are driven by two different sets of factors, known as motivators and hygiene factors, which explains Herzberg's Motivation-Hygiene Theory (Alshmemri et al., 2017). In the context of a hospital, ensuring job satisfaction among administrative employees is crucial for enhancing their engagement, performance, and overall contribution to the organization's success. This study explores key components of job satisfaction, including competitive salary and benefits, job role-skill alignment, training and skill enhancement, work-life balance, and clear goals and expectations, drawing insights from the results and discussions on various studies. Job satisfaction encompasses various factors that make employees feel content and fulfilled in their roles. High levels of job satisfaction are often linked to reduced turnover rates, increased productivity, and enhanced overall hospital performance. The conceptualization of job satisfaction in this context can be attributed to several key variables:

#### 2.1.1 Competitive Salary and Benefits

As emphasized by competitive salary and benefits are fundamental drivers of job satisfaction among hospital administrative employees and are considered a key predictor of job satisfaction (Pathak, 2024). The study found a positive correlation between pay and job satisfaction, with higher salaries generally leading to increased employee happiness. Furthermore, same author highlights that comprehensive benefits packages significantly enhance job satisfaction, with employees receiving full benefits reporting higher levels of satisfaction (Pathak, 2024). To support this, a group researcher also found that competitive salaries and benefits are crucial for retaining healthcare professionals, as they mitigate financial concerns and foster employee loyalty (Alolayyan et al., 2021; Kumar et al., 2023). Their research emphasizes that a comprehensive benefits package—including health insurance, retirement plans, and paid leave—contributes to employees' well-being, making them feel valued and secure in their roles.

#### 2.1.2 Job Role - Skill Alignment

Aligning job roles with the skills and competencies of employees is essential for job satisfaction. When employees feel that their abilities are well-matched to their job requirements, they are more likely to experience a sense of accomplishment and purpose in their work. Research stresses the importance of aligning job roles with employees' skills and competencies, highlighting that strategic human resource management practices, such as competency-based hiring and precise job descriptions, ensure that employees are placed in roles that match their skills, leading to higher job satisfaction (Tandika and Dominic, 2021). Salsabil further notes that aligning responsibilities with employees' skills not only enhances job satisfaction but also improves overall performance by reducing stress and ambiguity (Salsabil, 2022). This signifies the undeniable role of skill alignment in its contribution for employee satisfaction.

A group researcher also supports this by arguing that role clarity is critical to employee engagement, with employees who understand their goals and processes more motivated and engaged in their work (Kim et al., 2020). In hospital settings, ensuring that administrative staff are placed in roles that match their competencies can lead to more efficient operations and a more motivated workforce.

#### 2.1.3 Trainings and Skill Enhancement

Continuous professional development is a key motivator for job satisfaction among administrative employees in hospitals. Ongoing training programs and opportunities for skill enhancement ensure that

employees remain competent and confident in their roles. A group researchers highlight that continuous professional development is a key motivator for job satisfaction among administrative employees in hospitals (Alolayyan et al., 2021). Their research emphasizes the significance of investing in training programs to maintain high standards of patient care while boosting job satisfaction. A group researcher similarly assert that ongoing education and training not only enhance employees' competencies but also contribute to their job satisfaction by providing opportunities for career progression and personal growth (Tabidze et al., 2022). Training programs and skill development provides extra motivation for every working individual. According to most of study, training enhances employees' skills and knowledge, increasing their engagement and job performance (Tripathi, 2024; Revathi, 2024; Jamaludin et al., 2023). Both authors stress that in the dynamic healthcare environment, regular training keeps employees competent, boosting their confidence and satisfaction.

#### 2.1.4 Work-Life Balance

Achieving a healthy work-life balance is critical for job satisfaction, even in work environments such as hospitals. Research conducted by emphasizes that achieving a healthy work-life balance is crucial for job satisfaction, particularly in high-stress environments such as hospitals and other healthcare facilities (Blšťáková and Palenčárová, 2021). They found that flexible work arrangements, such as telecommuting and adjustable work hours, significantly contribute to employees' ability to manage personal and professional responsibilities, which leads to higher job satisfaction. A group researcher also found that supportive HR policies promoting work-life balance contribute to lower burnout rates and higher job satisfaction among healthcare professionals (Parimoo et al., 2020).

The importance of work-life balance and corporate culture in shaping employee engagement is similarly highlighted (Gaur and Gupta, 2024). Their research suggests that when administrative employees can achieve work-life balance, it results in higher morale and engagement, ultimately benefiting the hospital's operational efficiency.

#### 2.1.5 Clear Goals and Expectations

When employees understand what is expected of them and how their work contributes to the organization's objectives, they are more likely to feel motivated and engaged. Some researcher noted the importance of clear and transparent communication in promoting employee engagement and job satisfaction (Alolayyan and Alyahya, 2023). Their research demonstrates that setting clear performance expectations and providing regular feedback are essential for fostering a workplace environment that supports employee satisfaction and continuous improvement. Salsabil supports this view, arguing that clear communication of job roles, performance standards, and organizational objectives helps employees understand their contributions to the hospital's mission (Salsabil, 2022).

Clear communication regarding job roles, performance standards, and organizational objectives help employees understand their contributions to the hospital's mission. A group researcher found a significant positive relationship between clarity in goals and employee engagement, further reinforcing that employees with clear goals are more motivated and productive (Wagacha et al., 2024). In a hospital setting, where the stakes are high, ensuring that administrative staff have a clear understanding of their roles and expectations can reduce ambiguity, enhance job satisfaction, and improve overall productivity.

## 2.2 Workplace Motivation

Workplace motivation is a critical factor influencing employee engagement, performance, and overall organizational success. The research by a group researcher explains that the Ability-Motivation-Opportunity (AMO) Theory identifies key components of workplace motivation, including recognition programs, professional growth opportunities, positive work culture, team dynamics, and supervisor relationships (Obaid et al., 2022). The researcher aims to examine these components in the context of a medical center, drawing insights from various studies to highlight their importance in fostering a motivated workforce. Motivated employees tend to show higher productivity and commitment to their organization, contributing positively to the hospital's overall goals. The following variables are essential for understanding workplace motivation in this context:

#### 2.2.1 Recognition Programs

Recognition programs play a vital role in enhancing workplace motivation by acknowledging and rewarding employees' contributions. As stated by recognition programs significantly enhance workplace motivation by

acknowledging employees' contributions (Alolayyan et al., 2021). These programs, including performance bonuses and employee awards, boost motivation by making employees feel valued. Salsabil also highlights that recognizing extra-role behaviors such as teamwork can encourage employees to exceed their formal job requirements, further enhancing motivation (Salsabil, 2022).

Moreover, a study imposed that effective reward and recognition programs improve motivation, satisfaction, and retention, resulting in increased productivity and loyalty (Satish, 2023). These programs, including performance bonuses and employee awards, boost motivation by making employees feel valued. Additionally, some study presented the role of effective recognition programs, their work suggests that both formal and informal recognition contribute to a positive work environment and heightened motivation (Rusin and Szandafa, 2024). As an example, "Employee of the Month" or informal recognition from supervisors and peers, all of which contribute to a positive work environment and heightened employee engagement.

**2.2.2 Professional Growth**

Opportunities for professional growth and career advancement are crucial motivators for employees. A study underscore the importance of professional growth opportunities in motivating employees (Alolayyan and Alyahya, 2023). Their research found that providing clear career progression pathways and continuous learning opportunities significantly enhances employee motivation and commitment. A group researcher also point out that leadership training and skill enhancement programs help boost employee motivation by offering prospects for career development (Tabidze et al., 2022).

Research indicates that career development is positively correlated with work engagement, particularly among knowledge workers. The efforts executed by brought them to a discovery that career development is strongly correlated with work engagement, particularly among knowledge workers, suggesting that professional growth fosters a sense of commitment and engagement among employees (Jia-jun and Hua-ming, 2022).

**2.2.3 Positive Work Culture**

A positive work culture is essential for fostering workplace motivation. A supportive and inclusive work environment, characterized by mutual respect and collaboration, significantly enhances employee motivation and engagement, as demonstrated by the research of (Alolayyan et al., 2021). Moreover, a study by supports the promotion of a positive organizational culture, where employees feel valued (Parimoo et al., 2020). This leads to higher levels of motivation and job satisfaction.

In-depth research from a study highlights that workplace culture positively affects employee engagement across various age groups, suggesting the need for tailored approaches to foster engagement among both millennials and non-millennials (Endraswati and Melis, 2022). This lays the significant contribution of a work environment that promotes positivity as a part of company practice. This also reduces stress and fosters a sense of motivation and contribution to a hospital's success.

**2.2.4 Team Dynamics**

Effective team dynamics are crucial for workplace motivation. A study research emphasizes that fostering a culture of teamwork, where employees support and rely on each other, enhances motivation by creating a sense of belonging and collective purpose (Salsabil's, 2022). This view was further supported by a study, they stated that empowering teams to make decisions increases their vigor, dedication, and absorption in work tasks (Palumbo, 2021). This autonomy positively influences employee engagement by improving relationships between team members and supervisors. In a hospital setting, Salsabil's findings suggest that fostering good team dynamics through team-building activities, clear communication, and conflict resolution strategies can lead to a more motivated and productive administrative workforce.

**2.2.5 Relationship with Supervisors**

The relationship between employees and their supervisors is a key determinant of workplace motivation. Research initiated by demonstrates that effective supervision, characterized by clear communication and support, not only boosts motivation but also improves job satisfaction and performance (Tandika and Dominic, 2021). Additionally, a group researcher found that perceived supervisor support positively impacts employee engagement, which in turn mediates turnover intentions, particularly in high-stress environments (Kissi et al., 2023). Further

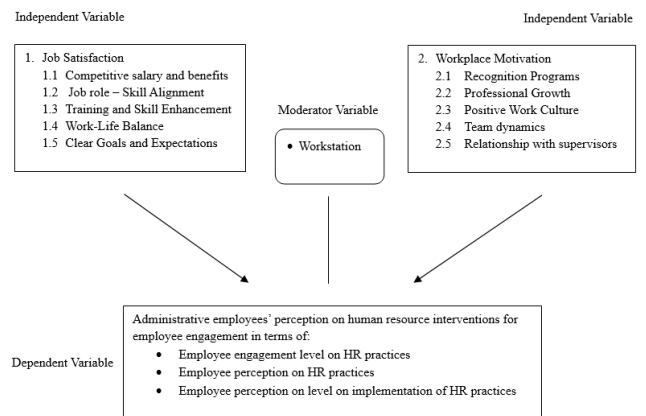
adding their insights, a group researcher highlight that positive supervisor behaviors, such as integrity and responsibility, enhance employee performance through increased work engagement and workplace spirituality (Carlo et al., 2020). These researchers came to a unified conclusion that having a good relationship with person of higher authority boosts an employee's motivation and retention.

A group researcher however, through their research emphasize that high-quality relationships between supervisors and employees facilitate effective feedback, which is essential for job engagement (Yoon et al., 2024). Their research indicates that when both parties perceive a strong relationship, feedback is more likely to occur, thus enhancing engagement levels. In hospital settings, fostering positive supervisor-employee relationships can significantly enhance administrative staff's motivation and commitment, building a foundation of trust and respect essential for a motivated workforce.

**3. METHODS**

The researcher conducted a descriptive, quantitative study using a survey to examine HR practices at San Pablo Colleges Medical Center (SPCMC), a Level 2 ISO-certified hospital in San Pablo City, Laguna, Philippines. With 135 bed-capacity, SPCMC is the largest hospital in the city, known for its high-quality patient care (San Pablo City Government, 2018). Stratified random sampling was used, department heads identified eligible staff, and 70 of the 98 invited participants completed the survey.

Data analysis involved the calculation of weighted mean and understand the central tendencies of the responses to assess employee engagement, perceptions, and the implementation of HR practices. Engagement scores measured employee commitment, satisfaction, and participation in HR activities. Perception scores reflected how employees experienced these practices, while implementation scores evaluated the actual application of HR initiatives. The weighted mean provided a more precise interpretation by accounting for the significance of response options. Results were presented in tables, facilitating clear interpretation and guiding recommendations for improving HR practices at SPCMC.



**Figure 1: Conceptual Framework**

The visual data presented in Figure 1 outlines a comprehensive framework for understanding the factors influencing job satisfaction and workplace motivation. Job satisfaction is primarily influenced by several key factors, including competitive salary and benefits, job role-skill alignment, training and skill enhancement, work-life balance, and clear goals and expectations. Workplace motivation, on the other hand, is driven by recognition programs, opportunities for professional growth, a positive work culture, effective team dynamics, and strong relationships with supervisors. Additionally, a moderator variable, workstation, may influence these factors and overall job satisfaction and motivation. The workstation affects comfort and efficiency, influencing how employees perceive their work environment.

Furthermore, using the Herzberg's Motivation-Hygiene Theory and Ability-Motivation-Opportunity (AMO) Theory as factors for employee engagement, this study will examine factors that influence employees' job satisfaction and workplace motivation, identified as independent variables, to assess the perception of administrative personnel on employee engagement practices within a hospital setting. By analyzing the dependent variable, which is the promotion of administrative employee engagement, this study is directed towards the identification of effective HR strategies through the assessment of such perceptions for employee engagement. Assessment revolves on the following elements: Employee

engagement level on HR practices, perception on HR practices, and employee perception on the level of implementation on HR practices.

Engagement scores in this research measures the level of commitment and satisfaction among employees with respect to various HR practices. It quantifies how effectively these practices drive employee motivation and retention within the organization.

#### 4. DATA ANALYSIS

##### 4.1 Employee Engagement

Table 1: Level of Employee Engagement on HR Practices			
HR Practices	Workstation	Weighted Mean	Descriptive Interpretation
Competitive salary and benefits:	Business Office	4.74	Actively Engage
	Assigned Clinic/Area	4.88	Actively Engage
Job role - skill alignment:	Business Office	3.53	Engage
	Assigned Clinic/Area	4.02	Engage
Trainings and skill enhancement:	Business Office	4.37	Actively Engage
	Assigned Clinic/Area	3.53	Engage
Work-Life Balance:	Business Office	4.11	Engage
	Assigned Clinic/Area	4.51	Actively Engage
Clear goals and expectations:	Business Office	3.53	Engage
	Assigned Clinic/Area	4.06	Engage
Recognition programs:	Business Office	4.79	Actively Engage
	Assigned Clinic/Area	4.29	Actively Engage
Professional growth:	Business Office	3.95	Engage
	Assigned Clinic/Area	4.33	Actively Engage
Work culture:	Business Office	4.21	Actively Engage
	Assigned Clinic/Area	4.04	Engage
Team dynamics:	Business Office	3.95	Engage
	Assigned Clinic/Area	3.82	Engage
Relationship with supervisors:	Business Office	4.63	Actively Engage
	Assigned Clinic/Area	3.47	Engage
<b>Legend:</b> (Actively engage) 4.20-5.00, (Engage) 3.4-4.19, (Neutral) 2.60-3.39, (Disengage) 1.8-2.59, (Actively Disengage) 1.00-1.49			

Table 1 presents the results of a survey that assessed the level of employee engagement based on different HR practices. The employees were classified by their workstations, either in the Business Office or their Assigned Clinic/Area. The responses are measured through the weighted mean and interpreted descriptively to determine which HR practices employees are most engaged with.

Table 1 presents the results of a survey that assessed the level of employee engagement based on different HR practices. The employees were classified by their workstations, either in the Business Office or their Assigned Clinic/Area. The responses are measured through the weighted mean and interpreted descriptively to determine which HR practices employees are most engaged with.

Competitive Salary and Benefits consistently received the highest engagement across both groups. Business Office employees recorded a weighted mean of 4.74 (Actively Engage), and those in the Assigned Clinic/Area rated it even higher, at 4.88 (Actively Engage). This implies that salary and benefits are highly valued by both groups, with the latter group showing slightly more enthusiasm.

For job role and skill alignment, the engagement was notably lower. Business Office employees rated this practice with a mean of 3.53 (Engage), while those in the Assigned Clinic/Area rated it slightly higher at 4.02 (Engage). Both groups generally agree that job role and skill alignment practices is a factor for employee engagement.

Training and skill enhancement practice yielded varying responses.

Business Office employees provided a weighted mean of 4.37 (Actively Engage), showing strong interest and engagement. In contrast, Assigned Clinic/Area employees only gave a 3.53 (Engage) rating. This could indicate that Business Office employees find more drive for growth and training, compared to those administrative employees in the clinic/area.

Work-life balance was an area of divergence between the two groups. Business Office employees rated this with a mean of 4.11 (Engage), indicating satisfaction but leaving room for enhancement. However, Assigned Clinic/Area employees rated it at 4.51 (Actively Engage), signifying much higher engagement in work-life balance initiatives. This suggests that employees in clinical settings may have more effective work-life balance measures compared to those in the Business Office.

The clarity of goals and expectations was rated 3.53 (Engage) by Business Office employees and 4.06 (Engage) by those in the Assigned Clinic/Area. This indicates that while both groups generally agree that clear goals are important drivers for engagement, employees in the clinics/areas may feel slightly more engaged in factors involving clarity of goals and expectations than their Business Office counterparts.

Recognition programs appear to be well-received across the board.

Business Office employees are actively engaged with a weighted mean of 4.79, while those in Assigned Clinic/Area gave it a 4.29. This indicates that both groups appreciate being seen and recognized for their contributions, although Business Office employees feel this more strongly.

Engagement in professional growth initiatives showed a moderate response. Business Office employees rated it 3.95 (Engage), while those in the Assigned Clinic/Area rated it 4.33 (Actively Engage). This suggests that although both groups recognize opportunities for professional development, clinic/area employees may feel have greater motivation to growth opportunities compared to their Business Office counterparts.

Work culture was highly rated by Business Office employees, who gave a mean score of 4.21 (Actively Engage). Those in the Assigned Clinic/Area, however, rated it slightly lower, at 4.04 (Engage). While both groups appreciate interventions which promote work culture, Business Office employees are more engaged in this area.

Team dynamics showed only modest levels of engagement, with Business Office employees rating it 3.95 (Engage) and Assigned Clinic/Area employees giving it a 3.82 (Engage). Both groups generally agree that team dynamics is a factor for employee engagement.

The relationship with supervisors exhibited a significant contrast. Business Office employees showed active engagement with a mean score of 4.63, while those in the Assigned Clinic/Area only rated it 3.47 (Engage). This shows that while Business Office employees feel strongly motivated by support of their supervisors, those in the clinics and areas may have less drive for supervisory relationships.

#### 4.2 Employee Perception

Perception scores provide valuable insight into how employees view the effectiveness of various HR practices. These scores reflect whether administrative employees have experienced and felt the impact of these practices, rather than merely being aware of their existence.

**Table 2: Employee Perception on HR Practices**

HR Practices	Workstation	Weighted Mean	Descriptive Interpretation
Competitive salary and benefits:	Business Office	2.68	Neutral
	Assigned Clinic/Area	2.22	Disagree
Job role - skill alignment:	Business Office	3.63	Agree
	Assigned Clinic/Area	3.65	Agree
Trainings and skill enhancement:	Business Office	3.74	Agree
	Assigned Clinic/Area	3.43	Agree
Work-Life Balance:	Business Office	3.95	Agree
	Assigned Clinic/Area	3.90	Agree
Clear goals and expectations:	Business Office	3.26	Neutral
	Assigned Clinic/Area	3.73	Agree
Recognition programs:	Business Office	3.63	Agree
	Assigned Clinic/Area	3.84	Agree
Professional growth:	Business Office	2.47	Disagree
	Assigned Clinic/Area	2.76	Neutral
Work culture:	Business Office	2.53	Disagree
	Assigned Clinic/Area	4.24	Strongly Agree
Team dynamics:	Business Office	3.47	Agree
	Assigned Clinic/Area	3.86	Agree
Relationship with supervisors:	Business Office	2.68	Neutral
	Assigned Clinic/Area	3.47	Agree

**Legend:** (Strongly agree) 4.20-5.00, (Agree) 3.4-4.19, (Neutral) 2.60-3.39, (Disagree) 1.8-2.59, (Strongly disagree) 1.00-1.49

Table 2 analyzes employee perceptions of HR practices based on their experiences, rather than just awareness. The data are segmented by workstation (Business Office and Assigned Clinic/Area) and reflects how employees rate their satisfaction with various HR interventions, as well as their experiences with the impact of these practices.

Employee perceptions of competitive salary and benefits are significantly divided. Business Office employees rated this HR practice as neutral, with a weighted mean of 2.68, indicating ambivalence. On the other hand, Assigned Clinic/Area employees disagreed with the notion that salary and benefits are competitive, giving it a lower score of 2.22. This suggests that employees feel that compensation does not meet their expectations or is inadequate in line with industry standards.

Both workstations showed agreement with the alignment between job roles and skills, with Business Office employees rating it at 3.63 and Assigned Clinic/Area employees rating it slightly higher at 3.65. This indicates that, overall, employees feel their skills are well-suited to their job responsibilities.

Perceptions of training and skill enhancement programs were also favorable across both groups, with Business Office employees rating it 3.74 and Assigned Clinic/Area employees slightly lower at 3.43, both in the agree range. These results suggest that employees feel these programs are helpful and relevant to their career development.

Both Business Office (3.95) and Assigned Clinic/Area employees (3.90)

expressed agreement that their work-life balance is adequately supported by HR practices. This suggests a positive perception overall, with both groups feeling that their work schedules and personal lives are reasonably balanced.

There is a notable divergence in perception regarding clear goals and expectations. Business Office employees rated this practice neutral at 3.26, indicating some ambiguity or inconsistency in the communication of goals. In contrast, Assigned Clinic/Area employees agreed with a weighted mean of 3.73, suggesting clearer communication of expectations in assigned clinic/area.

Both workstations rated recognition programs positively, with Business Office employees giving a mean score of 3.63 and Assigned Clinic/Area employees giving a slightly higher score of 3.84. Both groups agreed that recognition programs are effective, with clinic employees perceiving slightly more impact from these initiatives.

Perceptions of professional growth opportunities are less favorable. Business Office employees disagreed with a score of 2.47, indicating dissatisfaction with career advancement opportunities. Assigned Clinic/Area employees were somewhat more positive but still neutral at 2.76. This reflects a general sentiment that opportunities for growth may be limited or insufficiently supported, especially for Business Office

employees. There is a striking contrast in perceptions of work culture between the two groups. Business Office employees disagreed with a score of 2.53, indicating dissatisfaction with the organizational culture. Conversely, Assigned Clinic/Area employees rated it 4.24, indicating strong agreement and suggesting they find the work culture to be highly positive. This significant difference could point to a need for cultural improvements in the Business Office setting, where employees may feel disengaged or undervalued.

Team dynamics were viewed favorably by both groups, with Business Office employees rating it 3.47 and Assigned Clinic/Area employees rating it higher at 3.86, both indicating agreement. This shows that overall, employees feel positively about their team interactions and collaborative work environments, with clinic staff feeling slightly more cohesive as a team.

Perceptions of relationships with supervisors varied across workstations. Business Office employees were neutral with a score of 2.68, indicating that supervisor relationships may be inconsistent or underwhelming. In contrast, Assigned Clinic/Area employees agreed with a score of 3.47, indicating better relationships and more support from their supervisors. This gap points to a need for improvement in supervisor-employee dynamics within the Business Office.

**Table 3: Employee Perception on Level of Implementation of HR Practices**

HR Practices	Workstation	Weighted Mean	Descriptive Interpretation
Competitive salary and benefits:	Business Office	2.63	Medium Level of Implementation
	Assigned Clinic/Area	2.45	Low Level of Implementation
Job role - skill alignment:	Business Office	3.74	High Level of Implementation
	Assigned Clinic/Area	3.71	High Level of Implementation
Trainings and skill enhancement:	Business Office	4.16	High Level of Implementation
	Assigned Clinic/Area	3.73	High Level of Implementation
Work-Life Balance:	Business Office	4.00	High Level of Implementation
	Assigned Clinic/Area	3.84	High Level of Implementation
Clear goals and expectations:	Business Office	3.47	High Level of Implementation
	Assigned Clinic/Area	3.90	High Level of Implementation
Recognition programs:	Business Office	3.11	Medium Level of Implementation
	Assigned Clinic/Area	3.14	Medium Level of Implementation
Professional growth:	Business Office	2.79	Medium Level of Implementation
	Assigned Clinic/Area	2.57	Low Level of Implementation
Work culture:	Business Office	3.53	High Level of Implementation
	Assigned Clinic/Area	3.92	High Level of Implementation
Team dynamics:	Business Office	3.68	High Level of Implementation
	Assigned Clinic/Area	3.49	High Level of Implementation
Relationship with supervisors:	Business Office	3.32	Medium Level of Implementation
	Assigned Clinic/Area	3.39	Medium Level of Implementation

**Legend:** (Advance Level of Implementation) 4.20-5.00, (High Level of Implementation) 3.4-4.19, (Medium Level of Implementation) 2.60-3.39, (Low Level of Implementation) 1.8-2.59, (No Implementation at all) 1.00-1.49

### 4.3 Level of Implementation

Table 3 shows how employees perceive the level of implementation of various HR practices in their work environment. The data provide insights into which HR practices are being successfully implemented and which

may require further attention to improve employee satisfaction and operational efficiency.

The implementation of competitive salary and benefits received mixed ratings across workstations. Business Office employees rated the level of

implementation as medium with a weighted mean of 2.63, suggesting moderate dissatisfaction with how this HR practice is applied. Assigned Clinic/Area employees rated it even lower, at 2.45, classifying it as a low level of implementation. This reveals that employees across both locations feel that salary and benefits packages are inadequately implemented, contributing to potential dissatisfaction and a need for revision or improvement.

Both Business Office employees (3.74) and Assigned Clinic/Area employees (3.71) gave high ratings for the implementation of job role-skill alignment. This suggests that employees perceive HR to be effective in matching roles with employees' skills, leading to a well-aligned workforce that operates efficiently within their job roles.

Employees across both workstations rated the implementation of training and skill enhancement programs positively. Business Office employees rated it 4.16, and Assigned Clinic/Area employees rated it 3.73, both in the high level of implementation range. This indicates that employees generally view HR's efforts in this area as effective and sufficient in offering opportunities for professional development.

The implementation of work-life balance initiatives was perceived positively by both groups. Business Office employees rated it 4.00, and Assigned Clinic/Area employees rated it 3.84, both falling under the high level of implementation category. This suggests that employees feel HR practices aimed at maintaining a healthy work-life balance are well-executed, resulting in positive perceptions across both workstations.

There is a clear consensus among employees regarding the implementation of clear goals and expectations, with Business Office employees giving it a weighted mean of 3.47 and Assigned Clinic/Area employees rating it slightly higher at 3.90. Both ratings fall under the high level of implementation category, indicating that employees generally feel that goals and expectations are communicated effectively, contributing to clarity in their roles and responsibilities.

Recognition programs received medium ratings in both workstations, with Business Office employees rating it 3.11 and Assigned Clinic/Area employees rating it 3.14. These results indicate that employees feel recognition programs are somewhat implemented but could benefit from more frequent or impactful efforts to fully acknowledge employee contributions.

The perception of the implementation of professional growth opportunities shows room for improvement. Business Office employees rated it 2.79, indicating a medium level of implementation, while Assigned Clinic/Area employees rated it 2.57, indicating a low level of implementation. This suggests that employees, especially those assigned in clinic/area, do not feel that there are sufficient opportunities for career advancement, and HR may need to focus more on professional development programs.

Work culture was perceived positively across both workstations, with Business Office employees rating the implementation of this practice at 3.53 and Assigned Clinic/Area employees at 3.92, both falling under the high level of implementation category. This shows that employees generally view the organizational culture as well-established and effectively promoted by HR, though there may still be room for cultural refinement, particularly in the Business Office.

Team dynamics were also rated positively, with Business Office employees rating it 3.68 and Assigned Clinic/Area employees rating it 3.49, both indicating a high level of implementation. This suggests that HR has successfully fostered a collaborative and cohesive team environment across the organization.

The implementation of practices related to employee-supervisor relationships received moderate ratings from both groups, with Business Office employees giving it a weighted mean of 3.32 and Assigned Clinic/Area employees rating it slightly lower at 3.39. Both scores indicate a medium level of implementation.

**Table 4: Summary of Employee Engagement on HR Practices**

HR Practices	Weighted Mean	Descriptive Interpretation	Rank
Competitive salary and benefits	4.84	Actively Engage	1
Job role - skill alignment	3.89	Engage	7
Trainings and skill enhancement	3.76	Engage	10
Work-Life Balance	4.40	Actively Engage	3
Clear goals and expectations	3.91	Engage	6
Recognition programs	4.43	Actively Engage	2
Professional growth	4.23	Actively Engage	4
Work culture	4.09	Engage	5
Team dynamics	3.86	Engage	8
Relationship with supervisors	3.79	Engage	9

**Legend:** (Actively engage) 4.20-5.00, (Engage) 3.4-4.19, (Neutral) 2.60-3.39, (Disengage) 1.8-2.59, (Actively Disengage) 1.00-1.49

Table 4 provides a clear picture of how administrative employees perceive and engage with various HR practices. The HR practice that stands out most in terms of employee engagement is competitive salary and benefits, with a weighted mean of 4.84 and a corresponding interpretation of "Actively Engage", ranking first. This indicates that fair compensation is a key driver of employee engagement among administrative employees in a hospital setting, highlighting the significance of competitive financial rewards in retaining and motivating employees.

Following closely are recognition programs (4.43) and work-life balance (4.40), which are ranked second and third, respectively, both categorized as "Actively Engage". The high engagement in recognition programs suggests that employees feel valued when their efforts are acknowledged, which likely contributes to a positive work environment. Similarly, the emphasis on work-life balance, where employees report a high level of engagement, reflects an ideal environment of a healthy work atmosphere for these employees. These findings reinforce the idea that beyond financial incentives, non-monetary forms of recognition and opportunities for work-life integration are critical components of employee satisfaction.

Professional growth ranks fourth with a weighted mean of 4.23, also interpreted as "Actively Engage", showing that employees are generally engaged in their professional development. This suggests that opportunities for career advancement, continuous learning, and skill improvement are areas where the hospital must perform. However, while

this score is positive, it also signals that ongoing efforts to enhance growth opportunities are essential to maintain this level of engagement.

In contrast, practices like clear goals and expectations (3.91), job role-skill alignment (3.89), team dynamics (3.86), and relationship with supervisors (3.79) fall into the "Engage" category, with rankings of sixth, seventh, eighth, and ninth, respectively. While employees feel moderately engaged in these areas, they are not as actively engaged compared to the top practices. The lowest-ranked practice is trainings and skill enhancement, with a weighted mean of 3.76, placing it tenth but still within the "Engage" category.

Overall, the data indicates that administrative employees are generally engaged with the HR practices in place, particularly in areas related to compensation as a factor for job satisfaction, recognition, and work-life balance as components of workplace motivation.

### 5. CONCLUSION

This study seeks to identify programs and employee engagement strategies that most effectively enhance engagement among administrative employees in a hospital setting. Through a comprehensive analysis of the results, the study aims to offer valuable insights that will inform strategic recommendations based on the findings.

The research findings reveal distinct variations in employee engagement and perception across different HR practices within the hospital. Competitive salaries and benefits emerged as the most influential factors in driving engagement among administrative employees, particularly those stationed in assigned clinics/areas, whereas recognition programs are more significant for Business Office employees. Despite high engagement levels, the perception of competitive salaries and benefits is notably low, indicating a critical gap between employee expectations and organizational practices. To address this, the hospital should prioritize enhancing the transparency and competitiveness of its compensation structures. Formulation of a more comprehensive compensation and benefits strategy tailored to attract, retain, and motivate top talent should be done. This strategy could involve conducting market research on compensation levels, implementing performance-based compensation, and designing a comprehensive benefits package, and conducting regular compensation reviews.

The development of a comprehensive recognition framework is suggested to promote recognition-based programs for administrative employees, encompassing both formal and informal practices aligned with the organization's values, goals, and strategic objectives. This framework could include performance-based rewards, personalized thank-you notes, and peer recognition programs.

Additionally, fostering a positive work culture and improving professional growth opportunities are essential to aligning employee perceptions with engagement. Tailoring HR strategies to the specific needs of different employee groups can further optimize engagement and satisfaction, ultimately contributing to better organizational performance and employee retention.

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