

THE IMPORTANCE OF HUMAN RESOURCE MANAGEMENT FOR THE EFFECTIVENESS OF THE HEALTHCARE SYSTEM

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ABSTRACT

The scope and limitations of contemporary societies that specialise in man and his needs are reflected within the quality and availability of health care, which is one among the essential goals of general health care coverage, which include the Millennium Development Goals of the world organization.

In addition to the political will to boost the healthcare system and therefore the development of an acceptable legal and organizational framework, the adoption and amendment of laws and byelaws, large investments in buildings and equipment are continuously needed. In conditions of the perpetual society shortcomings in providing the above material resources, the crisis in terms of the efficiency of the healthcare system is precisely the management of human resources, which should ensure greater efficiency of those specific organizations whose work is within the public interest. It is, in fact, the necessity to boost strategic approaches to the present important activity of public interest.

In this paper is analysed the: improved HRM leads to increasing efficiency of the health care system.

Keywords: human resources, healthcare, management, efficiency

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INTRODUCTION

The literature states that one in all the characteristics of Western Balkan countries is that the increase in healthcare costs [1]. Healthcare is one in every of the activities financed, whether by society or individuals, with money generated through economic activity [2]. there's a necessity to boost the efficiency of all organizations involved within the healthcare system, because it's one in all the more complex systems, operating at different levels, and it globally involves entities like the Ministry of Health, the Institute of Public Health "Batut", the Republic insurance Fund, the medicines registration agency et al.. additionally to those global players, there are healthcare organisations, founded by the state at various levels of its operation, in addition as private healthcare service providers.

In addition to the Republic insurance Fund, some healthcare services beneficiaries choose voluntary private insurance policies. Within the literature, there's discussion about the executive and legal issues in regulating the insurance sector, attending to assist in covering costs of varied risks, including health-related ones, supported the principles of mutuality and solidarity [3]. this is often of particular value within the post-Covid-19 pandemic period [4].

The practice of the many societies, including the foremost developed ones, reveals that waiting lists for specialist health examinations and medical interventions are an inevitability deepened by the results of the Covid-19 pandemic, because humanity has focused on preventing the spread of this disease and vaccination [5]. The societal value system, in terms of how one should be and whether to prioritize collective or individual needs, also influences the organization and provision of services like healthcare and education. Therefore, it's even more important to possess an adequate human resources and to provide for them continuous training, good earnings and also to introduce a performance measurement system, so as to live individual performance.

THE CONCEPT AND SIGNIFICANCE OF HUMAN RESOURCE MANAGEMENT

Human resource management in modern organizations is vital and, in step with some, it represents the foremost significant a part of management activities. Human resource management as a term is very recent and has been used since the 80s of the last century. it's a synonym for activities associated with the method of managing employees and developing their potential. Employees are itself capital and valuable resource. "Human capital means knowledge, skills and skill that increase work ability which have value for the employer" [6].

Of significance for the event of a company are certain skills possessed by employees, which show their comparative advantages and which distinguish them during the hiring process. "Human capital, in addition as other components of intangible assets, fundamentally influence the heterogeneity of the resource mix." "Specific experience, relationship with clients and reputation are characteristic samples of human capital". The goals and importance of managing human resources in a corporation are determined by the connection the management has with employees.

The development of organizations and therefore the development of personnel are related processes. 'Strategic and operational goals of the organization can only be achieved through an adequate structure, personnel capabilities, and motivation. Personnel drives and implements all material and non-material flows within the organization' [7]. One could judge that the correct selection of strategy and personnel influences the operation of companies.

The concept of human resources management within a company is said to the management techniques. The literature states that there are two management concepts, namely the hard and therefore the soft human resource management. These two methods mostly rely upon the managerial decision associated with the concept to be selected because the dominant style within the management process. The features of hard management are pictured within the equalization of human resources with other material resources of the corporate. In contrast to the hard method of management, soft management emphasizes a unique view of employees in a company. in keeping with this idea, human resources are the foremost valuable resource [8].

Appropriate placement of individuals is important for achieving of strategic goals. The mission of developing the working abilities of employees and their continuous education aim to extend the performance of the organization. This process includes a direct impact on the business strategy, whose implementation affects the goals and business results. "The development of human resources competencies should be clearly focused on the implementation of business strategy. In planning the event of competences, it's necessary to work out the importance, place and role of human capital within the process of pursuing value" [9]. Anyhow, the event of individual careers also depends on the willingness of employees to permanently develop their abilities and acquire new professional knowledge. the method of continuous improvement is critical and thus increases independence and qualification at work. "This process goes beyond upgrading and expanding the work, but the method of continuous education enhances independence and responsibility at work. On-the-job training aims to maximise interest and convey new work-related challenges to employees." [10].

In the modern market conditions of business, permanent changes occur and need an informed and capable personnel structure in any organization. it's important to imply that by investing in human capital, a corporation increases its value, with further qualification and continuous training as an indispensable. "Investment in general-purpose human capital increases its value with each use, i.e. for all potential employers. Investing in general-purpose human capital means acquiring highschool, college, or academic degrees" [11]. The labour market is so fluctuating that changes happen on a day to day. Many challenges are a daily occurrence in business, and application of recent information technologies is of key importance for gaining a competitive advantage and achieving goals. "The labour market is undergoing radical changes that are a consequence of the shift from a producing to a service economy. The ever-widening introduction of data technologies also causes transformation within the very structure of organizations, the tactic of management and distribution and performance of labor tasks" [12].

As an essential, the connection between the organization and its employees is imposed through numerous work activities and systems of fabric and non-material rewards. it's necessary to seek out a typical interest in daily work engagement and thus additionally strengthen the extent of trust. "Employee identification with the interests of the corporate means greater commitment to the work and contributes to the building of a loyalty relationship and mutual trust between employees and therefore the company" [13]. Developing trust is of particular significance now and then when management faces high production goals and enters a phase of achieving a bigger volume of business or works besieged. Also, during such periods, it's necessary to regulate the scope of latest equipment acquisition, think objectively about capacity expansion and employment of latest personnel who are ready to meet the set plans.

HEALTHCARE SYSTEM

Since history, humans are coming together in various ways, organizing themselves to fulfill specific interests and achieve particular objectives [14]. reckoning on the amount of socio-economic development, legal traditions, cultural nuances, technical capabilities and limitations, and diverse other factors, additionally to organizing so as to satisfy food, military and security, energy and education requirements, finding an appropriate model for healthcare system organization is widely discussed both in literature and in practice. The healthcare system organization, which is significantly regulated by the state, is additionally littered with microeconomic principles, where the insufficiency of fabric resources and therefore the inefficiency of their allocation are specifically focus, representing special challenges for health policy makers [15]. In practical terms, there's a pressing have to improve how the Ministry of Health, on behalf of the founder, conducts oversight and directs operations for roughly 350 health institutions founded by the state, at various levels. For purposes of improved efficacy of healthcare institutions operation oversight now and then when computer science is used, organization of world data collection should be improved within the healthcare domain. [16].

A number of regulations regulate legal framework of the healthcare system, and also the following are of particular importance: Constitution of the Republic of Serbia, the laws on health protection and on insurance and Law on Medicines and Medical Devices. As for the fabric motivation of employees, the subsequent regulations should be mentioned: Law on salaries in state authorities and public services, Regulation on the coefficients for the calculation and payment of salaries of employees publically services, Regulation on corrective coefficient, the best allowed percent increase of base salary, criteria and measures

for the a part of salaries earned on grounds of labor performance, furthermore as on the strategy of salary calculation for workers in healthcare institutions and Special labor agreement for healthcare institutions. According to the letter of the Law on Health Protection, the healthcare system “is comprised of healthcare institutions, instruction institutions conducting accredited study programs for acquiring relevant knowledge and skills for performing tasks within the domain of healthcare, and other legal entities which are envisaged by special laws to hold out healthcare activities, private practices, healthcare professionals, healthcare associates, additionally because the organization and financing of healthcare”.

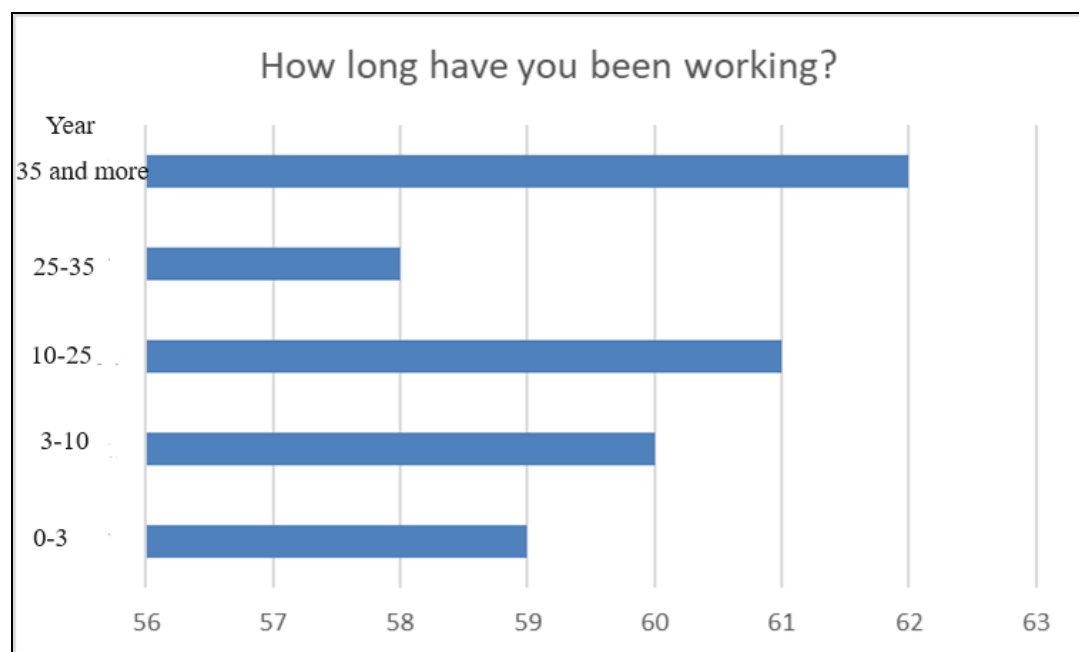
This definition rightfully and clearly states the role of personnel. The above applicable Law stipulates that healthcare institutions will be founded within the following forms: „ 1) Public healthcare centre; 2) Healthcare institution - polyclinic; 3) Pharmacy; 4) Hospital (general and special); 5) Health centre; 6) Institute; 7) Public health institute; 8) Clinic; 9) Special institute; 10) Clinical hospital centre; 11) University clinical centre; 12) Military healthcare institution or medical unit and facility within the Serbian defense force, in accordance with separate law. Considering that there's much discussion about Serbia's path towards Europe, where Serbia belongs geographically and to a major extent culturally, the experiences and development path of healthcare systems in member states of the ecu Union are of particular importance [17].

SURVEY ON THE CONNECTION BETWEEN THE QUALITY OF HUMAN RESOURCE MANAGEMENT (HRM) AND THE EFFICIENCY OF HEALTHCARE

With an aim to analyse the hypothesis, a survey involving 300 respondents from 57 healthcare organisations was provided. This survey had a goal to detect the link between the human resource management and the healthcare system efficiency. Participants were required to supply honest responses to the subsequent questions, and therefore the answers are presented within the following tables:

Table 1: How long have you been working?

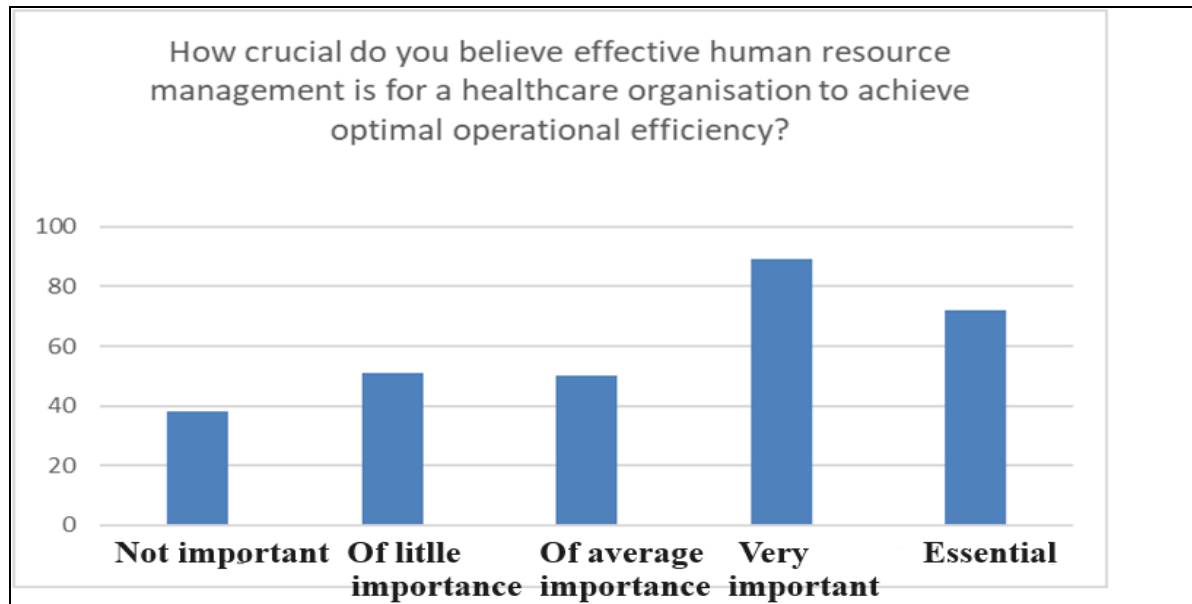
1	Question	0-3	3-10	10-25	25-35	35 and more
	How long have you been working?	59	60	61	58	62



Graph: How long have you been working?

Table 2: How crucial do you believe effective human resource management is for a healthcare organisation to achieve optimal operational efficiency?

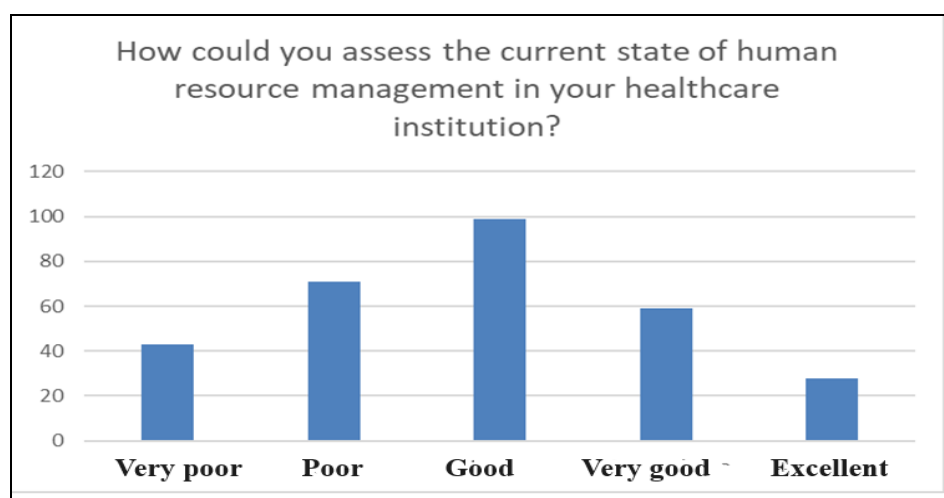
2	Question	Not important	Of little importance	Of average importance	Very important	Essential
	How crucial do you believe effective human resource management is for a healthcare organisation to achieve optimal operational efficiency?	38	51	50	89	72



Graph 2: How crucial do you believe effective human resource management is for a healthcare organisation to achieve optimal operational efficiency?

Table 3: How could you assess the current state of human resource management in your healthcare institution?

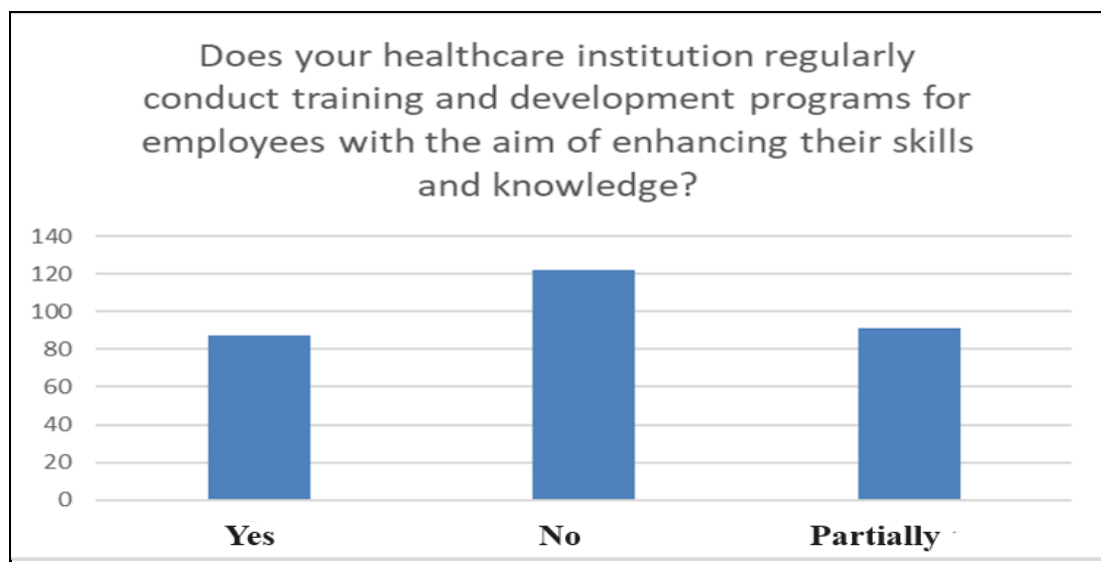
3	Question	Very poor	Poor	Good	Very good	Excellent
	How could you assess the current state of human resource management in your healthcare institution?	43	71	99	59	28



Graph 3: How could you assess the current state of human resource management in your healthcare institution?

Table 4: Does your healthcare institution regularly conduct training and development programs for employees with the aim of enhancing their skills and knowledge?

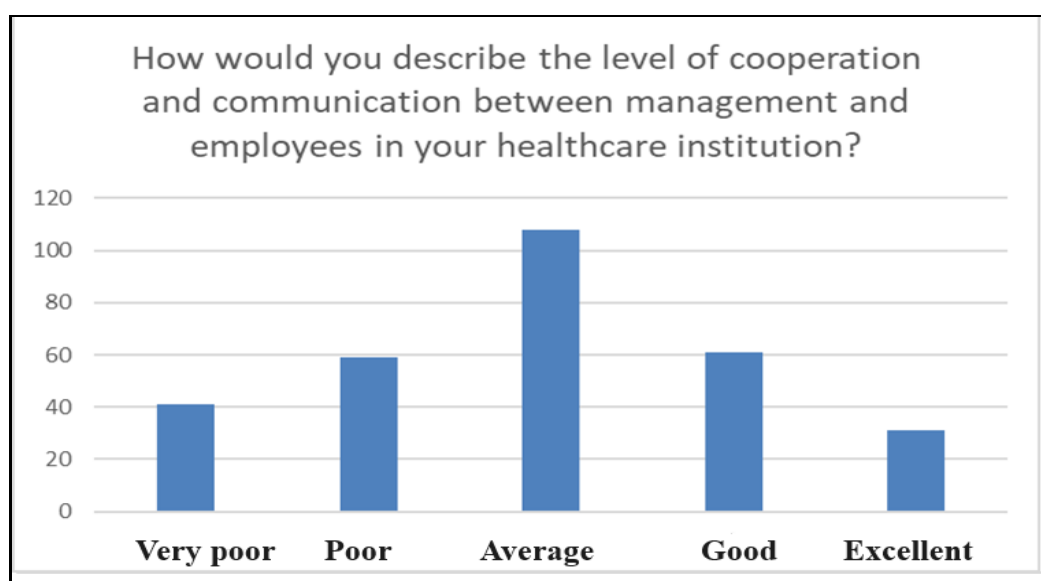
4	Question	Yes	No	Partially
	Does your healthcare institution regularly conduct training and development programs for employees with the aim of enhancing their skills and knowledge?	87	122	91



Graph 4: Does your healthcare institution regularly conduct training and development programs for employees with the aim of enhancing their skills and knowledge?

Table 5: How would you describe the level of cooperation and communication between management and employees in your healthcare institution?

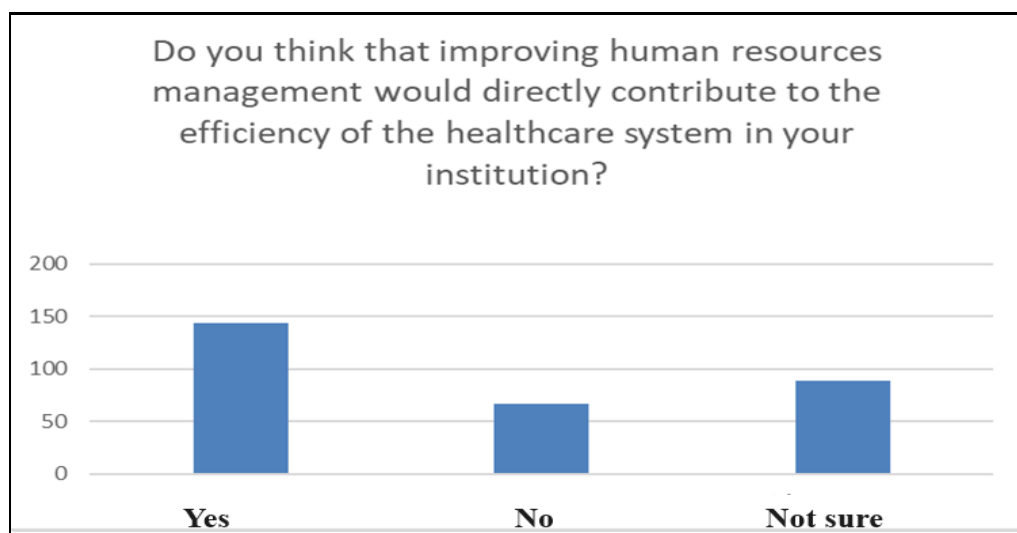
5	Question	Very poor	Poor	Average	Good	Excellent
	How would you describe the level of cooperation and communication between management and employees in your healthcare institution?	41	59	108	61	31



Graph 5: How would you describe the level of cooperation and communication between management and employees in your healthcare institution?

Table 6: Do you think that improving human resources management would directly contribute to the efficiency of the healthcare system in your institution?

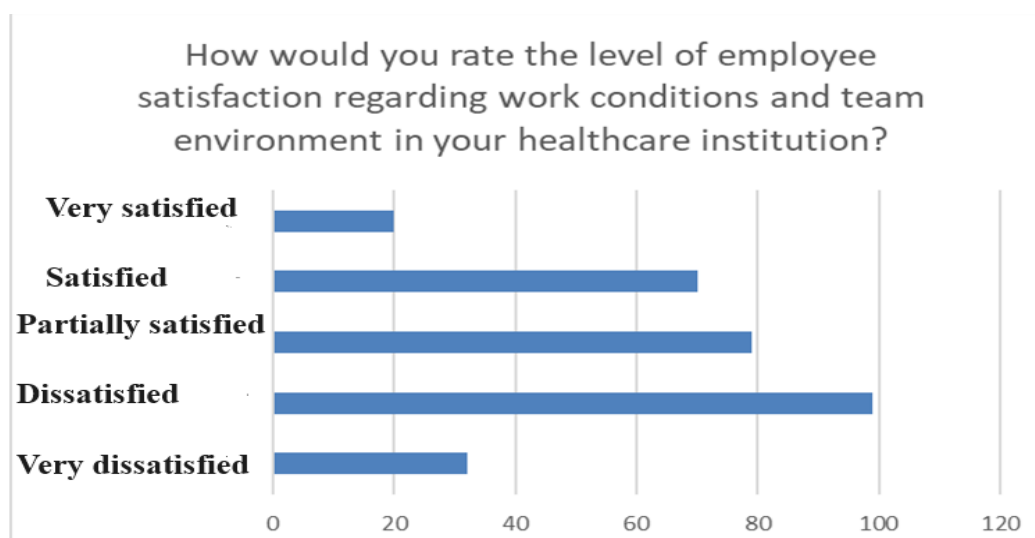
6	Question	Yes	No	Not sure
	Do you think that improving human resources management would directly contribute to the efficiency of the healthcare system in your institution?	144	67	89



Graph 6: Do you think that improving human resources management would directly contribute to the efficiency of the healthcare system in your institution?

Table 7: How would you rate the level of employee satisfaction regarding work conditions and team environment in your healthcare institution?

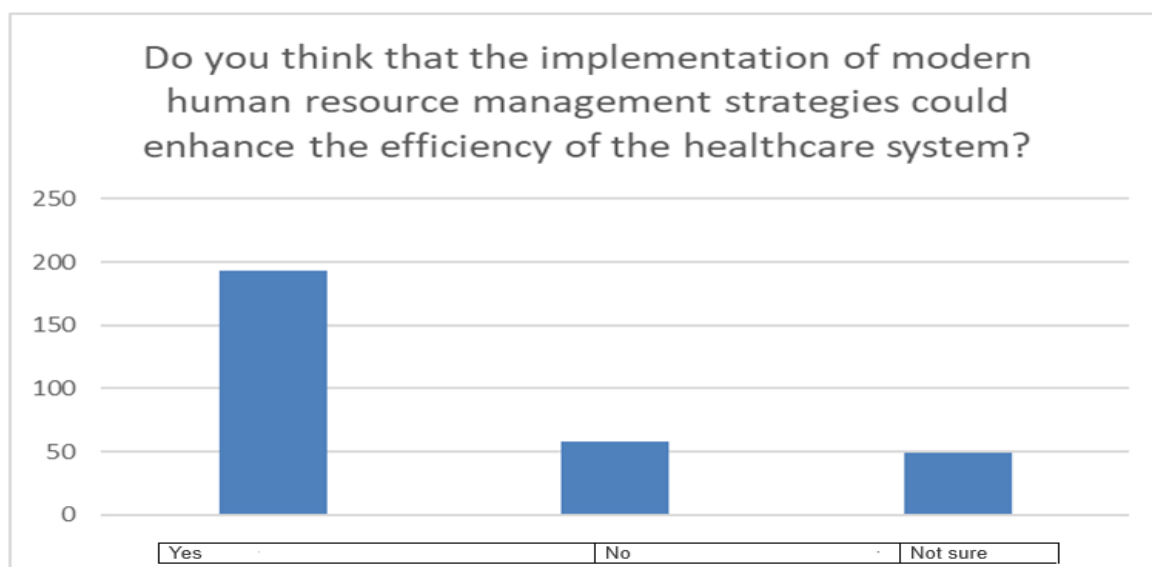
7	Question	Very dissatisfied	Dissatisfied	Partially satisfied	Satisfied	Very satisfied
	How would you rate the level of employee satisfaction regarding work conditions and team environment in your healthcare institution?	32	99	79	70	20



Graph 7: How would you rate the level of employee satisfaction regarding work conditions and team environment in your healthcare institution?

Table 8: Do you think that the implementation of modern human resource management strategies could enhance the efficiency of the healthcare system?

8	Question	Yes	No	Not sure
	Do you think that the implementation of modern human resource management strategies could enhance the efficiency of the healthcare system?	193	58	49



Graph 8: Do you think that the implementation of modern human resource management strategies could enhance the efficiency of the healthcare system?

Based on the conducted survey, which aimed to research the connection between the standard of human resource management and therefore the healthcare system efficiency, we will offer some important conclusions.

First, it's evident from the table that the survey was conducted on an outsized number of respondents with significant work experience, indicating that the sample is experienced enough to supply relevant opinions.

However, there's also a notable number of grades indicating room for improvement during this field.

Second, a majority of participants in the survey are of opinion that efficient human resource management is highly important for achieving optimal efficiency within the healthcare system. This perception is further underlined by vast number of responses in the "Very important" and "Essential" categories.

Third, the assessment of the current state of human resource management varies, with a significant number of respondents rating it as "Good" and "Very good."

Fourth, the bulk of healthcare institutions regularly conduct training and development programs for workers, indicating the popularity of the importance of continuous employee development.

Fifth, the present level of collaboration and communication between management and employees may be rated as average to good, but because the results suggest, there's room for improvement,.

Sixth, most respondents believe that improving human resource management would directly contribute to the efficiency of the organisation.

Seventh, the levels of employee satisfaction related to work conditions and team dynamics vary, indicating a need for additional attention in this field.

Finally, the majority of respondents see potential in the implementation of contemporary human resource management strategies to improve healthcare system efficiency.

In line with the above conclusions, further research and therefore the implementation of strategies which will improve human resource management in healthcare institutions are recommended, with a special specialise in strengthening collaboration, communication, employee satisfaction, and also the application of contemporary approaches.

CONCLUSION

The development of a perfect society and state could be a topic of perpetual youth and debate, with Plato's thought as essential foundation [18]. within the process of society's modernization, innovations will have a vital role [19]. a recent society should be humanistic, oriented towards humans and their needs, supported the principles of social justice achievable in a very state of law with a successful economy and a sturdy hands education system. With such basis, it's possible to satisfy the requirements addressed by the healthcare system, whether it operates within state institutions or the private sector.

Universal principles of fabric and non-material motivation are often applied in human resources management, together with modern techniques and methods, like goal-oriented management supported by contemporary, software-assisted systems to live activities and achievements. it's beneficial to supplement these principles with specific considerations, providing this can be a public interest activity [20].

Undoubtedly, employees in healthcare institutions who clearly understand organizational goals perform their duties more effectively. For the management to understand what the goals are, it's necessary to periodically conduct a SWOT analysis, supported external factors which will affect activities, and to contemplate internal environments and own resources. At the middle of a SWOT analysis, in dynamic and unsure times, there are risks moreover as strategic opportunities. Such a holistic approach provides a basis for establishing a clearer link between human resource management and therefore the healthcare system efficiency. All of the above implies that the founding father of a healthcare institution, whether it's public or private, ensures that personnel appointed to managerial positions, whether from medical or non-medical backgrounds, posses sufficient knowledge and skills within the field of management. For optimal results, career progression should occur gradually, from lower to higher positions. Based on the preceding words, it's evident that better human resource management utilizes scarce material resources more effectively in times of overall competition and pressure regarding the speed and quality of task execution. Through descriptive analysis and with the assistance of a conducted survey, the hypothesis has been confirmed during this paper: better human resource management results in a more efficient healthcare system.

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