

DEVELOPMENT OF HUMAN RESOURCES MANAGEMENT IN HEALTH ORGANIZATIONS

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Abstract: *The management of human resources in health organizations is essential to enable the provision of effective and efficient medical services, as well as to obtain patient satisfaction. The scientific research aims to investigate the impact and influence of the human resources management on the quality of the healthcare service, the satisfaction of the patients, as well as the improvement of the performance of the personnel working in the organizations of the health field.*

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1. INTRODUCTION

At the level of health organizations, managers were perceived by employees and other institutions as valuable items. They were considered to be capable leaders with distinct management styles to guide the teams within the organization on the path of success. For this reason, managers were often considered indispensable.

Currently, managers are seen as worthless, even useless. In the sense of some of the employees, managers represent at the level of an oversized organization that very well paid, but not involved, part of the work of the organization. However, managers are not unnecessary relics, rapidly outdated components of corporate culture. Many managers

use management styles that harm organizations.

2. MANAGEMENT RESEARCHES

Studies conducted in the United States by Randall Beck and Jim Harter, Gallup researchers in 2012, have shown that in over 82% of organizations, organizations do not make the right decision in choosing a manager [1]. The decision to hire a manager is very important for the organization, but 8 out of 10 such decisions are wrong. These incapable administrators have cost billions of dollars to US businesses each year.

In healthcare organizations, many managers contribute to the degradation of the economic situation and to the depreciation of the managers-employees

relationship. As a result of the lack of leadership involvement, the employees' reaction is mimetic, with Gallup researchers finding that only about 30% of US employees and about 13% of employees around the world prove workplace involvement at work, the trend being depreciation their commitment to organizations.

The decision to hire a real talent manager is erroneous in over 82% of cases due to the fact that the people involved in the selection do not have the necessary knowledge. 70% of personnel variation is due to faulty management. This situation has also led to a continuous decrease in the level of employee involvement in current activities.

Gallup researchers have found that successful managers possess a range of talents that focus on the interests of the organization they are working for. They motivate each employee to act and they hire people who have a compelling mission and vision. These managers show assertiveness, have the talent to lead to the desired results, and have the ability to overcome adversity and resilience, creating a culture of clear accountability, building trustworthy relationships, open dialogue and full transparency, making decisions based on productivity, not on politics.

Gallup's research shows that about one in ten people has the talent to be a manager. Although many people are endowed with some of the features needed to be a manager, few have the unique combination of talent and qualities that is needed to help a team achieve excellence in a way that significantly improves the organization's performance.

These people, when involved in the roles of managers, naturally involve both team members and customers, keep top performances and support a high productivity culture. Employee commitment is very important, generating, along with performance management, greater productivity, better work quality, and fewer workplace problems, with theft and absenteeism.

A committed workforce, in doing so, performs the tasks received very well. In this context, good managers can become inefficient, and managers considered bad can be reformed. Thus, it is possible to analyze the decision to dismiss a manager, which has implications at the level of management of the organization's activity but which would not solve the problem favorably.

The real cause of the emergence of these problematic situations at the workplace that separates successful managers from those who have failed

is the management style, that is, the way the manager makes decisions about the subordinates. Management styles are very dependent on corporate culture. A mismanagement style leads to the demotivation of the organization's employees, a drop in labor productivity and it creates disagreements among employees, causing some of them to ask for job change or even leave the organization.

In a study published in February 2019 [4], researcher Andrew McDermott identified several management styles, each with its own set of arguments, pros and cons. In the right environment, all can be effective, but the right environment is not always favorable. Certain management styles are expected to be remarkable. Well-known consultants, managers and executives may have a preferred management style as ideal, it all depends on the organization in which it is applied.

Randall Beck and Jim Harter, Gallup researchers, said that a suitable candidate for a management position is 82% wrongly chosen, and finding a suitable candidate depends on the suitability of management style and organizational culture. Andrew McDermott has indicated that health organizations have a number of seven management styles.

3. MANAGEMENT STYLES

Authoritarian management styles are for managers who have a high level of conscientiousness and low acceptability. They tend to be hardworking, orderly, mellow and less confident in people. The command and control of this management style is based on a strict hierarchy. Thus, the management of the organization gives orders, and the employees respect and execute them. Disobedient employees are punished. Authoritarian management styles are dominated by fear of uncertainty and doubt.

Managers using these styles keep their employees in a state of permanent fear, they use feelings of fear, guilt and shame to terrorize their team, and lower-level managers use their power to control every detail, with employees being forced to work in a rigid structure that is in line with preconceived ideas of team or organization leadership.

Extroverted management styles are used by managers who are very agreeable, and largely offer their own extraversion. These managers are usually slow, understanding with subordinates, compassionate and attentive with team members or organization. This style of management is or has

been used by charismatic managers such as Elon Musk or Steve Jobs. He relies on the power of charisma and the personality of managers to lead subordinates. Transformational styles are based on a “give and receive” mutual relationship, where managers and employees rely on each other.

Transactional styles are based on giving positive rewards, such as incentives, bonuses, and securities (shares, titles) to motivate employees to improve performance. These styles are less effective with employees wishing to socially evolve at work. The servant style is proper to those friendly, servile managers who consider themselves to be supporters of the team, using leadership and power, in supporting their colleagues, choosing to serve others first before their own agenda.

The adaptable complex style is based on the idea that everyone in the organization is a leader. Organizations with a paid organizational structure, such as Amazon’s Zappos, prefer this management style, and employees are expected to influence, convince and motivate each other.

Political management styles are applied by people who have a high political conscience and have a low level of contentedness, managers

who are competitive, skillful, capable, computable or manipulative finding this ideal style. Managers using a mushroom management style retain their authority and power by controlling the flow of information. The more the team knows, the better is for them, leading to faulty communication, misunderstanding between employees, and confusion within the team.

These managers assume the rewards received by the team for a good thing, or attribute the failure of another teammate. The office-based management style is used by those who want to win and maintain their power, being much less interested in profit, productivity or performance, and choosing to focus their time and attention on ascension on a hierarchical scale. These managers are trying to keep their subordinates fulfilling their political objectives.

Managers with administrative management styles have a high degree of conscientiousness by rigorously following the orders received. They focus on how things should be done superlatively, choosing to respect rules and processes, to the detriment of preferences and intuition. Process-based managers follow predetermined procedures, choosing to implement each stage of the process to maximize

results, typically being interested in optimizing the process, and less interested in employees or their ideas. Rule managers adhere strictly to rigid rules, even in situations where a predefined rule is meaningless.

Managers with democratic managerial styles have great openness to innovation. They show a high level of intellectual curiosity, preferring a variety of ideas, being imaginative, open to feedback and ideas from their team. They are more than willing to experiment, preferring to try something new to achieve results. Participatory managers make every effort to get contributions and feedback from their colleagues and subordinates, are more influential, giving colleagues the chance to openly express their ideas. Consensus managers, like their participatory counterparts, prefer the decision by approaching the committee. Group thinking and joint decision-making may be problematic for this management style. Democratic management styles can conflict with organizational cultures with high conscientiousness and low contentedness, creating disagreements and frustrations among employees with the same attributions.

Managers with Laissez-faire management styles have a high level of congratulation, with a high degree of trust in others, having confidence in the team and their subordinates on which they rely, to perform at a high level without consistent involvement. Cowboy managers, like the Results-Only-Work-Environment (ROWE) move, focus exclusively on results. They inspire, motivate and support the team, but they prefer a hands-off approach that is popular in sales and marketing departments. Seagull managers prefer a complete hands-off approach, they only get involved when something goes wrong. "Trust but check" managers show confidence in their team by regularly reviewing their results to give them useful directions and constructive feedback.

The cultural management style is characterized by the fact that culture and social conditioning play an important role in it. Often these roles will replace the personality and preferences of an individual manager. The paternalistic management style is specific to organizations in which power is distributed and discreetly transferred. Subordinates are subject to the application of cultural norms and a set hierarchy. Employees must accept their place in the hierarchy.

4. MANAGEMENT AND MANAGERS

Organizations with organizational cultures with great openness and high level of enjoyment will thrive, with leaders with a democratic management style, but will shine with an authoritative management style. In organizations with a culture of neuroticism and low in agreeability, managerial styles of servant, transactional or transformational type are needed. Managerial style servant can change the culture of an organization over time. In the case of a high extraversion culture, and with moderate conscientiousness, charismatic managers, inclined towards the transactional management style, may be exactly what the organization needs.

The vast majority of organizations do not wonder if these management styles are appropriate. They are simply stuck in making the decision, which inevitably leads to disaster. It can be avoided, as long as a style is chosen to complement the organization. A mistaken choice of management style will lead to negative outcomes, such as low productivity, poor quality work, low profitability.

The hands-off approach gives subordinates the freedom they need

to come up with ideas, decent or not, and even stunning. Through this approach, subordinates are inspired, motivated and supported, but things remain under control until results are evaluated. Thus, there has been an adaptation of the management style to the performance and results required by the organization.

Managers are valuable, being seen as capable leaders who have guided the teams of their organization to success. Sometimes they are considered indispensable. When things go wrong, not the manager is always the problem. Sometimes it may be a style mismatch. Managers are not an unnecessary relic. They are needed, more than ever. Good managers manage organizations, while big managers change organizations to become better.

According to a study by Becker's Hospital Review in 2016, in health organizations, leaders set the direction and managers are doing things that were previously thought by leaders. However, leadership and management skills are not mutually exclusive at the executive level, with the leader being much more demanding than the manager. The latter is genuinely responsible for leading the organization's upgrading according to its vision. The realization

of this vision can be maximized by the manager by creating a strategic plan that links all assets of the organization, intellectual assets, technology, facilities, relational and human resources [5].

In health organizations, a manager must do things well, and a leader must do as well, as Drucker said. Doing things well means meeting a set of expectations, and executing items from a checklist. This important managerial capability is only a precursor to leadership. Leadership and management are often used interchangeably, but they are not the same thing. Although managers need to demonstrate their leadership skills and high-level leaders have leadership responsibilities, the manager's breadth of responsibilities extends far beyond supervision. Even if high-ranking leaders raise claims, understanding the differences, however subtle they may be, between the duties of manager and leader is important [2].

Managers must be top careers who are constantly looking for professional development. At the same time, the manager's personal values and goals must be aligned with those of the organization. Managers need strategic minds to appreciate how the organization's functions

interact with each other instead of treating each one independently. According to a study by Becker's Hospital Review in 2015, managers must be specialized communicators, with 91% of employees considering that communication problems can diminish the position of a manager [6].

Managers need to be ready to communicate more often than they did in the role of inferior managers. This includes communicating with other managers, employees, patients and their families, even with non-medical leaders. Leaders aim to achieve a congruence, who they really are and what they work day by day. Their desire is for patients to benefit from the best healthcare and professional expertise with the best results.

5. TEAM MANAGEMENT

When a person is motivated, inherently, to become a leader, the path to success is much clearer. This is more malleable and more motivated, which is transferred to the rest of the organization as another important criterion for leaders being emotional intelligence, ie their ability to accurately perceive emotions, both own and others, of understanding the signals that emotions transmit, interpersonal

relationships, and manage your own and other emotions. Emotional intelligence does not necessarily include personal qualities. Thus, in emotional intelligence, initiative, optimism or self-confidence is not always found.

Interestingly, EQ scores, measuring emotional intelligence, grow on the organizational scale from the individual contributor to the manager, but have a steep decline beyond the middle management. CEOs, managers, on average, have the least emotional intelligence. Of these, top performers have the highest EQ scores.

According to the explanatory dictionary, consciousness represents “totality, feelings, conceptions, interests that are the property of a society, a social group”. According to the same source, social consciousness is “the totality of the representations, ideas, concepts, knowledge, mentalities of a human collectivity, reflecting the conditions of existence and social psychology of individuals” [7].

In the explanatory dictionary, individual consciousness is defined as “the consciousness of each person, expressing the level of realization of psychic phenomena through language, knowledge, symbols,

values, and the extent to which he acquired the culture, the system of values and norms of the society he is part of”. In this respect, collective consciousness represents the “whole set of opinions, beliefs and feelings shared by a community and before individuals” or even public opinion.

According to American psychologist Daniel Goleman, even if a person can have the best training in the world, an incisive, analytical mind and an endless intelligent source of ideas, they will not make him a great leader without emotional intelligence. One of the biggest differences between leadership and management is how skill sets are mastered. Business schools and profile books contribute to learning important management lessons and skills, but training in a school environment as a leader is considered impossible [3].

6. CONCLUSIONS

Human resource management is involved not only in securing and developing the talent of individual workers, but also in implementing programs that increase communication and cooperation between employees, all of which contribute to the stimulation of organizational development and the development of human resources is linked to the

progress of organizational objectives and employees.

The main responsibilities associated with human resources management include job and personnel analysis, employee organization and use, measuring and evaluating employee performance, implementing reward systems for them, professional development of workers and maintenance of the workforce. The small number of studies that cover the subject of human resources management regarding the quality of healthcare could affect the development strategy in the health sector and, without adequate studies in this field, could contribute to weakening the performance of the health organizations.

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