

**HUMAN RESOURCE MANAGEMENT AND EXTENT OF ORGANIZATIONAL
INNOVATION PRACTICES AMONG PUBLIC AND PRIVATE HOSPITALS
IN THE ISLAND OF PANAY: THEIR IMPLICATIONS ON
ORGANIZATIONAL EFFICIENCY**

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ABSTRACT

This study was conducted to determine the human resource management and extent of organizational innovation practices among public and private hospitals in the Island of Panay. Moreover, this study sought to determine the factors associated with innovative practices.

This is a descriptive-correlational study that employed a one-shot survey design using complete enumeration. The target population consisted of all private and public hospitals in the Island of Panay, but the respondent population were the hospital managers. As of Department of Health (DOH) record for the year 2017, there were 60 licensed hospitals in the Panay Island (39 are government-owned and 21 are privately-managed). A total of 90 hospital managers participated in the study. A three-part questionnaire was used to collect the data. This study found that most hospital managers were at their 50's, female, master's degree holders and with more than 10 years of experience. Majority of hospitals were public with more than 200 employees.

A high proportion of hospitals had "good" HRM practices. Further, a big proportion of them were "innovative-active and successful" on the extent of their organizational innovation practices.

Overall, the hospital managers' sex, educational attainment and length of service except age had a bearing on their HRM practices. Further, the type and size of hospital contribute to HRM practices. In addition, among the hospital managers' personal characteristics, sex, educational attainment and length of service excluding age impact organizational innovation. Also, the type and size of hospital influence organizational innovation practices.

HRM practices impact organizational innovation. This indicates that HRM practices significantly contribute to the innovativeness of organizations. The better the implementation of HRM practices, the stronger is the propensity to innovate. HRM practices are essential for organizations to produce exceptional innovation and gain competitive advantage. The findings of this study affirm the theory of Ability, Motivation and Opportunity (AMO) which contends that HRM practices enhance organizational innovation.