UPRAVLJANJE LJUDSKIM RESURSIMA U NAMIBSKOJ POKRAJINSKOJ BOLNICI "N'GOLA KIMBANDA", ANGOLA

ORIGINALNI RAD

ORIGINAL ARTICLE

HUMAN RESOURCE MANAGEMENT AT NAMIBE PROVINCIAL HOSPITAL - N'GOLA KIMBANDA, ANGOLA

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SAŽETAK

U zdravstvenom sektoru, upravljanje ljudskim resursima uključuje planiranje, zapošljavanje, selekciju, obuku, razvoj karijere, evaluaciju učinka i promovisanje kvaliteta života radnika. Zdravstveni sektor se suočava sa problemima u upravljanju ljudskim resursima, kao što su nedostatak profesionalaca, loša raspodela funkcija, neadekvatni uslovi rada, ograničenost znanja i veština, kao i strategije upravljanja koje nisu usklađene sa potrebama stanovništva. Cilj istraživanja je da se opiše upravljanje ljudskim resursima u Namibskoj pokrajinskoj bolnici "N´Gola Kimbanda" i razvije akcioni plan za poboljšanje upravljanja.

Ključne reči: upravljanje, ljudski resursi, namibska pokrajinska bolnica, planiranje

ABSTRACT

Human resource management in the health sector encompasses planning, recruitment, selection, training, career development, performance evaluation, and efforts to enhance the quality of life for workers. However, the sector is facing a crisis due to challenges in human resource management, including workforce shortages, inefficient role distribution, inadequate working conditions, skill gaps, and management strategies that fail to align with the needs of the population. This research aims to analyze human resource management at the Namibe Provincial Hospital "N'Gola Kimbanda" and develop an action plan for its improvement.

Keywords: management, human resources, Namibe Provincial Hospital, planning

RESUMO

No sector da saúde, a gestão de recursos humanos envolve planeamento, recrutamento, seleção, treinamento, desenvolvimento de carreira, avaliação de desempenho e promoção da qualidade de vida dos trabalhadores. O sector da saúde enfrenta um colapso relacionado a problemas na gestão de recursos humanos, como a escassez de profissionais, má distribuição de funções, condições de trabalho inadequadas, limitações de conhecimento e competências, e estratégias de gestão desalinhadas com as necessidades da população. O objectivo da pesquisa é analisar a gestão de recursos humanos no Hospital Provincial do Namibe "N´Gola Kimbanda" e desenvolver um plano de acção para a melhoria dessa gestão.

Palavras-chave: gestão, recursos humanos, Hospital Provincial do Namibe, planeamento

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UVOD

U informatičkom dobu, od 1990-ih do danas, upravljanje zaposlenima sve više usvaja humanistički pristup, fokusirajući se na politike koje prepoznaju i vrednuju ljudski kapital unutar organizacija [1]. Dobar sistem upravljanja zahteva jasne ciljeve kako bi se osigurala efikasnost i efektivnost, kao i menadžere sposobne za strateško vođenje. U zdravstvenom sektoru, upravljanje ljudskim resursima uključuje planiranje, zapošljavanje, selekciju, obuku, razvoj karijere, evaluaciju učinka i unapređenje kvaliteta života zaposlenih. Međutim, zdravstveni sektor suočava se s krizom u upravljanju ljudskim resursima, koju karakterišu nedostatak stručnog kadra, neefikasna raspodela funkcija, neadekvatni radni uslovi, ograničenja u znanju i veštinama, kao i upravljačke strategije koje nisu usklađene s potrebama stanovništva. Ovi problemi rezultiraju stresom, nezadovoljstvom i niskim samopoštovanjem među zaposlenima, kao i nedovoljnom pomoći upitnog kvaliteta. Zbog toga je ključno da menadžeri prilagode tradicionalne prakse savremenim potrebama zaposlenih i organizacija.

Termin „ljudski resursi za zdravlje" pojavio se 1950-ih u analizama medicinske obuke, koje je podsticala Panamerička zdravstvena organizacija [2]. Tokom 1970-ih, podržava se sistemski razvoj ljudskih resursa za zdravlje kroz program Strateške pripreme za zdravstveno osoblje [3]. Iako je Panamerička zdravstvena organizacija nastojala da definiše smernice za kontinuiranu edukaciju zdravstvenih kadrova, omogućavajući im da analiziraju svoj radni kontekst, identifikuju probleme, podstiču učešće i učestvuju u donošenju odluka, uloga ljudskih resursa u zdravstvenim sistemima dugo nije bila adekvatno vrednovana. Nedostatak stručnog kadra u mnogim zdravstvenim programima predstavljao je značajnu prepreku u postizanju zacrtanih ciljeva. Zadovoljstvo pacijenata danas je jedan od najvažnijih pokazatelja konkurentnosti medicinskih subjekata. Prepoznato je da, pored pozitivnih rezultata lečenja, element koji privlači pacijente u određeni zdravstveni centar jeste i visok kvalitet pruženih usluga. Zdravstveni menadžeri, stoga, usmeravaju svoje napore ka pravilnom upravljanju ljudskim resursima kako bi pacijentima obezbedili visokokvalitetne usluge, čime se, ujedno, povećava njihovo zadovoljstvo uslugom [4].

Ljudski resursi za zdravlje se trenutno smatraju ne samo strateškim kapitalom, već i glavnim resursom za rad svakog zdravstvenog sistema [5]. Međutim, kvalitet zdravstvenih usluga i pristup zdravstvenim uslugama zavise od ključnih faktora kao što su broj, geografska distribucija i veštine ljudskih resursa. Jedan od najvećih izazova, naročito za zemlje sa niskim prihodima, jeste organizacija radne snage, koja obuhvata obuku koja

INTRODUCTION

Since the 1990s, the information age has driven employee management toward a more humanistic approach, emphasizing policies that recognize and nurture human capital within organizations [1]. An effective management system relies on clear objectives to ensure efficiency and effectiveness, along with managers who demonstrate strong strategic leadership. In the health sector, human resource management encompasses planning, recruitment, selection, training, career development, performance evaluation, and initiatives to enhance employees' quality of life. However, the health sector is experiencing a crisis in human resource management, marked by a shortage of professional staff, inefficient role distribution, poor working conditions, skill and knowledge limitations, and management strategies misaligned with population needs. These issues lead to stress, dissatisfaction, and low self-esteem among employees, while also compromising the availability and quality of care. Therefore, it is crucial that managers adapt traditional practices to the modern needs of employees and organizations.

The term "human resources for health" emerged in the 1950s through analyses of medical training, driven by the Pan American Health Organization [2]. In the 1970s, the systemic development of human resources for health was supported through the Strategic Preparation for Health Personnel program [3]. Although the Pan American Health Organization has aimed to establish guidelines for the continuous education of health personnel, enabling them to analyze their work environment, identify challenges, foster engagement, and contribute to decision-making, the role of human resources in health systems has long been undervalued. The shortage of professional staff in many health programs has been a major obstacle to achieving established goals. Today, patient satisfaction is considered one of the key indicators of the competitiveness of healthcare organizations. It is acknowledged that, alongside positive treatment outcomes, the quality of services provided is a key factor in attracting patients to a particular health center. As a result, health managers focus their efforts on effectively managing human resources to deliver high-quality services, thereby enhancing patient satisfaction [4].

Human resources for health are now regarded not only as strategic capital but also as the primary resource driving the functioning of any health system [5]. However, the quality and accessibility of health services depend on key factors such as the number, geographical distribution, and skills of the healthcare workforce. One of the biggest challenges, particularly for low-income countries, is workforce organization.

nije usmerena na potrebe stanovništva, nizak kapacitet radnika da odgovore na zahteve korisnika, kao i poteškoće u privlačenju i zadržavanju stručnjaka. Štaviše, postoji hitna potreba da se obezbedi pravična i efikasna raspodela ljudskih resursa [5]. Imajući to u vidu, ključno je da se politike upravljanja zdravstvenim ljudskim resursima razvijaju strateški kako bi se poboljšala distribucija, obuka i kvalifikacije stručnjaka, posebno u zemljama sa nižim prihodima.

Situacija i problemi u vezi sa zdravstvenim kadrovima u Angoli

Prema Osnovnom zakonu o nacionalnom zdravstvenom sistemu Angole [6], država je obavezna da obezbedi univerzalni pristup zdravstvenoj zaštiti, u okviru raspoloživih ljudskih, tehničkih i finansijskih resursa. Štaviše, obuka i profesionalni razvoj, uključujući stalnu obuku u zdravstvenom sektoru, smatraju se osnovnim ciljevima za kontinuirani razvoj sistema.

Razvoj ljudskih resursa u zdravstvu u Angoli, pod kontrolom Ministarstva zdravlja, beleži značajan napredak u ukupnom broju kadrova na centralnom nivou u poslednjih pet godina, posebno u oblastima medicine, medicinskih sestara, dijagnostičkih tehničara i bolničara, što je omogućilo pravovremena rešenja. Prema trenutnim pokazateljima, na svakih 10 000 stanovnika dolaze dva lekara (2/10 000), devetnaest medicinskih sestara (19/10 000), četiri dijagnostička i terapijska tehničara (4/10 000), pet bolničkih pomoćnih radnika (5/10 000) i jedanaest radnika opšteg režima (11/10 000). Pored toga, postoji asimetrična geografska raspodela osoblja u sektoru, što predstavlja značajan izazov za Program planiranja, upravljanja i razvoja ljudskih resursa [7]. U Angoli postoje značajne varijacije u medicinskoj gustini među različitim provincijama i opštinama, sa većom koncentracijom profesionalaca u urbanim područjima, što se negativno odražava na ruralna i teško dostupna područja. Ovo doprinosi nejednakostima u kvalitetu pruženih usluga, što rezultira pretrpanošću bolnica, kašnjenjem u zbrinjavanju i dugim listama čekanja za hirurške intervencije. U mnogim slučajevima, ovi faktori su povezani s povećanom smrtnošću.

U 2020. godini, procena koju je sproveo Nacionalni program za kontrolu zanemarenih tropskih bolesti otkrila je nedostatak obuke i ograničene kapacitete među nekim pokrajinskim i opštinskim menadžerima u oblastima pogođenim zanemarenim tropskim bolestima [8]. Istraživanje je otkrilo da su intervjuisani zdravstveni radnici imali vrlo ograničeno znanje o patofiziologiji i metodama kontrole zanemarenih tropskih bolesti u Angoli. Ovi rezultati naglašavaju hitnu potrebu za ulaganjem u profesionalni razvoj kako bi se

This includes training that is not aligned with the population's needs, limited capacity among workers to meet user demands, and difficulties in attracting and retaining skilled professionals. Moreover, there is an urgent need to ensure a fair and efficient distribution of human resources. To address this, it is essential to develop health human resource management policies strategically, aimed at improving the distribution, training, and qualifications of professionals, particularly in lower-income countries.

The health workforce challenges and issues in Angola

According to the Basic Law on the National Health System of Angola [6], the state is responsible for ensuring universal access to healthcare, within the limits of available human, technical, and financial resources. Furthermore, training and professional development, including ongoing education in the health sector, are recognized as essential for the system's continuous advancement.

The development of human resources for health in Angola, overseen by the Ministry of Health, has made significant progress over the past five years, particularly in the fields of medicine, nursing, diagnostic technology, and paramedics. This growth has facilitated more timely and effective solutions to healthcare challenges. Current indicators show that for every 10,000 inhabitants, there are two doctors (2/10,000), nineteen nurses (19/10,000), four diagnostic and therapeutic technicians (4/10,000), five hospital auxiliary workers (5/10,000), and eleven general workers (11/10,000). Additionally, the unequal geographical distribution of personnel in the sector poses a significant challenge for the Human Resources Planning, Management, and Development Program [7]. In Angola, there are notable disparities in medical density across provinces and municipalities, with a higher concentration of professionals in urban areas. This imbalance negatively affects rural and remote regions, contributing to inequalities in the quality of services. As a result, there are issues such as hospital overcrowding, delays in care, and long waiting lists for surgical procedures. In many cases, these factors are linked to higher mortality rates.

In 2020, an assessment by the National Neglected Tropical Disease Control Program revealed a lack of training and limited capacity among provincial and municipal managers in areas affected by neglected tropical diseases [8]. The research found that the health workers interviewed had limited knowledge of the pathophysiology and control methods for neglected tropical diseases in Angola. These findings underscore the urgent need to invest in professional development

osigurala pravilna implementacija tehničkih smernica za programe kontrole zanemarenih tropskih bolesti na svim nivoima [8].

Nejednakosti u univerzalnom pristupu zdravstvenim uslugama, slab sistem upućivanja i kontrauputa na tri nivoa zaštite, nedostatak ljudskih resursa u količini i kvalitetu, nejednakost u njihovoj raspodeli između urbanih i ruralnih sredina, kao i neadekvatno upravljanje lekovima i medicinskim sredstvima, doveli su do neefikasnog upravljanja i regulisanja Nacionalnog zdravstvenog sistema Angole. Ovo je uzrokovalo pogoršanje zdravstvenog stanja stanovništva, koje je rezultat dvostrukog tereta zaraznih i hroničnih nezaraznih bolesti, što je dovelo do povećanja stope morbiditeta i mortaliteta, naročito u najugroženijim grupama [9].

Značaj upravljanja ljudskim resursima u zdravstvenim ustanovama

U dinamičnom okruženju u kojem se informacije brzo šire, zdravstvene ustanove sve više moraju da se suočavaju sa izazovom da budu kreativne, inovativne i efikasne u upravljanju troškovima. Stoga, neophodne su informacije koje pomažu u razumevanju složenosti procesa upravljanja ljudskim resursima, kao i u formiranju kompetentnih i vrhunskih timova u radnom okruženju koje pruža sigurnost, motivaciju i podršku, omogućavajući ljudima da daju svoj maksimum. Upravljanje ljudskim resursima u zdravstvenim organizacijama je važna komponenta kvalitetnog i efikasnog pružanja zdravstvenih usluga [10].

Među različitim elementima upravljanja, ljudi su najdinamičniji element i predstavljaju važnu imovinu u bolnicama i drugim ustanovana.

Iz perspektive Samboa [1] upravljanje ljudskim resursima je od velikog značaja jer vodi računa o osobi od njenog ulaska u ustanovu kroz formalne procedure do njenog izlaska usled penzionisanja ili napuštanja. Svetska zdravstvena organizacija [5] naglašava ključnu ulogu ljudskih resursa u zdravstvenim sistemima, koji obuhvataju različite dimenzije, poput sastava i raspodele radne snage, obuke, stručnih kvalifikacija, tržišta rada, organizacije rada, regulacije profesionalne prakse, radnih odnosa, kao i tradicionalnog upravljanja kadrovima. S druge strane, timovi ljudskih resursa u zdravstvu se bave složenim državnim propisima i sindikalnim ugovorima, kao i sve većim troškovima rada. Oni se takođe suočavaju sa jedinstvenim izazovima vezanim za bezbednost, nivo stresa i nedostatak stručnog kadra [11]. Tim za ljudske resurse odgovoran je za osiguravanje pravilne dokumentacije radnih propisa i redovno ažuriranje podataka o zaposlenima, kao i za saradnju sa pravnim odeljenjem kompanije na razvoju i implementaciji programa koji obučavaju zaposlene

to ensure the effective implementation of technical guidelines for NTD control programs at all levels [8].

Inequalities in universal access to healthcare, a weak referral and counter-referral system across all three levels of protection, shortages in both the quantity and quality of human resources, uneven distribution between urban and rural areas, and poor management of medications and medical resources have all contributed to ineffective management and regulation of Angola's National Health System. This has led to a decline in the population's health, driven by the dual burden of infectious and chronic non-communicable diseases, resulting in increased morbidity and mortality, particularly among the most vulnerable groups [9].

The importance of human resource management in healthcare institutions

In a fast-paced environment where information spreads quickly, healthcare institutions are increasingly tasked with being creative, innovative, and cost-effective. As such, access to accurate information is essential for understanding the complexities of human resource management and for building competent, high-performing teams. A supportive work environment that fosters security, motivation, and encouragement enables individuals to perform at their best. Human resource management in healthcare organizations is a critical component for ensuring the quality and efficiency of healthcare service delivery [10].

Among the various management elements, people are the most dynamic and valuable asset in hospitals and other healthcare institutions.

From Sambo's perspective [1], human resource management is crucial as it oversees an individual's journey within the institution, from their entry through formal procedures to their departure, whether through retirement or resignation. The World Health Organization [5] highlights the critical role of human resources in health systems, encompassing various dimensions such as workforce composition and distribution, training, professional qualifications, the labor market, work organization, regulation of professional practice, labor relations, and traditional personnel management. In addition, healthcare HR teams navigate complex government regulations, union contracts, and rising labor costs. They also encounter unique challenges related to security, stress levels, and staff shortages [11]. The Human Resources team is responsible for ensuring proper documentation of work regulations, regularly updating employee data, and collaborating with the legal department to develop and implement training programs that ensure compliance with the law and minimize the risk of illegal actions. Therefore, it is es-

kako da poštuju zakone i rizik od nezakonitih postupaka svedu na minimum. Stoga je ključno da organizacije imaju sveobuhvatnu viziju uloge ove oblasti, koja se fokusira na najvažniji resurs – ljude.

Cilj istraživanja je da se analizira upravljanje ljudskim resursima u Namibskoj pokrajinskoj bolnici „N´-Gola Kimbanda" i razvije akcioni plan za njegovo poboljšanje. Ovaj istraživački rad temelji se na jednostavnoj deskriptivnoj studiji, koja koristi kvantitativni i kvalitativni pristup, s ciljem da opiše fenomen u odnosu na populaciju i identifikuje karakteristike ove populacije ili reprezentativnog uzorka.

METOD RADA

Istraživanje o upravljanju ljudskim resursima u Namibskoj pokrajinskoj bolnici „N'Gola Kimbanda", sprovedeno je u periodu od 5. do 15. februara 2025. godine u vidu ankete, u kojoj je učestvovalo 20 zaposlenih koji obuhvataju načelnike i zamenike upravnika odeljenja ortopedije, eksternih konsultacija, laboratorije, urgentne službe (između ostalih), kao i odgovorne za ljudske resurse i odeljenje kontinuiranog usavršavanja. Među ispitanicima bilo je 14 stručnjaka ženskog pola i šest stručnjaka muškog pola. Što se tiče starosti anketiranih stručnjaka, šest stručnjaka pripada starosnom rasponu od 41 do 50 godina, devet stručnjaka starosnom rasponu od 31 do 40 godina, i pet stručnjaka rasponu od 21 do 30 godina. Što se tiče radnog staža, 12 ispitanika ima više od 10 godina radnog staža, dok 6 ispitanih stručnjaka ima manje od 10 godina radnog staža.

Kada je reč o našem istraživanju, važno je napomenuti da su ispitani stručnjaci pokazali visok nivo volje i spremnosti da odvoje vreme za učešće, s obzirom na to da su, kao načelnici i zamenici direktora, imali ključnu ulogu u upravljanju i svakodnevnom funkcionisanju bolnice. Njihova iskustva i uvidi pružaju dragocenu perspektivu na efikasnost politike ljudskih resursa, omogućavajući dublju analizu procesa upravljanja. Anketa je sprovedena tako što je ispitanicima prvo opisana svrha istraživanja, a pitanja sa ponuđenim odgovorima na skali od 1 do 4 su prevedena na njihov maternji jezik i poslata putem imejla. Ispitanicima je ponuđen intervju za eventualne nedoumice u vezi sa pitanjima i odgovorima. Ispitanici su popunili upitnik svojeručno, a dobijeni odgovori su skenirani za kasniju analizu. Važno je naglasiti da su dobijeni odgovori anonimni.

Instrument istraživanja bio je upitnik za brzu procenu upravljanja ljudskim resursima, koji je originalno razvila Svetska zdravstvena organizacija 2004. godine, s ciljem procene aspekata upravljanja ljudskim resursima u zdravstvenom sektoru. U našem istraživanju je korišćeno treće izdanje upitnika, koje je kreirano uz pomoć Američke organizacije za međunarodni razvoj

sential for organizations to adopt a comprehensive view of this field, focusing on the most valuable resource – people.

The aim of this research is to analyze the management of human resources at the Namibe Provincial Hospital "N'Gola Kimbanda" and develop an action plan for its improvement. This study employs a descriptive design, utilizing both quantitative and qualitative approaches to describe the phenomenon within the population and identify the characteristics of the population or a representative sample.

METHOD

Research on human resource management at Namibe Provincial Hospital "N'Gola Kimbanda" was conducted from February 5 to 15, 2025, through a survey. The survey included 20 participants, comprising department heads and deputy heads from orthopedics, external consultations, laboratories, emergency services, and other departments, as well as those responsible for human resources and the department of continuous education. Among the respondents, there were 14 female professional and six male professionals. In terms of age, six respondents were between 41 and 50 years old, nine were between 31 and 40 years old, and five were between 21 and 30 years old. Regarding seniority, 12 respondents had more than 10 years of experience, while six had less than 10 years of experience. It is important to note that the professionals involved in our research demonstrated a strong willingness to participate, especially given their key roles as heads and deputy directors, which were crucial to the management and daily operations of the hospital. Their experiences and insights offer a valuable perspective on the effectiveness of HR policies, allowing for a more in-depth analysis of the management process. The survey began by explaining the research purpose to the respondents. The questions, with answers on a scale of 1 to 4, were translated into their native language and sent via email. Respondents were offered the option of an interview to clarify any questions or answers. The questionnaires were completed by hand, and the responses were scanned for subsequent analysis. It is important to note that all responses were kept anonymous.

The research instrument used was a questionnaire for the rapid assessment of human resource management, originally developed by the World Health Organization in 2004 to evaluate various aspects of human resource management in the health sector. Our study utilized the third edition of the questionnaire, which was updated in 2012 with the support of the American Organization for International Development [12]. The

2012. godine [12]. Prvi deo upitnika obuhvatao je socio-demografske podatke, dok je drugi deo sadržao pitanja koja su direktno povezana sa temom istraživanja: upravljanjem ljudskim resursima u Namibskoj pokrajinskoj bolnici "N'gola Kimbanda", Angola. Ponuđeni odgovori na skali od 1 do 4 ukazuju na stepen slaganja sa izjavama koje se odnose na postojanje, kompletnost/razvoj i korišćenje u operativne i strateške svrhe. Na primer: 1 (delimično ili potpuno postoji), 2 (sadržaj je kompletan ili se razvija u tom smeru), 3 (sadržaj je kompletan i koristi se u svrhe za koje je razvijen), i 4 (koristi se i za strateško funkcionisanje).

Statistička analiza

Za deskripciju podataka korišćen je grafički prikaz koji prikazuje apsolutne učestalosti i relativne odnose. Povezanost između kategorija starosti i skorova po domenima procenjena je primenom Spearmanovog koeficijenta korelacije rangova. Statističke hipoteze testirane su na nivou statističke značajnosti (alfa nivo) od 0,05. Svi podaci obrađeni su u IBM SPSS Statistics 22 (IBM Corporation, Armonk, NY, USA) softverskom paketu.

REZULTATI

Karakteristike, organizacija i distribucija profesionalaca u Namibskoj provincijskoj bolnici „N'Gola Kimbanda"

Namibska pokrajinska bolnica „N'Gola Kimbanda", koja se nalazi u ulici Amilcar Cabral, u blizini Politehničke škole Namibe, glavna je referentna jedinica u provinciji Namibe, koja se ističe po kvalitetu svojih usluga i smeštajnom kapacitetu. Bolnica nudi širok spektar medicinskih usluga, uključujući opštu medicinu, hirurgiju, ortopediju, oftalmologiju, stomatologiju, otorinolaringologiju, hitne slučajeve, intenzivnu negu, dermatologiju, kardiologiju, neurologiju, ambulantne konsultacije, farmaciju, snimanje, kliničku analizu, hemioterapiju, i dobrovoljno testiranje na HIV [13].

Kada je reč o broju stručnjaka, važno je istaći da Namibska pokrajinska bolnica „N'Gola Kimbanda" trenutno ima 150 medicinskih sestara, 105 terapeutskih i dijagnostičkih tehničara i 147 stručnjaka za podršku. Tim profesionalaca je raspoređen na način koji garantuje efikasnu uslugu, sa sledećom raspodelom: 2 lekara, 24 medicinske sestre i 7 specijalista u hirurškom bloku; 27 lekara, 28 medicinskih sestara i 11 specijalista hitne pomoći; te 2 lekara, 15 medicinskih sestara i 5 specijalista za podršku u Jedinici intenzivne nege. Pored toga, bolnica nudi usluge kao što su ambulantne konsultacije sa 3 lekara, 5 medicinskih sestara i 6 drugih stručnjaka, te radiografija sa 4 lekara, 19 tehničara i još jednim specijalistom. U sektoru ortopedije, bolnica ima 7 lekara,

first part of the questionnaire collected socio-demographic data, while the second part included questions directly related to the research topic: human resource management at Namibe Provincial Hospital "N'gola Kimbanda," Angola. Respondents were asked to rate their agreement with statements about the existence, completeness, development, and use of various HR management practices for both operational and strategic purposes. Responses were provided on a scale of 1 to 4: 1 (partially or completely exists), 2 (content is complete or being developed in that direction), 3 (content is complete and used for its intended purpose), and 4 (it is also used for strategic functioning).

Statistical analysis

Data were described using graphical displays, showing both absolute frequencies and relative proportions. The association between age categories and domain scores was assessed using Spearman's rank correlation coefficient. Statistical hypotheses were tested at a significance level (alpha) of 0.05. All data were analyzed using the IBM SPSS Statistics 22 software package (IBM Corporation, Armonk, NY, USA).

RESULTS

Characteristics, Organization, and Distribution of Professionals at Hopital Provincial do Namibe „N'Gola Kimbanda"

The Namibe Provincial Hospital "N'Gola Kimbanda," located on Amilcar Cabral Street, near the Namibe Polytechnic School, serves as the primary reference hospital in Namibe Province, renowned for the quality of its services and capacity to accommodate patients. The hospital offers a comprehensive range of medical services, including general medicine, surgery, orthopedics, ophthalmology, dentistry, otolaryngology, emergency care, intensive care, dermatology, cardiology, neurology, outpatient consultations, pharmacy, imaging, clinical analysis, chemotherapy, and voluntary HIV testing [13].

Namibe Provincial Hospital "N'Gola Kimbanda" currently employs 150 nurses, 105 therapeutic and diagnostic technicians, and 147 support specialists. The professional team is strategically distributed to ensure efficient service delivery, with the following allocation: 2 doctors, 24 nurses, and 7 specialists in the surgical block; 27 doctors, 28 nurses, and 11 emergency specialists; and 2 doctors, 15 nurses, and 5 support specialists in the Intensive Care Unit. In addition, the hospital provides outpatient consultations with 3 doctors, 5 nurses, and 6 other specialists, as well as radiography services with 4 doctors, 19 technicians, and an additional specialist. In the orthopedics department, the team in-

18 medicinskih sestara i 7 drugih stručnjaka; u oblasti opšte medicine radi 5 lekara, 18 medicinskih sestara i 4 druga stručna lica, a na hirurgiji tim čini 6 lekara, 16 medicinskih sestara i stručnjaka drugih profila. Nedostatak specijalista i dalje predstavlja ozbiljan problem. Zbog ovog probelma, mnogi pacijenti, naročito oni sa povredama glave ili zastojem u radu bubrega, moraju biti prebačeni u Centralnu bolnicu Lubango, u provinciji Huila. Ovi transferi podrazumevaju visoke troškove prevoza, hrane i smeštaja za članove porodice, pored toga što dodatno otežavaju bolničku logistiku.

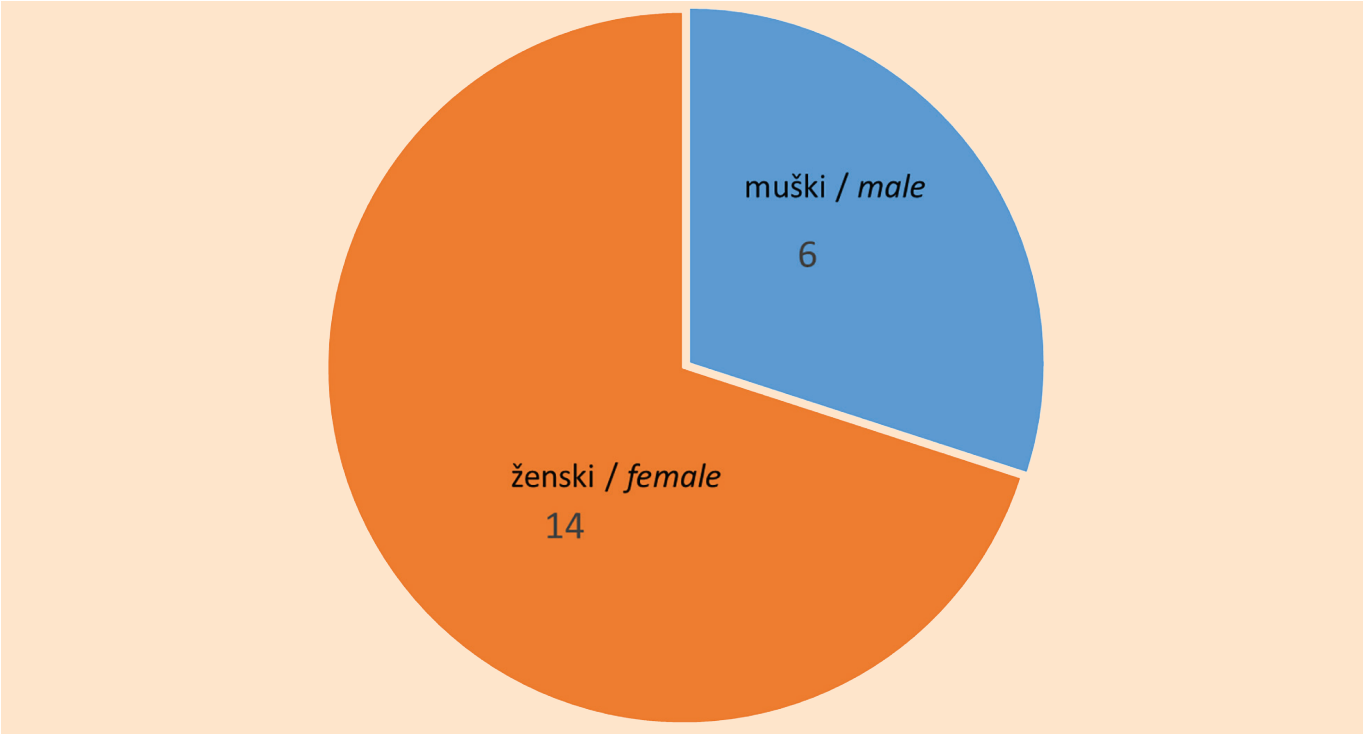
Ukratko, uprkos ovim izazovima, bolnička služba za kontinuiranu edukaciju nastavlja da igra osnovnu ulogu, promovišući obrazovanje i profesionalne kvalifikacije tehničkog i administrativnog osoblja. Vođena vrednostima kao što su etika, humanizam, inovativnost, kompetentnost i institucionalna posvećenost, bolnica kontinuirano radi na unapređenju nastavnih aktivnosti, obuka i istraživačkih aktivnosti. Ona sarađuje sa odgovornim osobama u oblastima ljudskih resursa, kliničkog menadžmenta i sestrinstva, s ciljem poboljšanja stručnosti i efikasnosti zaposlenih tehničara u svim inicijativama za unapređenje [13].

cludes 7 doctors, 18 nurses, and 7 other specialists. For general medicine, there are 5 doctors, 18 nurses, and 4 other professionals, while the surgery team consists of 6 doctors, 16 nurses, and specialists from various fields. The shortage of specialists remains a significant challenge. As a result, many patients, particularly those with head injuries or kidney failure, must be transferred to Lubango Central Hospital in Huila Province. These transfers incur high costs for transportation, food, and accommodation for family members, while also adding to the logistical challenges faced by the hospital.

In summary, despite these challenges, the hospital's continuing education service remains essential, playing a key role in the education and professional development of both technical and administrative staff. Guided by values such as ethics, humanism, innovation, competence, and institutional commitment, the hospital consistently strives to enhance teaching, training, and research activities. It collaborates closely with human resources, clinical management, and nursing teams to improve the expertise and efficiency of employed technicians across all improvement initiatives [13].

Grafikon 1. Karakterizacija ispitanika prema polu

Chart 1. Respondents characterization by gender



Iz Grafikona 2, može se zaključiti da je od anketiranih stručnjaka njih 9 u starosnoj dobi od 31 do 40 godina, 6 u starosnoj dobi od 41 do 50 godina, a 5 u starosnoj dobi od 21 do 30 godina.

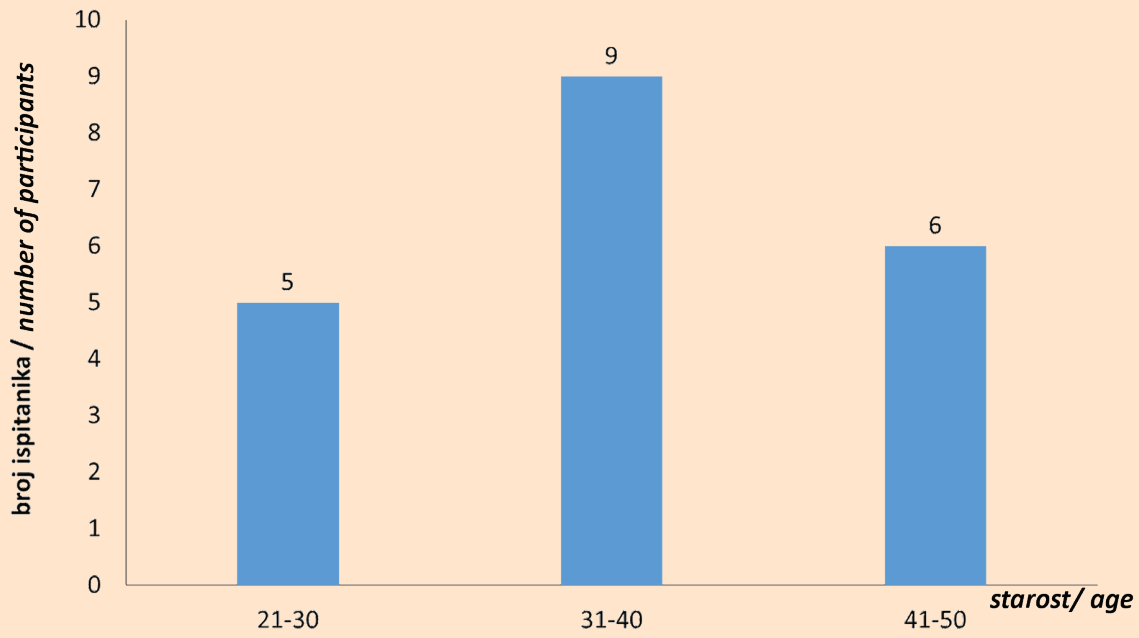
Nivo razvoja kapaciteta za upravljanje ljudskim resursima u Namibskoj pokrajinskoj bolnici „N´Gola

Based on Chart 2, it can be concluded that 9 of the surveyed professionals are between the ages of 31 and 40, 6 are between 41 and 50, and 5 are between 21 and 30.

The development level of human resource management capacity at Namibe Provincial Hospital "N'Go-

Grafikon 2. Karakterizacija ispitanika prema starosnoj grupi

Chart 2. Respondents characterization by age group



Kimbanda" razmatran je kroz pitanja vezana za budžet i osoblje odgovorno za funkcije upravljanja ljudskim resursima. Što se tiče osoblja zaduženog za kadrovske funkcije, 15 stručnjaka je navelo stepen 2, što ukazuje na to da postoji tim za upravljanje ljudskim resursima, ali sa ograničenim iskustvom u ovoj oblasti. Pet stručnjaka je navelo stepen 3, što ukazuje na to da postoji osoblje za ljudske resurse, ali samo za sprovođenje najosnovnijih procedura.

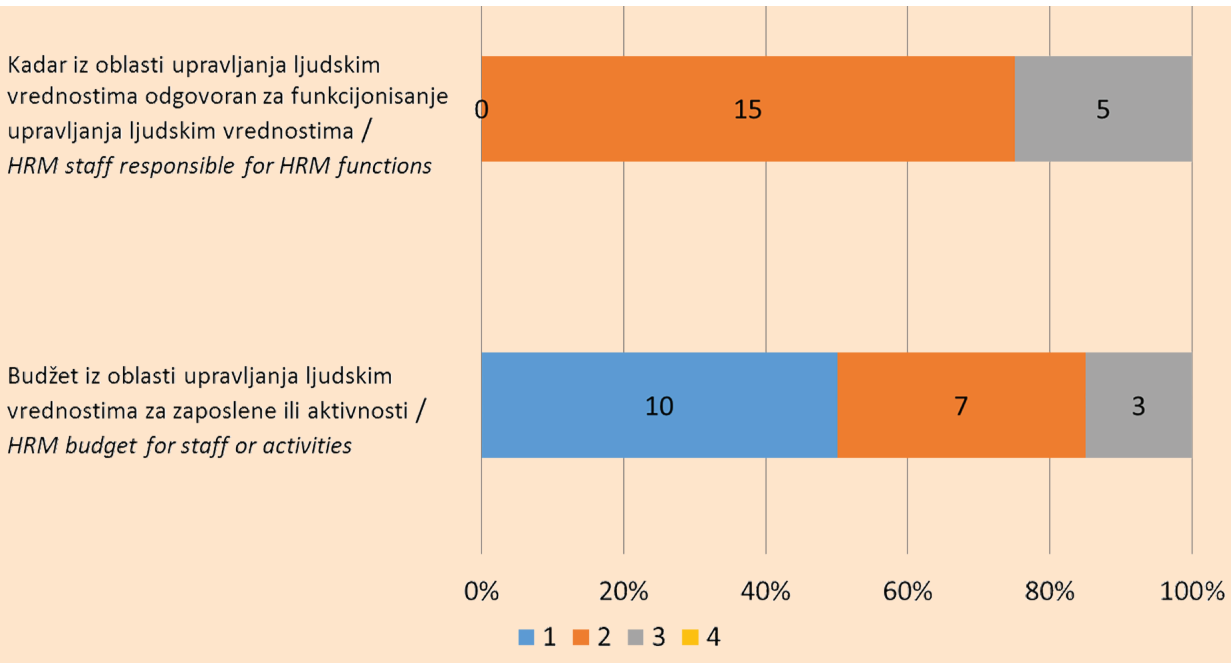
Što se tiče budžeta za upravljanje ljudskim resursima osoblja ili aktivnosti, 10 zaposlenih je odabralo

la Kimbanda" was evaluated based on factors such as the budget and the personnel responsible for human resource management functions. Regarding the staff in charge of human resource management, 15 experts rated the level as 2, indicating the presence of a human resource team, albeit with limited experience in the field. Five experts rated it at level 3, suggesting that there are human resources staff, but their responsibilities are confined to handling only the most basic procedures.

Regarding the human resource management budget for personnel or activities, 10 employees selected

Grafikon 3. Razvoj kapaciteta za upravljanje ljudskim resursima

Chart 3. Development of human resource management capacity



stepen 1, što znači da nema budžeta, dok je 7 stručnjaka odabralo stepen 2, sugerišući da postoji ograničen budžet, a troje zaposlenih stepen 3, što znači da je budžet dodeljen, ali je neredovan, i ne može se dugoročno na njega računati. Važno je istaći da, prema prikazanim podacima, nivo razvijenosti kapaciteta za upravljanje ljudskim resursima navedene bolnice predstavlja značajne izazove, iako kadrovski tim postoji, njegove funkcije su ograničene, što direktno utiče na efikasnost upravljanja ljudskim kapitalom ustanove.

Što se tiče planiranja ljudskih resursa, 3 ispitanika su odabrala stepen 2, navodeći da godišnji plan kadrova postoji, ali nije integrisan sa planom ustanove, njih 9 (stepen 3) smatra da plan jeste integrisan sa planom ustanove, ali nije delotvoran, dok je 8 ispitanika navelo stepen 4, što ukazuje na to da je godišnji plan kadrova integrisan sa planom ustanove i ima razvojno - strateški svrhu. Pet ispitanika je navelo stepen 3, što znači da misija i ciljevi postoje i povezani su sa godišnjim planiranjem kadrova, dok je 15 ispitanika označilo stepen 4, što sugeriše da misija i ciljevi postoje i da su povezani sa godišnjim i dugoročnim planiranjem i razvojem kadrova.

U vezi sa dosijeima zaposlenih, 7 ispitanih stručnjaka je navelo stepen 2, što ukazuje da postoje pojedinačni dosijei zaposlenih ali se ne ažuriraju redovno, a dvoje je navelo stepen 3, što ukazuje na to da dosijei postoje i redovno se ažuriraju, ali nema propisa o njihovom korišćenju. Čak 11 ispitanika navelo je stepen 4, što znači da su dosijei o svim zaposlenima i propisi o njihovom korišćenju ažurirani.

Što se tiče digitalizacije podataka, 10 ispitanika je navelo stepen 1, sugerišući da digitalizacija podataka

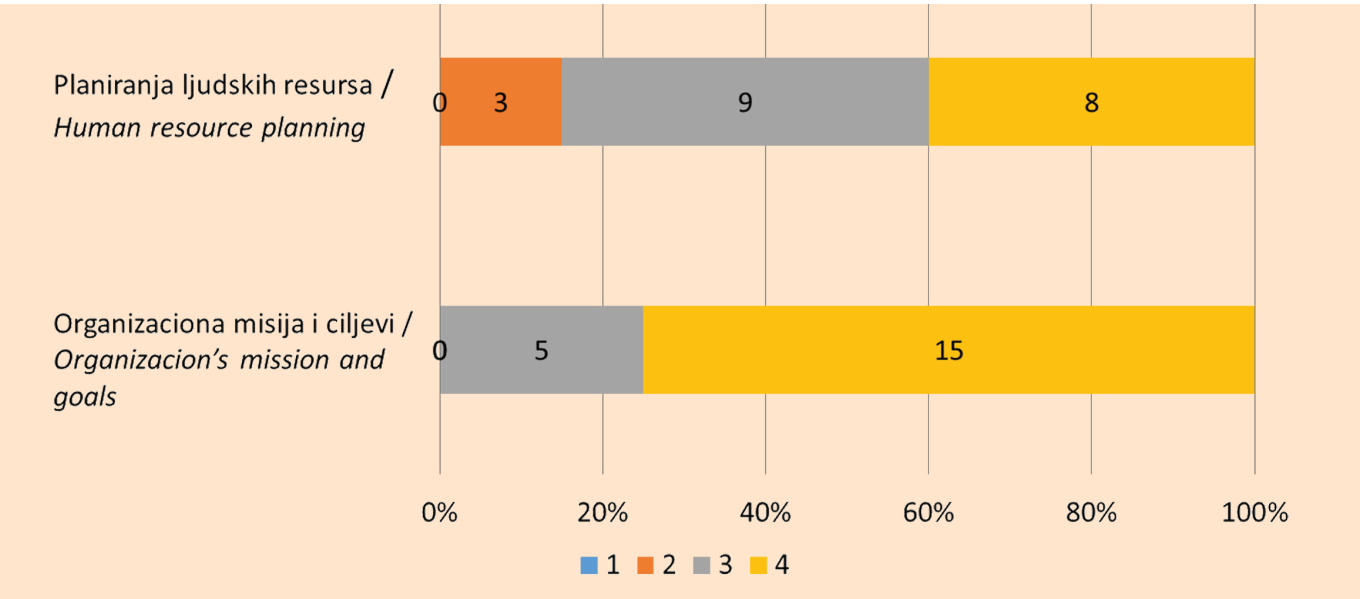
grade 1, indicating the absence of a budget. Seven experts chose grade 2, suggesting a limited budget, while three employees selected grade 3, implying that a budget is allocated, but it is irregular and unreliable in the long term. It is important to note that, based on the data presented, the development level of human resource management capacity at the hospital reflects significant challenges. While a personnel team exists, its functions are limited, which directly impacts the efficiency of human capital management within the institution.

Regarding human resource planning, 3 respondents selected level 2, indicating that an annual personnel plan exists but is not integrated with the institution's overall plan. Nine respondents (level 3) believe the plan is integrated with the institution's plan, but lacks effectiveness. Eight respondents chose level 4, signifying that the annual personnel plan is both integrated with the institution's plan and serves a development-strategic purpose. Five respondents selected level 3, suggesting that the mission and goals are aligned with annual personnel planning, while 15 respondents chose level 4, indicating that the mission and goals are aligned with both annual and long-term personnel planning and development.

Regarding employee files, 7 of the interviewed professionals selected level 2, indicating that individual employee files exist but are not regularly updated. Two respondents chose level 3, suggesting that the files are both present and regularly updated, but there are no regulations governing their use. Notably, 11 respondents indicated level 4, meaning that the files for all employees are regularly updated, and regulations on their use are in place.

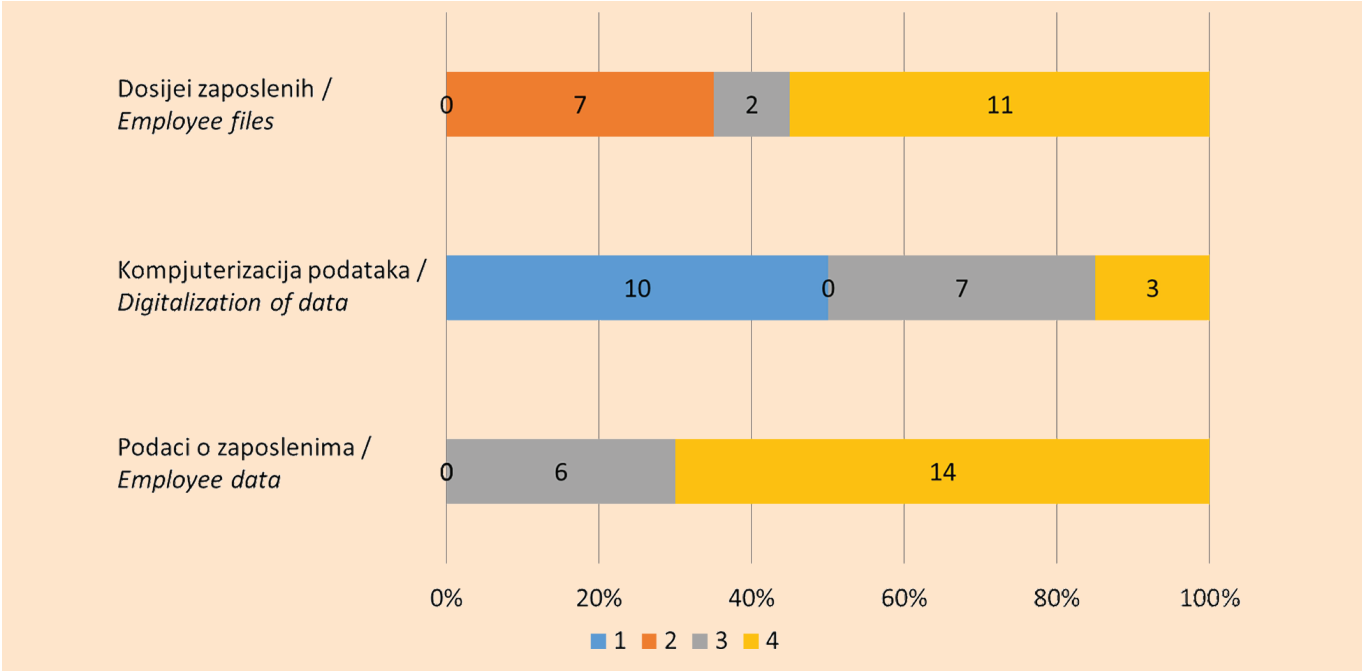
Grafikon 4. Razvoj sistema planiranja ljudskih resursa

Chart 4. Development of the human respurce planning system



Grafikon 5. Razvoj sistema kadrovskih podataka

Chart 5. Development of the employee data system



ne postoji. Međutim, 7 ispitanika je navelo stepen 3, izjavljujući da su fajlovi nepotpuno digitalizovani, dok su 3 ispitanika izjavila da su identifikovali stepen 4, sugerišući da su fajlovi kompletno digitalizovani, redovno se ažuriraju i zaposleni su obučeni za njihovo održavanje. U pogledu podataka zaposlenih, 6 ispitanika je odabralo stepen 3, što znači da su svi podaci dostupni i ažurirani, ali se formalno ne koriste, dok je 14 ispitanika odabralo stepen 4, što sugeriše da su svi podaci dostupni i ažurirani i koriste se za razvoj kadrova.

Jedanaest ispitanika je navelo stepen 2, sugerišući da postoje izvesni napori ali su neredovni, dvoje je navelo stepen 3, ističući da je usaglašavanje sa Zakonom o radu redovno ali ne i da ga se pridržavaju, dok je 7 ispitanika navelo stepen 4, što znači da je usaglašavanje sa zakonom o radu redovno kao i njegovo pridržavanje. Međutim, kada su u pitanju veze sa sindikatima i primenjivanje Zakona o radu, 13 ispitanika je navelo stepen 3, sugerišući da veze ne postoje, dok je 7 ispitanika odabralo stepen 4, ističući da sindikat učestvuje u rešavanju ili sprečavanju problema.

Što se tiče disciplinskih postupaka, i postupaka u vezi sa žalbama i otkazima, treba istaći da je troje ispitanika označilo stepen 3, navodeći da postoje jasna formalna uputstva, ali se ne sprovode dosledno, dok je 17 navelo stepen 4, što znači da su formalne procedure jasne, poznate svim zaposlenima i dosledno se sprovode. Kada je reč o podacima koji se odnose na priručnik o politici, 12 ispitanika je odabralo stepen 1, ukazujući na to priručnik da ne postoji, 3 ispitanika su navela stepen 3, sugerišući da postoji važeći priručnik ali nije dostupan svim zaposlenima i ne koristi se dosledno pri

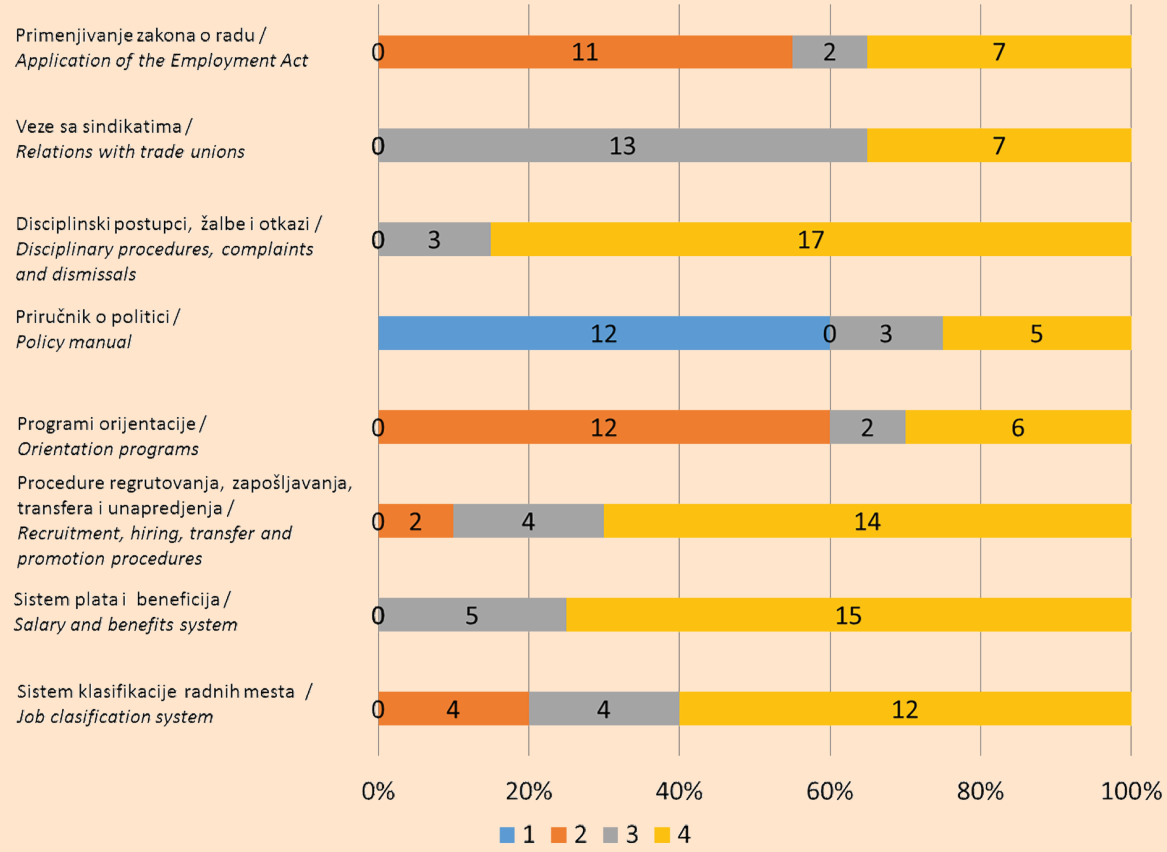
Regarding data digitization, 10 respondents selected level 1, indicating that data digitization is not implemented. However, 7 respondents chose level 3, stating that the files are partially digitized, while 3 respondents selected level 4, suggesting that the files are fully digitized, regularly updated, and employees are trained to maintain them. Regarding employee data, 6 respondents chose level 3, meaning that all data is available and up-to-date but not formally utilized, while 14 respondents selected level 4, indicating that all data is available, up-to-date, and used for staff development purposes.

Eleven respondents selected level 2, indicating that there are some efforts, but they are irregular. Two respondents chose level 3, highlighting that compliance with the Labor Law is regular but not consistently adhered to. Meanwhile, 7 respondents selected level 4, meaning that compliance with the Labor Law is both regular and fully adhered to. Regarding relations with trade unions and the application of the Labor Law, 13 respondents indicated level 3, suggesting that there are no established relations, while 7 respondents chose level 4, emphasizing that the union plays an active role in addressing or preventing issues.

Regarding disciplinary procedures, as well as procedures for appeals and dismissals, three respondents selected level 3, indicating that there are clear formal instructions, but they are not consistently implemented. In contrast, 17 respondents selected level 4, suggesting that the formal procedures are clear, well-known to all employees, and consistently enforced. When it comes to the policy manual, 12 respondents

Grafikon 6. Razvoj kadrovske prakse

Chart 6. Development of personnel practice



odlučivanju, dok je 5 navelo stepen 4, što ukazuje da postoji važeći priručnik, dostupan svim zaposlenima i koristi se dosledno za odlučivanje. Važno je istaći da je 12 anketiranih stručnjaka navelo stepen 2, otkrivajući da postoje formalni programi orijentacije ali se neredovno primenjuju; dva su navela stepen 3, ukazujući na to da se orijentacija rutinski pruža, ali nije potpuna, dok je 6 ispitanika navelo stepen 4, što znači da se orijentacija pruža rutinski i u potpunosti.

Što se tiče sistema regrutovanja, zapošljavanja, transfera i unapređenja, dvoje anketiranih ispitanika je istaklo stepen 2, ukazujući da se postupci ne sprovode; četiri se odlučilo za stepen 3, što sugeriše da se ne primenjuju dosledno; dok je 14 odabralo stepen 4, što ukazuje da se formalni sistemi koriste pri odlučivanju, kao i za praćenje.

U pogledu sistema plata i beneficija, 5 anketiranih stručnjaka je odabralo stepen 3, sugerišući da se svi zaposleni rutinski obaveštavaju, dok je 15 ispitanika odabralo stepen 4, naglašavajući da postoji formalan platni sistem koji rutinski primenjuje beneficije u svrhu razvoja. U pogledu Sistema klasifikacije radnih mesta, 4 stručnjaka su navela stepen 2, što ukazuje da postoje pokušaji, neizvesni i nekompletni, 4 su navela stepen 3, ukazujući na to da postoji sistem ali se ne koristi za druge funkcije upravljanja ljudskim resursima, dok je

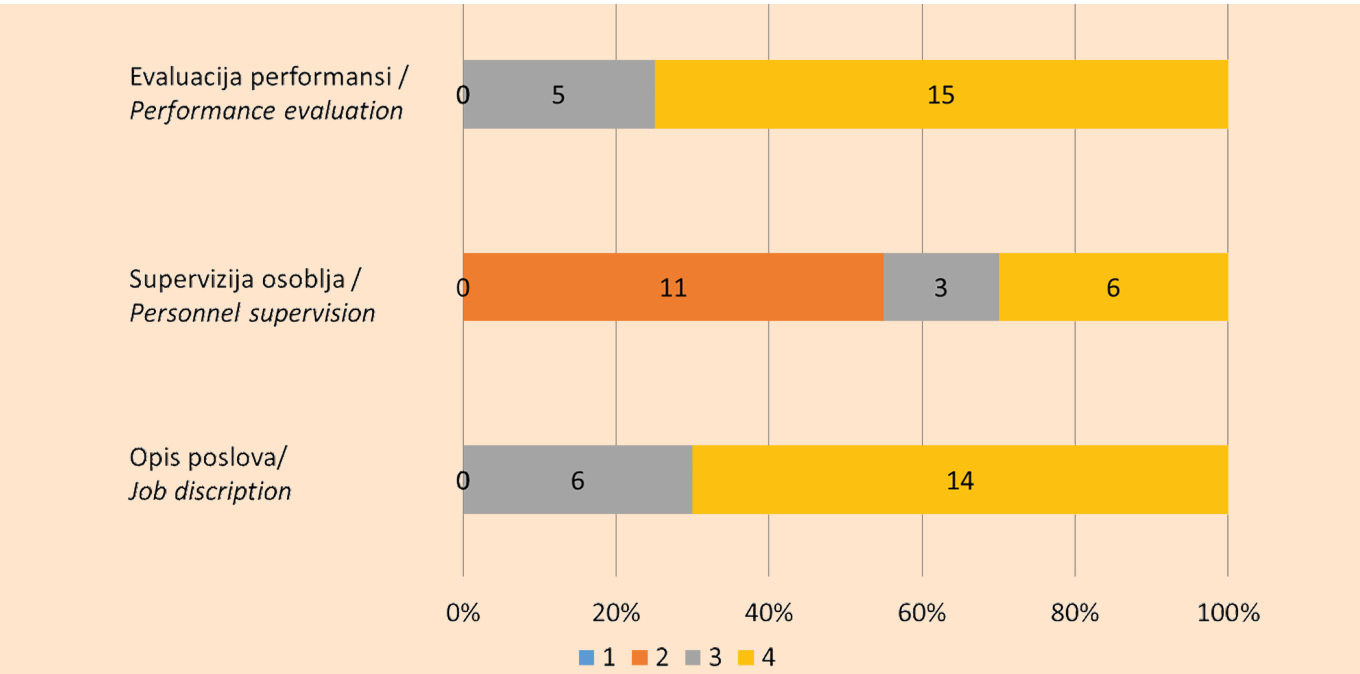
chose level 1, indicating that the manual does not exist. Three respondents selected level 3, suggesting that a valid manual exists but is not available to all employees and is not consistently used in decision-making. Meanwhile, five respondents selected level 4, indicating that the manual is valid, accessible to all employees, and consistently used for decision-making.It is also noteworthy that 12 respondents indicated level 2, revealing that there are formal orientation programs, but they are not regularly implemented. Two respondents selected level 3, indicating that orientation is routinely provided but not comprehensive, while six respondents indicated level 4, suggesting that orientation is routinely provided and thorough.

Regarding the system of recruitment, employment, transfer, and promotion, two of the surveyed respondents selected level 2, indicating that the procedures are not implemented. Four respondents chose level 3, suggesting that the procedures are not consistently applied. Meanwhile, 14 respondents selected level 4, indicating that formal systems are used both for decision-making and for ongoing monitoring.

Regarding the pay and benefits system, 5 of the surveyed experts selected level 3, indicating that all employees are routinely informed. Meanwhile, 15 respondents chose level 4, emphasizing that there is a

Grafikon 7. Razvoj upravljanja performansama

Chart 7. Development of performance management



12 profesionalaca odgovorilo odabravši stepen 4, što ukazuje da sistem postoji i zvanično se koristi za druge funkcije upravljanja ljudskim resursima.

Što se tiče evaluacija performansi, 5 ispitanika je navelo stepen 3, što znači da postoji sistem za svakog zaposlenog, ali se ne radi redovno, dok je 15 profesionalaca odgovorilo na stepen 4, što ukazuje da je evaluacija redovna i pomaže poboljšanju performansi i u procesu donošenja odluka. Jedanaest profesionalaca je navelo stepen 2, ukazujući na to da nadgledanje postoji, ali svrha i ishodi nadgledanja nisu adekvatno shvaćeni i korišćeni. Za troje profesionalaca, koji su se odlučili za stepen 3, nadgledanje je redovno i korisno za zaposlene, dok je šestoro profesionalaca navelo stepen 4, što znači da nadgledanje pomaže poboljšanju performansi i podstiče profesionalni razvoj zaposlenih.

U vezi sa opisom poslova, 6 stručnjaka je navelo stepen 3, što ukazuje da postoji specifičan opis za sve poslove, redovno se ažurira i primenjuje u proceni, dok je 14 stručnjaka navelo stepen 4, što znači da za sva radna mesta postoji konkretan opis i redovno ocenjivanje.

Kada je u pitanju razvoj kapaciteta za rukovođenje, važno je istaći da prezentovani podaci pokazuju da je od anketiranih stručnjaka njih troje navelo stepen 3, što ukazuje da postoje prilike i programi, ali samo za seniore, dok je 17 stručnjaka navelo stepen 4, što znači da su prilike i programi dostupni svima i ustanova ih koristi za razvoj kapaciteta za rukovođenje.

Što se tiče obuka kadrova, 13 ispitanika je istaklo stepen 2, ističući da se edukacija i obuka povremeno

formal pay system in place that regularly applies benefits for development purposes. In terms of the Job Classification System, 4 experts indicated level 2, suggesting that there are attempts, though uncertain and incomplete. Four others chose level 3, indicating that the system exists but is not used for other HRM functions, while 12 professionals selected level 4, indicating that the system exists and is officially used for other HRM functions.

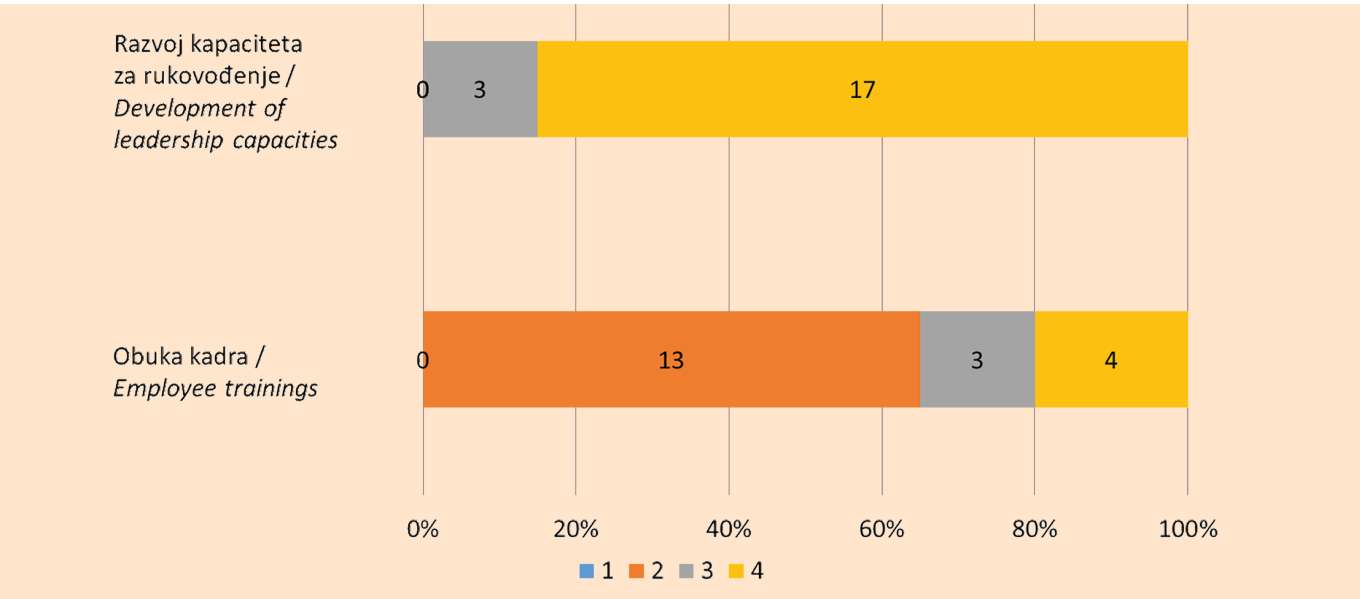
Regarding performance evaluations, five respondents selected level 3, indicating that while a system exists for each employee, it is not conducted regularly. Fifteen professionals chose level 4, signifying that evaluations are conducted consistently and contribute to both performance improvement and decision-making. Additionally, eleven professionals selected level 2, suggesting that supervision is present but its purpose and outcomes are not well understood or effectively utilized. Among those who chose level 3 (three respondents), supervision is perceived as regular and beneficial for employees. Meanwhile, six professionals selected level 4, indicating that supervision not only enhances performance but also supports professional development.

Regarding the job description, six experts selected level 3, indicating that specific descriptions exist for all positions, are regularly updated, and are used in assessments. Fourteen experts chose level 4, meaning that all jobs have clear descriptions and are subject to regular evaluation.

Regarding the development of leadership capacities, the data indicate that three surveyed professionals

Grafikon 8. Razvoj obuka

Chart 8. Training development



pružaju ali nisu prioritet; troje je odgovorilo stepenom 3, ukazujući da se obuka zasniva na stvarnim potrebama, ali nema podržavajućih mehanizama, dok su 4 ispitanika navela stepen 4, što znači da je obuka sastavni deo posla, da je zasnovana na stvarnim potrebama, i da je za njeno održavanje ustanova razvila mehanizam.

Postoji statistički značjna osrednja pozitivna povezanost kategorija starosti i upravljanja ljudskim vrednostima skora (rho = 0,54; p = 0,013). Starije kategorije starosti povezane su sa višim skorovima za upravljanje ljudskim vrednostima.

selected level 3, meaning that opportunities and programs exist but are limited to senior staff. In contrast, 17 respondents chose level 4, signifying that such programs are available to all employees and actively used by the institution to foster leadership development.

Regarding employee training, 13 respondents selected level 2, noting that education and training are offered occasionally but are not a priority. Three respondents chose level 3, indicating that training is aligned with actual needs, though there are no supporting mechanisms in place. Meanwhile, four respondents selected level 4, meaning that training is an integral part of the job, tailored to real needs, and support-

Tabela 1. Korelaciona matrica povezanosti kategorija starosti i skorova po domenima

Table 1. Correlation matrix showing the association between age categories and scores across domains

Correlations / *Correlations*		Starost (kategorije) / *Age (categories)*	g1. Upravljanje ljudskim resursima / *g1. HRM*	g2. Planiranje / *g2. Planning*	g3. Podaci o kadrovima / *g3. Staff Data*	g4. Kadrovska politika i praksa / *g4. Staff Policy and Practice*	g5. Upravljanje performansama / *g5. Performance Management*
g1. Upravljanje ljudskim resursima / *HRM*	*rho*	0,54					
	p	0,013					
g2. Planiranje / *Planning*	*rho*	-0,14	-0,20				
	p	0,568	0,401				
g3. Podaci o kadrovima / *Employee Data*	*rho*	-0,12	-0,01	-0,04			
	p	0,601	0,984	0,864			
g4. Kadrovska politika i praksa / *Staff Policy and Practice*	*rho*	0,05	-0,31	0,22	-0,17		
	p	0,823	0,180	0,354	0,487		
g5. Upravljanje performansama / *Performance management*	*rho*	0,30	0,08	-0,29	0,40	0,08	
	p	0,198	0,748	0,221	0,080	0,747	
g6. Obuka / *Training*	*rho*	-0,32	-0,26	0,04	0,20	0,12	0,12
	p	0,170	0,269	0,861	0,394	0,610	0,627

DISKUSIJA

Uprkos činjenici da se ljudski resursi u zdravstvu Angole progresivno povećavaju kako bi se zadovoljila ogromna potražnja, analiza ljudskih resursa u Namibskoj pokrajinskoj bolnici „N`Gola Kimbanda" otkriva i napredak i izazove koji direktno utiču na kvalitet i efikasnost pruženih usluga. Sistem upravljanja ljudskim resursima ima nedostatke koji ograničavaju njegov potencijal da adekvatno zadovolji rastuću potražnju za zdravstvenom zaštitom.

Rezultati istraživanja ukazuju da, iako institucija ima tim zadužen za upravljanje ljudskim resursima, njegovo delovanje je ograničeno, jer stručnjaci za upravljanje ljudskim resursima imaju ograničeno iskustvo u toj oblasti i to samo za sprovođenje osnovnih procedura. Ovo pokazuje da, iako formalna struktura postoji, njena funkcionalnost je ograničena. Štaviše, nedostatak posebnog budžeta za upravljanje ljudskim resursima je takođe izazov sa kojim se suočava. Osim toga, budžet se dodeljuje neredovno. Ovo pojačava potrebu za boljom raspodelom resursa za jačanje ove oblasti. Još jedan kritičan aspekt jeste planiranje ljudskih resursa, koje, iako postoji, nije efikasno i nije integrisano u plan institucije. Ovaj nedostatak usklađenosti može otežati precizno predviđanje potreba za osobljem i efikasno prilagođavanje radne snage promenljivim zahtevima bolnica [14]. Štaviše, u mnogim afričkim zemljama nedostaju pouzdani podaci o zdravstvenim radnicima, uključujući njihov broj, kategorije, obrasce raspodele, nivoe prakse i stope fluktuacije. Stoga mere koje se preduzimaju za poboljšanje stanja ljudskih resursa u zdravstvenom sektoru ne mogu uvek adekvatno da odgovore na realnost [15]. Na primer, umesto obučavanja ključnih zaposlenih za određene usluge, efikasniji pristup može biti preraspoređivanje postojećih stručnjaka uz fokus na unapređenje učinka, povećanje plata te jačanje motivacije i zadržavanja tima [16]. Nedostatak kompjuterizovanih podataka jedan je od glavnih identifikovanih izazova za mnoge bolnice u Africi, ne samo u Angoli [17]. Nepotpuni ili neažurirani dosijei, kao i izostanak automatizovanog sistema, mogu otežati održavanje i korišćenje pouzdanih informacija, što negativno utiče na stručno upravljanje učinkom zaposlenih i otežava strateško donošenje odluka.

Rezultati istraživanja o opisu posla pokazuju da procesi nadzora nisu dobro shvaćeni niti korišćeni efikasno. Iako nadzor postoji, njegova primena i dalje nije jasna i delotvorna. Prema Sambo [1], da bi organizacije prevazišle izazove, neophodno je razvijanje organizacione veštine i veštine upravljanja ljudskim resursima. Međutim, iako u bolnici N'Gola Kimbanda postoje programi orijentacije za novozaposlene, njihova primena je neredovna. Ova nedoslednost može da ugrozi prilagođavanje i učinak novih zaposlenih, direktno utičući na kvalitet pruged by developed mechanisms within the institution to ensure its continuity.

There is a statistically significant positive correlation between age categories and HRM scores (rho = 0.54; $p = 0.013$), indicating that older age categories are associated with higher HRM scores.

DISCUSSION

Despite the progressive increase in human resources within Angolan healthcare to address the growing demand, an analysis of human resources at the Namibe Provincial Hospital "N'Gola Kimbanda", reveals both advancements and challenges that directly impact the quality and efficiency of services provided. The human resource management system has notable shortcomings that hinder its ability to effectively meet the expanding healthcare needs.

The research findings indicate that while the institution has a team responsible for human resource management, its effectiveness is limited. Human resource management experts have limited experience in the field, primarily focused on implementing basic procedures. This highlights that, although a formal structure exists, its functionality remains constrained. Moreover, the lack of a dedicated budget for human resource management poses a significant challenge, compounded by irregular budget allocations. These issues underscore the need for better resource allocation to strengthen this critical area. Another critical issue is human resource planning, which, although in place, lacks effectiveness and is not integrated into the institution's overall plan. This misalignment hampers the ability to accurately forecast staffing needs and adapt the workforce to the evolving demands of the hospital [14]. Furthermore, many African countries lack reliable data on healthcare workers, including information on their numbers, categories, distribution, levels of practice, and turnover rates. As a result, the measures implemented to improve human resources in the health sector often fail to align with the actual needs and realities on the ground [15]. For instance, rather than solely focusing on training key employees for specific services, a more effective approach could involve redeploying existing experts, with an emphasis on enhancing performance, increasing salaries, and strengthening team motivation and retention [16]. The lack of computerized data is a major challenge faced by many hospitals in Africa, including Angola [17]. Incomplete or outdated records, coupled with the absence of an automated system, hinder the ability to maintain and utilize reliable information. This not only negatively impacts the management of employee performance but also complicates the process of making informed strategic decisions.

ženih usluga. Stoga, iako strukturirani procesi postoje, postoji potreba da se poboljša razumevanje i primena praksi kao što je nadzor kako bi se osiguralo da se svi alati za upravljanje ljudima koriste optimalno i efikasno.

Pored toga, rezultati ukazuju na izazove u sprovođenju programa obuke i izgradnje kapaciteta za upravljanje kadrovima, posebno u integrisanju obuke u institucionalnu strategiju i obezbeđivanju odgovarajućih mehanizama podrške. Koliko je obuka za upravljanje kadrovima danas važna, potvrđuju drugi istraživači prema kojima menadžeri nisu samo administratori već postaju glavni pokretači kulture, razvoja talenata i uspeha organizacije [18]. Rezultati istraživanja su podložni ograničenjima ankete, kao što su davanje poželjnih odgovora, neznanje, neobaveštenost, ili nerazumevanje. Shodno tome, ovo istraživanje je podstaklo ispitanike da strateški razmotre određena pitanja o kojima možda ranije nisu razmišljali, zahvaljujući strukturisanom pristupu upitnika [12]. Da bi se izgradio željeni sistemi upravljanja kadrovima u bolnici, važno je naglasiti da „informacije ne treba prikupljati povremeno, kada se za tim ukaže potreba, već rutinski, kroz konsolidovane mehanizme, koji odgovaraju na zahteve menadžera u donošenju odluka" [5]. Aktuelnost ovog istraživanja, potvrđuje vest da je u aprilu 2024. godine Ministarstvo zdravlja Angole započelo programe edukacije za univerzalnu zdravstvenu pokrivenost u okviru koje je planirana i obuka za upravljanje ljudskim resusrsima, uz podršku Svetske banke [19].

Implikacije za praksu

Uzimajući u obzir navedeno, važno je naglasiti da je upravljanje ljudskim resursima u zdravstvenom sektoru u mnogim zemljama izrazito slabo, pri čemu nedostatak kapaciteta predstavlja ključnu prepreku za uspešnu primenu intervencija u oblasti zdravstvenih ljudskih resursa. Za bolnički kadar, pokazano je da profesionalno upravljanje zdravstvenim kadrovima ima efekta na obuku, timski rad, unapređenje, autonomiju, finansijske podsticaje, ocenjivanje učinka, zadržavanje zaposlenih, motivaciju i kvalitet usluga [20,21]. Zbog toga bolnica u kojoj je urađeno istraživanje mora da ulaže u strateška rešenja, uključujući integraciju planiranja ljudskih resursa sa strateškim planiranjem ustanove, implementaciju kompjuterizovanog sistema podataka, kao i unapređenje nadzora i jačanje obuke i stručnog usavršavanja.

Prema SZO [5], većina zemalja će morati da investira u programe profesionalnog razvoja, uključujući obuku, podučavanje, mentorstvo i profesionalnu podršku za ojačani okvir upravljanja ljudskim resursima i kapacitete na svim nivoima. Mnoge zemlje će morati da pokrenu ili ojačaju programe razvoja liderstva kako bi poboljšale nadzorne kapacitete u ruralnim područ-

The results of the job description survey indicate that supervisory processes are neither well understood nor effectively utilized. While supervision is in place, its implementation remains unclear and inefficient. According to Sambo [1], overcoming organizational challenges requires the development of both organizational and human resource management skills. However, despite the existence of orientation programs for new employees at "N'Gola Kimbanda" Hospital, their implementation remains inconsistent. This inconsistency can hinder the integration and performance of new employees, directly impacting the quality of services provided. Therefore, while structured processes are in place, it is crucial to enhance the understanding and application of practices such as supervision. This will ensure that all people management tools are utilized optimally and effectively.

Additionally, the results highlight challenges in implementing training programs and capacity-building initiatives for HR management, particularly in integrating training into the institutional strategy and providing adequate support mechanisms. The growing importance of personnel management training is reinforced by other researchers, who assert that managers are not merely administrators but key drivers of organizational culture, talent development, and overall success [18]. However, the research results are subject to limitations, such as biased responses, lack of knowledge, insufficient information, or misinterpretation. As a result, this research prompted respondents to strategically consider issues they may not have previously addressed, owing to the structured approach of the questionnaire [12]. To build effective personnel management systems within the hospital, it is crucial to emphasize that "information should not be collected sporadically, as needs arise, but routinely, through established mechanisms that meet the requirements of managers in decision-making" [5]. The relevance of this research is further validated by the recent announcement that in April 2024, the Ministry of Health of Angola launched education programs for universal health coverage, which will include human resource management training, supported by the World Bank [19].

Practice implications

Given the above, it is crucial to emphasize that human resource management in the healthcare sector remains weak in many countries, with a lack of capacity being a significant barrier to the successful implementation of health human resource interventions. For hospital staff, effective management of healthcare professionals has a direct impact on training, teamwork, promotion opportunities, autonomy, financial incentives, performance appraisal, employee retention, mo-

jima i stvorile povoljno radno okruženje za privlačenje i zadržavanje zdravstvenih radnika. Na centralnom nivou, menadžeri ljudskih resursa i kreatori politika koji mogu efikasno komunicirati sa zainteresovanim stranama, analizirati i razumeti njihovu moć i interese te pregovarati o kompromisima, ključni su za razvoj dugoročno održivih kadrovskih strategija. To uključuje i strategije za poboljšanje zadržavanja zdravstvenih radnika u udaljenim i ruralnim oblastima.

U skladu s navedenim, ovo istraživanje je ukazalo na potrebu za strateškim razvojem kapaciteta za upravljanje ljudskim resursima u ovoj bolnici. To podrazumeva uspostavljanje posebnog godišnjeg budžeta i angažovanje ili obuku stručnjaka za ulogu menadžera ljudskih resursa. Jedna od prioritetnih aktivnosti bolnice jeste integracija planiranja ljudskih resursa u strateško planiranje institucije, kako bi se osigurao neophodan kadar na godišnjem i dugoročnom nivou. Implementacija kompjuterizovanog sistema za upravljanje podacima o ljudskim resursima, uz digitalizaciju svih evidencija i procesa, omogućila bi redovnu sistemsku evaluaciju učinka i ažuriranje podataka o zaposlenima. Time bi se podstaklo efikasnije i agilnije upravljanje kadrovima, kontinuirano poboljšanje učinka i profesionalni razvoj zaposlenih. Ukoliko bi se u bolnici uspostavilo nadgledanje učinka i struktuirao program obuke za upravljanje i razvoj osnovnih i liderskih veština, evaluacija bi se mogla koristiti za promovisanje i razvoj zaposlenih.

ZAKLJUČAK

Namibska pokrajinska bolnica „N'Gola Kimbanda" implementirala je pojedine strukturirane prakse u upravljanju ljudskim resursima, ali se suočava sa nizom izazova koje treba prevazići. Izazovi uključuju nedostatak adekvatnog budžeta za sektor, slabu integraciju planiranja ljudskih resursa sa širim institucionalnim planiranjem, nedostatak ažuriranih podataka o zaposlenima, neefikasan nadzor i odsustvo funkcionalnog kompjuterizovanog sistema, što sve predstavlja značajne prepreke za efikasno upravljanje.

Vredi istaći da efikasna primena strategija za unapređenje upravljanja ljudskim resursima i institucionalnih performansi predstavlja ključ za održiv uspeh institucije. Zbog toga je od presudne važnosti ulaganje u kontinuirano unapređenje, transparentnost i valorizaciju ljudskog kapitala, kako bi institucija bila spremna da se suoči sa budućim izazovima i ostvari svoje strateške ciljeve.

Zahvalnica: Laboratorija za jačanje kapaciteta i performansi zdravstvenog sistema i kadrova za zdravstvenu pravičnost, Medicinski fakultet Univerziteta u Beogradu, Srbija.

Sukob interesa: Nije prijavljen.

tivation, and service quality [20,21]. Therefore, the hospital where the research was conducted must invest in strategic solutions, including integrating human resource planning with the institution's overall strategic planning, implementing a computerized data system, enhancing supervision, and strengthening training and professional development.

According to the WHO [5], most countries will need to invest in professional development programs, such as training, coaching, mentoring, and professional support, to strengthen human resource management frameworks and capacity at all levels. Many countries will also need to initiate or enhance leadership development programs to improve supervisory capacity in rural areas and create an environment conducive to attracting and retaining healthcare workers. At the central level, HR managers and policymakers who can effectively communicate with stakeholders, analyze their power and interests, and negotiate trade-offs are essential for developing long-term, sustainable HR strategies. These strategies should include measures to improve the retention of healthcare workers in remote and rural areas.

In line with the above, this research highlights the need for strategic development of human resource management capacities within the hospital. This includes establishing a dedicated annual budget and either hiring or training experts for the role of human resources managers. One of the hospital's key priorities is integrating human resource planning into the institution's overall strategic planning to ensure the availability of necessary staff both annually and long-term. The implementation of a computerized system for managing human resource data, along with the digitization of all records and processes, would enable systematic, regular performance evaluations and timely updates of employee data. This would foster more efficient and agile personnel management, continuous performance improvement, and the professional development of staff. Additionally, if the hospital were to establish a performance monitoring system, structure a management training program, and develop both basic and leadership skills, evaluations could be used to support employee promotion and development.

CONCLUSION

Namibe Provincial Hospital "N'Gola Kimbanda" has implemented some structured practices in human resource management, but it faces several challenges that must be addressed. These include insufficient budgeting for the sector, poor integration of human resource planning with broader institutional planning, outdated employee data, ineffective supervision, and the absence of a functional computerized system.

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These issues present significant barriers to effective management.

It is important to emphasize that the effective implementation of strategies to improve human resource management and institutional performance is crucial to the long-term success of the institution. Therefore, investing in continuous improvement, transparency, and the valorizations of human capital is essential, ensuring the institution is well-prepared to tackle future challenges and achieve its strategic goals

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