

Enhancing Operational Efficiency and Veteran Care through Strategic Human Resource Management (SHRM) at the Department of Veterans Affairs (VA)

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Abstract

This research investigates the effect of strategic human resource management (SHRM) activities on operational efficiency and the Department of Veterans Affairs (VA) quality of care. Through a quantitative analysis of VA performance indicators and the extent of SHRM practices' adoption, the purpose of the study is to identify the association between SHRM implementations and improvements in patient care and organizational performance. Utilizing regression analysis and time series analysis on data collected from various VA facilities, the research hypothesizes a positive correlation between SHRM practices and enhanced operational outcomes. The findings are expected to contribute to developing evidence-based

management strategies for improving veterans' healthcare services, offering actionable insights for policymakers and healthcare administrators.

Keywords: Strategic human resource management, Operational efficiency, Veteran care, Department of veterans' affairs, Quantitative analysis

1. Introduction

1.1 Background on the Department of Veterans Affairs and Its Significance

The United States of America boasts of significant history of providing unwavering comprehensive support to veterans, established in 1636 with laws passed by the Plymouth Colony that directed the importance and requirement to assist and support disabled soldiers. The 1776 Continental Congress promoted and advocated for enrollment in the program, especially during the Revolutionary War, promising pensions and other benefits to eligible disabled soldiers. The federal government legitimized and authorized the initial domiciliary and health/medical unit and facility for veterans in 1811, which has experienced significant expansions to accommodate veteran assistance for disabled soldiers and benefits that accrue to veteran dependents like widows and children. The state veterans' homes established during the Civil War were instrumental in providing immediate medical treatment for all injuries and diseases hospital treatments, along with the original service. Following the U.S.'s entry into the First War, Congress moved quickly to set up an elaborate new veteran benefits system, encompassing disability insurance, compensation, and vocational rehabilitation. In the 1920s, the department was divided and managed by three federal/government agencies: BPID (Bureau of Pensions of the Interior Department), VB (the Veterans Bureau), and NHDVS (National Home for Disabled Volunteer Soldiers). The Congress amalgamated all veterans' programs in 1921 to form the Veterans Administration, and later, in 1930, it was promoted to the federal administration, creating the Veterans Administration in the ONHB. The Department of Veterans Affairs is significant in providing healthcare services to eligible military veterans and non-healthcare benefits comprising disability compensation, education assistance, vocational rehabilitation, home loans, and life insurance. VA offers burial and memorial recognitions and benefits at national cemeteries. The department of veteran's values aligns with its mission, promoting integrity, commitment, advocacy, respect, and excellence.

1.2 Overview of Challenges Faced by the VA Regarding Operational Efficiency and Quality of Care

The Department of Veterans Affairs is one of the most complex and extensive U.S. government agencies, operating in over 6,000 buildings, serving over 9 million eligible veterans, and monitoring and sustaining 135 cemeteries for service members. Some of the challenges facing the VA's operational efficiency include a ballooning budget, growing benefits accruing to veterans, minimal suicide cases among veterans, curbing growing demand to privatize veteran health care, overlooking veteran issues, rebuilding infrastructure and other resources to reintegrate veterans into civil society. The VA management challenges, and high-risk areas identified in strategic goals include healthcare delivery, benefits processing, financial management, procurement practices, information management, and workforce investment. A prominent challenge experienced by the VA that influences the agency's operational efficiency and quality of services delivered to the members is the ballooning budget. Budgetary allocations for the period hit \$243 billion during 2021. The American Rescue Plan offers further information regarding veterans adversely affected by the

COVID-19 pandemic, increasing the department's budget by over \$260 billion. An additional \$18 billion for the VA was proposed by President Biden through The American Jobs Plan, which would significantly increase the agency's budget. The increase in the VA Budget is associated with variables like escalating healthcare costs and aging Vietnam war veterans. The administration must strategically deal with budget challenges by funding them or initiating and operationalizing war taxes to ensure sufficient funds to run veteran affairs and provide top-quality healthcare services effectively and efficiently.

1.3 The Role of SHRM in Healthcare Settings

SHRM is a process and procedure that organizations deploy to manage their workforce. SHRM is instrumental in the health sector, especially for veterans and disabled soldiers, as it strategically aligns HR's overall strategies with the Department of Veterans Affairs goals, attracts and retains top-quality talent in the health sector, supports workforce training and development plans, ensures regulatory compliance, and promotes veterans' health and well-being. The accumulated effort works together to deliver high-quality VA healthcare services and promote efficient operation to achieve its objectives and goals. SHRM serves a key role in veterans' healthcare to resolve the unique complexities and challenges of the industry, as follows:

- SHRM ensures the alignment of HR strategies with VA objectives and goals to realize the overall vision and mission of the Department of Veteran Affairs. The target is to solve the department's challenges associated with human capital to strengthen and streamline healthcare service delivery to eligible members and society. It ensures that HR activities in the Department of Veteran Affairs support and align with healthcare strategic goals like improving patient outcomes, achieving veterans' financial sustainability, and enhancing the quality of care for veterans.
- Adopting SHRM is crucial in improving the attraction, acquisition, and retention of a qualified and talented workforce to boost operational efficiency and the quality of healthcare services rendered to clinicians. It streamlines the healthcare staff recruitment process, retains the most skilled through practical and strategic recruitment, competitive employee development, compensation, and benefits, and creates a conducive working environment to achieve staff job satisfaction and optimize the quality of care for patients.

It is vital to realize optimal workforce planning and staff succession management for an institution like VA. SHRM provides solutions to issues related to staff shortages and veteran demographic shifts, including the planning and managing workforce succession in the healthcare setting to ensure the quality and continuity of healthcare services. SHRM helps healthcare human resource management forecast future staffing needs and develop mechanisms to identify and resolve conflicts to promote continuity in leadership (management) roles in the VA health unit.

Further, SHRM supports healthcare staff through continuous training, learning, and professional development, cultivating an institutional learning culture. Continuous employee development in the health sector is instrumental, especially with the emergence of modern

technologies, innovations, regulations, and medical procedures that are applied in daily operations. It also aids healthcare institutions in developing performance management systems, assessing employee performance, collecting feedback, and aligning individual goals with organizational objectives, contributing to quality improvement efforts in service delivery.

Healthcare facilities prioritize employee health and well-being by adopting and implementing staff wellness programs and healthcare services. It facilitates the continuity and performance of the healthcare units by reducing staff absenteeism, improving overall morale, and enhancing productivity. SHRM assists health institutions in navigating complex and challenging regulatory environments, enhancing compliance with HIPAA laws and moral and ethical practices. They also focus on promoting cultural competence and diversity within the workforce, attracting, acquiring, recruiting, developing, and retaining a diverse team, and creating attractive policies that reflect diverse communities.

1.4 Purpose and Significance of the Study

The primary purpose of the research is to examine the effect of SHRM practices and activities on the Department of Veterans Affairs operational efficiency and quality of healthcare services rendered. It intends to understand the connection between SHRM practices and a health institution's operational efficiency through staff training, effective staff acquisition, engagement, and performance management. The study assesses the impact of SHRM on the VA's quality of care by focusing on ways human resource strategies and policies impact healthcare service outcomes and levels of customer satisfaction. The outcome and findings of this paper would inform and influence strategic policy formulation and decision-making in the healthcare segment of the VAS.

The study aims to improve the efficiency and quality of healthcare service delivery via an evaluation of the link between operational efficiency and SHRM practices, boost HR practices in the VA department, and streamline medical and healthcare staff acquisition, recruitment processes, development, and employee engagement. The study influences veterans' health and welfare by maximizing HR practices, healthcare policy guidelines, and resource allocations and enhancing healthcare efficiency, effectiveness, and quality of life for veterans and other VA populations.

2. Literature Review

The literature review examines previous studies to establish insights and knowledge on SHRM practices and operations. Huebner and Flessa (2022) highlights the importance of strategic management in shaping and sustainable management in the health sector especially for VA. SHRM activities and practices influence VA's health institutions' performance by streamlining healthcare management practices and staff development. Effective and practical implementation by VA staff is crucial to ensuring high-quality patient care in institutions like the Veterans Affairs healthcare system.

2.1 SHRM Practices and Organizational Performance

There has been tremendous shift in SHRM from individual human resource practices to human resource systems to streamline service delivery in the health sector (Boon et al., 2019).

Al-Khaled and Fenn's (2020) study investigated the impact of SHRM practices on the firm's financial performance to determine the strategy's quality and efficiency in an actual situation. The study deployed a survey data collection strategy from 118 financial entities. It evaluated the data to establish a connection between financial performance and the strategic role played by the adoption of SHRM practices. The study established that effective implementation of SHRM practices positively impacted financial performance because it boosts and legitimizes HR operations that motivate staff to attain high job satisfaction and optimal performance. Therefore, an organization's investment in human capital is instrumental in transforming the firm's operational efficiency and performance.

According to Saha et al. (2016), learning and developing human capital at an institutional level is valuable for enhancing staff capability and organization capacity thanks to the integration of SHRM practices in the firm. Many studies on SHRM point to the level of popularity and effectiveness of the approach to promote both human capital development and transform the quality-of-service delivery and customer and employee satisfaction. The researchers identified the relationship between SHRM practices and continuous staff learning and development within the organization to optimize operational effect and improve the quality of services rendered to clients in the competitive market. Sara et al. (2016) emphasized various techniques.

SHRM provide opportunities for institutions in the health sector to consistently integrate technological advancements and innovation in their operations and practices to optimize performance and customer satisfaction (Yu et al., 2022). Mitchell, Obeidat, and Bray (2013) indicate that SHRM significantly influences the operations and practices of the HR unit in any organization, boosting its competitiveness in the industry and overall performance. HR is portrayed as a strategic partner that shapes the institution's strategic decision-making and operational efficiency at the organizational level.

The evolution of global business and intense competitive forces contribute to transforming and aligning strategic HR responsibilities to promote the entity's success, development, and growth. It is instrumental in enhancing the institution's values, such as the VA. It contributes towards illuminating its principal roles, goals, and objectives, including efficiently delivering top-quality health services to veterans and other qualified individuals. Adoption of SHRM, according to (Folmer et al., 2021), targets revolutionizing the health facilities and professionals working in healthcare to boost the quality of healthcare services delivered and operational efficiency.

According to Elwy et al. (2021), SHRM promotes the effective use of human capital to ameliorate the performance of the health institutions under the VA unit as the healthcare professionals' productivity improves. The study postulates the strategic relationship across

the operational structure and hierarchy within the Department of Veteran Affairs and how it boosts performance and service delivery. The integration of operations and activities at various levels streamlines the movement of human resources and other materials to meet the needs of veterans and disabled veterans across the country. The VA management aims to transform and integrate human resources practices strategically, minimize responsibility for administration, and execute HR practices. The operational level management was indicated in the study to occupy a moderate role in harmonizing organizational operations and strategic duties of the human capital touching on veteran welfare.

Consistency is instrumental in implementing the SHRM and the potential impact on VA institutions and stakeholders, demanding the need to align the SHRM with VA goals and operational objectives (Ferguson et al., 2022). It intends to aid HR professionals and human capital in improving service delivery and productivity through effective human resources development mechanisms and strategies. The intelligent approach to integrating SHRM in the Department of Veterans would significantly resolve management and service delivery-related issues and challenges to boost operational efficiency and quality of services. The findings show a gap in the role of SHRM, and the implementation of high-performance HR practices has not been exhaustively explored, opening room for further studies in this area.

2.2 Healthcare Management and Patient Care Quality in the VA

Ferguson et al. (2021) demonstrate a transformation from manual to virtual healthcare in VA during the COVID-19 pandemic and highlight the risk of patient groups needing optimal resources to break through hindrances to virtual healthcare. The study classified the types of healthcare in VA as primary and mental health care along with delivery mechanisms like virtual or in-person service delivery, particularly during the pandemic period. It was established that 58% of VA were provided with virtual healthcare services, including veterans with a high disability, low income, or chronic health conditions during the pandemic compared to the accessibility of similar services before the pandemic (Ferguson et al., 2021). The researcher points out that elderly veterans over 50 years have encountered technical issues associated with using computers to request and access healthcare services virtually. The remote and homeless veterans also faced complications related to access to virtual services through VA healthcare systems. Ferguson et al. (2021) conclude that virtual healthcare needs to expand to accommodate veteran health facilities and individuals through efficient management and strategic development of human capital resources to eliminate accessibility barriers and improve the quality-of-service delivery.

Chang et al. (2020) investigates the role of healthcare services for veterans facing health risks related to mental health, primary healthcare, and specialized medical services that require hospitalization. VA's integrated health service delivery system focuses on enhancing patient treatment outcomes and patterns of places to obtain insights and develop strategies to deliver quality high-risk patient care across the system. Chang et al. (2020) objective is to evaluate the utilization of overall and customized healthcare in VA high-risk hospitalization needs. The design and setting illustrate the cross-sectional research approach to integrating all registered veterans in the VA to streamline hospitalization and healthcare service delivery needs. The

findings point out that integrating healthcare for the VA supports patients at high risk within the veteran department healthcare administrations.

2.3 Identification of Research Gaps

The gaps exist in research related to SHRM practices and institutional performance in the literature despite the many research gaps. There is minimal knowledge of the system via particular SHRM operations that impact the results encompassing moderate and mediate involved variables. The literature review portrays research gaps associated with a limited focus on the contextual variables encompassing the health industry in social and welfare entities, culture, and ecological forces in supporting the functionality of the SHRM operations and practices. A low level of focus has also been witnessed in evaluating the long-term influence of SHRM activities on the performance of institutions like VA health units in the United States (Folmer et al., 2021). focusing on health management and patient care quality within the VA, research gaps are minimal concentration on exceptional issues and opportunities encountered by healthcare systems serving veteran welfare and health affairs, limited studies on SHRM implementation and the effect of interventions to improve patient healthcare outcomes and need to research the cost-effectiveness of health management approaches, strategies, and quality enhancement interventions/initiatives in VA.

2.4 Theoretical Framework

SHRM practices involve formulating and adopting policies, guidelines, and procedures to optimize the benefits VA institutions and health facilities derive from its diverse human capital. The conceptual framework illustrates that SHRM is derived from the firm's operation/business strategies/goals (VA). At the same time, the SHRM is developed to optimize performance, competitiveness, and quality of VA services to the members and non-members.

2.5 Hypothesis 1: SHRM Is Strongly Related to the Institution's Strategic Goals

The SHRM has undergone various transformations to a value-added contributor and strategic partner due to the need to streamline and align HR practices and policies with the firm's core values and goals. The business strategy borrows from generic approaches that entail service/product differentiation, cost leadership, and contribution on established goals of the firm to realize the desired level of performance and efficiency. The approach calls for adopting integrated strategies to harness optimal outcomes for the betterment of VA institutions and Veteran patients. The hypothesis emphasizes a strong connection between VA health institutions' strategic human resources practices and the primary goals of the department units

2.6 Hypothesis 2: SHRM Practices Have a Positive Relationship with Institutions' HR Outcomes

The researchers have established that SHRM practices influence any institution's productivity or outcome as they aim to boost operational efficiency and quality of service delivery to clients. The level of client satisfaction and need fulfillment improves, thus indicating a positive return or outcome thanks to the effective adoption of SHRM practices. The

hypothesis indicates that a positive relation with HR output in VA health institutions relies on staff skills, work structure, and motivation level for staff.

2.7 Hypothesis 3: Organizational Performance Is Strongly Related to HRM Outcome.

Improving the Human capital outcome translates to a positive impact on the performance of the institution. Constructive SHRM practices and strategies significantly contribute to the level and smooth flow of operations and quality of service delivery, boosting the institution's performance and transforming its development and growth.

3. Methodology

3.1 Description of the Quantitative Research Design

The research adopted a quantitative design that entails a procedural investigation of the research topic by collecting numerical data and conducting a statistical analysis to reveal trends, patterns, and relationships between variables. The study utilizes data from case studies, surveys, and historical data. It assumes that using the available HRM materials will gather relevant data and elicit opinions from the sample.

4. Data Collection Methods

The VA facilities integrated in the study were selected based on the random sampling method to give all facilities equal opportunity to be selected, reflect population needs, and align with research objectives. The sample comprised the sampled VA facilities across the country, and respondents were picked from among the selected institutions.

4.1 Measure VA Performance Metrics and SHRM Practices Measurement Techniques

4.1.1 VA SHRM Practices

Measuring the SHRM is based on the efficiency of HRM practices and operations that optimize VA performance and service delivery quality. The strategy targets to support VA business operations and management of the facilities to ensure veterans are satisfied with the services and products they receive via the institutions. Some notable activities and practices of SHRM include staff training, empowerment, development, and efficient communication to achieve operational efficiency and improve the quality of end products and services to ensure veterans are satisfied.

4.1.2 VA HR Productivity

The evaluation of HR performance is critically measured through the sample observation and outcome. SHRM practices and activities shape the Department of Veteran Affairs' performance either directly or indirectly by formulating and developing a highly competent team (Osborne et al., 2021). The SHRM ensures that the workforce across the VA facilities works in a coordinated, competent, cooperative, committed, satisfied, and motivated manner to optimize operational efficiency and service delivery to veteran clients.

4.1.3 Measure VA Facilities Performance

The role of SHRM practices on the performance of VA is tested using different variables that align with the overall research purpose. The study is designed to determine the operational efficiency and quality of performance outcomes in the VA facilities to boost the welfare and health of all veterans.

4.1.4 Analytical Methods

Statistical techniques for data analysis deployed encompass reliability analysis, regression analysis, and ANOVA analysis).

4.2 Software Tools Used for Analysis

The software used for data analysis is aligned with the data to generate reliable findings for the study. It encompasses SPSS.

5. Results

Table 1. Reliability analysis

	Component Coefficient Alpha
VA Business Strategy	0.7149
SHRM	0.7565
HRM Outcome	0.753
VA Performance	0.7435
Overall	0.8297

Table 2. Descriptive statistics and zero-order correlations among variables

		Business strategy	Strategic SHRM	SHRM Outcome	VA Performance
VA Business Strategy	Pearson Correlation	1	.581(**)	.400(**)	.423(**)
	Sig. (2-tailed)		0.000	0.000	0.000
	N	210	210	210	210
SHRM	Pearson Correlation	.581(**)	1	.550(**)	.375(**)
	Sig. (2-tailed)	0.000		0.000	0.000
	N	210	210	210	210
SHRM Performance/Outcome	Pearson Correlation	.400(**)	.550(**)	1	.368(**)
	Sig. (2-tailed)	0.000	0.000		0.000
	N	210	210	210	210
VA institutions Performance	Pearson Correlation	.423(**)	.375(**)	.368(**)	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	210	210	210	210

Based on the results above, the VA business operational strategy is strongly related to SHRM activities and practices at 0.581, HRM performance level at 0.400, and VA performance (overall) at 0.423. The same trend and relationship are reflected in the relationship between SHRM and VA HRM outcome and overall organization performance based on the result in the table above. The p-value for all tests is at 0.000 significance, indicating a strong positive connection between the factors assessed. It aligns with Çalışkan's (2010) study, which portrays a strong relationship between the organization's business strategy and SHRM practices adopted at the institution.

Table 3. Regression analysis between SHRM and VA business strategy

Model Summary						
Model	R	R Square	Adjusted Square	R Std. Error of the estimate		
1	0.581	0.338	0.334	0.62872		
ANOVA						
Model		Sum of Do	Mean Square	F	Sig.	
1	Regression	41.894	1	41.894	105.984	0
	Residual	82.22	208	0.395	105.984 .000(a)	
	Total	124.114	209			
Coefficients						
		Unstandardized Coefficients	standardized Coefficients	T	Sig	
		B	Std. Error	Beta		
1	Constant	1.766	0.197		8.966	0
	VA Business strategy	0.541	0.053	0.581	10.295	0

The table above illustrates the regression analysis, indicating that the R-square value is 0.334 with $F = 105.984$ and $p = 0.000$. The results imply that TPM activities elaborate 33.4% of overall differences in SHRM. The significance of each regression coefficient was evaluated to show if there is a significant relationship between dependent (SHRM) and independent variables. The results indicate a significance of 0.000, which shows that VA business strategy has a positive and significant impact on SHRM adoption and implementation to achieve operational efficiency and quality of service delivery. VA business strategy implementation is valuable in streamlining and aligning the operations of the VA for operational efficiency and success in top-quality service delivery. The VA business strategy is instrumental in planning, adopting, rationalizing, and empowering VA HRM development, empowerment, and communication as valuable aspects of SHRM practices to leverage competent service delivery and operational efficiency strengths. The findings are supported by the Alaraqi (2017) study, which describes SHRM as a core element of corporate development strategy designed

to attain established organization objectives and goals, explaining the importance of modeling and developing the workforce to help VA realize its operational efficiency and quality service delivery to solve veteran welfare and health issues.

VA's restructuring focuses on minimizing expenses and elevating operational efficiency across all levels of the Veterans Affairs Department to boost the quality of service delivered to patients in VA healthcare facilities and other sections. Its target is to boost overall veteran welfare and integration into society with minimal difficulties, if any. The department integrated SHRM practices to realize top talent and a competitive workforce to ensure veteran interaction with VA institutions and officers is smooth and efficient to ensure they are satisfied with the service and products offered. According to Mudale (2020), the study states that implementing the strategy would significantly strengthen human capital relationships, increase employee confidence, and enhance both people and VA facility productivity. VA's cost-competitiveness approach applies the rationalization of human capital, reducing the competitive attraction of the entity in the market. s. VA intends to achieve a competitive advantage by innovatively adding streamlined and functional SHRM practices to promote its outcome and operational efficiency.

Table 4. Regression analysis between SHRM and HRM performance/outcome

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the estimate		
1	0.55	0.303	0.299	0.64953		
ANOVA						
Model		Sum of	Do	Mean Square	F	Sig.
1	Regression	38.074	1	38.074	90.246	0
	Residual	87.754	208	0.422		
	Total	125.829	209			
Coefficients		Unstandardize	standardized	t	Sig	
		d Coefficients	Coefficients			
		B	Std. Error	Beta		
1	Constant	1.756	0.223		7.88	0
	VA Business strategy	0.554	0.058	0.55	9.5	0

The table above indicates an r-squared of.303 with F (90.246) and p (0.000). The findings imply that 30.3% of HRM outcome variance is illustrated in detail by SHRM operational practices and activities. The significant levels of SHRM coefficients of 0.000 show a positive and significant effect on HRM performance and outcome. The study findings detail that positing high workforce satisfaction with SHRM practices, such as employee development through training and employment, human capital rationalization, and HRM motivation, results in a competent, committed, motivated, and satisfied workforce. It aligns with the study

findings emphasizing the value of a competently recruited, trained, committed, passionate, and talented team. Previous studies have found a positive relationship between HRM performance or outcome and VA performance.

Table 5. Regression analysis between HRM performance/outcome and VA institution performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the estimate		
1	0.368	0.135	0.131	0.60521		
ANOVA						
Model		Sum of	Do	Mean Square	F	Sig.
1	Regression	11.929	1	11.929	32.568	0
	Residual	76.185	208	0.366		
	Total	88.114	209			
Coefficients		Unstandardized	standardized	t	Sig.	
		Coefficients	Coefficients			
		B	Std. Error	Beta		
1	Constant	2.564	0.211		12.167	0
	VA Business strategy	0.308	0.054	0.368	5.707	0

The above table illustrates regression analysis between HRM performance and VA facilities, with an R-square of 0.135 and an $F=90.246$, $p(0.000)$, as captured above. This implies that 13.5% of the variance in VA institution performance is explained by HRM practice performance. The coefficient of regression analysis evaluation indicated a significant positive relationship between SHRM performance outcome and VA institution performance, with a significance level of 0.000. Previous studies indicate that a fulfilled and motivated workforce influences the overall operational efficiency and quality of the services and products that shape performance (Gordon et al., 2020). The SHRM practices are dedicated to transforming the overall performance and success of the Department of Veteran Affairs institutions.

6. Suggested Future Research

Future research should be conducted where there is minimal knowledge of the system via particular SHRM operations, affecting the results encompassing moderate and mediate involved variables. A low level of focus has also been witnessed in evaluating the long-term influence of SHRM activities on the performance of institutions like VA health units in the United States (Al-Khaled & Fenn, 2020). Focusing on health management and patient care quality within the VA, research gaps are minimal concentration on exceptional issues and opportunities encountered by healthcare systems serving veteran welfare and health affairs, limited studies on SHRM implementation and the effect of interventions to improve patient

healthcare outcome and the need to research the cost-effectiveness of health management approaches, strategies, and quality enhancement interventions/initiatives in VA.

7. Research Limitations

A host of limitations affected the study, as illustrated here.

- 1) The number of research sample units and sizes confines the research to the sampled VA institutions, which may temper the reliability and validity of the study. The findings cannot be confidently generalized to represent the grievances and operational needs of all VA facilities across the United States (Gordon et al., 2020). Future research should focus on a more extensive scope and sample size so that their findings can be convincingly generalized to represent the entire population.
- 2) The collected data was from self-reported participant responses, which may not be accurate as it could be a frequent problem. The suggested future research should target examining the impact of different combinations of variables in the study. Future studies should focus on the interplay between organizational strategy and SHRM strategies, deploying various approaches, including case studies, observation, and interviews, to contemplate the cross-assessment of the study.

8. Conclusion

The findings contribute to developing evidence-based management strategies for improving veterans' healthcare services, offering actionable insights for policymakers and healthcare administrators. The study examines the effect of SHRM practices and activities on the Department of Veterans Affairs' operational efficiency and quality of healthcare services rendered. It intends to understand the connection between SHRM practices and a health institution's operational efficiency through staff training, effective staff acquisition, engagement, and performance management. The study assesses the impact of SHRM on the VA's quality of care by focusing on ways human resources strategies and policies impact healthcare service outcomes and levels of customer satisfaction. The outcome and findings of this paper would inform and influence strategic policy formulation and decision-making in the healthcare segment of the VAS. VA business strategy implementation is valuable in streamlining and aligning the operations of the VA for operational efficiency and success in top-quality service delivery. The VA business strategy is instrumental in planning, adopting, rationalizing, and empowering VA HRM development, empowerment, and communication as valuable aspects of SHRM practices to leverage competent service delivery and operational efficiency strengths.

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