

# Review Of Research On Nurse Job Performance In Public Hospitals

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**Abstract:** *This study focuses on the work performance of nurses in public hospitals and comprehensively reviews relevant research results. Performance management originated in the 1970s and is crucial in the development of public hospitals. Nurse performance covers multiple dimensions, including nursing quality and work efficiency, and is affected by individual, organizational and external factors. In China, performance management of public hospitals is promoted by policies, but there are problems such as concept confusion, unfair evaluation, insufficient informatization and low employee participation. Studying nurses' work performance is of great significance for improving hospital service quality and optimizing management. In particular, under the background of informatization, it explores the correlation between nurses' attitude towards HMIS and performance, filling the research gap. Therefore, the purpose of this review is to clarify the direction for subsequent research, help optimize the design and implementation of HMIS, improve nurses' job satisfaction and efficiency, improve the overall quality of medical services, and promote the development of public hospitals towards high quality.*

**Keywords:** Public Hospital, Performance Management, Hospital Management Information System

## 1. Introduction

In the medical system, public hospitals occupy a crucial position, and nurses, as the core group, whose work performance is directly related to the quality of medical service, the rehabilitation effect of patients and the overall operation of the hospital. The research review on the work performance of nurses in public hospitals aims to sort out the previous research context and analyze the current research situation. Through systematic analysis of existing research results, research gaps can be accurately located, laying a solid foundation for further exploration of effective strategies to improve nurses' work performance. Previous studies mostly focused on the improvement of "quantity" and individual performance of nurses in public hospitals under the medical information management system. However, there is an obvious research gap on the influencing factors of job performance in the absence of information. Filling this gap will help to understand the influencing mechanism of nurse job performance from a more

comprehensive perspective. And then promote the development of theory and practice in the field of medical management.

## **2. Theoretical Foundations of Performance Management**

### **2.1 The Connotation and Development of Performance Management**

The concept of performance management originated in the 1970s. Its core lies in the fact that all members within an organization jointly participate in the strategic goal - setting process, communication and counseling, performance evaluation, and the application of feedback based on results. This comprehensive process aims to achieve the organization's strategic objectives and enhance overall performance. In 1954, American scholar Aubrey Daniels was the first to propose this concept. Initially, it served as a management system for assessing and improving the work results of employees or departments. After years of development, performance management has evolved into a crucial means in modern business management.

In the context of public hospitals, performance management is still a burgeoning and continuously evolving field. With the continuous deepening of the public hospital system reform in recent years, the implementation of performance management is not only an inevitable result of market economy regulation but also a key means for hospitals to achieve strategic goals and enhance their social influence. In the future, comprehensively deepening performance management in public hospitals will become an important strategic deployment for medical and health institutions, holding far - reaching strategic guiding significance for the long - term development of public hospitals.

### **2.2 A Multidimensional Analysis of Performance**

Essentially, performance encompasses employees' behavioral manifestations and the outcomes they bring about, with the aim of enhancing team efficiency and maximizing benefits. It is not merely a simple combination of achievements and effects. In real - world work scenarios, performance represents an organic integration of employees' actual work efficiency and behaviors. Employees should not only focus on the "quantity" of work results but also pay close attention to the "quality" control. Whether evaluated from the dimension of quantity or the aspect of quality, performance serves as a vital criterion for measuring the collective contributions of employees.

### **2.3 The Significance and Methods of Job Value Evaluation**

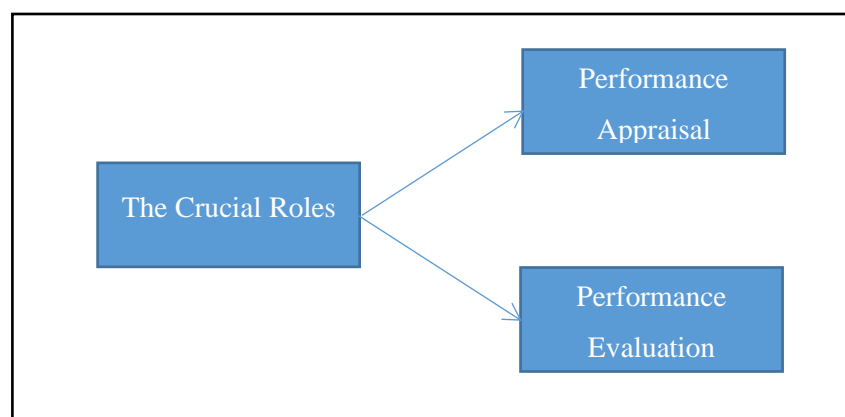
According to Berrocal's definition, job value evaluation is a systematic set of analysis and decision - making processes used to determine the relative value of each job position to the organization. Qiu Xiaoyan believes that it is a technical approach for systematically determining the position of each job within the internal wage structure of a unit. Taking the evaluation results of the relative importance of job tasks in the overall work as the benchmark, under normal working circumstances, it conducts a systematic analysis and comparison of the requirements for personnel in specific positions.

By implementing job value evaluation, human resources managers can accurately match suitable talents according to the competency standards of each position. Moreover, it effectively promotes the fairness and scientific nature of job management, compensation management, employee promotion, and personnel allocation.

## 2.4 The Crucial Roles of Performance Appraisal and Evaluation

**Performance Appraisal:** As an important component of performance management, performance appraisal is a comprehensive assessment of the completion of collective and individual goals. By comparing the progress percentage of goals with the expected completion percentage, it determines the current goal - achievement status. It also sorts out the risk points and difficulties during the goal - attainment process and conducts a comprehensive analysis, providing a basis for subsequent work improvement. (Abdullah, et al., 2021).

**Performance Evaluation:** This is the core link of performance management, mainly used to assess nurses' performance in their work and the achievement of performance goals. The evaluation process comprehensively employs qualitative and quantitative indicators, such as nursing quality, patient satisfaction, and work efficiency. The evaluation results are not only used to formulate incentive measures, provide feedback and improvement plans but also offer important references for future goal - setting. Effective performance management plays a pivotal role in solving common problems in public hospitals, such as low efficiency, patient dissatisfaction, resource waste, and brain drain. (Alolayyan, et al., 2020).



**Figure 1: The Crucial Roles of Performance Appraisal and Evaluation**

## 3. The Correlation between Organizational and Employee Performance

Performance serves as a comprehensive reflection of employees' work performance and the efficiency of task completion. Performance management, conversely, is committed to seamlessly integrating employee performance with task completion efficiency. (De Menezes, & Wood, 2015). This integration enables collaborative management, which is instrumental in helping hospitals achieve their overarching technological development goals and drive continuous progress. Szilagyi posited that performance can be evaluated from three distinct perspectives: societal, organizational, and individual. (Liu, 2021). Moreover, performance is characterized by both subjective and objective dimensions. Chinese scholars, such as Yang Jie et al., have also emphasized that whether considering an organization or an individual, it is essential to approach the understanding of performance from a systematic and developmental vantage point. Job performance is a construct composed of multiple elements. It is an abstract and latent concept that defies direct measurement. Typically, it manifests as outcomes closely associated with work, given their strong connection to the company's strategic objectives, customer satisfaction levels, and contributions to the economy. Viswesvaran and Ones defined job performance as "actions, behaviors, and outcomes that employees engage in or generate, which are both related to and contribute to organizational goals." These actions can range from

routine task execution to more complex problem - solving initiatives that enhance the overall functioning of the organization. (Alolayyan, 2020).

Nurses, being an integral part of hospital staff, have job performance that serves as a pivotal indicator for gauging the productivity of nursing service delivery based on their assigned authority and responsibilities. A nurse's job performance is not merely linked to their personal career progression but also plays a crucial role in evaluating and safeguarding the overall quality of nursing services. This encompasses not only the knowledge and skills nurses utilize to provide care but also their ability to comprehensively consider a multitude of factors in real - world work scenarios. For instance, during a patient's recovery process, nurses must not only possess the technical know - how to administer medications and perform procedures accurately but also be able to assess the patient's emotional state, family support system, and potential barriers to recovery. This holistic approach to patient care is a testament to the breadth and depth of a nurse's job performance and its direct impact on the quality of care provided within the hospital setting. (Baird, 2019).

#### **4. The Impact of Work Commitment on Performance**

##### **4.1 Diverse Definitions of Work Commitment**

Work commitment, also known as employee commitment or organizational commitment, holds immense significance for an organization. The success or failure of an organization is intricately linked to the motivation and efforts exerted by its employees, and these are very often derived from employees' work commitment. Loscocco defined work commitment as the relative importance of work to an individual's self - perception. In other words, it reflects how much an individual values their work in relation to their overall sense of self. For example, a nurse who sees their work as a fundamental part of their identity is likely to have a high level of work commitment. (Jiang, 2020).

There are also perspectives suggesting that organizational commitment is manifested through an individual's identification with and participation in their specific work organization. This includes accepting the organization's goals and values, such as a hospital's mission to provide high - quality, patient - centered care. It also involves a strong willingness to work hard for the organization, which could be demonstrated by going the extra mile to ensure patient comfort or taking on additional responsibilities during busy periods. Moreover, it encompasses a distinct aspiration to continue working for that organization in the long term, perhaps due to a sense of loyalty or belief in the organization's future development. (Nafari & Rezaei, 2022).

##### **4.2 The Close Ties between Work Commitment and Performance**

Numerous studies have indicated that the work commitment of healthcare professionals has a significant impact on both individual and organizational performance. Baird et al. conducted research and found that the level of work commitment is positively correlated with both the quality of patient care in hospitals and operational efficiency. Nurses with a high level of work commitment are more likely to be meticulous in their caregiving, closely monitor patients' conditions, and ensure the smooth operation of daily nursing tasks, thereby improving overall operational efficiency. (Rahimi, 2017).

Attia et al. also verified that there is a significant direct correlation between the work commitment of medical staff and the perceived efficacy of care. When medical staff, including nurses, are highly committed to their work, patients are more likely to perceive the care they receive as effective. This could be because committed nurses are more empathetic,

communicate better, and are more dedicated to improving patients' health outcomes. (Forster, 2016).

For nurses, their primary commitment is to provide nursing services, which morally obligates them to take good care of every patient. The emotional connection between an individual and the organization, such as identifying with and supporting the company's values, and having an inherent determination to serve the company, can enhance organizational commitment. For instance, if a nurse strongly believes in the values of a hospital that emphasizes patient - centered care and innovation, they are more likely to feel a deep sense of commitment to the organization. This commitment, in turn, can lead to better performance, such as providing more personalized care, actively participating in quality improvement initiatives, and contributing to a positive work environment within the hospital.

## **5. The Role of Hospital Healthcare Management Information System (HMIS)**

### **5.1 The Definition and Functional Architecture of HMIS**

An information system can be defined as an integrated entity that, in line with specific objectives, undertakes the collection, computation, storage, analysis, and dissemination of information. The Healthcare Management Information System (HMIS), as a specialized data collection system, primarily serves to support the planning, management, and decision - making processes within health institutions. In modern healthcare settings, medical institutions have amassed an enormous volume of data. This data explosion, encompassing patient records, medical procedures, and resource utilization information, among others, has become a driving force behind the emergence of HMIS (Bai et al., 2017).

HMIS is designed to integrate various aspects of information, including administrative, medical, and financial data. It represents an organic combination of software, hardware, databases, and domain - specific knowledge. Through this integration, HMIS aims to automate a wide range of processes within hospitals and healthcare systems. For example, it can automate patient admission and discharge procedures, streamline medical order entry, and facilitate seamless financial transactions related to patient care. By doing so, it not only improves the efficiency of individual processes but also enhances the overall coordination and interoperability within the healthcare ecosystem.

### **5.2 The Positive Impact of HMIS on the Healthcare Industry**

In today's healthcare landscape, the application of information technology, particularly HMIS, holds great potential for enhancing service quality, boosting personnel efficiency, improving work effectiveness, and reducing organizational costs. A substantial body of research has demonstrated that increased investment in health information technology and information quality can effectively reduce medical errors. For instance, computer - based physician order entry systems integrated within HMIS can help prevent transcription errors and ensure accurate medication prescribing. This, in turn, leads to a reduction in adverse drug events and improves patient safety.

Moreover, HMIS can significantly lower operational costs by optimizing resource allocation. By providing real - time data on inventory levels, staff availability, and patient flow, hospitals can make more informed decisions about resource deployment, minimizing waste and inefficiencies. Additionally, the integration of clinical pathways and evidence - based guidelines into HMIS can streamline the medical - nursing process, ensuring that patients receive standardized, high - quality care. This optimization not only improves the quality of



care but also enhances patient satisfaction, thereby strengthening the doctor - patient relationship.

In the processes of planning, management, monitoring, and evaluation of health activities and systems, the frequent and extensive use of information is crucial. Real - time access to clinical information at the point of care empowers healthcare providers to make more accurate and timely decisions. For example, nurses can use bedside HMIS terminals to access patient histories, test results, and treatment plans, enabling them to provide more personalized care. In developing countries, there has been a growing trend of investing in various types of health information systems. After the introduction of electronic health information systems in many countries, quality indicators such as the completeness and timeliness of reporting have seen remarkable improvements. This has enabled better disease surveillance, more efficient health resource allocation, and ultimately, improved population health outcomes. (Shim & Jo.,2020).

### **5.3 Challenges in the Application of HMIS**

Despite the numerous advantages of HMIS, its practical implementation is fraught with a series of challenges. One of the primary obstacles is the insufficient understanding of HMIS tools and their associated variables/indicators among hospital staff. Many healthcare providers, including doctors, nurses, and administrative personnel, lack the necessary training to fully utilize the capabilities of HMIS. This lack of understanding is compounded by a deficiency in operational skills. For example, some nurses may struggle to navigate complex data entry interfaces or generate meaningful reports from the system, which hampers the effective use of HMIS.

Furthermore, hospital staff often face heavy workloads, leaving them with limited time and energy to learn and adapt to new HMIS features. Coupled with a lack of motivation, which may be due to factors such as resistance to change or a perception that HMIS does not directly contribute to patient care, these issues pose significant barriers to the successful adoption of HMIS.

In addition, the data requirements of hospitals are vast and ever - changing. HMIS tools need to be continuously updated to keep pace with the growth and evolution of medical institutions in terms of size, infrastructure, and service offerings. For example, as a hospital expands its services to include new specialties or adopts new medical technologies, the HMIS must be able to accommodate and manage the associated data.

In China, given its status as the world's most populous country with the largest number of hospitals, HMIS faces even greater challenges in management practice. Although the government has made significant efforts in recent years to promote the development of regional health information technology, some hospitals still encounter problems such as data omissions when applying HMIS. These data omissions can have a two - fold impact on nurse performance management. On one hand, inaccurate or incomplete data can lead to unfair performance evaluations, as key aspects of a nurse's work may not be properly reflected. On the other hand, it can impede the identification of areas for improvement and the implementation of targeted training and support programs, ultimately affecting the overall quality of nursing care.

## **6. Insights into the Current Status of Performance Management in Chinese Public Hospitals**

### **6.1 Policy - Driven Performance Reform**

In December 2020, the "Guiding Opinions on Strengthening the Operation and Management of Public Hospitals" (Document No. Guo Wei Cai Wu Fa [2020] 27) was released, followed by the "Opinions of the General Office of the State Council on Promoting the High - Quality Development of Public Hospitals" (Document No. Guo Ban Fa [2021] 18) in June 2021. These and a series of other policy documents have gradually made hospital managers in China realize the crucial role of performance management in promoting the high - quality development of hospitals.

In the past two years, domestic research on performance management has mainly concentrated on five aspects. Firstly, the synergy management strategy between performance management and cost control. By integrating these two aspects, hospitals aim to optimize resource allocation, reduce unnecessary expenditures, and improve overall operational efficiency while ensuring the quality of medical services. Secondly, the application of performance management in hospital human resource management. This involves using performance evaluation results to guide recruitment, training, promotion, and performance - based pay decisions, so as to attract, retain, and motivate high - quality medical talents. Thirdly, the application of the balanced scorecard in hospital performance management. The balanced scorecard, with its multi - dimensional perspective including financial, customer, internal process, and learning and growth aspects, helps hospitals comprehensively evaluate their performance and develop more targeted strategies. Fourthly, the performance evaluation index system based on Resource - Based Relative Value Scale (RBRVS) and Diagnosis - Related Groups (DRGs). RBRVS and DRGs are used to measure the value of medical services and allocate resources more fairly, which can effectively improve the objectivity and accuracy of performance evaluation. Fifthly, the quality control of the medical record front page based on the performance appraisal of tertiary public hospitals. Since the medical record front page contains key information about patients and medical services, its quality directly affects the accuracy of performance evaluation and the management of medical data.

### **6.2 Management Misconceptions Caused by Conceptual Confusion**

Public hospitals often conflate the concepts of performance management and performance appraisal. Bai Yu et al., during their research on the performance management of public hospitals in Zhengzhou, found that in actual operations, hospitals frequently equate evaluation with management. Theoretically, performance appraisal is mainly applied to small - scale areas such as departments or individuals. It focuses on evaluating the work performance of specific entities within a certain period, usually through specific indicators and methods. In contrast, performance management is a more macroscopic concept that emphasizes the overall management of the hospital. It involves setting strategic goals, formulating performance plans, implementing performance monitoring, and providing feedback and improvement measures at the hospital - wide level.

If performance appraisal is wrongly regarded as equivalent to performance management, the entire process of performance management at the macro level will be overlooked. This will lead to a lack of overall strategic management and control. For example, without a comprehensive performance management system, hospitals may not be able to effectively align the goals of different departments with the overall hospital strategy, resulting in inefficiencies and a failure to achieve the original intention of improving staff performance. Rowley et al.,

when studying different hospital management models, also pointed out that the current management of public hospitals overly emphasizes performance results. Hospitals often pay too much attention to the final numbers, such as revenue, patient volume, and surgical success rates, while neglecting the process of performance appraisal and the framework of performance management. This may lead to short-term behavior, such as over-treating patients to increase revenue, or ignoring the long-term development of medical staff. To address these issues, public hospitals should strengthen their organizational culture construction. A positive organizational culture can enhance employees' sense of identity and belonging, and reflect the principles of system management. Additionally, optimizing the performance feedback mechanism is essential. Timely and accurate feedback can help employees understand their performance gaps, providing them with clear directions for improvement.

### **6.3 The Dilemma of Fairness and Efficiency in the Performance Appraisal System**

Performance-related compensation accounts for a large proportion of the current salary structure of medical staff. Scientific management of performance-related pay is a crucial prerequisite for exerting the incentive leverage of performance. How to find the path of internal fairness in performance management to reflect the leverage effect of performance-related compensation incentive and constraint has become one of the research hotspots in current hospital performance management.

Jiang Wen et al., in their study of the internal organization of a certain hospital, pointed out that the current performance management of some public hospitals is relatively chaotic. Some individual hospitals lack a systematic performance management system. Without a well-designed system, it is difficult to ensure the standardization and consistency of performance evaluation. Moreover, the personnel involved in performance management often lack professional knowledge and capabilities. They may not be proficient in performance evaluation methods, data analysis, or performance improvement strategies, making it impossible to implement a reasonable and effective performance distribution system for different types of employees. For example, doctors, nurses, and administrative staff have different job characteristics and contributions, but without a scientific performance management system, it is difficult to accurately measure and reward their efforts.

Andrea Thiel et al. also pointed out that currently, most units in the medical industry still take financial evaluation as the core basis for performance distribution. They mainly consider factors such as revenue generation and cost control, without fully taking into account the differences in workload and technical difficulty among different medical staff. For instance, surgeons may have longer working hours, higher technical requirements, and greater mental stress compared to some administrative staff, but if the performance distribution system does not reflect these differences, it will lead to a lack of fairness in internal personnel performance distribution. This unfairness can dampen the enthusiasm of medical staff, affecting their work motivation and job satisfaction.

### **6.4 Shortcomings in the Informatization of Performance Management**

Simone Fanelli et al. believe that in the face of high operational risks and financial risks in public hospitals, if information management is not improved, it will lead to extremely low management efficiency. For example, without an efficient information system, hospital managers may spend a large amount of time collecting, collating, and analyzing data, resulting in slow decision-making. This inefficiency may also cause serious waste of hospital medical resources. For instance, due to inaccurate inventory information, there may be overstocking or shortages of medical supplies, both of which are wasteful. Moreover, it will significantly



increase internal operating costs. Manual data processing and management often require more manpower and time, leading to higher labor costs.

Zhang Peilin et al. believe that in the reform of internal performance management in public hospitals, the intelligence level of the information system will affect the efficiency of RBRVS in the actual application process. The various dimensions of the internal performance management system of public hospitals need to be closely related to the medical price system, medical project cost, medical insurance payment system, salary reform system, and hospital compensation system. For example, the performance evaluation of medical staff should be based on the actual cost of medical services they provide, the reimbursement situation of medical insurance, and the salary level determined by the salary reform. Increasing investment in informatization can promote the performance management reform more effectively with less effort. Therefore, hospitals should further strengthen the informatization construction of fine performance management. This includes promoting the information integration between the performance management module and the financial module, so that performance - related financial data can be accurately calculated and analyzed. The integration between the performance management module and the human resources module can help in more comprehensive talent management, such as using performance evaluation results for recruitment, training, and promotion. The integration with the diagnosis and treatment module can provide real - time data on medical services for performance evaluation. In addition, hospitals should improve the performance accounting system to accurately calculate the performance contributions of different departments and individuals, and the related business communication system to ensure smooth information flow. Moreover, realizing the permission - sharing of system data can enhance the transparency and utilization efficiency of data.

### **6.5 The Problem of Lack of Employee Participation**

The basic principle of fine performance appraisal is to fully mobilize the enthusiasm of employees. By inspiring individual employees, it can drive the development of the entire collective, promoting the sustainable and stable development of the hospital. However, the performance evaluation indicators of some hospitals mainly revolve around workload, professional title, and length of service. These indicators are often divorced from the long - term development goals of the hospital. For example, simply emphasizing workload may lead to medical staff focusing only on quantity rather than quality, which is not conducive to the long - term improvement of medical service quality. Professional title and length of service do not necessarily reflect an employee's actual performance and contribution.

This disconnection makes employees misunderstand that performance management is only the responsibility of the personnel and finance departments. They may think that they have no say in the performance evaluation process and that it has nothing to do with their daily work improvement. As a result, the participation of employees in fine performance management is severely insufficient. Without the active participation of employees, performance management may become a one - way top - down process, lacking the input and feedback from the front - line staff. This can lead to the performance management system not being able to accurately reflect the actual situation of the hospital, and ultimately, it will be difficult to achieve the goal of promoting the high - quality development of the hospital.

## **7. The Urgency of Researching the Work Performance of Nurses in Chinese Tertiary Public Hospitals**

### **7.1 Alignment with Healthcare Reform and Industry Development Needs**

Ninerola et al. proposed that, given the growing tendency of people to pay for value rather than quantity, there is a pressing need to conduct research on the performance and measurement of the healthcare system. In emerging and developing countries, due to limited financial resources, the performance of the healthcare system becomes an even more critical issue. Since 2009, China has successively introduced a series of hospital reform policies, some of which focus on the economic reform of hospitals. The "Guiding Opinions on Deepening the Reform of the Salary System of Public Hospitals" issued in 2021 clearly requires hospitals to systematically customize salary management plans and improve the salary level customization mechanism. Moreover, under the impact of the new healthcare reform policies and the economic challenges brought by the COVID - 19 pandemic to hospitals, the significance of hospital performance management methods has become even more prominent. In the context of the ongoing healthcare reform, hospitals are faced with the urgent task of figuring out how to utilize performance management to enhance their overall strength and efficiency. This involves optimizing the revenue and expenditure structure, which means carefully balancing income sources such as medical service fees, government subsidies, and drug sales, while also controlling costs related to medical supplies, staff salaries, and infrastructure construction. By doing so, hospitals can ensure financial sustainability. Improving the medical quality and service level of medical staff is another crucial aspect. This can be achieved through performance - based incentives for continuous learning, professional development, and the adoption of best practices. For instance, rewarding doctors and nurses for participating in advanced training programs, research projects, or for achieving high patient satisfaction scores. All these efforts are aimed at better meeting the development needs of the general public, thereby fulfilling the public - welfare nature and social value of hospitals. This not only requires hospitals to provide high - quality medical services at affordable prices but also to contribute to the overall health and well - being of the community.

### **7.2 The Crucial Position of the Nurse Group**

Nurses constitute the largest group among global healthcare service providers, accounting for approximately 60% of the global healthcare workforce and undertaking around 90% of primary healthcare services. A scientific and reasonable performance management system plays a vital role in realizing the reform goals of public hospitals. It can guide the medical behaviors and norms of the majority of medical staff, including nurses, to be in line with the development direction of the hospital. For nurses, such a system can enhance their work dedication and sense of achievement. When nurses' efforts and contributions are recognized and rewarded through a fair performance management system, they are more likely to feel a sense of accomplishment in their work. This, in turn, leads to increased job satisfaction and a stronger commitment to their profession. As a result, the overall nursing level of the hospital can be improved. Nurses may be more motivated to provide high - quality care, stay updated with the latest nursing techniques, and engage in patient - centered care initiatives. Furthermore, the improved nursing level contributes to the enhancement of the hospital's operational efficiency. For example, efficient nursing care can lead to shorter patient lengths of stay, better utilization of hospital resources, and a reduction in the incidence of complications. All these factors combined can drive the transformation of hospitals towards high - quality development, enabling them to provide more comprehensive, efficient, and patient - friendly medical services.

### **7.3 The Need to Build a Characteristic Performance - Based Compensation System**

Given the unique nature of the healthcare industry, employee performance evaluation needs to be deeply integrated with existing evaluation methods and the strategic goals of the hospital. This integration aims to construct a systematic and complete performance - based compensation system with Chinese characteristics. This system should fully embody the concept of "more pay for more work and better pay for better performance." By taking workload as the core, it can comprehensively stimulate the work enthusiasm of different medical staff. For example, in a hospital, a nurse who takes on a heavier patient load, handles complex cases, or participates in additional responsibilities such as nursing research or teaching should be rewarded accordingly. The salary system should be determined based on the clear work allocation and contributions of medical staff. In addition, the performance management system should be optimized according to the characteristics of talents and the hospital's development strategy. If a hospital aims to develop in a specialized field, such as oncology or cardiovascular diseases, it can design performance evaluation indicators that encourage medical staff to acquire in - depth knowledge and skills in these areas.

This approach can stimulate employees' work enthusiasm, as they will see a direct correlation between their efforts and rewards. It also enhances employees' awareness of development, as they are motivated to improve themselves to meet the requirements of the performance management system. As a result, employees will strive to enhance their own qualities, such as improving their medical skills, communication abilities, and problem - solving capabilities.

Simultaneously, this can improve the overall operational capacity of the hospital. When employees are motivated and continuously improving, the hospital can provide better medical services, attract more patients, and enhance its competitiveness in the domestic market. This, in turn, enables the hospital to achieve sustainable development and improve its operational efficiency, ensuring its long - term viability and growth in the highly competitive healthcare landscape.

## **8. Research Prospect under the background of informatization**

In the past few decades, performance management in medical institutions has become an active field of academic research and has attracted much attention. Performance appraisal occupies a core position in hospital management, and has aroused widespread public concern. With the deepening of China's medical reform and the formation of diversified medical models, different types of hospitals are facing many challenges. In the current medical field, hospitals are gradually increasing the investment and implementation of hospital management information system (HMIS) to improve the quality and efficiency of medical services. Therefore, it is of great significance to explore the attitude, motivation and willingness of medical staff, especially nurses, towards HMIS to reveal the extent of system use and its impact on patient care and treatment process.

Nurses, as the medical professional group who interact with the information system most frequently, their effective use of the system is directly related to the work performance and the quality of patient care. However, some nurses have concerns about the use of HMIS due to system operation problems, imperfect information tools or low satisfaction with HMIS, which may have a negative impact on their work performance. From the perspective of information management, this study aims to deeply analyze and identify the key factors affecting the work performance of nurses in China's tertiary public hospitals, and fill in the existing research gaps. Through the in-depth investigation of nurses, the correlation between the use of HMIS and the

work performance of nurses was explored, which provided empirical evidence for the hospital management department to optimize the design and implementation of HMIS, thereby improving the work satisfaction and work efficiency of nurses, and finally improving the overall medical service quality. Future studies can further expand the research scope, such as exploring the long-term impact of the application of emerging technologies in nursing work on nurses' work performance, and conducting cross-regional and cross-cultural comparative studies to provide support for the formulation of more targeted and universal management strategies.

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