

# The role and importance of human resource management on the development of the health system

Mustafa Ramadan Albakoush

phd.candidate

DOI: 10.29322/IJSRP.13.12.2023.p14421  
<https://dx.doi.org/10.29322/IJSRP.13.12.2023.p14421>

Paper Received Date: 7th November 2023  
Paper Acceptance Date: 5th December 2023  
Paper Publication Date: 14th December 2023

**Abstract-** The health system is one of the most important and probably the most complex systems of a society, which is why the role of management is extremely responsible and demanding. Health care is the main social, economic and political issue of countries all over the world. In many countries, there is an aspiration to reform the health care system because, for various reasons, there is dissatisfaction with the level or way care is provided. The COVID pandemic has highlighted and exposed all the problems of health systems and it is clear that there is a need for health reforms. In order to offer high-quality health care, effective human resource management is necessary.

**Index Terms-** health.extremely.pandemic.management.

## I. INTRODUCTION

Human resource professionals are already facing major challenges, but there are additional challenges that will have long-lasting effects on the sector. Although exposure to infectious diseases may seem like the only threat to the safety of healthcare workers, there are a number of other risks that they face, such as chemical and physical hazards, stress at the workplace. Every day seems to bring some new way to improve patient care and increase efficiency. One of them is the digitization of patient records. For healthcare professionals, especially those of older generations, digital upgrades are a challenge.

For human resources, this will mean continuous training and development, in order to adapt to new technologies and improve the work of the health sector in this way. As patient information becomes increasingly digitized, the challenge of protecting patient privacy and data is emerging. Regulations governing the privacy and security of patient data put additional pressure on healthcare workers and require additional staff training. Effective human resource management strategies are greatly needed to achieve better outcomes and access to health care worldwide.

## II. SUBJECT AND GOAL OF THE WORK

The subject of research in this master's thesis is the importance of the role of human resources management with the aim of improving the functioning and efficiency of the health system. A systemic approach to relations with employees enables

better performance of a system. More and more organizations pay great attention to the development of human resources as a way to achieve a competitive advantage, and the application within one system aims at better functioning.

Human resource management has the task of developing employees at all levels, creating a motivating work environment, and it also involves taking care of the satisfaction and well-being of employees by encouraging the achievement of a balance between business and private obligations. Modern management sees the success of modern business in the rational and high-quality use of human capital.

Human resources are placed on the first line of defense of the system during times of crisis, and the main challenge facing human resources is managing crises or planning efficient functioning in continuity. The main priorities of those who manage health institutions within the system are to provide working conditions for employees without burdens and crises, help and support for the care of the population in the form of flexible and yet efficient work of health personnel and programs to help prevent diseases, education about the same, both for the wider population and employees.

Human resources must emphasize the identity of the organization especially during the crisis, form the mission and vision of the company during extraordinary circumstances and provide employees at all levels with a sense of identity and purpose in their work. The aim of this paper is to determine and define effective tools for improving human resource management in achieving an effective, efficient and sustainable healthcare system with a positive impact on the economic development of the country. Also, the aim of this paper is to point to a model that could prove to be effective in improving and more painlessly overcoming any type of modern crisis that could affect the functioning of the health system itself as well as the safety of health workers.

## III. GENERAL OR GENERAL HYPOTHESIS:

H0: Employee satisfaction has a significant impact on employee motivation and the quality of work in healthcare institutions and is directly related to the employee's work

environment, responsibilities and powers, and time pressure. Special hypotheses:

H1: Human resource management greatly influenced the efficiency of services and the satisfaction of employed health workers during the COVID-19 pandemic.

#### **Work methodology**

The following research methods were applied in the work:

The **content analysis** method included the analysis of all available publications, books, published scientific works, examples of good practice related to human resource management strategies.

The **method of description** was used to describe facts, processes, causal connections and relationships.

The **analysis method** was used when breaking down complex concepts into simpler elements.

The **method of synthesis** was used for the purpose of connecting individual elements, processes and phenomena into a whole.

Using the **method of induction**, general conclusions were drawn from individual facts. The **method of deduction** helped to derive individual judgments, conclusions or assertions based on general judgments.

#### **Expected contribution and results**

The scientific goal of the research is to indicate the importance of human resource management in creating an effective management model in crisis conditions such as the COVID-19 pandemic. Organizations must adapt to conditions imposed by global changes, must be able to anticipate possible challenges and risks and protect both their employees and their stability.

The research is significant from the perspective of the current situation in which the world is and the economic crisis that will occur as a consequence, as well as the possibility of changes in the management of health systems in circumstances where lives and health are threatened. Presented research results can represent a starting point for human resource managers in healthcare to expand the research sample and continue to consider changes in human resource management in healthcare institutions. Based on this example, management staff can create their own monitoring system and their own action strategy with the aim of improving selected areas of management, especially personnel management. The social goal of this research is to provide knowledge about human resource management in times of modern crises to all who are interested in this field.

HRM leaders have a key role in creating organizational conditions in which a developed human resource management system can be implemented. It is recognized as an extremely important education for employees in healthcare, which does not remain only at the level of the school or university curriculum, but continues throughout the work. Through periodic trainings, the performance of hospital staff and nurses in providing quality health services is improved, and a strong, well-motivated and highly trained medical profession is crucial for the successful functioning of national health care.

The needs and motivators of employees differ, so it is important to understand what motivates them to work. In the current study, variables such as irrelevant responsibilities, inappropriate work environment and time pressure were observed

to have a significant impact on job satisfaction. Factors that affect employee motivation are diverse and can be material and non-material. Financial compensation, incentives or solving the housing issue are material. Intangible are most often in the form of praise, promotion, adjustment of working hours, reorganization, involvement in management, harmonization of interpersonal relations, development of team spirit, education. Employee motivation also depends on the organizational context in which the employee is located.

Health policy makers need to pay serious attention to these challenges in order to be prepared to face new possible epidemics and manage the current situation. Integrated comprehensive HR management planning for COVID-19 together with staff support packages can be helpful. Health human resource policy makers are recommended to plan a comprehensive road map for the recruitment, education, development and promotion of health workers for the near future. Analyzing the response of different systems to COVID-19 paints a clear picture of the importance of management supported by scientific evidence and leadership willing to learn and adjust course to create successful health systems that protect health and well-being.

The establishment of a Health Information Documentation Center to coordinate the collection and reporting of national health data would be a positive step towards the development of a national health information system. The activities of the Health Information Documentation Center include collecting data from all health institutions in a country, issuing national health statistical reports, conducting health surveys, regular updating of basic health indicators, as well as health training of medical personnel in the fields of international classification of diseases and statistical software packages. The Center for Health Information and Documentation would publish updated health indicators and trends in annual reports. Regional offices should also be established throughout the country.

Continuous education and access to all studies related to the current topic in healthcare is necessary for timely and professional information about the current problem. Ensure that most medical libraries have access to "Medline" so that they can regularly receive medical publications from the World Health Organization. Information and communication technologies are increasingly recognized as an essential element to support health services in any country with a modern health care system. Strengthening the information and telecommunication infrastructure in health institutions would contribute to the majority of hospitals, health centers, medical faculties and other health institutions getting the necessary infrastructure for the use and benefits of e-health.

The COVID-19 pandemic crisis should be a learning point for HR preparedness. A preparedness policy must be established, as a reactive policy will cause a delay in response during a crisis. Any implemented policy must be monitored and evaluated to ensure effectiveness and continuous improvement. Health management efforts, especially in the area of human resources, should focus not only on absorbing unforeseen emergencies caused by emerging health needs and crises, but also on ensuring continuity in improving health, maintaining gains in system functioning and fostering people-centeredness, while providing high-quality care.

#### REFERENCES

- [1] Alrawashdeh HM, Ala'a B, Alzawahreh MK, Al-Tamimi A, Elkholy M, Al Sarireh F, et al.(2021). Occupational burnout and job satisfaction among physicians in times of COVID-19 crisis: a convergent parallel mixed-method study. BMC public health.
- [2] Anson R. (2003). Taking charge in a volatile health care marketplace. Human Resource Planning.
- [3] Armstrong M, (2001). A handbook of human resource management practice, ed. 8., London: Kogan Page.
- [4] Arnetz E, Goetz M, Arnetz B, Arble E. (2020).Nurse reports of stressful situations during the COVID-19 pandemic: qualitative analysis of survey responses. International Journal of Environmental Research and Public Health.
- [5] Asegid A. (2011). Factors influencing job satisfaction and anticipated turnover among nurses in Sidama Zone, South Ethiopia.
- [6] Bank. W. (2010).Discovering the real world, health workers' career choices and early work experience in Ethiopia. Washington, DC: Africa Human Development Series;
- [7] Becker ASC. (2012). Review on Human Resources' Role in Improving Patient Safety & Quality of Care
- [8] Collings G, McMackin J, Nyberg J, Wright M. (2021). Strategic Human Resource Management and 19 : Emerging Challenges and Research Opportunities. J Manag Stud.;
- [9] Crowe S, Howard AF, Vanderspank-Wright B, Gillis P, McLeod F, Penner C, et al.(2021). The effect of COVID-19 pandemic on the mental health of Canadian critical care nurses providing patient care during the early phase pandemic: A mixed method study. Intensive and Critical Care Nursing.
- [10] Dussault G, Franceschini MC. (2006). Not enough there, too many here: understanding geographical imbalances in the distribution of the health workforce. Human resources for health.
- [11] Elarabi, Hasan & Johari, Fuadah. (2014). The Determinant Factors Effecting the Job Satisfaction and Performance in Libyan Government Hospital. Asian Social Science. 10. 55-65. 10.5539/ass.v10n8p55.
- [12] Hoernke K, Djellouli N, Andrews L, Lewis-Jackson S, Manby L, Martin S, et al.(2021). Frontline healthcare workers' experiences with personal protective equipment during the COVID-19 pandemic in the UK: a rapid qualitative appraisal. BMJ o

#### AUTHORS

**First Author** – Mustafa Ramadan Albakoush phd.candidate