



Review

Exploration of human resource management work under the perspective of hospital culture construction

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Abstract

Faced with new trends, missions, opportunities, and challenges, especially as hospital reforms continue to progress, hospitals aiming to gain a competitive edge, expand their scale, and enhance their capabilities must adhere to the core strategies of “culture as the rudder, guiding hospital management” and “culture as the foundation, driving hospital prosperity.” Integrating human resource management within this framework is critical to creating an environment rich in humanistic care and harmony, ensuring the sustainable and healthy development of hospitals. This integration also represents the developmental trajectory of hospital culture construction. From the perspective of hospital culture development, this article thoroughly explores the essence, characteristics, challenges, and improvement strategies of human resource management, offering valuable insights for enhancing hospital management efficiency and optimizing healthcare service quality.

Keywords: Hospital culture development; human resource management; innovative management models

1 Introduction

In celebrating the 95th anniversary of the founding of the Communist Party of China, President Xi Jinping emphasized the principle of “Four Confidences”: confidence in the socialist path, theory, system, and culture. Cultural confidence highlights trust in the superiority of socialism with Chinese characteristics and universal acceptance of its core values. Since then, the idea of a culturally strong nation has become widely recognized. Strengthening hospital culture development and enhancing cultural soft power have become critical foundations for building a modern hospital management system with Chinese characteristics.

Hospital culture development consolidates internal unity, stimulates innovation, and fosters a liberating and innovative mindset among staff, thereby boosting the hospital’s overall competitiveness. Hospital culture and

human resource management both center on people. The development of hospital culture is profoundly influenced by human resource management concepts, implementation methods, institutional frameworks, and specific practices [1]. Diverse factors such as the refinement of human resource management systems, strategic planning, policy guidance, and the establishment of training systems collectively enrich hospital culture. Enhancing the diversity of hospital culture further strengthens overall cohesion.

2 Overview of Hospital Culture and Human Resource Management

2.1 Hospital Culture: Definition and Characteristics

Hospital culture originates from the evolution and development of organizational culture. It encompasses the hospital’s accumulated spirit, behavioral norms, and professional ethics formed through years of reform, construction, and growth. This includes the hospital’s mission, long-term planning, and institutional values. Hospital culture represents the hospital’s soft power and serves as the spiritual pillar for its development.

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The primary components of hospital culture are organizational culture, behavioral culture, and spiritual culture. Among these, spiritual culture is the core, guiding and influencing the other two. Initially introduced by American scholars in the 1980s, hospital culture has evolved into a discipline that integrates management theory with practical application [2]. It is a driving force for hospital development, shaping employees' psychology and behavior through sustained exposure to values and environment. Hospital culture regulates staff behavior while motivating them to align personal career goals with the hospital's overarching objectives.

The characteristics of hospital culture include:

- **Uniqueness:** Each hospital's culture reflects its history, regional characteristics, and management philosophy.
- **Systematic Nature:** Hospital culture is a holistic system where interconnected components influence overall development.
- **Dynamism:** Hospital culture evolves with the institution, requiring timely updates to adapt to external and internal changes [3].

2.2 Human Resource Management: Definition and Key Features

Human resource management focuses on efficiently coordinating personnel and administrative tasks to achieve organizational goals. It involves optimizing resource allocation, institutional frameworks, and operational methods. Core elements include talent recruitment, optimal utilization, development, retention, and motivation.

Given the high standards of professional expertise and competence required in hospitals, effective human resource management is indispensable for improving operational efficiency and safeguarding patient well-being.

Key features of human resource management in hospitals include:

- **Strategic Focus:** Aligning human resource planning with the hospital's long-term strategic objectives [4].
- **Systematic Approach:** Covering recruitment, training, performance evaluation, and other interlinked processes to form a comprehensive management cycle.
- **Human-Centric Nature:** Addressing individual needs, respecting employee values, and fostering a positive work environment to boost motivation and innovation.

3 The Importance of Hospital Culture in Human Resource Management

3.1 Enhancing the Core Competitiveness of Healthcare Systems

Developing advanced hospital culture is fundamental to enhancing competitiveness. A robust culture fosters team cohesion, strengthens shared values, and provides a foundation for sustainable development. When integrated into human resource management, hospital culture unites healthcare professionals, bolstering their sense of belonging and collective effort toward institutional growth. Additionally, cultivating an inspiring cultural environment aids in attracting top-tier talent and building elite medical teams.

3.2 Fostering Service Enthusiasm and Loyalty among Healthcare Staff

A positive hospital culture significantly enhances staff commitment and service quality. Amid rapid technological advancements, integrating patient-centered service models into cultural development is critical [5]. A harmonious cultural environment elevates service standards while reinforcing loyalty and alignment with institutional goals. It helps human resource managers address challenges more effectively, understanding staff perspectives and fostering genuine engagement.

3.3 Improving Behavioral Norms of Healthcare Professionals

The cultural orientation of hospitals guides self-regulation among staff. Human resource management plays an essential role in integrating cultural values into operational processes, addressing irregularities, and promoting sustainable development of resource systems [6].

3.4 Boosting Employee Motivation

A strong hospital culture fosters a supportive workplace where respect, collaboration, and mutual learning thrive. By encouraging healthy competition and nurturing harmonious relationships, hospital culture instills a sense of belonging. This, in turn, motivates employees to approach their work with enthusiasm and accountability, fostering high-quality hospital development.

4 Deficiencies and Challenges in Human Resource Management During Hospital Culture Development

4.1 Misalignment Between Hospital Culture Development and Vision, Mission, and Strategic Goals

The development vision of a hospital serves as its “compass,” guiding its long-term direction and objectives. However, a significant issue in current hospital culture development is the lack of clear guiding principles and systematic theoretical support. This results in an overemphasis on scale expansion while neglecting the core essence of cultural construction. Specifically, hospital culture often fails to align closely with the hospital’s mission, vision, and strategic goals. This disconnection leads to a lack of synergy between cultural initiatives and the hospital’s long-term development plans, ultimately impacting overall progress.

4.2 Leadership’s Limited Awareness and Insufficient Emphasis on Culture Development

As the “helmsmen” of hospital development, the leadership’s understanding of hospital culture profoundly influences the outcomes of cultural initiatives. Unfortunately, many healthcare professionals, including hospital leaders, lack sufficient awareness of the far-reaching impact of hospital culture [7]. They often equate hospital culture with employee activities, ignoring its role in setting direction, fostering unity, inspiring motivation, and encouraging innovation. Some senior leaders even regard cultural development as secondary or dispensable, treating it merely as a “branding project.” Such disregard and misunderstanding prevent hospital culture from being fully utilized as a valuable resource, limiting its potential contribution to human resource management.

4.3 Financial Constraints Affecting the Depth and Breadth of Cultural Development

Under the prevailing differential subsidy system, many hospitals face financial constraints, resulting in limited investment in cultural development. As a long-term and ongoing process, cultural development often yields results only in the long run. Consequently, many hospitals adopt a conservative approach, primarily focusing on traditional activities such as sports or cultural competitions, which are often monotonous and lack innovation and depth. Financial limitations hinder the diversification of cultural development and restrict its

deeper advancement, ultimately affecting the creation and enhancement of the hospital’s overall cultural environment.

4.4 Strategic Upgrading of Human Resource Management is Urgently Needed

Since its inception in the 1980s, the concept of strategic human resource management has become a key approach for organizations to enhance competitiveness. It emphasizes treating human resources as the core driver of organizational development, achieving organizational goals through well-designed HR activities and practices. However, in the healthcare sector, most hospitals remain confined to traditional personnel management frameworks, failing to transition to strategic human resource management. Hospital administrators lag behind modern trends, and they often fail to integrate strategic objectives with cultural values to build a competitive HR system. This outdated management model not only stifles the full potential of hospital staff but also weakens the hospital’s overall competitiveness and sustainable development capacity [8].

4.5 The Need for Modernization of Management and Operational Systems

As hospital reforms deepen, a management and operational model centered on hospital culture is gradually becoming mainstream. Strong hospital culture and modernized operational systems are interdependent, jointly driving continuous progress. A hospital with advanced culture should exhibit a modern management system, while a modernized hospital must reflect profound cultural depth. Yet, many hospitals still have significant gaps in HR management, falling short of mature and standardized practices. This not only hampers the flourishing of hospital culture but also limits the effectiveness and quality of overall management and operations.

5 Innovating Human Resource Management with a Focus on Hospital Culture

5.1 Deepening the “People-Oriented” Concept to Build Harmonious Relationships

The retention of top medical talent depends on the depth of a hospital’s cultural foundation. Some HR managers view stable labor relations as the primary condition for retaining talent, but this perspective is somewhat nar-

row. Stable labor relations are, in fact, a natural outcome of integrating and reinforcing hospital culture in HR management. Policies and systems must adhere to the core principle of “people-oriented management,” ensuring this concept permeates every aspect of practice. By fostering a harmonious cultural atmosphere and meeting the personalized needs of employees across different levels, hospitals can address their concerns, provide equitable treatment and robust benefits, and instill a strong sense of belonging and stability [9].

HR managers should also establish efficient and transparent communication channels with employees to create a harmonious and positive interpersonal environment. Such an atmosphere can significantly enhance the enthusiasm of medical staff, encouraging them to contribute actively to the hospital’s growth. Meeting reasonable employee demands while inspiring them to work with greater passion and efficiency will enable the hospital to generate extraordinary value.

5.2 Strengthening Education and Training Systems to Build Career Development Pathways and Foster a Learning-Oriented Culture

Healthcare is inherently an industry that emphasizes both continuous learning and practice. For medical professionals, clear career planning and ample learning opportunities are key drivers of professional growth and development. Therefore, hospitals must prioritize continuing education, professional training, and academic advancement as strategic imperatives.

- For new employees, hospitals should implement systematic onboarding programs to ensure all staff fully understand the hospital’s culture, mission, and vision. Employees should formally assume their roles only after passing rigorous assessments, thereby reinforcing their sense of belonging and alignment with hospital values.

- For current staff, hospitals should establish life-long learning mechanisms. Through meticulous planning, staff can be sent to higher-tier medical institutions for advanced training or participate in exchanges at prestigious universities. Such initiatives help employees realize their career ambitions and return with enhanced skills to deliver higher-quality healthcare services.

- Encouraging practical innovation, hospitals can host cultural festivals or skill competitions, providing platforms for staff to hone their expertise, enhance capabilities, and cultivate a spirit of passion and perseverance [10]. For instance, hospitals may select outstanding talents for secondments at affiliated higher-level institu-

tions under the mentorship of senior experts to handle complex cases. This not only accelerates the cultivation of medical elites but also optimizes the structure of the talent pipeline.

5.3 Shaping a Distinctive Hospital Culture and Building Academic Teams in Departments

First, hospitals should strengthen external promotional efforts to establish and consolidate a positive overall image. This includes the extensive use of visual identity elements such as hospital logos and emblems, and the placement of compelling slogans in key areas such as bulletin boards and information displays. These subtle promotional measures not only help create a unique visual identity system but also foster a rich cultural atmosphere within the hospital.

Second, hospitals should carefully plan and host a variety of cultural and recreational activities centered around their culture. For example, organizing diverse cultural and sports events can enhance staff cohesion and sense of belonging. Celebratory events such as annual gatherings can deepen employees’ emotional connection to the hospital. Recognizing and awarding exemplary individuals for outstanding service, and widely promoting their stories through internal media, can provide relatable role models and exert a strong demonstrative effect.

Lastly, departmental culture serves as the foundation and extension of hospital culture and plays a crucial role in enhancing core competitiveness. Each department carries its own unique history, philosophy, and cultural heritage, reflecting a shared psychological identity among team members [11]. Therefore, hospitals should deeply explore and refine departmental culture, distilling its essence while discarding outdated elements. They should also encourage collaboration across departments to pool resources when applying for key laboratories or specialized programs, promoting the integration and systematic construction of research outcomes.

5.4 Implementing a Talent-Centric Strategy to Build an Outstanding Medical Workforce

Hospitals should focus on discipline development as the driving force, emphasizing the cultivation of leading figures in their fields and pursuing strategies for talent acquisition, training, and deployment. The goal is to build a high-level team of medical and healthcare professionals. Scientific job planning, equitable performance evaluation systems, and diversified talent incentive mechanisms are all embodiments of the hospital’s

cultural approach to talent management. These advanced measures can greatly stimulate the intrinsic motivation and innovation potential of medical staff, encouraging them to strive for excellence and to pursue breakthroughs in medical science.

Hospitals must enhance talent recruitment efforts, employing flexible, efficient, and precise strategies. Establishing a dedicated talent recruitment committee is recommended, adhering to principles of transparency, fairness, competition, and merit. Using standardized and systematic hiring processes, hospitals should actively engage with major medical institutions and wider society to attract top-tier talent. During annual recruitment, comprehensive evaluations of candidates' compatibility with job requirements, as well as their alignment with the hospital's culture, are crucial to ensuring scientific and accurate hiring decisions [12].

Additionally, hospitals should increase support and services for externally recruited high-end talent, providing oversight and guidance to maximize their impact. Competitive compensation packages, research funding, and excellent working environments are essential to attract and retain these experts. Based on their professional skills, academic achievements, and contributions, hospitals should assign suitable roles and responsibilities, offering corresponding positions to leverage their expertise fully.

5.5 Optimizing Hospital Management Systems and Strengthening Ethical Culture Construction

A robust hospital management system is the backbone of cultural development. A well-established and efficiently operating system lays a solid foundation for the steady advancement of hospital culture. To effectively harness the guiding role of hospital culture, optimizing management systems is a top priority. On one hand, under the guidance of the hospital's Party Committee, democratic management mechanisms should be refined, integrating the hospital director responsibility system with collective decision-making principles. On the other hand, management systems should be designed to align with the hospital's operational characteristics, ensuring orderly and standardized functioning across all areas.

To motivate employees and enhance creativity, a diversified incentive mechanism is essential, adopting varied strategies to encourage staff to meet high standards in fulfilling hospital responsibilities.

Guided by core socialist values, strengthening ethical culture has become a new mission of the era. For

hospitals aiming to cultivate a distinguished culture, investing in ethical culture construction is indispensable. This includes enhancing the moral and ideological education of healthcare professionals, guiding them to establish correct worldviews, life values, and ethical orientations, and fostering noble professional ethics. Furthermore, hospitals should incorporate ethical education into their daily operations, regularly organizing ideological education activities to ensure that medical staff maintain high moral standards and provide superior patient care.

5.6 Advocating for High-Quality Service Culture and Strengthening Cultural Orientation

Hospital culture is deeply rooted in the principle of excellent service, which is reflected in the meticulous care and attention provided to patients and their families [13]. Hospitals should strive to establish positive behavioral norms and develop a distinctive service brand. By organizing initiatives such as "Service Quality Enhancement Year," hospitals can instill a patient-centered service philosophy among all staff. This shift in mindset helps transform healthcare providers' attitudes, facilitates effective communication between patients and staff, standardizes medical service processes, and continuously improves medical systems to ensure simultaneous enhancement of service quality and safety.

To achieve these goals, hospitals can focus on three aspects: deepening ideological education, innovating service practices, and optimizing quality management. Strict adherence to core medical protocols provides a solid foundation for medical quality and safety. In terms of service process optimization, hospitals can implement various measures, such as rationalizing patient flow, increasing transparency and efficiency in outpatient services, supervising property management and cleanliness, and maintaining orderly and hygienic waiting and treatment areas. These efforts collectively improve patients' overall healthcare experience.

6 Conclusion

From the above analysis, it is evident that deepening hospital culture construction significantly enhances human resource management in modern healthcare. Through initiatives such as fostering harmonious interpersonal relationships based on a "people-oriented" approach, strengthening staff training

and career planning, cultivating distinctive hospital culture, implementing talent-centric strategies, improving hospital management systems, and advocating for high-quality service culture, hospitals can continually improve the efficiency and effectiveness of human resource management.

Looking ahead, the rapid development of medical technologies and the dynamic healthcare market will present hospitals with more complex and challenging circumstances. Against this backdrop, hospitals must persistently strengthen cultural construction and continuously optimize human resource management strategies to meet new demands and achieve sustainable, high-quality development.

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Conflicts of Interest

The authors declare no conflicts of interest.

Author Contributions

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