Throughout Training Data The relationship between human resources management and health care is very complex, and merits further examination and study.

**Introduction**

Interdepartment Performance Sample In Teamwork

**Abstract**

The purpose of this study is to investigate the association between the satisfaction with HRM practices in an organization and the workers’ perceived performance. We are interested in understanding if indeed workers who are more satisfied with the organization’s practices will also perceive themselves as more performing than others, thus confirming the happy productive worker hypothesis, from an individual performance standpoint. 

Data originated from a large Portuguese hospital, with a sample of 352 clinical and nonclinical hospital workers. Data was originally collected using SPSS software and later tested in AMOS software where a multiple regression model was constructed and tested. Results indicate that overall satisfaction with HRM practices is related with the workers’ perceived performance, most of the HRM satisfaction indicators also relate, except for pay and training. The present study was based on a single large public hospital, and thus, these findings need to be further tested in other settings. This study offers some clues regarding the areas of HRM that seem to be more related with the workers’ perceived performance, and hence provide an interesting framework for managers aligning with healthcare teams. This study contributes to the happy productive worker hypothesis research, by including several variables in the equation and taking a different perspective. Results provide new clues for investigation and practice regarding the aspects of HRM that seem to be more prone to elicit positive effort from the workers.

**Context**

Throughout the world, hospitals are facing many challenges including increased costs, per capita decrease in government funding, technology that delivers both invasive surgery (consequently capacity to perform more important procedures) and the capacity to deal with more complex medical interventions, also, healthcare systems that include hospitals have been under constant and continuous pressure to deliver quality improvements, better accountability, consumer choice and cost savings (Kabene et al., 2006; Grimshaw, Kitchen & Macintosh, 2000). In such, it is arguable that important areas of improving and maintaining service delivery as well as facing current challenges is through the hospital’s arguably most important asset: the people that work in hospital. Human Resources (HR).

Around the world it is an undisputed fact that the health care industry is a knowledge intensive field, and its main asset is the people that work for them (Kabene et al., 2006) and within many healthcare systems worldwide, increased attention is being focused on HRM (Kabene et al., 2006) human resources have been described as “the heart of the health system in any country” (Joint Learning Initiative, 2005), “the most important aspect of health care systems” (Kabene et al., 2006, pp. 1 and 2) and a critical component in health policy (Kabene & Kabene, 2006). Therefore it is inescapable to expect that performance of healthcare organizations will rely heavily on its people.

**Result**

Data was collected in January 2013 in a large public hospital in the north of Portugal that employ circa 3000 workers, using both paper and electronic format. Paper format was distributed among workers that preferred that method so that they did not have access to the internet of the institution with envelopes so that responses could be sealed and anonymity ensured. Electronic questionnaires were distributed through the institutional intranet.

Sample composition is a total of 415 subjects, with ages of respondents between 20-66 years old (mode=49 years and 66.5 years; standard deviation=9.8), most respondents are female (62.05%), 46.06% male respondents, 2.2% missing. In terms of the job, the distribution of staff per job group is shown in Figure 1.

In terms of seniority, workers range between less than a year to up to 36 years (mode=2 years and median=12.38 years, standard deviation=8.46), where a significant amount of workers (71%) have an effective contract (fitted with a predetermined ending date of the bond or the organisation). When it comes to schooling, 17% of subjects have a school level inferior to the mandatory Portuguese level (9th year), 28.8% attended or graduated from middle school, 62.6% attended or graduated from College and 10.7% have post-secondary schooling (Specializations, Masters Degree, etc.).

**Method**

Results show that SHRIMQ actually impact the WSE, but only in some dimensions. Namely, satisfaction with staffing practices, pay/compensation and teamwork seem to directly impact WSE. Satisfaction with information, training, performance appraisal and work environment do not seem to be directly associated with SHRIMQ. We believe that these dimensions are more influential, WSE reflects the subjects most direct relationship with the organisation, in the sense that are the processes that directly and personally affect the subjects relationship with their performance perceptions. Thus, we believe that it is not clear some dimensions of SHRIMQ affect WSE directly, but we wonder if there might be a moderating effect of other variables that enable the missing dimension to impact WSE as well. Future studies should try to replicate this study evidence if this relationship is confirmed, but also use moderator variables such as organisational commitment and other organizational psychological variables.

**Discussion & Conclusions**

Table 1. Minimum, maximum, mean and standard deviation of the latent variables in the present study.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Min</th>
<th>Max</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHRIMQ – Pay</td>
<td>1.00</td>
<td>5.00</td>
<td>2.25</td>
<td>.85</td>
</tr>
<tr>
<td>SHRIMQ – Training</td>
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<td>5.00</td>
<td>3.55</td>
<td>.84</td>
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<tr>
<td>WSE</td>
<td>1.00</td>
<td>5.00</td>
<td>4.52</td>
<td>.56</td>
</tr>
</tbody>
</table>

Figure 1. Percentages of staff in different job functions.

Figure 1 – Structural equations model for the different dimensions of the SHRIMQ and Performance Related Observations of Self-Efficacy (PSE).