

PARTICULARITIES OF HUMAN RESOURCES MANAGEMENT IN HEALTH ORGANIZATIONS

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Abstract: The factors influencing human resource planning are the organization, the internal environment, the human resources policies and processes, as well as the external environment of the organization, the labor market, geographic features and types of jobs. Our research has as objective the critical analysis of the specialized literature in the field of human resources management. Our quests have highlighted the fact that for human health organizations the process of recruiting human resources is effective if it is accompanied by feasible career development plans.

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1. INTRODUCTION

The process of identifying human resources requirements of the health organization and developing plans to meet these requirements is human resource planning (Burlea-Schiopoiu, Idowu, 2016). The need for human resources is expressed both in quantitative terms, namely how many people and in qualitative terms, that is, what kind of people. For these reasons, human resource planning is an integral part of planning the economic activity of the health organization.

Recruitment is a costly activity for the organization. Some of the costs involved in time and money are costs related to advertising, costs involved in calling to an agency, development of forms, selection of candidates, interviewing time allocated by the interviewer, interview time allocated by other colleagues involved, additional interviews, selection, and training and development.

2. PLANNING OF HUMAN RESOURCES AND ANALYSIS OF PERSONNEL FLUCTUATION

In the human resource planning process at the health organization level, the objectives are as follows: (Dodu, Raboca, Triton, 2017, pp. 55-61):

- Attracting and retaining a minimum number of people who have the necessary skills, knowledge and competences;
- Develop a well-prepared and flexible workforce;
- Reducing dependence on the labor market, especially when there is a certain deficit in a certain area of qualification (medical, health, technical, economic and socio-administrative etc.);

- Improve the use of staff to make the health organization work more efficient;
- Creating the opportunity to anticipate potential surpluses or staff deficits.

Regarding these goals, we consider it very important to develop the workforce in order to make the organization's health work more efficient by improving the professional qualification and adapting to the tasks required in the current work.

Planning based on scenarios involves modeling and implementing analyzes of factors that may affect the segment of the labor market at which the organization is directly interested in order to be able to accurately predict different situations that may occur future. Thus, a demand and supply forecasting activity consists, on the one hand, in assessing as accurately as possible the future needs of human resources, taking into account the economic strategy of the organization, and, on the other hand, in estimating the offer human resources, taking into account both the elements of the external labor market and the elements of the internal labor market.

The staff turnover analysis is conducted to predict future staff losses and to identify the underlying reasons for voluntary departures from the organization. To measure the fluctuation of the labor force, there are several indices to be computed as follows (Burlea-Schiopoiu, 2008, pp. 150-167):

- The labor turnover index, which is required to be calculated as a percentage rate between the number of employees leaving the organization and the average number of employees in the organization in the given period;
- Stay rate, respectively the proportion of new employees entering the organization over a given time period that does not leave the organization after a certain number of months or years;
- The Stability Index is the number of employees with at least one year of service relative to the number of employees registered at the organization level one year ago;
- Analysis of seniority in service.

At the level of the analysis, it is extremely important to measure as accurately as possible this fluctuation, but especially to carry out a detailed analysis of the causes.

3. CONCEPT OF THE HUMAN RESOURCES PROCUREMENT STRATEGY AND HUMAN RESOURCES PLANS

The strategy for procurement of human resources involves addressing some fundamental issues such as human resource planning, recruitment, selection, introduction into the organization and reduction in the number of employees. The procurement strategy for human resources in the health field is designed to answer two essential questions for the organization (Bădescu, Mirci, Bögre, 2008, p. 47):

1. What kind of individuals is needed for the organization to be a successful competitor, but also to remain in the same position in the future?
2. What do we need to do to attract, develop and maintain this type of person in the organization?

Human resources plans stem from general procurement strategies for human resources as well as from the most detailed analysis of labor supply and demand. Often, plans need to be drawn up in the short term and need to be as flexible as possible, due to the difficulty of making firm forecasts of human resource needs at times of rapid change.

The development plan implies, on the one hand, identification of all categories of employees whose professional development will be supported by the organization,

and on the other hand the establishment of course programs or other tools that will be necessary for the development of the specified categories.

The recruitment plan must take into account the needs of the personnel identified, with a view to identifying the sources, and the appropriate recruitment and selection methods (Burlea-Schiopoiu, Mahon, 2013).

The retention plan focuses on an analysis of the causes or reasons why employees leave the healthcare organization because it seeks to set up actions to counteract the effects of such factors.

The Flexibility Plan seeks to identify and use flexible working patterns such as flexible working hours, improving the use of employees' abilities and capabilities, recruitment of temporary staff, and recourse to third party services, subcontractors or consultants.

If necessary, the staff reduction plan aims to identify the number of employees to be made redundant, the methods to be used for effective redundancy of employees, and the terms in which the process will take place.

4. RECRUITMENT AND SELECTION OF PERSONNEL

The recruitment and selection process is primarily aimed at obtaining the organization's human resources need, in quantitative and qualitative terms, at a minimum cost. At the time of planning an individual's recruitment to occupy a new position at the organization level, it is necessary to pay more attention to all aspects of this activity. Thus, it is preferable to know the answer to the following questions (Burlea-Schiopoiu, 2008, pp. 91-118):

1. Why is the new post in the organization necessary?
2. What does this post mean as roles and responsibilities?
3. Where will the new post be positioned in the organization?
4. What experience and skills are needed for the new post to fulfill its responsibilities?
5. Is it possible for the job responsibilities of the organization to be fulfilled by another person within the organization?

We believe that the answers to these five questions may indicate whether or not this recruitment is useful to the organization. Before the recruitment process starts, the possible alternatives to a new person should be considered (Bădescu, Mirci, Bögge, 2008, pp. 51-52).

1. Reorganization: There may be a reorganization of an existing team or department. There may also be other employees who want additional responsibilities and who may take up some of the job responsibilities or even all of them.

2. Outsourcing: It is possible that the post is occupied by a freelancer or subcontracted. The alternative of outsourcing should be taken into account when there are vacant posts, and especially if these posts are not important in the structure of the organization.

3. Automation: In the near future, the possibility of automating some activities needs to be considered as an alternative to hiring a person for a job.

4. Type of job: It is possible to consider the possibility of hiring a part-time person, if the post is already occupied by a full-time employee.

In our opinion, the evaluation of these alternatives is very important, and it is a stage that must always be fulfilled when a vacancy occurs. Before initiating a

recruitment and selection process, researchers Bădescu, Mirci and Bögge recommend an objective analysis of the situation as well as the search for answers to the following questions (Bădescu, Mirci, Bögge, 2008, p. 52):

1. Is recruiting really necessary?
2. Which post will be recruited?
3. What kind of person is to be recruited?

The stages of the recruitment and selection process are as follows (Burlea-Schiopoiu, 2008, pp. 110-118):

1. Definition of requirements, involving the making of job descriptions, requirements, as well as the establishment of terms and conditions of employment;
2. Attracting candidates, recruiting, taking into consideration and evaluating, including alternative sources of candidates, inside and outside the organization, designing ads, including the use of agencies and consultants;
3. Selection of candidates, stage in the selection of CVs, interviewing and evaluating candidates, offering, obtaining references and making employment contracts.

The number of persons required by a health organization and their categories must be clearly specified in the recruitment program, which derives from the organization's human resources plan, in accordance with the legal requirements (Ordinul nr. 1778/2006 privind aprobarea normativelor de personal, published in Monitorul Oficial no. 57 of 24.01.2007).

5. DESCRIPTION OF ROLLING POINTS IN THE HEALTH ORGANIZATION

Job requirements are defined by the job description (role) and job specification, if any. These two documents provide the basic information needed to start the process of attracting and selecting candidates.

Job descriptions are derived from post analytics. Job descriptions provide essential information about them, grouped by categories: job title or job name, job subordination, general purpose and responsibilities, as well as the main duties and tasks (Burlea-Schiopoiu, 2008, pp. 110-118).

Job analysis is the process by which information on job content is collected, analyzed and determined in order to provide a basis for the description of each post and data for recruitment, training, job evaluation and performance management. Job analysis focuses on what the job holder has to do in a concrete way. The analysis of the role gathers information on the work of individuals, but with an essential reference to the role they have in the work, not to the job duties of the job (Bădescu, Mirci, Bögge, 2008, p. 53).

Even though the terms of post and role are often used complementarily, there is, however, an essential difference. A job consists of a group of finite tasks, tasks that are required to be performed, and duties that are required to be accomplished in order to achieve a final result. A role describes the score played by people in achieving their goals, working flexibly and competently in the context of the objectives, structures and processes of their organization.

The competency analysis mainly focuses on a functional analysis of the job, the identification of job skills in the post, as well as a behavioral analysis of the job, determining the behavioral dimensions that influence the competencies that determine the performance of the job.

The job sheet needs to be based on a detailed job analysis. It should be as concise and as possible as possible. As a general rule, such a fiche should contain the following sections: name of the job, to which the job holder is subordinated, who is subordinated to the job holder, the general purpose and responsibilities or the main tasks. Personnel specifications, sometimes called recruitment specifications or job specifications or role specifications, define the requirements for professional training, education, qualifications, experience and personal skills or competence requirements that holders have to meet stations (Bădescu, Mirci, Bögre, 2008, p. 54).

According to Bădescu, Mirci and Bögre, the staff specifications define the following (Bădescu, Mirci, Bögre, 2008, pp. 54-55):

1. Qualifications, respectively the professional, technical or educational qualifications required or the professional training to be undertaken by the candidate;
2. Experience, depending on the categories of work or organization, the types of results and activities that could indicate the probability of successful job success;
3. Skills, skills, competencies, what the person needs to know, and what it needs to be able to do, in order to fulfill his role, including any natural talents and skills required;
4. Specific requirements that expect the role holder to perform in the specified areas of the organization;
5. The organization's offer is the extent to which the organization can meet the candidate's expectations from the point of view of career and training opportunities, job security, etc.
6. Compatibility with the organization or corporate culture, which may be formal or informal, as well as the need for future employees to be able to work within this culture.

6. ACTIVITY OF ATTRACT AND SELECTION OF CANDIDATES

Effective attracting candidates involve identifying, evaluating, and using the most appropriate sources for candidates. For this, both the external conditions of the organization and its strengths and weaknesses, as well as the employer, must be taken into account (Bădescu, Mirci, Bögre, 2008, p. 55).

Internal candidates must be considered from the outset, even if some organizations insist that they should be treated on an equal footing with those outside. However, the possibility of a transfer or promotion for an employee must also be considered. The vacant post can be made known internally by displaying the notice, sending a newsletter through the Intranet or by internal memos and circulars. Internal recruitment is not only effective but is an important motivating factor for employees of an organization (Bădescu, Mirci, Bögre, 2008, p. 55).

If there are no available people at the organization level, the main sources of the candidates are advertising, Internet and outsourcing of recruitment to third-party consultants or specialist agencies. Before recruiting, alternative sources of recruitment must be studied to confirm that they can not be successfully used for this purpose. The final choice of candidates is based on three fundamental criteria: the cost, the speed and the likelihood of getting the right candidates (Bădescu, Mirci, Bögre, 2008, p. 59).

After receiving resumes, the following steps should be considered for a selection process (Bădescu, Mirci, Bögre, 2008, pp. 59-62):

1. Creating a document tracking the selection process, including the following fields: candidate name, date of resume, status, etc.
2. Send a confirmation receipt letter (if it is in the organization policy);
3. Comparing CV data with job requirements and dividing them into categories: Possible, Reserve or Disapproved;
4. Hierarchize those considered "Possible" and make a short list for interviewing;
5. Programming interviews. The time allocated to each interview varies according to the complexity of the job;
6. Preparation of the interview;
7. Completion by the candidates of a dedicated form (optional);
8. Running interviews;
9. Decision on the interviewed candidates;
10. Sending answers.

In our opinion, efficient selection of applications depends on the efficiency of the entire recruitment and selection process. In this respect, the chosen technique can greatly influence the selection of the most suitable candidate for the job. The first aspect to be considered refers to choosing the optimal number of candidates to be interviewed. If there is only one person to conduct the interviews, it is recommended that the short list does not include more than ten candidates.

There are several ways to make an effective sorting. You can start by sorting out the most obvious inappropriate candidates. The next step is to compare each job description with the job description and staffing specification set at the beginning of the recruitment process. Another method of classifying applications involves awarding a score for each section of the application, depending on certain criteria.

The most used methods and tools for the selection of candidates are as follows (Bădescu, Mirci, Bögge, 2008, p. 60):

- interview;
- assessment centers;
- psychological or behavioral tests;
- working trial;
- references.

It is found that interviews are often not an effective way to predict success on a job. Validation studies produce equally questionable figures for formalized interviews, pointing out that psychometric tests, assessment centers, bio-data and structured interviews are more selective selection methods.

7. PREPARING AND REALIZING AN INTERVIEW

In our opinion, the purpose of an interview is to obtain and evaluate information about a candidate, allowing for a more accurate prediction of its future performance in the organization, and a comparison with the forecasts of the other candidates. It is essential that the interview be prepared with the utmost care, it is necessary to carefully study both the staff specification and the candidate's data, in the application form and / or curriculum vitae. At this stage, the candidate's particularities, which do not fit rigorously in terms of the specification, must be identified so that they can be researched accurately during the interview.

At this stage there are three questions to be answered (Burlea-Schiopoiu, 2008, pp. 122-124):

1. What are the criteria for selecting candidates?

Possible answers: experience, skills, training, qualification, attitude, etc.

2. What else has to be found in the interview so as to make sure that the candidate meets the selection criteria, especially if the candidate does not prove he has enough experience?

3. What additional information can be obtained at the interview so that it is useful in forming a real image of the candidate?

In the interview preparation stage it is necessary to compile a list of questions that effectively cover the selection criteria considered. The most frequent ways of interviewing are the biographical interview and the structured interview.

In the case of a biographical interview, a chronological approach to the candidate's education and experience is required. In this respect, the period elapsed since the graduation of the educational institution has been chronologically followed, with the passing of each occupied post, to date. In this type of interview, emphasis is placed on the last or the most relevant positions occupied by the candidate.

The structured interview is based on skills or hypothetical situations. The competence-based structured interview is based on the belief that performance and past career behavior are the clear evidence for an effective performance and behavior prediction in the new post. For each of the selection criteria, questions are preliminarily prepared by which the candidate should describe past situations and how they have been approached by the candidate, with firm evidence of the results obtained. In the case of a structured interview based on hypothetical situations, it is necessary to use questions that put the candidate in hypothetical situations, similar to real situations, which may occur at the job position he is applying for (Bădescu, Mirci, Bögre, 2008, pp. 62-63).

Introduction is the process by which new employees are welcomed and welcomed when joining the healthcare organization. They are provided with basic information needed for quick, trouble-free integration. In essence, the introduction process into the organization aims at successfully accomplishing four major goals (Burlea-Schiopoiu, 2008, p. 118):

1. Facilitate the completion of the preliminary stages;

2. Quickly succeed in creating, in the mind of the new employee, a favorable attitude towards the organization in order to increase its chances of remaining on the recently occupied post;

3. The new employee will achieve maximum productivity in the shortest time in the new job;

4. Minimize the risk of a quick departure from the organization by the new employee.

Thus, an introduction program has the following benefits for the organization (Burlea-Schiopoiu, 2008, pp. 118-122):

1. reduces costs and minimizes inconvenience caused by potential resignations in the first months of employment;

2. increases the level of commitment;

3. sufficiently clarifies the psychological contract;

4. produces an acceleration of the rate of progress on the learning curve;

5. it gives the best socialization level to the new employee.

8. CONCLUSIONS

We believe that the greatest danger, which should be avoided in the procurement of human resources in the health organization, is the exaggeration of the skills and qualifications required to fill the job. Even if it is looking to identify the best people, setting a too high quality level in the selection process increases the difficulty of attracting candidates and leads to dissatisfaction when they find that their attributes are not appreciated.

Under delivery of requirements may be equally dangerous, but this happens much less often. The optimal approach is to differentiate between essential and timely but not mandatory requirements.

In our opinion, the personnel normative, effective in the work of organizations, should be supported, as there are no differences between health organizations with a "rich" staff structure, compared to those with staff shortages. The "new" normative must be within the staff expenditure budget limit.

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