

Research on the Issues of Human Resource Management in Public Hospitals

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Abstract: As the core carrier of China's medical and health service system, public hospitals shoulder the important mission of safeguarding people's life and health and providing public medical services. Human resources is the most dynamic and core strategic resource of public hospitals, so the management level is directly related to the hospital's medical quality, service efficiency, and sustainable development capacity. Based on this, this paper conducts research on human resource management in public hospitals, systematically analyzes the prominent problems existing in current management work, clarifies the core value of human resource management in the development of public hospitals, and puts forward targeted reform countermeasures combined with industry development trends and policy requirements. This paper aims to provide theoretical reference and practical experience for public hospitals to optimize human resource management, stimulate talent vitality, and achieve high-quality development.

Keywords: Public hospitals; Human resource management; Problem analysis; Reform countermeasures

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1. Introduction

In recent years, China's medical and health system reform has continued to advance in depth. As the core driving force for hospital development, the strategic position of human resources has become increasingly prominent. The human resources of public hospitals include medical staff, medical technical personnel, administrative management personnel, logistics support personnel, and other groups. Among them, medical staff, as direct providers of medical services, their professional quality and work enthusiasm directly affect the quality of medical services and patients' medical experience. Strengthening the research on human resource management in public hospitals and optimizing the management system are of great theoretical and practical significance for improving the quality of medical services in public hospitals, stimulating the vitality of the talent team, ensuring the effective implementation of the medical and health system reform, and promoting the sustainable development of the medical and health cause. Therefore, researching human resource management in public hospitals is of great value.

2. Prominent problems existing in the current human resource management of public hospitals

2.1. Outdated management concepts

At present, the human resource management of most public hospitals still remains at the level of “traditional personnel management” with backward management concepts, failing to regard human resources as a key element to promote the strategic development of the hospital. Some hospitals have not implemented the “people-oriented” management concept, ignoring the guidance of employees’ psychological pressure, job burnout, and personalized needs, resulting in tense doctor-patient relations and a limited internal collaboration atmosphere, which in turn affects the overall management efficiency ^[1]. Some public hospitals still use the administrative model in the design of talent introduction, training, and incentive mechanisms, which is difficult to adapt to the changing needs of intensified market competition and medical industry transformation ^[2].

2.2. Inflexible employment mechanism

There is a problem with a rigid employment mechanism in the human resource management of public hospitals. In terms of post setting, some institutions lack systematic job analysis and evaluation processes, leading to deviations in post design. Phenomena such as “mismatch between personnel and posts” and “imbalance between powers and responsibilities” occur frequently, limiting the career development potential of professional talents. The existing internal personnel flow system is still insufficient, and an efficient resource allocation system has not been formed. Employees cannot be transferred according to their own expertise and career plans, resulting in a low utilization rate of human capital. For medical personnel with inefficient or negative work performance, hospitals lack an effective exit mechanism, which not only hinders the improvement of the overall team quality but also affects the continuous improvement of organizational performance ^[3-4].

2.3. Insufficient incentive effectiveness

As an important tool to stimulate employees’ enthusiasm, the incentive mechanism has encountered many difficulties in the practice of public hospitals. The current salary distribution system is not in line with reality, and its incentive function needs to be strengthened ^[5]. In terms of performance appraisal, the methods are lacking in scientificity and pertinence, over-relying on conventional indicators such as business volume and attendance rate, and lacking comprehensive consideration of key factors such as medical quality, patient satisfaction, and service quality. Moreover, most evaluations are conducted through qualitative descriptions rather than quantitative analysis, making the results unable to truly reflect individual work achievements. The link between performance feedback and personnel management, professional title evaluation, bonus distribution, etc., is relatively loose, which cannot fully play a positive guiding role and affects the efficiency of the entire management ^[6].

3. Core values of human resource management in public hospitals

3.1. Conducive to improving medical quality

As an important part of the core functions of public medical institutions, medical quality and safety are their most fundamental missions ^[7]. Human resource management plays an important role throughout the process and has a decisive impact on improving the level of medical services and protecting patients’ rights and interests. Medical staff and technical support personnel, as direct service providers, their professional level, skill proficiency, and professional ethics will directly affect the diagnosis and treatment effect and safety. Completing talent

reserve, training, and development goals through scientific planning can not only improve the comprehensive competitiveness of the team but also help prevent errors and accidents and improve patients' medical experience. The reasonable allocation of medical personnel teams, matching post needs with individual abilities through personnel arrangement, can maintain daily management order and improve work efficiency.

3.2. Conducive to enhancing core competitiveness

Talent is the core competitiveness of public hospitals, and tapping their potential and forming competitive advantages is a strategic position. Especially in the process of deepening the medical system reform, the competition among medical institutions is becoming increasingly fierce, and the development model of "hardware-oriented" is shifting to a new path focusing on "soft power"^[8]. Centering on the "people-oriented" treatment logic, systematically establishing a career development planning system, meeting individual needs differently, creating an open and inclusive environment, and opening up multi-channel promotion paths, while fully mobilizing the enthusiasm of workers and enhancing team attractiveness, creates a sense of belonging. Using excellent appointment plans and work evaluation mechanisms to break the trend of uniform positions, thus providing sufficient basic conditions for the development and utilization of high-level human resources, which is crucial for promoting the construction of professional personnel teams^[9].

3.3. Conducive to promoting the implementation of reforms

The active coordination and actions of public hospitals are indispensable for the effective implementation of the medical and health system reform. As an important part of hospital management, human resource management may provide support for the implementation of the medical and health system reform. At present, after the implementation of policies such as hierarchical diagnosis and treatment, zero markup on drugs, and reform of medical insurance payment methods, the issues of human resource allocation, management models, and incentive mechanism requirements of public hospitals have been raised again. Optimizing the human resource management of public hospitals can encourage public hospitals to adapt to new reform needs, adjust management models, improve operational systems, and make the medical and health system reform truly benefit the masses^[10-12]. By optimizing human resource management, the human resource cost of public hospitals is controlled, thereby effectively improving the efficiency of human resource use in public hospitals.

4. Reform countermeasures for human resource management in public hospitals

4.1. innovate management concepts and strengthen strategic positioning

To get rid of the predicament of human resource management in public hospitals, it is necessary to innovate concepts and strengthen strategic positioning. First, innovate management concepts. The management should deepen the understanding of the value of human capital, abandon the inherent limited thinking in the personnel management model, establish a modern governance concept of "people-oriented" and "talent first", and endow the human resources department with a strategic functional positioning. On this basis, it is necessary to design a human resource planning system covering talent training, performance evaluation, organizational structure adjustment, and other elements to align with the overall development strategy, so as to realize the integration and coordinated development of the two. Second, establish a market-oriented management concept^[13]. A market-oriented management system in line with the development trend of the medical industry should be constructed to break the limitations of the traditional administrative management model. Market concepts should penetrate into

all core links of human resource management, especially attaching importance to the value shaping and potential excavation of talents, in-depth exploration of the differences in employees' personal characteristics, respecting their subject status and building an effective communication platform, systematically investigating issues related to work pressure, job burnout, development planning, etc., creating a positive corporate culture atmosphere, and maximizing the enthusiasm and creative enthusiasm of all employees. It is also necessary to promote the optimization of the organizational structure and team building of the human resources department, and improve their professional quality and technical level. In addition, it is necessary to build a high-quality professional talent team to provide a solid talent guarantee for deepening the reform of the medical industry system and mechanism^[14].

4.2. Optimize the employment mechanism and smooth talent flow channels

Establishing a scientific and efficient employment mechanism can give full play to the value of human resources and enhance the management efficiency of the organization. Therefore, hospitals should start from recruitment, promotion, post allocation, and exit to build a dynamic and refined human resource management system^[15]. During recruitment, it is necessary to break the traditional staffing restrictions, optimize the recruitment process, reduce human interference factors, broaden talent acquisition channels, and focus on absorbing high-level talents through campus recruitment, social recruitment, online platforms, and other channels. In the selection stage, organizations should adhere to "fair competition", improve the evaluation system, examine the candidate's theoretical level, practical ability, professional quality, and other factors to ensure that the recruited personnel meet the strategic needs of the organization's development. In promoting the reform of the promotion system, it is necessary to break the traditional tendency of "seniority-based promotion", establish a diversified evaluation system focusing on professional ability, performance, service quality and patient satisfaction, expand career development channels to meet the needs of young talents, design multi-level promotion paths, improve the connection rules between management sequences and professional and technical titles and technical levels, and guide employees to choose appropriate career development directions according to their own expertise and development wishes. In terms of post allocation, it is necessary to conduct scientific job analysis and evaluation, reasonably define the scope of functions, clarify the powers, responsibilities and qualifications of all levels to achieve the adaptation of personnel and posts; at the same time, improve the internal personnel flow mechanism, improve the efficiency of human resource allocation, promote inter-departmental collaboration and communication, maximize the potential of human resources, and avoid overstaffing. In the exit link, it is necessary to build a complete talent elimination mechanism and formulate scientific evaluation standards and specific operation steps. For example, for employees with insufficient performance capabilities, a lack of professional ethics, or violations of hospital rules and regulations, corresponding measures should be taken in accordance with laws and regulations to optimize the team composition and improve management efficiency.

4.3. Improve the salary and performance system and strengthen the incentive-oriented role

Salary and performance are important factors affecting employees' active participation. Comprehensive improvements in this regard are necessary to give play to their due incentive role. In terms of salary, appropriately increase the overall income level of employees in public hospitals, and appropriately raise the salary treatment of doctors to highlight the professional dedication and importance of doctors' work; improve the salary structure, reduce the proportion of basic salary, increase the proportion of performance salary, and link performance salary more closely with personal performance, service quality and professional expertise, and implement the principle

of “pay according to work.” At the same time, reasonably determine the salary gap between different levels of positions, reflect the importance of core departments and core positions, distinguish the differences in powers and responsibilities, and fully mobilize the enthusiasm of all employees. In terms of assessment, formulate scientific, rigorous, fair, and effective assessment rules, set different assessment standards according to the characteristics of different positions, and include work quality, service attitude, workload, patient satisfaction, scientific research achievements, and other contents into the comprehensive score, combining quantitative scoring and qualitative analysis. Improve assessment methods, adopt a combination of dynamic tracking assessment and annual summary assessment, and use a combination of personal declaration and superior evaluation to ensure fairness and objectivity, improve the effectiveness of performance feedback, and take it as an important basis for salary distribution, promotion, selection of excellent employees and staff training, play a guiding role, and promote the continuous improvement of employees’ skill levels and work efficiency.

4.4. Strengthen informatization construction and improve management efficiency

With the rapid development of information technology, strengthening the informatization construction of human resource management in public hospitals can improve the efficiency of human resource management in public hospitals and realize refined management. On the one hand, increase investment in informatization construction, build a complete human resource management information system, centrally store and share human resource-related information, including modules such as personnel information, recruitment management, attendance management, salary management, performance evaluation, training management, etc., automate and informatize human resource management affairs, reduce manual operations in human resource management, improve management efficiency and reduce management costs. On the other hand, fully utilize contemporary information technology means such as big data and artificial intelligence to explore and analyze the value contained in human resource data, accurately support post planning, talent introduction, salary structure, and performance evaluation in the medical field, and improve the scientificity and accuracy of personnel management decisions. In addition, establish and improve the operation mechanism of the information system, optimize and improve the information security governance system, ensure the safe storage and reliable transmission of core information, improve the technical capabilities of staff, enhance their application level of various management software operation skills, create an environment for the effective operation of the information technology platform, and give full play to its main role in team growth. By building a centralized and shared human resource information platform, using a data middle platform and artificial intelligence technology to conduct multi-dimensional analysis of human resource data, realizing the whole-process online management from recruitment and attendance to performance and training, and significantly shortening the business processing cycle.

5. Conclusion

In summary, human resource management in public hospitals is a systematic and complex project, which is directly related to the hospital’s medical quality, service efficiency, and sustainable development capacity, and is also an important support for promoting the effective implementation of the medical and health system reform. In the management process, public hospitals need to base themselves on their own reality, innovate human resource management concepts, strengthen strategic positioning; optimize the employment mechanism, smooth talent flow channels; improve the salary and performance system, strengthen the incentive-oriented role;

strengthen informatization construction, improve management efficiency, continuously optimize the human resource management system, stimulate the vitality of the talent team, and build a high-quality and high-skilled medical talent team. With the continuous deepening of the medical and health system reform and the continuous development of the medical industry, the human resource management of public hospitals should continue to promote reform and optimization to help public hospitals achieve high-quality development.

Disclosure statement

The author declares no conflict of interest.

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