

# A STUDY ON THE IMPACT OF THE COVID-19 PANDEMIC ON THE LEVEL OF INDIVIDUAL CONSCIOUSNESS AND ORGANIZATIONAL CULTURE IN MONOSPECIAL HOSPITAL UNITS IN ROMANIA

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***Abstract:** In the context of the COVID-19 pandemic, the identification and evaluation of the factors that affect the motivation, attitude and satisfaction of employees working as medical, health or auxiliary staff in health organizations, directly involved in the fight against the pandemic, was a desideratum of this scientific research. The results obtained maintained the conclusions formulated in previous research, the research model developed by the author, in order to facilitate the transformation of human resources management (HRM) in health organizations, proving its reliability in the current pandemic context, with positive impact, in public health and in terms of national security.*

***Key words:** public health, human resources, commitment, motivation, performance, attitude, work climate, staff turnover*

## 1. INTRODUCTION

The present scientific study represents the continuation of the scientific research carried out by the author, during 2020, the results of which were published in the article entitled “*Approaching the transformation of human resources management in medical structures*” (Barcan, 2020).

In fact, at the beginning of 2021, the research model was applied on time, with nine latent variables and fifteen manifest variables, related to

studying the impact of transforming HRM on employees, working as medical, health or auxiliary staff and management of health organizations, at the level of some monospecialty hospitals, from Romania, which were directly involved in the fight against the COVID-19 pandemic.

Following the application of the research model with nine latent variables and fifteen variables, developed by the author, scientific results have been obtained that are relevant, in the field of public health and national security. For this reason,

the author decided to continue the research, theoretically, qualitatively and quantitatively.

In the current pandemic context, everyone recognizes today that employees are an essential resource of health care organizations. Unlike other financial, technical and technological resources, human resources can be acquired, evaluated and developed (Deaconu and Rașcă, 2009). At the conceptual level, Radu (2007) considers that a health organization is an association of people, who work together to achieve a common goal, namely to ensure the health of patients and society.

## **2. THE IMPORTANCE OF HUMAN RESOURCES ACTIVITY IN RELATION TO THE PERFORMANCE OF HEALTH ORGANIZATIONS**

People becomes human resource (HR) after obtaining formal education and training at different levels, respectively primary, secondary or higher education. Against this background, Deaconu (2007) shows that HR should become an agent of continuous transformation, process formation and culture, which improves the capacity of an organization for change. Next, in the context of globalization, the question arises as to who makes this transformation. This is where the role of the HR department comes in, which is responsible for strengthening the competence of staff and HR activity.

The economic, technical and social changes in contemporary society caused by the spread of the COVID-19 pandemic and the emergence of the third wave of mass infections are challenges and opportunities for all health organizations, regardless of the nature of capital. With the development of the information society, the amount of data available on the pandemic situation has increased, and the way information can be accessed and changed has changed, and become much more global, with the risk of perpetuating false or only partially true information.

Muiswinkel (2013) stated that these evolutions and organizational changes will continue in the future, and organizations will need to be active, through the development of HRM, to take advantage of new technologies and data sources.

### **2.1. The role and content of HR activity**

In this pandemic context, McGaughey (2020) noted that HRM is a strategic process, which is related to staff, compensation, retention, training and labor law, as well as the organization's policies. In fact, the researcher pointed out that the HR manager has both the role of writing policies and procedures, and of hiring people, as an administrative role, and of using strategic plans, to ensure that the right people are hired and trained, for the right job at the right time.

The modernization of services, offered by organizations in contemporary society, is not only organizational and technical, but is also based on the development of HR, and the skills and attitudes of staff members, at all levels. Jashari and Kutillovci (2020) noted that HR management and training are important for the modernization of health organizations, as evidenced by the COVID-19 pandemic, when labor costs account for almost 80% of the budget.

HRM requires as much involvement from someone who is a HR manager or from someone who runs a business. So that is necessary to emphasize that each manager has a role related to HRM. Just because a person does not hold the title of HR manager, does not mean that they will not perform all or at least some of the tasks of the HR manager.

Juneja (2020) argues that personnel management includes staff recruitment, development and compensation functions, which are mainly performed by the management of the HR department, in consultation with other departments. This type of management is concerned with promoting and stimulating the competent workforce, in order to contribute, as far as possible, to resolving staff situations.

*In our opinion, personnel management has the role to advise and help line managers in personnel matters, there is only one personnel department within the organization.*

*Many HRM functions are also tasks performed by other department managers, which makes this information important, as opposed to career path.*

In his paper, Portolese (2014) identified seven main roles that HRM plays in organizations. The first role is that of Personnel. It lies in the need for people to perform tasks and work in the organization. Even with the most sophisticated cars, people are still needed. For this reason, one of the major tasks in HRM is personnel management, which involves the entire employment process from posting a job to negotiating a salary package.

Portolese believes that there are four main steps in the staff function. A first step is to develop a staffing plan, which allows HRM to see how many people should be hired, based on income expectations. A second step is the development of policies to encourage multiculturalism in the workplace. Multiculturalism in the workplace is becoming more and more important, as we have more people from different backgrounds in the workforce. Recruitment is another step and involves finding people to fill available positions. In the Selection stage, people will be interviewed and selected and an appropriate compensation package will be negotiated, this step being followed by training, retention and motivation.

Blajin et al. (2015, pp. 71-72) states that another important role of

HRM is Development of workplace policies. Every organization has policies to ensure fairness and continuity within the organization. One of the jobs of HRM is to develop the language that surrounds these policies. In policy development, HRM, leadership and directors are involved in the process. The HR professional will recognize the need for a policy or policy change, seek opinions on the policy, write the policy, and then communicate that policy.

Researchers at the University of Minnesota (2016, p. 11) noticed that HR departments do not work and cannot work alone. Everything I do must involve all the other departments in the organization. Examples of workplace policies could be Discipline Policy, Vacation Time Policy, Dress Code, Ethics Policy or Internet Use Policy.

Dron (2019) argues that a third role of HRM is managing compensation and benefits. HR professionals need to establish that compensation is fair, meets industry standards and is high enough to attract people to work for the organization. Compensation includes whatever the employee receives for his work. In addition, HR professionals need to ensure that the salary is comparable to what other people who perform similar tasks are paid.

Feffer (2017) observed that HR practices must follow the HR strategy, exemplary being employment, training, evaluation and

compensation. The results obtained positively affect the commitment, quality, innovation and involvement, the internal performance of the organization being improved. Compensation involves the establishment of payment systems, which take into account the number of years in the organization, years of experience, education and similar issues. Examples of employee compensation identified by researchers at the University of Minnesota (2016, p. 12) include actual payments, cash or account, health benefits, and private pensions. At the same time, other methods of compensation include stock purchase plans, holiday vouchers, sick leave, bonuses or school reimbursement.

Tripon and Dodu (2016, pp. 12-13) state that personnel management motivates employees, through its effective incentive plans, so that employees offer the most complete cooperation. Also, the personnel management deals with the problems appeared at the level of HR, discussing with the people in the sense of solving the appeared problems. In the context of labor disputes, the personnel management relationship is to manage relationship with employees and unions.

A very important role of HRM is Retention. Retention involves maintaining and motivating employees to stay with the organization. Compensation is a major factor in retaining employees, but there are other factors as well.

Rivenbark (2005) observed that 90% of employees leave their organization due to work-related problems, challenges with their manager, a poor fit with the organizational culture or the existence of a poor work environment. Rivenbark also noted that 90% of managers believe that employees leave organizations as a result of salaries. Therefore, managers often try to change their compensation packages to prevent people from leaving, when the compensation is not at all the reason why they are leaving.

Singh (2015) argues that a special role of HRM is dealing with laws that affect employment. HR must be aware of all laws affecting the workplace, namely discrimination laws, health care requirements, compensation requirements such as the minimum wage or workers' safety laws and even labor law. The legal environment of HRM is constantly changing, so the HR manager must always be aware of the changes that are taking place, and then communicate these changes to the entire organization and its management.

Worker protection is a special role of HRM. Safety is a major issue in all organizations. New laws are often created to set standards to ensure the safety of workers. Trade unions and trade union contracts can also affect workers' safety requirements at work. At the same time, Singh considers that HR manager must be aware of the requirements of worker

protection, and ensure that the workplace meets national and union standards.

Boselie (2009) showed that a very important role of HRM is Awareness of external factors. In addition to managing internal factors, the HR manager must consider the external forces at play that may affect the organization. External forces or external factors are those things over which the organization has no direct control. However, there may be things that could have a positive or negative impact on HR.

Chetty (2019) argues that external factors may include globalization and relocation, changes in labor law, or healthcare costs. A special category of external factors is the expectations of employees, the diversity of the workforce or the change in the demographics of the workforce. These factors are accompanied by the use of a more trained workforce and redundancies, the technology used, such as HR databases or even the increased use of social networks, to distribute information to employees.

In the current pandemic context, Campbell and Busby (2020) noted the recent trend of flexible work schedules, using telecommunications, which allow employees to work from home or from a remote location for a specified period of time, such as one or more days a week. The COVID-19 pandemic and the government measures taken to eradicate it are

external factors that have affected HR and are still in action (Gravett, 2020). The HR manager must be aware of these external issues so that he can develop policies that respond not only to the needs of the organization, but also to the needs of the people.

Scott (2019) argues that the five major functions of HRM therefore lie in the roles that HRM has within the organization. In past centuries, when the notion of HR focused only on personnel management, the main role of the personnel manager was to hire and fire, as required by the top management of the organization. Today, this is only a small part of the picture, as HRM comprises five key functions in the workplace.

The first function of HRM is Recruitment. Depending on the level of specialization and seniority of the positions held, a HR department may have recruiters specialized in HR dedicated to supplying potential employees with the appropriate set of skills. In recent years, it has evolved into a specialized area with a wide range of external agencies focused on assisting HR in finding the right candidates.

Where there is a surplus of market expertise, this may be unnecessary. However, where market demand exceeds supply, specialized recruitment agencies have the potential to give HR an advantage over competitors. Effective HRM will set values around recruitment to generate relatively successful measures, such as the cost of

employment, time to fill the position, retention period and many other values that can help highlight actual effectiveness of recruitment.

In the context of the COVID-19 pandemic, Sarpita (2021) considers the function of Insertion of new employees as the second function of HRM. Some organizations fail to take advantage of the opportunity offered by a new employee to involve new recruits in the culture and practices of the organization. Effective insertion will ease new employees' anxiety and discomfort at work and will lead to much higher levels of satisfaction.

New employees' first impressions of an organization have a significant impact on their integration into the team and their level of job satisfaction. Hiring is an opportunity for a business to meet new recruits, help them settle down and make sure they have the knowledge and support they need to fulfill their role. For an employer, the effective insertion of new employees can also have an impact on the employer's turnover, absenteeism and brand.

Regarding the work environment, Sarpita considers that first impressions matter. A key part of the initial image will be formed when a new employee is placed in the work environment. Organizing an office or a store can have a huge psychological effect on an employee's attitude towards his employer. The work environment indicates how organizations care about staff or consider employees to

be small wheels of a machine, which be exploited for maximum profit.

Scott identified Staff Relations as a separate function of HRM. A positive climate of employee relations, with high levels of employee involvement and commitment, can improve business results and contribute to employee well-being. The recognition fact that employees are individuals, with complex personalities and with varied needs, desires and ideals, both outside and inside the workplace has become an important factor in the evolution of HR practice. Good staff relationships, individual and collective, between staff and employer, have the potential to increase employee employment levels, which in turn can lead to better employee performance and superior competitiveness of the organization.

The Personnel Development function is highlighted at the level of the organization in a variety of ways. Juneja states that, the basis of the staff development function is the idea that organizations, in order to remain competitive, must improve their employees through lifelong learning processes in the workplace. As the work environment has matured in recent decades, HRM has evolved in parallel, developing practices and skills designed to help employees and employers maximize value, ideally for mutual benefit.

Training should not be confused with development, as training involves a change in the employee's attitude, skills or knowledge about

his tasks. Instead, development is strategic in nature. McGaughey noted the major difference between training and development. He believes that training often focuses on current employee needs or skills shortages, while development is concerned with preparing people for tasks and responsibilities.

In our opinion, HRM has evolved to include a broad set of disciplines that reflect the career path of employees, from a potential recruit to a staff member, to promotion, skills development and finally, leaving through competitive employment or retirement.

## **2.2. Factors that influence the performance of employees and organizations**

In the context of the COVID-19 pandemic, Manolescu et al. (2021) highlighted that training is the function or activity of an educational character, organized, structured and carried out in order to improve individual / organizational performance. Against this background, organizational performance is the real result, ie the results obtained by an organization, measured in relation to its intended results (or objectives).

In the field of health, organizational performance includes three specific areas of firm results, namely financial performance (profits, return on assets, return on investment, etc.), service market performance (sales, market share, etc.) and shareholder return (total

return of shareholders, economic added value, etc.). Specialists in many fields are concerned with organizational performance, including strategic planners, operations managers, CFOs, legal advisers, entrepreneurs (the owner of the organization).

In the current pandemic context, Radu et al. (2020) noticed that the concern for performance is an essential coordinate of the world we live in, with an increased emphasis on capitalizing on people's work. Of course, we are not all the same in terms of time spent at work, intensity, direction and perseverance of effort. Quantifying investment in labor is proving to be a challenge. Intuitively or based on our experience, we know that this investment leads to more in terms of results. Sometimes, however, more becomes too much, and crossing this threshold has negative implications for organizational performance.

Factors that influence the activity of HR in health organizations, with impact on employees and management of organizations, are represented by workforce diversity, employee attitude, individual performance, employee motivation, talent management and staff turnover, and the environment activity, organizational structure and economic factor. Similar to globalization, diversity and social issues have had a dramatic effect on the study and application of management and organizational

behavior. Organizations have begun to realize that diversity is not just something to deal with, but a reality that needs to be relied upon to make the organization stronger and more competitive (Barcan and Barcan, 2019).

HR practices play a significant role in building a good employee-employer relationship, which would impact the employee's attitude changes and ultimately affect the organization's performance. HR practices are considered to be very effective in preserving valuable human capital. Organizations have learned the importance of good relationships with the workforce, those who do not realize the importance of its HR cannot make progress. Employees also like the organizations that take care of them and reward their services accordingly. In the workplace in relations with employees there is a strong association between HRM and the attitude and performance at work of employees.

Productivity is influenced by employee motivation, and performance is influenced by employee skills, motivation and organizational structures. The effectiveness of HRM practices depends on how they create appropriate attitudes and behaviors in employees, in addition to their implementation. HR functions are concerned with a variety of activities that significantly influence almost all areas of an organization. Human

intellect, human energy and human inventiveness are what achieve excellence for the organization. Organizations will have long-term relationships with happier employees, relationships that are generating the best type of competitive advantage (Barcan and Barcan, 2018).

Employee welfare activities and reward and recognition programs are good enough and need to be continued, having a direct influence on employee satisfaction and therefore on employee attitude and performance. The individual performance of an employee, his new ideas, as well as the efforts to promote the organization in a positive way contribute to building the values of an organization and its success or failure is affected by its productivity. Employee productivity is influenced by their motivation, which is a complex and targeted process to ensure a work environment and atmosphere that helps meet the aspirations, needs and interests of employees and stimulates their action in a desirable way. The quality of human potential plays an important role and is a key factor affecting the functioning of an organization, its prosperity, as well as its sustainable development (Anthonisamy, 2013).

The major purpose of performance appraisal is to increase employee motivation and self-esteem. Performance appraisal increases employee productivity, which in turn increases organizational performance. Performance appraisal

improves professional development and motivates employees to work harder to achieve organizational goals. Merit-based performance appraisal increases employee motivation and commitment, with a significant effect on organizational performance.

Hyun (2009) observed that human motivation is also explained by Maslow's theory of human behavior, which starts from the idea that people work to meet unmet needs. The most important needs are the physiological ones, respectively regarding the need for food, water, sex, etc., security, needing personal protection and economic protection. Other needs are social, affiliation, ie the need for love, affection, the need to have a sense of belonging, the need for friendship. The last two needs are the need for esteem, ie the need for respect, prestige, recognition from others and the need for fulfillment, which seeks professional growth, such as the development of creativity and innovation. Needs are ranked from their order of satisfaction, from basic to higher.

Starting from the concepts of Maslow's pyramid, Herzberg published a theory, also called the two-factor theory, Herzberg's theory of motivation-hygiene or the theory of dual factors, which identifies two groups of elements, demotivating and motivating. According to this theory, employees are not satisfied with the satisfaction of lower needs at work, such as those needs associated

with minimum wage levels or safe and pleasant working conditions. Rather, employees seek to meet higher-level psychological needs, which are related to the achievement, recognition, responsibility, advancement, and nature of their own work, which seems parallel to Maslow's theory of a hierarchy of needs (Khalifa and Truong, 2010).

Herzberg added a new dimension to this theory, proposing a two-factor motivation model, based on the idea that the presence of a set of job characteristics or incentives leads to employee satisfaction, while another separate set of job characteristics leads to dissatisfaction at work. Satisfaction and dissatisfaction are not continuous, one increasing as the other decreases, they are therefore independent phenomena. This theory suggests that in order to improve attitudes and productivity at work, managers need to recognize and follow both sets of characteristics carefully and not assume that an increase in satisfaction leads to a decrease in dissatisfaction (Hyun, 2009).

Motivating employees through compensation is a HR practice that provides monetary value to employees for the work performed. Compensation can be used to hire qualified people, to reward performance, or to encourage loyalty to the organization by reducing staff turnover. A successful organization is aware of the importance of its staff and their positive motivation.

Today, when advances in technology, information and globalization occur most often, the human factor becomes the biggest competitive advantage. The importance of HR is considered strategic, becoming part of the strategic management of an organization and an important factor for sustainability. Effective HRM is supported by motivation. The motivation process is supported by setting realistic goals for the organization and involving employees. A motivational program focuses on the optimal use of available labor force to meet the organization's objectives (Barcan, 2019).

Organizations in which the most productive employees can choose tasks according to their will and capacity are considered more beneficial and more productive. In unfavorable circumstances, organizations try to reduce their expenses, so that the talent management system is the means by which the performance of each employee is optimized, having a direct impact on the motivation, creativity, satisfaction and competence of employees. Studies recommend a healthy and stress-free work environment, creating career advancement opportunities, regular training, taking on innovative employee ideas and transparent promotion policies for talent management in the organization (Barcan and Barcan, 2018).

The topic of the impact of HRM on staff turnover has been

the subject of numerous scientific studies worldwide. In contemporary scientific studies, the influence of HRM on staff turnover is described in different ways, and can be represented by measuring the correlations between organizational performance and HRM effectiveness or by quantifying the connections between staff turnover and HRM. At the level of the organization, it is relevant to discover the non-managerial causes of staff turnover that could be avoided through specific measures for HRM.

When employees leave the organization, whether of their own free will or not, the consequences could be extremely serious. The high staff turnover costs a lot, because it involves in the organization direct financial expenses for recruitment and selection, employment, training and adaptation of newcomers. The belief that improving organizational performance depends on HRM is becoming increasingly categorical not only because it cannot be easily imitated by competition, but also because it is able to react quickly and efficiently to changes in market requirements.

The organizational structure influences HRM differently. Employee involvement, ie the way employees behave, performance, satisfaction, motivation, passion for work and morale are all influenced by the way the organization is structured, which in turn influences their ability to achieve organizational goals.

In the field of health, managerial efficiency means increasing the volume of activity, obtaining positive financial results, increasing the addressability of patients to the organization through a wide range of services, and the overall growth of the organization. Another important aspect of managerial efficiency is the reputation of the organization, given both the composition of the team of specialists and their previous results, as well as the specific endowments. For an organization, reputation can be the best friend or the worst enemy, the reputational risk having direct links with the activity of HR.

In order to increase managerial efficiency, it is necessary to rethink the management of HR, namely the management of the entire workforce of the organization so that it fulfills its role as efficiently as possible. First of all, HRM needs to find a way to reduce administration through automation processes and redistribute related responsibilities. HR in small organizations have a greater role in managerial efficiency. The smaller the business, the greater is the impact of HR, thus explaining that in smaller organizations managers do not use strategic thinking. HRM has long been considered a cost center, but now it generates revenue by attracting the right people to ensure the success of the organization.

An efficient performance management process is the basis for aligning individual efforts with

the organization's objectives. By linking the individual work efforts of employees to the mission and objectives of the organization, the employee and the organization understand how the workplace contributes to the organization. By focusing on setting clear performance expectations (results, actions, and behaviors), performance management helps the employee know what needs to be done to succeed in the workplace. By using objectives, standards, performance dimensions, and other measures, the effort is focused, which helps the department achieve what needs to be done and provides a solid basis for eliminating work that is no longer useful (Bryson and White, 2019).

Through regular partial evaluation discussions, performance management promotes flexibility, allowing the evaluator and employee to identify problems early and change the course of a project or work mission. Emphasizing that an annual review should simply be a summary of the conversations, conducted between the evaluator and the employee throughout the cycle, the focus is now shifting from performance, as an annual event, to performance, as an ongoing process. An efficient performance management process requires time for planning and implementation, but can save employees time and energy. Most importantly, performance management can be a very effective motivator, as it can help both, the

evaluator and employee, to compete for organizational success (Hassan, 2016).

Performance management is the continuous process of communication between managers and employees, with the mutual goal of achieving the strategic objectives of the organization. It is the foundation for employee performance and involvement in any organization that wants its employees to reach their full potential and increase their productivity and success. The process, which often combines both oral and written components, takes place throughout the year and usually results in an annual performance evaluation. The whole communication process involves defining clear specific expectations, setting goals, providing continuous feedback, and examining results (Mathis and Jackson, 2013, pp.287-288).

The continuous cyclical process of performance management has several main activities (Sienkiewicz, 2018, p.28). This cyclical process includes planning, verification and review activities. To begin the planning process, the evaluator and the employee examine the general expectations, which include collaborating in the development of performance objectives. Individual development goals are also updated. Then a performance plan must be developed that directs the employee's efforts toward achieving specific results to

support organizational excellence and employee success. The objectives are discussed throughout the year, during the partial verification meetings, providing a framework to ensure the employees achieve results. At the end of the evaluation period, the employee's performance is analyzed according to the expected objectives, as well as the means used and the behaviors demonstrated in achieving these objectives. Together, new goals will be set for the next performance period.

A performance goal is a state of future achievement that helps the organization succeed and create value. This performance goal is a direct link between the work an employee does and the overall goals and mission of the department and organization. As the needs of the organization change and the direction changes, so will the performance goals of an employee.

Performance objectives express mutually understood agreements for the results that an employee is expected to produce during the performance review period. Performance goals are not separate from the role of an employee, being part of the role. Objectives require the evaluator and the employee to think about planning the results, not just planning the activities. The identification of objectives encourages the evaluator and the employee to continuously look for ways to improve the overall effectiveness and efficiency

of the department and to link the operations and results, individual and departmental, to the overall planning and mission of the organization. The objectives established through the collaboration process between the employee, the supervisor and the department determine the commitment (Burlea-Şchiopoiu and Rainey, 2013).

There are many ways to check performance, some of the most common being direct observation, specific work products (tangible evidence that can be reviewed without the employee present), reports and records, such as attendance, inventory, financial records, etc., checklists that can be completed by a patient or supervisor, that present specific observable criteria (that must be met in order to be considered complete), assessment scales that define, as accurately as possible, behaviors at different levels of performance (behaviorally anchored rating scales), as well as constructive or critical recommendations or comments received regarding the employee's work.

The review is the final phase of the performance management cycle. It provides an excellent opportunity to communicate with the employee about past performance, to assess employee satisfaction, and to make plans for his or her future performance. Performance review is the process of measuring an employee's performance in their current position. Many terms are used for this process, including evaluation, estimation and

appreciation, and the use differs depending on the organization's policy and/or the language of the contract. The performance appraisal summarizes the employees' contributions throughout the review period. Even if the policy and contract state that an employee should be evaluated at least once a year, it's strongly recommended that employees receive more frequent form of review whenever necessary, for improved performance (Heathfield, 2020).

### **3. ORGANIZATION OF HUMAN RESOURCES ACTIVITY, AN ESSENTIAL CONDITION OF THE PERFORMANCE OF HEALTH ORGANIZATIONS**

The mission of the HR activity is to coordinate the people within an organization in order to achieve its objectives. HRM views people as organizational assets and internal customers and works to create job satisfaction and employee efficiency and effectiveness. The HR department leads the life cycle of employment, from attracting and hiring the right employees to facilitating the performance review or, finally, to the termination processing (Bădescu et al., 2008, p.14).

#### **3.1. Career management**

In the Encyclopedic Dictionary, career is defined as a profession, an occupation, and by extension either a good situation or a position in society. Career differs from careerism,

perceived as the tendency to achieve at any cost and by any means. The HR dictionary defines career as a job for which you have been trained and which you expect to do all your life (Merce, 2004).

Career is also seen as one's own professional development, related to the level of the entire active life. In addition to individual evolution, career can be viewed in three ways: economically, sociologically and psychologically. From an economic point of view, the career represents a succession of the professional positions occupied by a person. Sociologically, this is seen as a succession of roles, each role being the basis of the one that will follow. From a psychological point of view, career choice and professional success depend on the skills, interests, values, needs, previous experience and aspirations of each individual (Heathfield, 2020).

Career decisions occupy the central place in the field of counseling and guidance, being an important attribute of the HR activity in the organization. One of the theories that has impacted assessment and guidance practice is Holland's theory of vocational personalities and work environments. The basic idea of the theory is that most people can be described by a combination of six personality types, namely Realistic, Investigative, Artistic, Social, Entrepreneurial and Conventional (Calo, 2017).

Each personality type is characterized by a constellation of interests, favorite activities, beliefs, abilities and values. Similarly, work environments can be characterized by their resemblance to a combination of personality types. People seek and will enter work environments that allow them to exercise their abilities and skills, to express their attitudes and values and to assume roles with which they can identify. Calo argues that a high degree of congruence between the personality type of the individual and the type of work environment would lead to job satisfaction, stability and performance. According to Holland's theory, career orientation should be based on one of the personality patterns of the individual.

Career management is a point of interest for both the employee and the employer. It is a process of designing and implementing goals, strategies, and plans that allow the organization to meet its HR needs and individuals to meet their career goals. Career management is carried out on two distinct levels, namely organizational career planning, which aims to integrate short- and long-term HR needs and develop an individual career plan, as well as individual career planning, based on capacity assessment, skills and personal interests, recording data on opportunities, setting career goals and developing a strategy for achieving them (Barcan and Barcan, 2019).

In simple terms, career management is perceived by the employee as a structured career planning through personal choice. Career management is a process that includes choosing, establishing and developing strategies to achieve personal goals. At the level of career management we can distinguish several objectives, the main one being to support the proper development of the career in accordance with the nature of the activity carried out within the organization, as well as with individual and organizational needs/possibilities.

Gallardo-Gallardo et al.(2020) notes that career management also aims at merging the needs and goals of the employee in the needs and objectives of the organization. For this, it is necessary to meet the organizational needs and intensify favorable image of the organization, by recognizing the training and development needs of employees. Against this background, talent management will allow the recognition and retention of the best employees or those with certain professional potential by satisfying personal needs and aspirations in the short and long term.

Bhasin (2020) shows that at the level of the organization it is necessary to write career plans for employees, with a predilection for the development of talent management. At the same time, it is necessary to introduce special promotion schemes for competent employees. This

situation is necessary in the case of competent employees for whom no career development positions are available. In this case, the competent employees will be guided and supported to achieve their personal objectives in accordance with their potential, needs and aspirations, as well as with their contribution within the organization.

In the case of employees who are not subject to talent management, it is necessary to support them in identifying the qualifications and qualities that are needed for both current and future positions. The aim is to provide the necessary training and development for employees to enable them to cope with any level of responsibility. However, there is a condition that employees have the potential or ability to achieve the required level of responsibility (Merce, 2004).

In organizations, it is also important to find and apply career development methods, to guide employees in as many directions as possible, as well as professional stimulation, of those who show certain stagnation or capping of their career. In this way, mutual benefits can be obtained, both for the organization and for its employees (Bădescu et al., 2008, p.14).

Regarding career stages, Calo stated that they can be defined as general patterns of progress, essential obligations and changes in the activities undertaken by an individual throughout his active life. Successive

stages include exploration, stabilization, advancement, maintenance and end of career. In the first phase, that of exploitation, each individual faces the transposition of the visions formed in adolescence into the real world. It is the period of experimentation, the period in which talents, abilities, interests, values are discovered and developed. It is an important moment in the formation of the professional identity and the choice of a field of activity.

Stabilization is the stage in which the acquired notions are deepened, each seeking improvement in the chosen field following the process of exploration. Calo also observes that advancement and maintenance are a natural continuation of stabilization, each individual, through human nature having the desire to overcome, to obtain moral and material benefits. The end of the career can be a period of continuous growth in status and influence in the organization, or a period spent in the highest level of responsibility and status.

Anthonisamy stated that career management involves the individual choice of strategies as a result of which each person anticipates the problems that may arise in professional development and makes long-term planning. Thus, in the self-knowledge strategy it is important for the individual to perform a careful analysis of the career orientation, of the weak or strong points he has, of the place he occupies.

By applying a strategy of knowing the professional environment, the individual can anticipate unpleasant events and opportunities. For this strategy to be successful, it is necessary to know the environment, economic problems and competing organizations. An additional element is to maintain the best possible professional reputation. This allows highlighting the skills and achievements, ie everything that individualizes the employee. Against this background, the special qualities that the individual possesses, the possibility to invest and the ability to complete projects are relevant (Barcan, 2019).

Flexibility, availability and continuous training are important throughout your career. This continuously pursues the correspondence between personal skills and those skills that are sought in the labor market, as well as those that are easily transferable. In this sense, by documenting their own successes, which means providing evidence for what they have achieved, given that identifiable results and achievements are more valuable in the labor market (Bhasin, 2020).

*In our opinion, in the current pandemic context of COVID-19, in order to have a successful career the individual needs to prepare a plan, reserve, being very important to maintain a status, professional and social, comfortable. Maintaining a good financial and mental shape allows the employee to have a basis, comfort and balance professionally and socially.*

### 3.2. Personnel management and policies

HRM focuses on internal sources of competitive advantage and considers people as the most important asset of an organization. The HR department communicates with employees and adapts the culture and structure of the organization to their needs, for example in negotiating with unions or reengineering processes. Personnel management is the responsibility of the HR department. In practice, however, depending on the size of the organization, different situations are encountered. This activity can be performed by the administrator, by the accountant or even by another person in the organization (Meyers et al., 2019).

The first operational function of personnel management is the procurement of HR. The HR department is concerned with procuring and hiring people who have the necessary skills, knowledge and aptitudes and performs job analysis, workforce planning, recruitment, selection, placement, introduction and internal mobility (Bădescu et al., 2008, pp. 43-52).

In fact, job analysis is the process of gathering information about operations and responsibilities related to a specific job. Also, HR planning is a process of determining and ensuring that the organization will have an adequate number of qualified people, available at the appropriate hours, who will perform

jobs that would meet their needs and provide satisfaction to those involved (Meyers et al., 2019).

Introduction and orientation are techniques by which a new employee is accommodated in his new environment and introduced to practices, policies and relationships with people in the organization. The new employee must know the principles that define and guide the organization, its mission statement and the values that form its backbone. The movement of employees from one job to another through transfers and promotions is called internal mobility. Some employees leave an organization for various reasons leading to resignation, retirement and even termination of life, these movements being known as external mobility. In the interest of an organization and its employees, job changes should be guided by well-designed principles and policies (Barry et al., 2014).

HR department play an important role in leading a competitive advantage for organizations through the unique differentiator of each organization, ie their people. A HR procurement strategy considers fundamental aspects, such as planning, followed by recruitment and selection of staff, as well as the introduction of employees in the organization and retention. The process of identifying the HR requirements and developing plans to meet these requirements is HR planning (Blajin et al., 2015, pp. 71-72).

In healthcare organizations, HR planning is a continuous process of systematic planning to achieve optimal use of an organization's most valuable asset, namely quality employees. HR planning ensures the best match between employees and jobs, while avoiding labor shortages or staff surpluses. There are four key steps in this planning process, namely the analysis of current labor supply, forecasting labor demand, balancing projected labor demand with supply and supporting organizational objectives. HR planning in the organization is an important investment because it allows it to maintain its indicators of productivity and profitability (Gallardo-Gallardo et al., 2020).

HR planning must be flexible enough to meet short-term staffing challenges while adapting to changing conditions in the long-term business environment. HR planning begins with assessing and auditing the current capacity of HR. The challenges for this are ever-changing forces, such as employees getting sick, being promoted or going on holiday. In order to achieve their goals, HR managers need to develop plans to find and attract qualified employees to select and train. The best employees must be rewarded. Plans must also provide solutions to conflicts or absenteeism (Kenton, 2020).

An organization is as good as its employees, and a high level of employee involvement can

be essential to the success of the organization. If the organization has the best employees and best practices, it can mean the difference between slowness and productivity, contributing to the organization's leadership towards profitability. Of major importance is the improvement of staff use, which aims to streamline the organization's activity, as well as creating the possibility to anticipate the emergence of potential staff surpluses or deficits (Dodu et al., 2017, pp. 55-61). Regarding these objectives, we consider that it is very important to develop the workforce in order to streamline the organization's activity by improving professional qualifications and adapting to the tasks required in the activity.

The training of employees and their professional development determines the improvement of skills and performances in the activity they carry out or are going to carry out. The process of evaluating staff performance is to establish criteria for evaluating the activity and consists of conducting an effective evaluation, discussing with employees the results achieved, but also identifying a way to reward or motivate them, in order to achieve performance. The reward is to establish values of salary and other benefits. In this context, employee career tracking is the collection and processing of information related to their promotion, transfer, departure or dismissal.

Other goals of the HR activity are the organization, the procurement of HR, their adaptation to requirements, the valorization of the employees, as well as the creation and maintenance of optimal relations between them and the employer. The organization aims to create an optimal organizational structure. For this, it is necessary to procure HR through recruitment and selection procedures, the adaptation to HR requirements being achieved through the training and development of employees. Their optimal valorization will be achieved by creating and strengthening motivation, by providing material and intangible rewards, by performance management, but also by creating and maintaining fair relationships between employer and employees (Kenton, 2020).

HR planning involves modeling and implementing analyzes on the factors that may affect that segment of the labor market in which the organization is directly interested, in order to be able to predict as accurately as possible different situations that may arise in the future. If necessary, the restructuring plan of the personnel scheme in the organization aims to identify the number of employees to be laid off, the methods that will be used for the effective dismissal of employees, and the terms in which this process will be unfold (Armstrong, 2006, p.370).

The labor force fluctuation analysis estimates the voluntary departures of employees that the

organization may register in the future. This analysis must also identify possible reasons for the employees' decision. Staff turnover tends to have negative connotations, mainly because replacing lost talent is costly in terms of employee compensation and business profitability. Excessive staff turnover can cost an organization about a third of its employees' compensation package, which includes salaries and benefits (Munns, 2020).

In addition to these losses, organizations must control employee morale because poor morale is considered unhealthy for organizations in general. At the level of analysis, it is extremely important to measure this fluctuation as accurately as possible, and, in particular, to carry out a detailed analysis of the causes. To measure labor fluctuation there are several indices that need to be calculated (Bryson and White, 2019).

Staff turnover is the number of employees who leave the organization within a set time. If you have a large staff turnover, it means that many employees leave the organization at a certain time. The reduced staff turnover means that the workforce is relatively stable and that the organization's employees tend to stay. For example, the average staff turnover rate in the UK in 2020 is around 15%, although the figure varies between industries. In 2019, the average rate of staff turnover

was 1.3% in the US in the fields of education and health (Munns, 2020).

Employees leave the organization for a variety of reasons, such as lack of cultural aptitude, an unhealthy work environment, or below-average compensation, especially for the best performers or those who manage to assert themselves. However, objectivity is needed for the HR team to understand that poor management of people is also a major culprit in most cases of voluntary departures from the organization. One of the ways this could be demonstrated is how managers develop employees (Andrievici, 2020).

Without proper development, employees maintain a status quo without any improvement in their work performance, which can eventually lead to employees becoming unproductive or feeling inadequate. Such an attitude could have a negative impact on the growth and success of individual employees, as well as on teams within an organization. Employees may also feel that the responsibilities they have been given do not live up to their expectations.

Uncertainties and mistrust can hinder relationships with employees, causing another hurdle in retaining talent. In extreme cases, there may be unfair treatment of employees, such as playing favorites or blaming the workplace. The stability index is the number of employees with at

least one year of service, compared to the number of employees who were registered at the level of the organization a year ago. The last index that needs to be calculated is the analysis of the seniority of the staff in service (Moldovan, 2017).

*In our opinion, the possibility of automating activities in health organizations must also be considered, the offer of software products and hardware capabilities becoming richer. Thus, one can consider hiring a part-time person or a freelancer, as well as outsourcing that activity, if it allows. The direct benefits for the organization derive from the full coverage in time of the job requirements through automation or outsourcing, as well as capital savings, in case of hiring a person for part time.*

The main object of the skills analysis is a functional analysis on a position. This analysis is performed to identify the job skills required for a job (Lorincova et al., 2019). Another necessary analysis is a behavioral one, in order to be able to establish the dimensions at the behavioral level that influence the competencies that determine the performance on a position or a role (Hassan, 2016). The job description must accurately indicate the levels of hierarchy in the organization, responsibilities and responsibilities, specific tasks, legal and functional requirements, limitations and extraordinary elements.

One mistake to avoid is specifying the skills and qualifications required to fill the position. Setting too drastic rigors in the selection process will massively reduce the number of applications and will have an effect of lowering the employment rate (Popa, 2018). At the same time, the feelings of frustration, of uselessness at work will manifest in a short time after employment. Equally wrong is an underestimation of job or role specifications. An optimal appreciation of the specifications will always make the difference, often the inaccuracies having consequences in terms of the organization's image. When attracting candidates to an organization, it is necessary to take into account the external conditions as well as its strengths and weaknesses (Feffer, 2017).

During the recruitment and selection process, it is sometimes necessary to take into account the human potential of the organization. Often, hiring from an internal source creates morale problems and dissatisfaction can occur among employees. At the same time, the employment problem is only temporarily transferred, for the vacant position the employment procedures will be resumed. In the opinion of other specialists, internal recruitment can be seen as a form of promotion or compensation (Anthonisamy, 2013).

A last aspect, but very important is the familiarization of the new

employee with the organizational culture or with the subculture corresponding to the position and the compartment, in order to minimize the risk of abandonment. Modification, termination or suspension of the individual employment contract is also related to staff management (Bell and Kozłowski, 2008).

If for the personnel management part it is essential to look carefully at people, in the case of payroll the attention is focused on the calculations, and responsible for the correctness of their preparation is usually the accountant. An accountant with responsibilities in the field of HR, in addition to the salary calculation, must prepare other supporting documents, which should explain each calculated amount that is included in the salary. In this sense, the timesheets must be introduced and the payroll must be drawn up, also called the payroll statement (Burlea-Șchiopoiu, 2008, pp.118-124).

Timekeeping is the basis for entering attendance data for salary calculation. It is a supporting document that shows the number of hours worked by the employee in a certain period, usually a calendar month. As such, regardless of whether an organization has one or more employees, it must go through all these legal obligations (Popa, 2018).

*In our opinion, the right software applications can help*

*organizations simplify these processes, ensuring that they benefit from more facilities, shorten processing time and reduce process errors.*

### **3.3. Performance orientation in personnel policy**

In an economy characterized by increasing competition, competitiveness becomes a sine qua non for the existence of health organizations. Achieving competitiveness implies the rejection of conservatism and immobility, respectively its permanent adaptation to market conditions and patient requirements. The current period is characterized by the dictation of the patient in which the bidders, in order to be competitive, must constantly be concerned with meeting his requirements. Consequently, we can say that there is a strong interrelationship between the quality of medical services and competitiveness, and the latter is an engine for the development of organizations.

The application at the level of health organizations of a quality-focused strategy has as main consequence the improvement of the organizational reputation, created by the quality of the medical services offered. It is gained over time by the concern to provide patients with the services they want, at pre-established standards. One consequence is the development of the service market, the efforts made to increase the quality and improve the performance

of services leading to the growth of their market, even if sometimes the prices are slightly increased.

Another consequence of the implementation of a quality-focused strategy at the level of health organizations is the reduction of costs, by eliminating the additional expenses generated by non-quality, expenses that the organization will bear from its own revenues. At the same time, respecting commitments is very important, because the quality seen alone is not enough to ensure competitiveness. It must be integrated into the organizational strategy, taking into account the environment and the competitive situation in which the organization operates. In other words, the strategic importance of quality for business success is nullified if it is not integrated into the overall strategy of the organization.

To fulfill their mission, health organizations rely on the professionalism of employees and the assimilation of high-performance medical technologies and practices. At the same time, the aim is to comply with the regulations regarding the storage of materials and waste, as well as the protection of the environment. The Integrated Quality and Environment Management System is a necessity, with a favorable impact on the organization's progress and increasing patient satisfaction. This system will provide the framework for continuous improvement,

ensuring future trust for both the organization and patients.

The interest shown by health organizations in quality is also due to possible external threats, generated by real or potential losses of competing organizations, losses that are caused by non-quality. This is the reason why quality is seen as a strategic contribution that cannot be neglected to achieve competitiveness. The competitiveness of the organization can be obtained through an offensive development strategy, defined in terms of knowledge of the economic and social environment. Within this strategy, an important role is played by quality, which represents on the one hand a strategy to differentiate the services offered, and on the other hand a means by which the organization creates competitive advantages.

Ensuring long-term competitiveness can be achieved by applying quality-focused strategies that have the patient as a central element, with his expectations (needs), desires and preferences. In support of the application of a strategy to improve competitiveness, through quality, we can recall that the quality of services provided contributes to improving the image and notoriety of the health organization, their superior quality having the ability to create market and expand the organization's market.

From the point of view of performance, the quality of the offered

services entails obtaining better prices and implicitly higher profits, which in turn can be reinvested in other activities. It should be noted that the application of a quality-focused strategy does not necessarily entail additional costs for the organization, and quality improvement solutions can be identified while maintaining or even reducing costs by attracting the support of all employees in this direction. As such, implementing a quality-focused strategy at the organizational level is not an easy process.

The complex activity developed by the organizations in the field of health presupposes the specialization of the structure, of the personnel and implicitly the separate development of the spheres of activity of the organization. For example, at the level of February 2021, the structure of the medical, sanitary and auxiliary staff of a profile organization included eight middle management positions and 72 positions with executive functions. From the point of view of the gender of the employees, 13 men and 67 women are included in the respective staff structure. Regarding the TESA segment, some of the support services were outsourced, being concluded service contracts for tax consultancy, audit, HR support, web administration, labor protection and occupational medicine, as well as for the maintenance of the thermal power plant, including regarding the waste recycling activity.

In other words, the policy on social responsibility of health organizations aims to respect fundamental human rights, as set out in the Charter of Fundamental Rights of the European Union and the Labor Code and to inform management, employees and collaborators of the principles social responsibility. In this sense, the main objective proposed in this direction is to focus the actions of organizations towards protecting the rights of employees, anticipating their future needs. Another objective is the continuous improvement of health and safety conditions, as well as the continuous improvement of the efficiency of the social responsibility management system and organizational performance.

The investments made have an important social component, these being found in constructions, in environmental aspects, technologies, in the organization of supply, storage and sales flows, as well as in the improvement of working conditions. It is very important that the good results of the organization are reflected in an employee reward system. Thus, by increasing salary income, a positive contribution to the life of the community will be observed, thus participating in solving many of the problems faced by employees.

In our opinion, the main difficulty that arises is to attract and motivate all employees of the organization in the process of ensuring the quality of services provided, through the quality of

work performed. The low interest sometimes shown by them for the quality of work can be justified on the one hand by the poor development of moral values in the work process. On the other hand, this disinterest can be motivated by the lack of motivations such as financial compensation to ensure their material well-being, working conditions and safety, opportunities for continuous training and retraining or opportunities to develop a career according to their skills.

#### **4. RESEARCH ON THE EFFICIENCY OF HUMAN RESOURCES ACTIVITY**

*The decisional problem of the scientific approach consists in the evaluation and identification of some measures to increase the performance of the employees in the field of health in the context of the COVID-19 pandemic.* For this, it is important to study the sources of pressure associated with human resources as well as their origin, being relevant to perform an analysis on the impact that these sources of pressure have on the commitment and attitude of employees.

Another important aspect that needs to be studied refers to the differences that occur in the individual consciousness of employees and their managers. Also, *the purpose of scientific research is to optimize the activity of HRM.*

#### **4.1. The objective and hypotheses of the research**

In present context, disturbed by the COVID-19 pandemic and socio-economic effects generated by it, the management is constantly required to face transformations that underlie decisions on HRM in health organization. Based on the considerations that substantiated the formulation of the purpose of scientific research, it was possible to establish *the objective* of the research, which identified necessary information, namely *Identifying and evaluating the factors that affect the motivation, attitude and satisfaction of employees working as medical, health or auxiliary in health organizations directly involved in the fight against the COVID-19 pandemic.*

Through the specialized literature, numerous theoretical aspects have been highlighted that refer to HR, being noted the major importance that HRM has in influencing the management of the health organization. Thus, starting from the results of the previous research, in order to define the research framework and to build the tools for collecting the necessary information, the hypotheses of the scientific approach were formulated.

Motivating employees through compensation is a HR practice that provides monetary value to employees for the work performed. Compensation can be used to

hire qualified people, to reward performance, or to encourage loyalty to the organization by reducing staff turnover. Compensation may include basic payment, overtime, bonuses, travel or lodging allowances, additional health insurance, commissions, and distribution of a share of the profit or a number of free shares. Employee migration has become a more important aspect of organizational life, with many intending to change their current positions (Moldovan, 2017).

A successful organization is aware of the importance of its staff and their positive motivation. HR are the factor that helps the organization to achieve its goals. Today, when advances in technology, information and globalization occur most often, the human factor becomes the biggest competitive advantage. The importance of HR is considered strategic, becoming part of the strategic management of an organization and an important factor for sustainability (Hassan, 2016).

Effective HRM is supported by motivation. The motivation process is supported by setting realistic goals for the organization and involving employees. A motivational program focuses on the optimal use of available workforce to meet the organization's objectives (Lorincova et al., 2019). To motivate employees there is a wide range of tools used. Taylor defined in 1911 money as the most important factor that motivates employees to

achieve higher productivity. This form of reward results in employee satisfaction and directly affects their performance. Salary is a valuable tool that plays an important role in improving employee performance as well as organizational productivity.

Salary, promotion, bonuses and other types of rewards improve employee performance. Praise, setting realistic and achievable goals, properly defining workload, employee involvement, appropriate empowerment, responsibility, feedback, work equipment, expressing positive personality traits of a supervisor, appropriate leadership style, fairness of senior staff and organization and the provision of relevant information are considered to be other important motivating factors (Grencikova et al., 2017).

The occurrence of differences in employee motivation depends on the age of the employee. However, in this process, it is necessary to take into account the position of the employee. As for the source of motivation for managers, they represent a group of employees. Managers are motivated by financial motivating factors, as well as recognition and freedom in decision making.

Motivational factors for managers are often classified as impulsive (push) or pull (pull) factors. Impulsive factors include the need to increase family income, job dissatisfaction with wages, difficulties in finding a suitable job,

and the need for flexibility due to family duties and responsibilities. The pull factors include the need for independence, self-improvement and improving the current state and reputation in society. Managers are motivated by rewards or recognition (Mikkelsen et al., 2017).

Starting from the presented elements, the following hypothesis is formulated:

*H1: There is a direct link between the employee's motivation and his commitment.*

Employees have attitudes or views on many aspects of their work, careers, and organizations. From the perspective of research and practice, in general the attitude of employees aims at job satisfaction. The most widely used definition of job satisfaction research was provided by Locke, as a pleasant or positive emotional state, resulting from the appreciation of a job or work experiences. In Locke's definition, importance is given to affection and feeling, as well as knowledge and thinking. When we think, we have feelings about what we think. Instead, when we have feelings, we think about how we feel (Saari and Judge, 2004).

The mood can influence the experience of emotionally significant events in the workplace, which in turn influences job satisfaction. There is a relationship between mood or personality and job satisfaction. Even if organizations cannot have a

direct impact on the personality of employees, the use of sound selection methods and a good match between employees and jobs will ensure that people are selected and placed in the most suitable jobs for them, which, at in turn, will contribute to increasing their satisfaction (Lorincova et al., 2019).

HRM plays a significant role in building a good employee-employer relationship, which would create an impact on employee attitude changes and ultimately affect the organization's performance. Effective HRM is essential to achieve the organization's goals and increase productivity.

Any practice that deals with the strengthening of skills, commitment and the strengthening of culture can be considered a HR practice. Practice can take the form of a system, a process, an activity, a norm, a rule, an accepted or expected habit, or just a way of doing things. In this context, HR practices that are incremental and collaborative are needed and provide employees with the opportunity to make decisions that affect their work and to share the rewards of their creative efforts.

HR practices play a significant role in building a good employee-employer relationship, which would create an impact on employee attitude changes and ultimately affect the organization's performance. HR practices are considered to be very effective in preserving valuable human capital.

Health organizations have learned the importance of good relations with the workforce, those who do not realize the importance of its HR cannot progress. Employees also like the organizations that take care of them and reward their services accordingly. In the workplace in employee relations there is a strong association between HRM and the attitude and performance at work of employees. HR practices are the primary means by which organizations can influence and shape the abilities, attitudes, and behavior of individuals to do their job and thus achieve organizational goals (Anthonisamy, 2013).

Productivity is influenced by employee motivation and performance is influenced by employee skills, motivation and organizational structures. The effectiveness of HRM practices depends on how they create appropriate attitudes and behaviors for employees, in addition to their implementation. HR functions are concerned with a variety of activities that significantly influence almost all areas of an organization. Human intellect, human energy and human inventiveness are what achieve excellence for the organization. Organizations will have long-term relationships with happier employees, which is the best type of competitive advantage.

Employee welfare activities and reward and recognition programs

are good enough and need to be continued, having a direct influence on employee satisfaction and therefore on employee attitude and performance. The individual benefits of performance appraisal can be brought to the attention of employees. It is not only for promotion and growth, but also for individual development and also better career opportunities. Remuneration compatible with the position held or with the level of education or related to the results obtained in the work performance, offers of commissions, thanks or bonuses have a reasonable impact on the attitudes of employees (Tinti et al., 2017).

Starting from the presented elements, the following hypothesis is formulated:

*H2: There is a direct link between the employee's attitude and his satisfaction.*

Employee performance capabilities are a function of how organizations build and use their stocks of explicit and tacit knowledge effectively. Highly committed engagement-based HRM strategies are designed to develop such knowledge-based performance capabilities. Because they are dependent on employees' cognitive responses, on what they experience and see, affecting them in the workplace, it follows that the fundamental strategic goal is to create the types of experiences and conditions in the workplace

for employees who will respond desired by the management of the organization.

#### **4.2. Scientific research methodology**

The establishment of the scientific research plan was made after the objectives were defined and the research hypotheses were enunciated, this being structured in three stages. In the first stage of the scientific research plan, the theoretical framework of the research was established, defining the concept of HRM. In this context, the research tools presented by the literature were examined, reaching an extensive and complete list of factors that may influence the activity of HR. At this stage, we proceeded to identify and evaluate the factors that affect the motivation, attitude and satisfaction of employees. To this end, the role and content of HRM was assessed.

In the second stage of the plan, a qualitative research was carried out, in which 20 people were interviewed who work as medical, health or auxiliary staff in health organizations in Romania, in different localities, selected from the relational circle of the researcher, by applying a recruitment guide and an interview guide. The purpose of the qualitative research was to build and validate a set of questions that can be applied later in the form of a questionnaire in a quantitative research. The techniques used in the interview

were blind exploitation and direct observation.

The third stage of the scientific research plan consisted of a quantitative research, carried out by applying a questionnaire to the 384 employees of some hospital units involved in activities to combat the COVID-19 pandemic. The proposed purpose was to assess the impact of the factors involved on the motivation, attitude and satisfaction of them.

The researched community was represented by adult individuals working in health organizations. The observation unit is represented in the research conducted by the person who provided the researcher with personal data and information and agreed to participate in the scientific research. The survey unit coincides in this research with the observation unit. The sampling method used in the quantitative study was simple random sampling. The selection of participants in scientific research took into account two criteria, availability and accessibility. These criteria were applied in both the qualitative and quantitative stages.

The qualitative research was carried out in the form of in-depth interviews, the participants in the qualitative research being selected from among the people in the relational circle of the researcher, people working in health organizations, by creating and applying a recruitment guide to

verify the correspondence of guests with the requirements of the research. On this occasion, the consent of the participants to participate in the research was obtained, respecting the ethical aspects and obtaining their approval that some of the answers provided be summarized in the research.

Thus, during February 1st to 5th, 2021, 20 in-depth interviews were moderated online by the researcher, lasting about 20-25 minutes each, with individuals working as medical, health or auxiliary staff in organizations from the field of health on the Romanian territory. During the interviews, the introduction of the topics proposed to be explored was made progressively, during the discussion. For this, an interview guide was developed and applied, with the role of structuring the interviews and facilitating the note-taking process.

For the quantitative study, the respondents were invited to complete a questionnaire addressed to staff of health organizations. This questionnaire was applied in compliance with the rules and legislation in force related to the protection of personal data. Within the quantitative research carried out between February 15th and 28th, 2021, a number of 384 completed questionnaires were registered. The data collection was done through a questionnaire accessed through an electronic form, the maximum time

required to answer questions being a maximum of 20-25 minutes.

In the qualitative stage of the scientific research, the aspects on which the HR activity is based in the organizations in the field of health were explored. In this first step of the scientific approach, the identification of the factors that influence the activity of HR was performed and a set of questions was validated, which represents the purpose of this stage.

In-depth interviews with recruited participants were moderated by the researcher using an interview guide that was structured in two parts, the first part of which is introductory. In this part of the interview guide the general framework of the in-depth interview is presented and the subject proposed for investigation is presented.

Each participant was informed by the researcher about the rules of the interview, such as creativity and spontaneity of the answers, as well as the technical details of the in-depth interview. All participants were verbally explained that the interviews would be confidential and anonymous, but the ideas would be taken over for study.

The second part of the interview guide contains the questions addressed to the respondents, regarding the factors that influence the activity of HR. Being of closed type, to each question the respondent chose an answer from three possible variants. After receiving the answer to each

question from the respondents, the researcher wrote down their opinions on the subject of the question.

The questionnaire is a tool used in quantitative scientific research to investigate the views of the sample of respondents. This questionnaire was designed to meet the objective proposed in the closed-ended research survey. Categorical or nominal variables were taken into account in the quantitative research tool. The questionnaire was divided into two sections, in order to be able to test the hypotheses that were formulated during the research approach. The first section of the questionnaire contains demographic questions addressed in order to identify differences between all categories of respondents and the second section contains questions on the impact of factors acting on employees of health organizations.

#### **4.3. Research results. Their interpretation**

The answers obtained from interviews were noted and analyzed in terms of content, in order to identify issues of a subjective nature that contribute to identifying and evaluating the factors that affect the motivation, attitude and satisfaction of employees in health organizations. The questions asked to the participants in interviews were according to the interview guide. Previously, people underwent a pre-compliance test, answering the questions in the recruitment guide.

The answers were provided sequentially, on this occasion being noted the reactions of a subjective nature and the comments of the respondents by the researcher, on this occasion being verified the validity of the research hypotheses. The scientific research aimed to identify and evaluate the factors that affect the motivation, attitude and satisfaction of employees, assessing the differences that occur in the individual consciousness in this pandemic period.

The participants in the qualitative research were selected from among the people in the relational circle of the researcher, the recruitment being made according to availability and accessibility. The recruitment process took into account the involvement in the activity of health organizations of persons invited to participate in in-depth interviews, who were interviewed about the specific position held in the organization in which they operate. All this was done in order to achieve a correct interpretation of the results obtained from the interview. The demographic variables used in describing the demographic profile of the participants in the qualitative research were gender, age, seniority in the current job and the hierarchical level of the position held.

According to the interview guide, in the first stage of the interviews, for a few minutes, the participants were introduced to the

general framework of the interview and were presented with the proposed purpose. At this stage, the rules according to which the interview is conducted and the technical aspects of the in-depth interview were explained, including aspects of the nature of the person being questioned about why notes are taken, ensuring the interview participant regarding its confidentiality and anonymity.

Starting from the premise that the notion of HRM has a wide meaning at the level of the group of respondents, the researcher also presented some general elements of it. This was necessary in order to eliminate possible confusion related to the terms and to facilitate the fluency of the sequence of questions and answers that were to be addressed. Regarding this aspect, a first conclusion was that the notion of HRM is known and familiar to the participants, the concept being broadly characterized without difficulties by them.

Thus, the qualitative research could continue without the risk that some of the answers would be formulated by the respondents in ignorance. The answers provided by the respondents to the closed questions were noted and processed in tabular form. Regarding the variables that characterized the questions, they were favorably validated through qualitative research, and it was not necessary for some of the questions to be eliminated or reformulated.

In this context, the result obtained confirmed and maintained the proposed questionnaire to be applied.

The results obtained after the application of the questionnaire were integrated in tabular format and the interpretation of the results allowed us to quantify the degree of validation of the research hypotheses, both at general level and at the level of each category of respondents. From the analysis of the answers formulated by the respondents to the questions, complex evaluations of answers were prepared through factorial analysis of the variables.

Verification of H1 hypothesis validation was performed by factor analysis of variables related to questions G1, G2, G3 and G5, including T and ANOVA tests, which showed that the answers received to the questions are very poorly correlated, Pearson correlation values being close to zero and statistically significant. This means that the questions approached different topics, but which, cumulatively, lead to the validation of the research hypothesis through the average values obtained. Considering the analysis undertaken on each category of questionnaire respondents, the explanations generated by the data obtained by qualitative techniques, as well as the factorial analysis performed, we can argue that H1 research hypothesis is validated there is a direct link between employee motivation and commitment.

Verification of H2 hypothesis validation was performed by factor analysis of variables related to questions G4, G5, G6 and G7, including T and ANOVA tests, which showed that the answers received to questions are correlated, Pearson correlation values being diverse and statistically significant. This means that the questions, cumulatively, lead to the partial validation of the research hypothesis through the average values obtained. Considering the analysis undertaken on each category of respondents, the explanations generated by the data obtained by qualitative techniques, as well as factorial analysis performed, we can argue that H2 research hypothesis is partially validated, not always a direct link between employee attitude and satisfaction.

The evaluation of fulfillment of the research objective by applying qualitative techniques and the questioning of a sample of 384 respondents leads us to the conclusion that the research hypotheses and the research objective were correctly formulated and met respectively the results of scientific research can be developed.

## 5. CONCLUSIONS & ACKNOWLEDGMENT

The main objective of this scientific research was to identify and evaluate the factors that affect the motivation, attitude and satisfaction

of employees working as medical, health or auxiliary staff in health organizations directly involved in the fight against the COVID-19 pandemic. Following the research carried out both qualitatively and quantitatively, the validation of the two research hypotheses highlighted the existence of a direct link between the employee's motivation and his commitment.

At the same time, it has been shown that there is not always a direct link between the employee's attitude and his satisfaction, the current pandemic context exacerbating the differences found. The results obtained maintained the conclusions formulated in previous research, the research model developed by the author in order to facilitate the transformation of HRM in health organizations proving its reliability in the current pandemic context, with positive impact on public health and national security.

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