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A REVIEW OF SOCIALLY RESPONSIBLE HRM PRACTICES IN THE LEBANESE HEALTHCARE SECTOR

Maya Issam Houri
PhD Candidate, Faculty of Business Administration, Beirut Arab University, Lebanon, maya_houri@hotmail.com

Abdul Rahman Beydoun
Assistant Professor, Faculty of Business Administration, Beirut Arab University, Lebanon, a.baydoun@bau.edu.lb

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A REVIEW OF SOCIALLY RESPONSIBLE HRM PRACTICES IN THE LEBANESE HEALTHCARE SECTOR

Abstract
This study reviews the existing literature on Socially Responsible Human Resource Management practices on both nurses’ performance and their intention to stay which constitute important factors of nurses’ decisions to stay in the healthcare sector in Lebanon. It also focuses on the current knowledge about existing literature in socially responsible HRM. This literature review highlights on the current knowledge about the determinant factor and the importance of socially responsible HRM practices and key outcomes for nurses. It suggests that socially responsible HRM practices, covering initiatives such as training, performance evaluation, compensation, work-family balance and occupational health and safety practices, may significantly impact nurses’ performance and intention to stay. Through a blend of theoretical perspectives, the framework outlines how these practices may enhance nurses’ intention to stay in the organization and ultimately leading to improved performance outcomes. It will add to the existing literature since it is a review grounded on evidence from prior literature reviews and studies connected to this topic and recommends additional future studies. The proposed framework provides a basis for future empirical research to investigate the causal relationships and dynamics between socially responsible HRM practices, nurses’ performance, and intention to stay, thus informing evidence-based HRM strategies in healthcare settings. In conclusion, it highlights the importance of integrating social responsibility principles into HRM practices within healthcare organizations which can lead to a favorable work environment and outcomes to both the nurses and organizations in Lebanon.

Keywords
Socially responsible HRM practices, training performance evaluation, compensation, work-family balance, occupational health and safety, intention to stay, nurses’ performance
1. INTRODUCTION

The healthcare systems have been experiencing considerable changes worldwide as have their daily activities recently changed (Akbari et al., 2020, Tan et al., 2024). With the increase in the world median age, spending on healthcare has increased substantially resulting in higher requirement for healthcare professionals and health systems.

The healthcare sector in Lebanon suffered in 2019, from economic uncertainty, banking sector’s down fall, and medical sector’s insufficiency of medical supplies and human assets (El Chaarani & Raimi, 2022). Besides the October 2019 economic and financial crises, the COVID-19 outbreak and the catastrophic explosion in the Port of Beirut in August 2020 had a major implication on the health sector’s crisis (Popescu et al., 2022). This situation impacted people's access to healthcare services (Dahham et al., 2023).

Furthermore, Lebanon's medical sector confronted labor shortage, demotivation, and lack of a long-term career plan which triggered the Lebanese youth to seek other countries for better pay. All of the above-generated insecurity for the medical institutions and instability for its workforce (Popescu et al., 2022). The healthcare provision has had a significant shortage in the nursing personnel density compared to the population versus a surplus of physicians’ density due to the 2019 economic, political, and health turmoil (WHO, 2019-2023). In addition, there was a decline in people’s spending on both preventative and primary healthcare services. Furthermore, the government could not repay US$1.3 billion in 2019 and 2020 to the private hospitals, which account for almost 80% of Lebanon's healthcare requirements. There was a shortage of medicines and medical supplies due to obtaining dollars on the black market at a high exchange rate for imports. Additionally, due to a lack of foreign funds, the Lebanese Central Bank stopped providing health subsidies by the end of 2020 (Dahham et al., 2023).

The term "intent to leave" is frequently used to describe the intent of nurses to leave the nursing profession (Moloney et al., 2018). According to Zúñiga et al. (2019), retention and intention to stay are terms that can be used alternatively to describe the turnover and intention to leave of nurses as both concepts are associated with the requirement for sufficient and qualified personnel to provide long-term care for residents (Tan et al., 2024). As a result, organizations resorted to instituting a variety of practices to ensure their retention.

Nurse performance can be quantified in terms of both quality and quantity and refers to the efficiency with which nurses carry out their duties and responsibilities. Nurse performance is a set of tasks performed by nurses who possess competencies that may be used and are demonstrated by the outcomes of effective application, knowledge, skills, and considerations in providing nursing care. Nurse performance appraisal is a type of quality assurance of nursing services (Febrian et al., 2023).

According to Shen and Benson (2016), “SRHRM is a set of human resource management (HRM) practices adopted by organizations to affect employee attitudes and behaviors to facilitate the implementation of external CSR initiatives” and has been noticeably booming in recent times (Omidi & Dal Zotto, 2022). The following practices will be elaborated hereafter: training, performance evaluation, compensation, work-family balance, and occupational health and safety practices.

This study started with an introduction to the topic and then was followed by a methodology, next, the literature review included the variables, and then, previous studies that covered the relation between these variables followed.

2. METHODOLOGY

In the process of developing the literature review, this phase began by researching articles that are relevant to and that serve to clarify the current knowledge and existing research present and published...
regarding the topic of interest. Human resources management databases were used to search for such articles to utilize reputable, reliable, and established databases that host research projects. These databases contain a wide range of published papers covering subjects on different SRHRM practicalities.

To obtain the articles gathered and represented in the following section, the literature search began using keywords related to the research questions, including but not limited to “Training”, “performance evaluation”, “compensation”, “work-family balance”, “occupational health and safety”, “intention to stay”, and “nurse performance”.

To facilitate and optimize the preparation and writing of this review, certain criteria were set. First, the only articles included in the following review were published in peer-reviewed and quantitative journals. Also, only articles written and published in the English language were included. Moreover, to be included, articles had to explicitly investigate or explore this thesis's topics of interest, such as SRHRM. Articles published based on proceedings of conferences were excluded.

In the screening process, the abstracts of the articles were considered only if were relevant to the research questions in this study.

3. LITERATURE REVIEW
3.1. SRHRM

Ethics and responsibility have gained attention in Human Resource Management (HRM) (Jamali et al., 2015). As conventional HRM did not respond to the challenges of the global world for human rights maltreatment, environmental safeguarding or corruption, etc. instead of focusing on shareholder value (Brewster et al., 2016) there was a need to transform HRM into a more viable over time (Albrecht et al., 2015).

Stone (2005, p. 4) defined Human Resources Management as "[The] productive use of people for achieving the organization's strategic objectives and the satisfaction of individual employee needs". This change is a reaction to the increasing concerns that industrialized nations, specifically those in the West, have attention for the welfare, rights, and personal and professional needs of their labor force.

Shen and Zhu (2011) presented the Corporate Social Responsibility concept into HRM practices. They SRHRM as a novel HRM approach targeted at enhancing employees’ involvement in CSR initiatives. Hence, the notion of socially responsible Human Resources Management practices (SRHRM) was created based on literature from diverse fields such as CSR, ethics, and organizational behavior (Nie et al., 2018) and has been markedly growing in recent times (Omidi & Dal Zotto, 2022).

Shen and Zhu (2011) expected organizations to design their HRM practices so that they guarantee compliance with local labor laws to safeguard minimum wage, working hours, health and safety, equitable employment opportunities, and the use of forced and child labor, international labor organization (ILO) standards and beyond. It goes above and beyond to satisfy the needs of their workers, including their family and personal needs, as well as those stipulated by stakeholders and the law. Along with the adoption of workplace democracy—which includes employee involvement, participation, and power-sharing—it also addresses the professional needs of employees for personal growth, including training, career and managerial development, feedback, mentorship, and mentoring.

Shen and Benson (2016) defined SRHRM as “a set of human resource management (HRM) practices adopted by organizations to affect employee attitudes and behaviors in order to facilitate the implementation of external CSR initiatives”. Jonathan et al. (2020) defined SRHRM as a corporate
social responsibility focused at employees in the organization. Despite that Omidi and Dal Zotto (2022) considered that finding a universal definition of SRHRM is overwhelming, they stated that “SRHRM activities are not merely attempting to provide employees with good working conditions based on legal requirements and regulations (e.g., minimum wage), instead, they seek to proactively enhance employees’ work experiences and meet their personal and social expectations in ethical and socially responsible ways”.

The union between CSR and HRM initiated different terms besides SRHRM as ethical HRM, green HRM, socially responsible HRM (SR-HRM), sustainable HRM (Diaz-Carrion et al., 2018) and internal CSR (Omidi & Dal Zotto, 2022). It is progressively being attractive for academics (e.g., Jamali et al., 2015; Nie et al., 2018; Voegtlin & Greenwood, 2016) as well as managers (Diaz-Carrion et al., 2018). Although there was disagreement about the specific tasks included in SRHRM and how to apply them in various contexts, there was consensus on the advantages of SRHRM (Voegtlin & Greenwood, 2016).

3.2. SRHRM Practices

In order to ameliorate the employee’s socially responsible capacities, incentives and prospects SRHRM places a strong emphasis on a collection of practices (Shen & Benson, 2016). SRHRM encompasses policies and practices that improve the quality of work and life for employees, which include HR practices that function within the framework of CSR principles of objectivity, justice, transparency, non-discrimination, empowerment, etc. (Dupont et al., 2013). Barrena-Martínez et al. (2017) suggested eight practices concerning (i) recruiting and retaining staff; (ii) training and ongoing development; (iii) managing labor relations; (iv) communication, transparency, and social discourse; (v) diversity and equal opportunity; (vi) just compensation and benefits; (vii) health and safety; and (viii) work-family balance.

Some of the SRHRM practices include staffing, dismissal, training, diversity management, equal opportunities, employee relations, communication, employee volunteering, and employee compliance, compensation, occupational health and safety, work-family balance, among others. The range of practices depends on the nature of each study. The selection includes training, performance evaluation, compensation, work-family balance and occupational health and safety.

3.2.1. Training

Training is intended at building skills of employees, being objective, transparent, and non-discriminatory as building skills are considered socially responsible (Barrena-Martínez et al., 2017; Celma et al., 2014). Since training provides employees with supportive and functional skills and knowledge in order to be able to perform skillfully a job, it is an ongoing effort targeting their skills and performance. They can also, without doubt, share their skills if well-trained and thus enhance the organization’s output.

According to Parent-Lamarche et al. (2023), training is a pre-planned analysis into an organization with the goal of developing employees' abilities, knowledge, and behavior in their daily work at the level that the organization requires. Workers may receive training to improve certain competencies that will enable them to perform better in their existing roles. Training outcome can also be associated with the organization’s revenue or linked with promotion to a new position (Molina-Castillo et al., 2023).
3.2.2. Performance evaluation

Different terms are used to describe the process namely ‘performance assessment’, ‘performance evaluation’ and ‘performance management’. Performance evaluation practice is defined as intended to measure systematically, objectively and fairly the performance and conduct of employees and the management in relation to their career in the workplace and also based on objectivity and justice (Dupont et al., 2013). Besides, it “is an ongoing process that helps in assessing employees’ contributions and providing feedback for improvement. It is a critical component of HRM as it contributes to employee development and organizational growth” (Rathnayake & Gunawardana, 2023, 13-22).

Moreover, it is a constant assessment process for providing employees or groups with formal performance feedback not a one in a year application (Islam & Siengthai, 2010). According to Stone (2002), organizations must continuously improve their performance in order to thrive in a competitive environment. Furthermore, in this quickly evolving environment, performance reviews are given more weight in relation to organizational goals due to budget constraints, staff reductions, and increased accountability demands.

3.2.3. Compensation

Employee compensation entails “all forms of financial returns and tangible services and benefits employees receive as part of employment relationship” (Milkovich et al., 2011 p.10). Compensation practices seek to establish both monetary and non-monetary awards for employees based on their performance, in a transparent and nondiscriminatory approach. Besides, it permits staff involvement when making related decisions (Celma et al., 2014; Jamali et al., 2015).

The concept of compensation recently emerged as an alternative to traditional wages or salaries that focus on legal compliance. With the shift in the job market dynamics towards increased competition and specialization, wages trend moved towards transparency, allowing employees to make informed choices and allowing the organizations to prioritize finding a balance between compensation costs and employee retention as their primary concern (Gerhart, 2023). The effects of benefits and compensation on employee productivity and organizational efficacy vary depending on the performance management and compensation policies in place at a given company. When pay and benefits are increased, most employees usually react positively and become more productive (Reddy, 2020).

3.2.4. Work-family balance

The next idea being work-family balance is the practice of employees in a company, giving their job and family duties the same amount of attention. Work-family balance may improve job performance, lessen stress at work, increase commitment to and satisfaction from the job, and minimize employee turnover intentions, tardiness, and absenteeism (Popoola & Fagbola, 2023).

Moreover, Carlson (2010) defined work-family balance as ‘the extent to which role-related expectations negotiated and shared between a person and his/her role-related partners in work and family domains are fulfilled’. Rahman et al. (2017) defined work-family balance as the active involvement of employees in both their job and family responsibilities.
3.2.5. Occupational health and safety

The National Institute for Occupational Safety and Health (NIOSH) developed the first definition of a safe and healthy hospital environment in 1977. It focused on the situation in which work is performed without incidents of occupational diseases or accidents related to risks and hazards resulting from mechanical, chemical, biological, ergonomic, and physical failures (Khorshid & Demir, 2006).

Hospital employees who have completed medical education are aware of the hazards that could endanger their health while they are rendering medical care (Aksay, 2003). Nurses are the majority as they deal with the most hazards and problems. These include long work hours, a heavy workload, time constraints, complex and/or difficult duties, caring for patients with serious and terminal illnesses, insufficient breaks, monotonous and unfavorable working conditions, etc. (Alçelik et al., 2005). Occupational health and safety practice aims at setting up suitable levels of physical and psychological wellbeing of the employees above that specified by the law (Barrena-Martínez et al., 2017; Celma et al., 2014; Jamali et al., 2015).

A precisely defined occupational health and safety policy, in accordance with the OHSAS 1801 standard, provides organizations with guidance on how to prevent crisis situations from occurring and, in the event that they do, how to handle them. Regardless of the type or size of business organization, current practice indicates that identifying workplace safety and health protection is essential to efficient crisis management in these fields. By putting such a policy into practice, corporate organizations show their commitment to their employees and the community that they are prepared to respond both to unintended consequences brought on by emergency situations as well as to preventive measures in the area of health protection (Palačić & Mudri, 2014).

3.3. Intention to Stay

Intention to stay is defined as an employee's desire to continue working for their current employer for a prolonged period of time. (Shahid, 2018). It is the opposite of the idea of quitting the company and looking for new employment according to Johanim et al. (2012). Intention to stay is an asset-based, more affirmative approach that emphasizes organizational strengths while intention to leave is thought to be a somewhat deficit-oriented response to a personnel shortfall (Zúñiga et al., 2019).

Given the nurse shortages, their intention to stay or quit the profession is an important issue of great importance especially since they tend to leave their profession at a faster rate compared to other occupational groups (Van der Heijden et al., 2019). As a result, organizations resorted to instituting a variety of practices to ensure their retention some of which include competitive salaries, flexible working schedules as well as several nursing-related incentives (Tourangeau et al., 2013).

Ghosh et al. (2012) found that leaving a company has a psychological impact on both the corporation and the individual. It could affect both the professional and social aspects of the employee's relationship with the company and its members. In addition, a decrease in productivity, a slowdown in the learning curve, the expense of losing intellectual capital to competitors, cost of training, lost time spent finding a replacement, the cost of recruiting, selecting, and training new employees are all instances of turnover costs that businesses ignore when employees stay (Ghosh et al., 2012).

With the emergence of positive psychology, there was a shift to the concept of “intention to stay” (Aboobaker et al., 2020). Wan et al. (2020) defined intention to stay as an employee's proactive decision or psychological commitment to remain within their current job or organization, often
influenced by factors such as job satisfaction, organizational support, perceived alternatives, and career development opportunities. "Intention to stay" is being used in studies as a favorable substitute for "turnover intention." It represents an employee's motivation to remain in the company (Febriani et al., 2023). As a result, every company must investigate the factors that may affect workers' intentions to stay (Halid et al., 2024).

Over the years, the number of nurses in Lebanon has been steadily increasing by around 4% until the most recent available statistics issued by the Syndicate of Nurses in Lebanon of the year 2023 nevertheless; the nurses exiting the profession or the country have been more. Based on a study by El-Jardali et al. (2008), it was assessed that nearly 20% of nurses are bachelor degree of science in nursing bearers, relocated outside Lebanon, mainly to the Gulf, during the second year of graduation. In an announcement by Dr Tedros Adhanom Ghebreyesus, WHO Director General, and Dr Ahmed Al Mandhari, Regional Director for the Eastern Mediterranean, on Lebanon in 2021, they indicated that 30% of nurses in Lebanon have already departed Lebanon.

3.4. Nurses’ Performance

Employee performance is one of the biggest aspects influencing organizational performance (Alqudah et al., 2014). Employee behavior and decision-making are crucial to an organization’s success, even if performance is reliant on several factors, including size, activities, and the environment in which it works (Alqudah et al., 2014). A successful company understands the impact and contribution of Human Resources to performance (AL-Qudah et al., 2014).

An additional impact for improving performance is through training and development. Alameddine et al. (2019) proposed programs for training and development to improve nurses’ abilities and competencies. According to Saleh et al. (2019), the work environment of nurses in Lebanon affects their performance. Aspects similar to staffing, workload and emphasized the impact of the work environment on nurses' performance in Lebanon. Factors such as staffing levels, workload, and accessible resources have an impact on their capability to produce quality care.

Nurse performance can be quantified by both quality and quantity and refers to the efficiency with which nurses carry out their duties and responsibilities. A nurse's performance is a collection of actions that demonstrate their competencies, which are demonstrated by the effective application of their knowledge, abilities, and considerations when providing nursing care (Febrian et al., 2023).

Moreover, nurses in Lebanon play an important role in providing quality healthcare and assessing their performance is crucial for boosting patient outcomes, safety, and the whole healthcare quality in Lebanon. In Lebanon, one of the elements influencing their performance is for instance the work environment they work in. Another impact on nurses’ performance is education and training. A study by Nasr et al. (2020) looked into the liaison between nurses' level of education and their performance whereby the results showed that nurses having higher levels of education, perform better in clinical settings. As a result, he stressed the importance of providing nurses with continuous education and training programs.

3.5. Impact of SRHRM on Intention to Stay

According to Kingma (2007), the excessive workload is a primary repurcussion of the scarcity of nurses in underdeveloped nations that keeps pushing nurses to migrate. The remaining nurses deal with more workload and frequently feel demoralized and less satisfied with their jobs (Kingma, 2007). This has a negative effect on the nurses’ performance, and raises absenteeism rates (Dovlo, 2007).

Besides, numerous studies have explored the connections of training and development and intention to stay (Khan et al., 2021; Tanwar & Prasad, 2016). A research made by Johari et al. (2012)
aimed to evaluate the predictive role of human resource management practices on employee intention to stay. It focused on training and development, pay and benefits, career development, and performance evaluation as the four facets of HRM practices. The study covered 184 responses and revealed that training did not positively influence respondents' intention to stay.

Walker (2001) listed seven motives that encourage employees to stay at the organization among which is recognition of performance. Employers may retain their best employees by putting in place an efficient evaluation system that gives every employee in the company an equal chance to advance their careers and flourish (Azeez, 2017).

As intention to stay is greatly impacted by performance evaluation initiatives such: as job security, competitive compensation, recognition and reward for exceptional work, and training and development (Athamneh & Guerra, 2023). Mbogua et al. (2015) suggested that enhanced strategic performance management approaches, including goal-setting, performance reviews, performance metrics, and employee incentives be used by firms’ management. The correlation between retaining employees and compensation systems has been widely studied at one time. According to Lee and Jimenez (2011), employees' intention to quit the company is linked to performance-based compensation systems and supervision that supports their work.

Furthermore, a study by Johari et al (2012) on 184 workers in manufacturing enterprises in Peninsular Malaysia’s northern region identified that the compensation human resource management (HRM) practice did not positively impact respondents' inclination to stay. As for Williams et al. (2007) if employees are happy with the compensation, they are more probably to keep on being employed in the organization while Chiu et al. (2002) considered compensation system as one of the motivational tools to boost employees to stay in the organization.

Work-family balance was one of the seven reasons recognized by Walker (2001) leading to employees staying at the organization. Wang and Walumbwa (2007) also highlighted the impact a family friendly work environment with employees staying at the firm. Results of multiple regression in Liew et al. study in 2016 showed that work-life balance component as a strong intention to stay predictor of employees.

The outcomes of a study by Weng et al. (2023) exposed that work–life balance and perceived organizational support are a major predictor of intention to stay in an organization specially among employees that perceive themselves “key talents”. Nie et al. (2018), researched “the effects of responsible HRM on employees’ turnover intentions” and concluded that implementing SRHRM practices has positive benefits to the organization. Thomas and Ganster (1995) concluded that an organization shall develop a set of SRHRM practices to retain employees, as time flexibility in work arrangements.

Karimi et al. (2014) found out that nurses who had access to flexible work arrangements reported lower turnover intentions, as these arrangements allowed them to reconcile their responsibilities to their families with their jobs. Duffield et al. (2014) stated that organizational policies supporting work-family balance, such as paid parental leave, childcare assistance, and infant-feeding support programs, contribute to nurses’ intention to stay. A study by Sasaki et al. (2011) exhibited that nurses employed in organizations with supportive policies for work-family balance were more likely to express intentions to remain in their current positions due to the perceived organizational support for their well-being.

Research by Yildirim and Akinci (2015) demonstrated that employees who perceive their work environment as safe and supportive possess a greater propensity to be content with their jobs and to intend to stay in them.
According to Zohar (2000), safety climate where safety is perceived important within the organization, plays an important part in influencing workers' intention to stay, higher levels of organizational commitment and employee retention. A study by Clarke (2010) revealed that employees in organizations with strong safety climates were more apt to express intention to stay due to the perceived value placed on their well-being and safety.

In addition to the above, occupational health promotion programs, wellness initiatives or stress management interventions, can influence employees' intention to stay by addressing their physical and mental well-being (Leka et al., 2015). A research by Rongen et al. (2016) highlighted the positive impact of workplace health promotion activities on employees' job satisfaction and commitment, leading to increased intention to stay within the organization.

As such, several researches support the impact of HRM practices on employees' intention to stay within an organization which are important factors influencing employees' intention to stay and retention.

3.6. Impact of SRHRM on Nurses’ Performance

Nurses perform a significant function in providing healthcare services and are often regarded as the foundation of the healthcare system. Previous evidence revealed that elevated rates of nurse turnover had negative impact of their performance and quality of care provided (Needleman et al., 2002). Baljoon et al. (2018) revealed that nurses are motivated by personal and organizational factors that impact their overall performance and eventually their intention to stay. Based on AbuAlRub and Al-Zaru study in 2008, nurses who expressed a greater desire to stay in their field of expertise claimed to be more having more appreciative for their performance.

As training permits the acquisition of better competencies essential for efficient and effective job performance employees (Harel & Tzafrir, 1999), it was researched abundantly. Another research by Burke and Day in 1986 revealed the favorable effect of training on managers’ performance. According to Vlachos (2008) training is a vital component of HRM, arms employees with the skills required to better perform their jobs (Li et al. 2008). For instance, Bhalla & Giri (2014) discovered a favorable correlation between employee performance and HRM practices in manpower planning, job Analysis, training, and performance appraisal to mention a few.

Funding training and development initiates is crucial for improving employee performance and skill levels. Research suggests that private healthcare organizations frequently devote more funding to training programs that give staff members the chances to advance their careers and develop new skills (Saleh et al., 2021). Conversely, public healthcare sector address and may prioritize offering specialized training for the particular needs of marginalized and underserved communities (El-Jardali et al., 2018).


Several scholars argued that compensation, opinion towards benefits besides others considerably affect employees’ job performance and intention to stay (Carraher et al., 2006; Sturman et al., 2003). As effective recruitment practices ensure that healthcare organizations attract and retain qualified personnel, the healthcare sector is challenged in recruiting skilled professionals in the public healthcare sector in Lebanon due to limited resources and lower compensation compared to the private sector (El-Jardali et al., 2019).
In contrast, private healthcare organizations may offer competitive compensation packages and career advancement opportunities to attract top talent (Ammar et al., 2020). Ensuring the well-being of their employees is important to keeping a motivated and engaged workforce. Research suggests that in order to enhance their employees’ health and well-being, private healthcare organizations may provide extensive benefit packages and wellness initiatives (Ammar et al., 2017).

According to Chiu et al., (2002), compensation system is one of the motivational tools that enhance employees’ productivity through improved job performance. Compensation process can be either direct financial or indirect financial or nonfinancial and it is a strategic approach targeting the retention of employees and ensuring maximal performance (Mondy & Mondy, 2012). Besides; it is given as a result of the services provided by employees Mondy & Mondy (2012).

Socially responsible HRM practices have gained increasing interest among scholars in the past decade as seen in various publications as (Jamali et al., 2015). That said in view of its inclusion of policies and practices that aid the improvement of several important aspects such as work-life balance (Dupont et al., 2013). As per the social exchange theory (Blau, 1964) and as suggested in several researches, equal career opportunities and work–family balance will result in positive work outcomes (Lämsä & Piilola, 2015).

Abdelmotaleb and Saha (2020) investigated the effects of socially responsible HRM practices on employee wellbeing, where survey results of nurses working in one of Egypt’s large public hospitals revealed the positive effect at work and eventually positive impact on employee vitality at work and in turn lower turnover intentions.

Studies have revealed that SRHRM raise the performance of the organization as such; it creates value to the employees besides the organization and society (Dias-Carrion et al., 2017).

4. CONCEPTUAL FRAMEWORK

The research model illustrates the hypothesized relationships between the independent variable Socially Responsible HRM Practices and its determinants (training, performance evaluation, compensation, work-family balance, and occupational health and safety) and the two dependent variables nurse performance and intention to stay.

The foundation of the development of this study was based on the concept of socially responsible HRM practices by Diaz-Carrion et al. (2018) and the effect of socially responsible HRM practices on employees' work behavior by Shen and Benson (2016).
5. DISCUSSION and CONCLUSION

This study shows a crucial rapport between Human Resource Management (HRM) practices and their impact on nurses' intention to stay and their performance within healthcare organizations. Through a thorough analysis of existing studies, it is clear that socially responsible HRM practices play a crucial part in influencing the nurses’ intention to stay as well as their overall performance levels. The reviewed literature highlights the significance of various HRM practices namely training, performance evaluation, compensation, work-family balance as well as occupational health and safety. When healthcare organizations prioritize these HRM practices, nurses are more likely to feel appreciated, supported, and encouraged in their roles, which in turn enhances their intent to remain within the organization.

Moreover, it is apparent that these practices not only impact nurses' intention to stay but also have a direct impact on their performance levels. By investing in the professional development of nurses, providing them with the necessary resources and support, and nurturing a culture of alliance and empowerment, healthcare organizations can significantly enhance nurses' performance outcomes. When nurses feel empowered and motivated, they are better equipped to deliver superior patient care that leads to better patient outcomes and overall organizational success.

Nevertheless, healthcare sector policymakers are encouraged to empirically investigate how socially responsible HRM practices are being applied on nurses in Lebanon. Further empirical research in this area is recommended to explore how these practices influence nurses' intention to stay and performance, as well as the long-term impact of these practices on organizational outcomes.

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