

# Increasing the quality of medical services by streamlining the human resources management

Daniela Stoi<sup>1</sup>, and Eduard Edelhauser<sup>1\*</sup>

<sup>1</sup> Management and Industrial Engineering Department, University of Petroșani, Petroșani, 332006 Romania

**Abstract.** The most affected field of the society by the two-year COVID-19 pandemic was undoubtedly the medical one. An analysis of the most important changes that have taken place in this field, from the perspective of human resources in the medical sector, is the main objective of the research. A first step in this complex analysis, however, is to identify the situation of human resources in the medical sector from the perspective of its satisfaction in the pre-pandemic period. The present paper aims to highlight the situation existing in the Romanian medical system prior to the pandemic from the perspective of employee satisfaction, through a research conducted in a medium-sized hospital in Romania. The research method used was the survey, with 144 respondents, represented by the employees of the hospital, questionnaire applied in 2018 and 2019 years. One of the conclusions of this paper is that improving employee satisfaction from the perspective of human resources management in the organization studied, increase the quality of medical services offered to the patients, and therefore increase patient satisfaction.

## 1 Theoretical Framework. Aspects regarding human resources management and quality in the Romanian health system

### 1.1 Aspects of human resources in the health organizations

The reforms in the Romanian medical sector focused more on structural changes, on cost control, on the introduction and development of market mechanisms and on increasing patient satisfaction. In recent years, based on research in the field and experience in other sectors, it has been recognized that promoting progressive human resource management is the solution to improving the performance of the health system. A motivated and prepared workforce is a key element in providing quality healthcare services that fully meet patients' expectations and last but not least, provide employee satisfaction.

Human resources management in health takes place in a sector with unique characteristics: the workforce is large, diverse and includes specific professions, often represented by very strong professional associations or unions; human resources in health are one of the most important and expensive resources in this sector (it is a crucial

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\* Corresponding author: [eduardedelhauser@upet.ro](mailto:eduardedelhauser@upet.ro)

component for the success of health organizations). At the level of medical units, human resources include medical staff consisting of: doctors of various specialties, nurses, nurses, pharmacists, physiotherapists and non-medical staff consisting of social workers, psychologists, sociologists, etc.

The variety of organizational development problems includes the elaboration of plans, the improvement of communication, the design of the organizational structure, but in order to choose the change strategy, after establishing the scope and the problems to be addressed, it is necessary to establish the main improvement measures or ways. intervention, which may include, among others: continuous professional training of staff, consulting processes, participation in scientific sessions, symposia, seminars, conferences, congresses, etc. In order to develop adequate skills, managers of medical units must perceive the organization and activities as a whole (different processes, inputs and outputs, the interaction between the components of the organization, the relationship between the organization and the environment). Managers' skills will allow them to understand the consequences of an action, the activity itself, teamwork, involvement and dedication, decision-making effects and attitude. In this sense: “the responsibilities of the hospital manager cover the following areas of activity: planning and organization, fulfillment of hospital objectives, quality of medical services, use of multidisciplinary medical teams (doctors, biologists, geneticists, psychologists, sociologists) or mixed medical groups formed after different criteria: professional level, medical specialties, administrative level, etc.), resource allocation, crisis resolution, adaptation to regulations, promotion of the hospital's image” [1].

## 1.2 Personnel strategies in the health system

The personnel strategy is adopted with the help of five policies of major importance: the policy through which the organizations in the health system are provided with specialized personnel that are necessary for employment, the organizational performance management policy, the employee career development policy, the employment policy. reward and motivation, organizational change policy. The human resources policy in the health system will focus on the following directions: increasing the level of professional competence (patient-oriented); achieving a balanced distribution of human resources; building a well-prepared work team and a proper work climate and respecting medical ethics and ethics.

In the provision of health services, the basic component is the human resource, and the health field is confronted with its quality but also with its quantity, being necessary the motivation of the staff.

Motivation occurs when employees are satisfied with both extrinsic and intrinsic rewards, which are allocated equitably, and when there is inequity, satisfaction will decrease and in proportion to this, motivation will decrease.

The primary role in obtaining an appropriate behavior and attitudes of employees to determine the achievement of organizational satisfaction, falling to the manager who can determine the level of employee satisfaction by applying satisfaction questionnaires. That is why the direct correlation between job satisfaction and performance is based on achieving the proposed objectives and even on obtaining various rewards and material or financial satisfaction. Hence the importance of teamwork of staff in medical units, which form mixed professional groups: medical staff (doctors, pharmacists, dentists, chemists, psychologists, biologists, nurses, dental technicians) and non-medical staff (accountants, secretaries, computer scientists, cooks, stretchers), requiring the involvement of everyone and the permanent cooperation of all to improve the quality of services.

### 1.3 Quality in the field of health

Specialists claim that: “medicine is a science in constant progress, it contributes major to increasing the quality of human life. This science is based on knowledge, research, investigations of strategies, techniques, procedures” [2]. Economic, social and political problems can contribute to the occurrence of undesirable phenomena both in medical practice, in the conduct of the professional body and in the attitude and behavior of health service beneficiaries.

In the field of health, “quality means, to a large extent, the proper performance of risk-free interventions, which the public health system can cover in terms of costs, which have the capacity to meet the reasonable needs and expectations of patient and to produce a favorable impact on the morbidity, disability and mortality of the population” [3]. In other words, quality means doing the right thing, at the right time and in the right way.

In the computerized society, patients' expectations are formed by appreciating the technologies used and applied in health units, by comparing the quality of interpersonal relationships, communication and psycho-sociological support of patients. Medicine is a science in constant progress so it contributes greatly to increasing the quality of human life [4].

## 2 Methodology

The study was based on the responses collected from a Romanian medical unit, Vulcan Municipal Hospital, having a number of 206 employees. From the total number of employees, a number of 144 employees, representing 70%, have answered to the survey oriented on employee satisfaction assessment. The 70% of the employees that answered to the questionnaire is relevant, because the remaining 30% represent the employees that could not answer for various reasons such as vacations, sick leaves, delegations or maternity leaves.

The survey was based on a questionnaire consisting of 13 questions, and answers were collected during the month of December of the years 2018 and 2019 before the COVID-19 pandemic [5]. Even if the questionnaire has 13 questions, only questions 1, 3, 5, 10 and 14 were selected for the analysis of the study presented in this paper.

**Q1.** What do you think about your professional development, as an employee of the hospital?

**Q2.** How well did the hospital as an employer respond to your expectations?

**Q3.** Are you happy that you work in this hospital? Are you motivated?

**Q4.** Do you appreciate the quality of work life?

**Q5.** Do you appreciate the degree of utilization of your skills and abilities?

**Q6.** How do you rate your relationship with your superiors/how management communicates with you?

**Q7.** Do you think the assessments made by your superior were correct?

**Q8.** Do you think your superior will listen and consider your ideas/suggestions for improvement?

**Q9.** Is it easy for you to talk with your colleagues?

**Q10.** Do you feel safe in terms of the medical equipment from the hospital? Are you satisfied with the medical equipment used?

**Q11.** How do you rate the quality of experience, competence or the development of work skills that you get in this hospital?

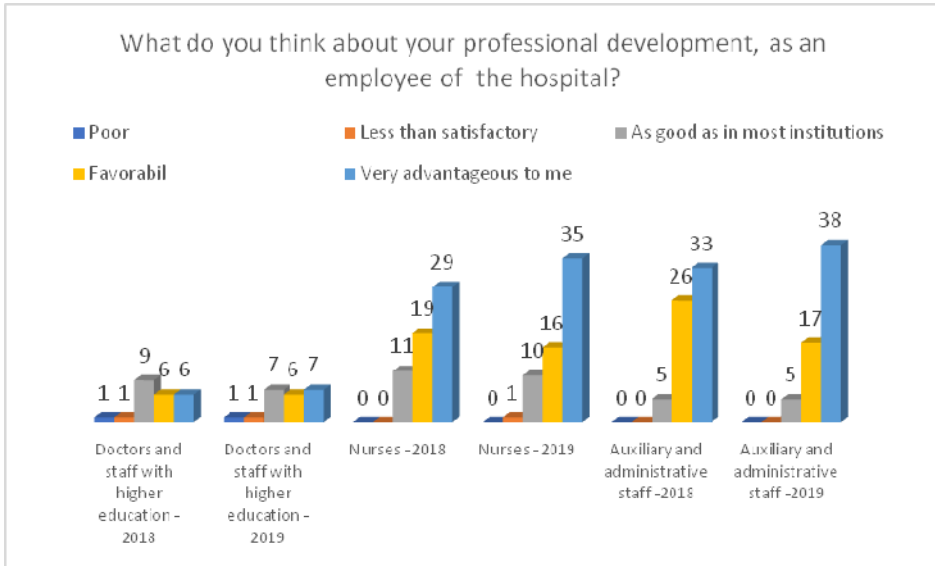
**Q12.** Would you recommend this hospital to your friends as a good place to work?

**Q13.** How do you appreciate the IT system of the hospital and the collaboration with the IT manager?

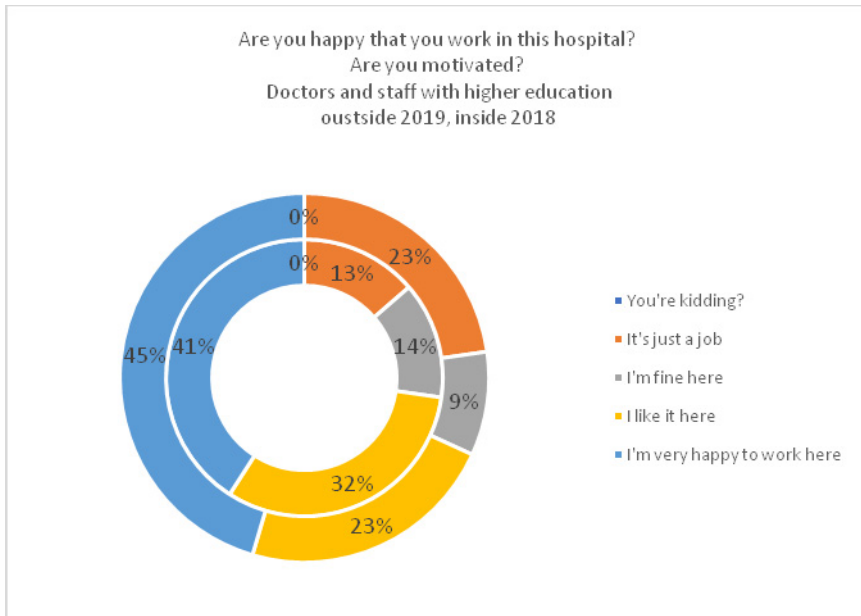
**Q14.** How do you characterize the level of accessibility of using the information system?

### 3 Results and discussion

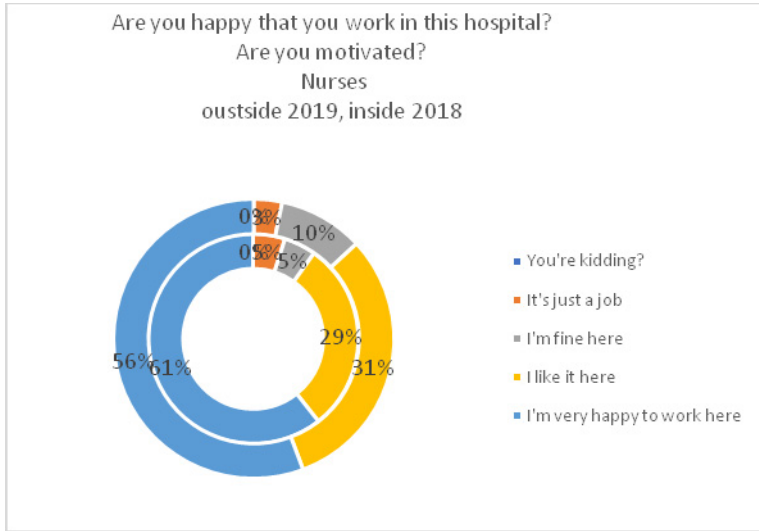
All the answers have revealed that doctors are pretentious, while nurses and auxiliary staff are not so pretentious.



**Fig. 1.** Answers for Question 1.



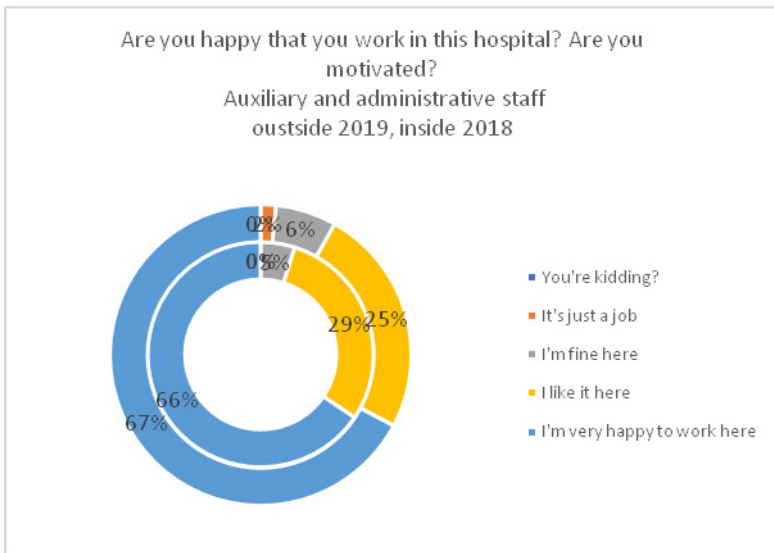
**Fig. 2.** Answers for Question 3 given by 23 doctors and staff with higher education in 2018 year, respectively 22 in 2019 year.



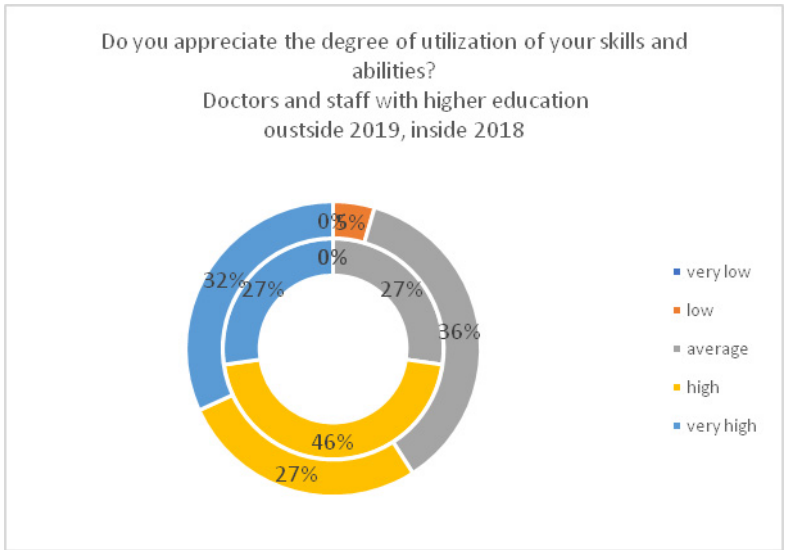
**Fig. 3.** Answers for Question 3 given by 59 nurses in 2018 year, respectively 62 in 2019 year.

Considering the answers given to question 3, result presented in figure 2, 3 and 4 for different type of employees it can be observed that doctors and staff with higher education are “very happy to work in Vulcan Hospital” in 41-45 percent, but nurses are happier, respectively in a 56-61percent, and finally the auxiliary and the administrative staff are much happier in a 66-67 percent.

This is happening because doctors can easily find a job, while nurses and then the auxiliary and the administrative staff have difficulties in finding a job.



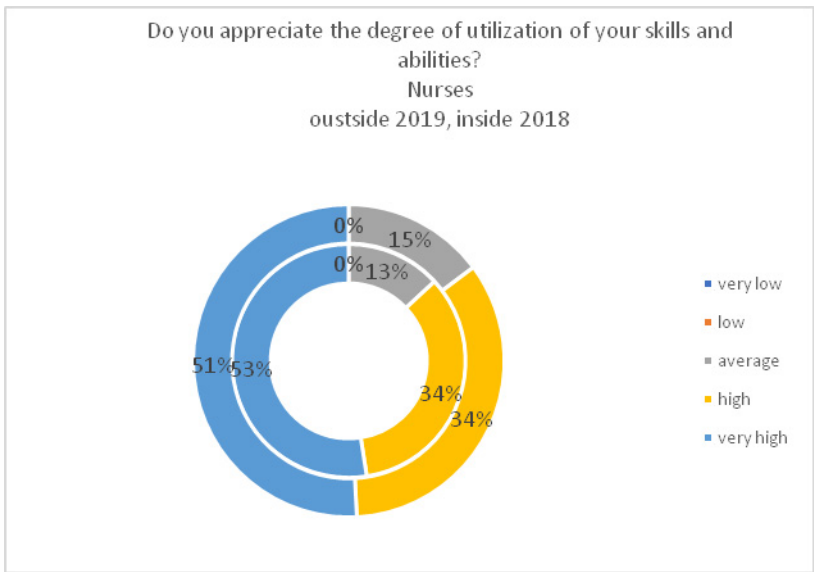
**Fig. 4.** Answers for Question 3 given by 64 auxiliary and administrative staff in 2018 year, respectively 60 in 2019 year.



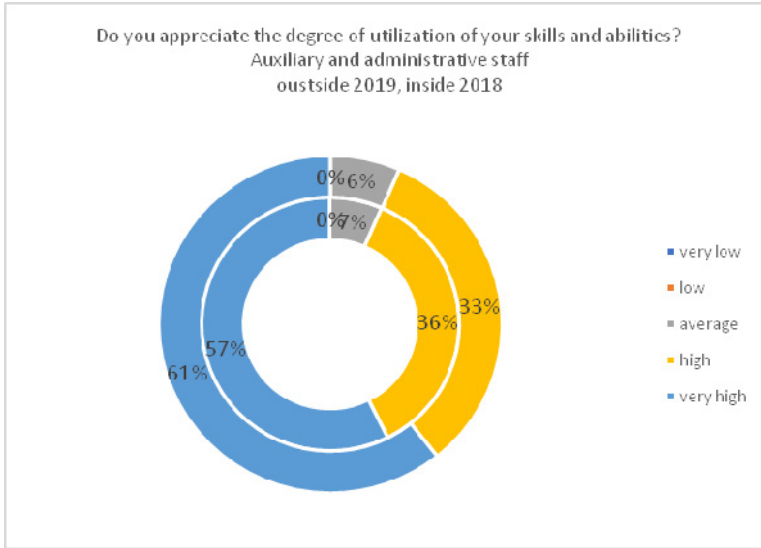
**Fig. 5.** Answers for Question 4 given by 23 doctors and staff with higher education in 2018 year, respectively 22 in 2019 year.

Considering the answers given to question 4, result presented in figure 5, 6 and 7 for different type of employees it can be observed that doctors and staff with higher education “appreciate the degree of utilization of their skills and abilities in Vulcan Hospital” in a 27-32 percent, but nurses are happier, respectively in a 51-53 percent, and finally the auxiliary and the administrative staff are much happier in a 57-61 percent.

This is happening because doctors are not very satisfied and hope for more, while nurses and then the auxiliary and the administrative staff do not have such high standards.



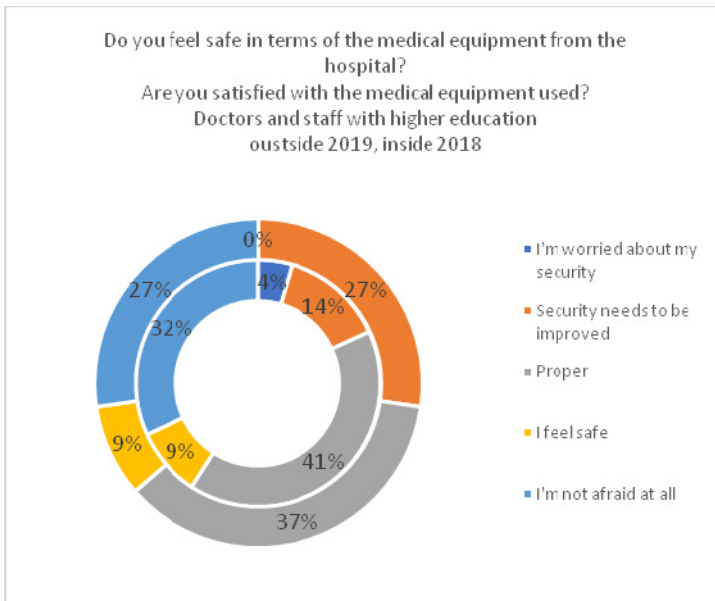
**Fig. 6.** Answers for Question 4 given by 59 nurses in 2018 year, respectively 62 in 2019 year.



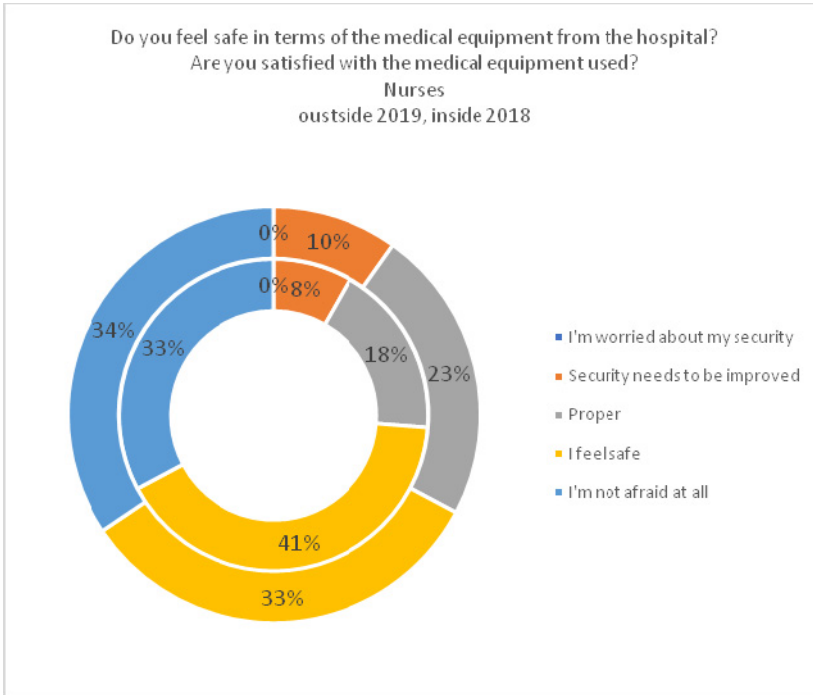
**Fig. 7.** Answers for Question 4 given by 64 auxiliary and administrative staff in 2018 year, respectively 60 in 2019 year.

Considering the answers given to question 9, result presented in figure 8, 9 and 10 for different type of employees it can be observed that doctors and staff with higher education “appreciate the safety of the medical equipment in Vulcan Hospital” in a 27-32 percent, but nurses feel more safer, respectively in a 33-34 percent, and finally the auxiliary and the administrative staff feel very safe, in a 43-51 percent.

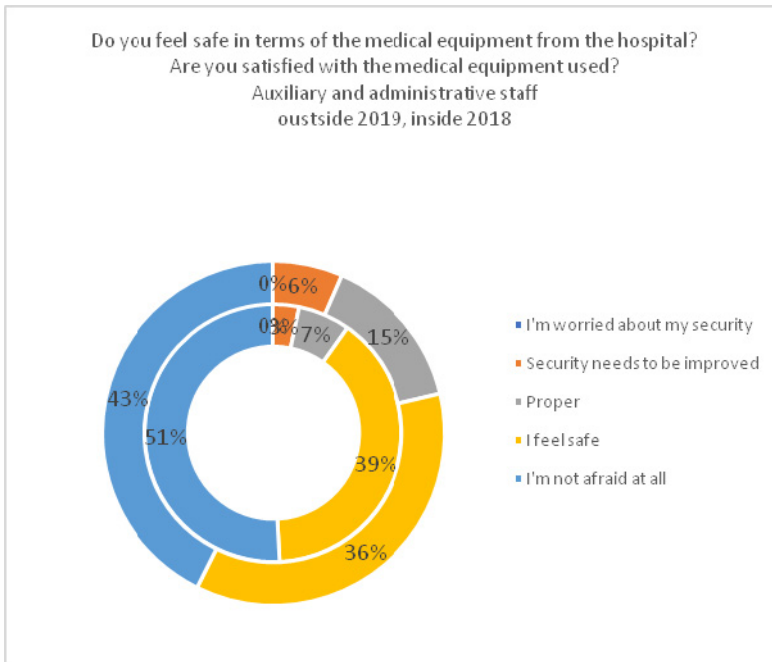
This is happening because doctors are not very satisfied because they are aware that the medical equipment is not updated, while nurses and then the auxiliary and the administrative staff do not have such high standards regarding the medical equipment.



**Fig. 8.** Answers for Question 9 given by 23 doctors and staff with higher education in 2018 year, respectively 22 in 2019 year.

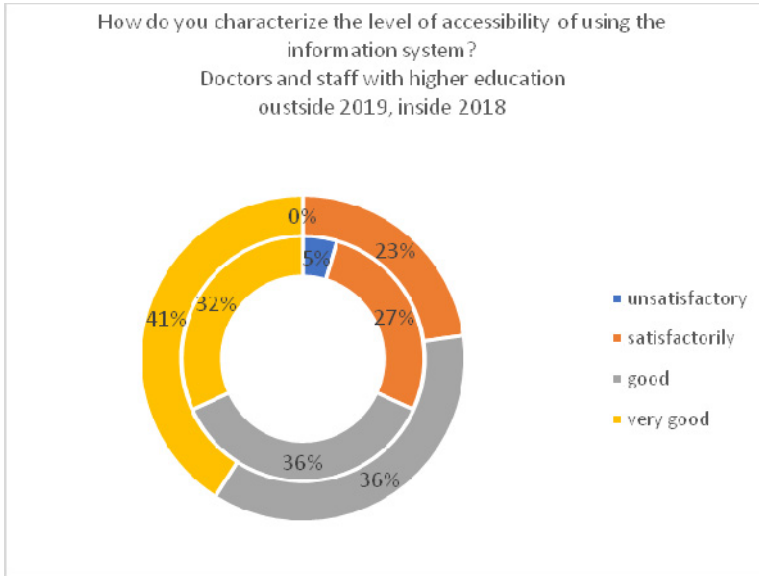


**Fig. 9.** Answers for Question 9 given by 59 nurses in 2018 year, respectively 62 in 2019 year.



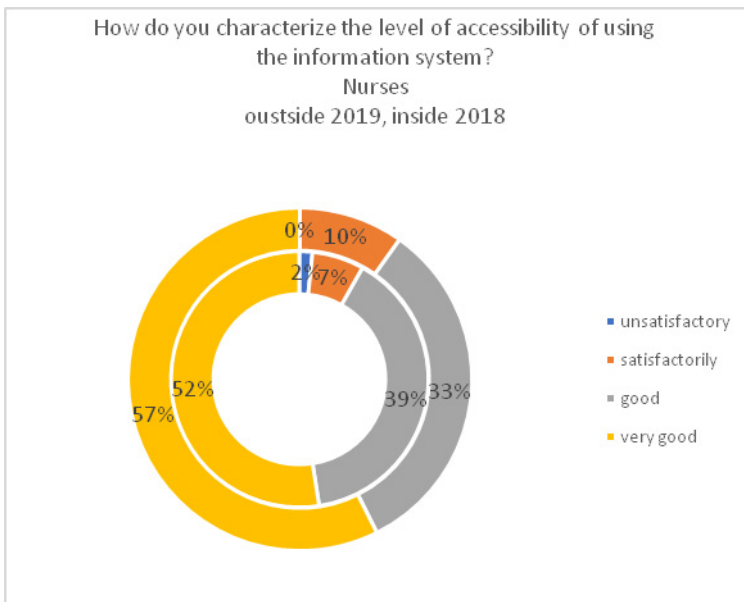
**Fig. 10.** Answers for Question 9 given by 64 auxiliary and administrative staff in 2018 year, respectively 60 in 2019 year.



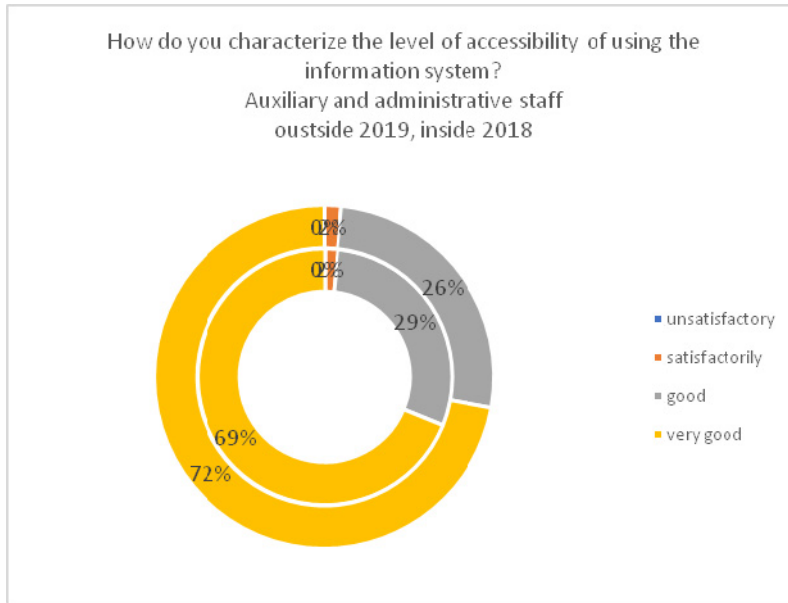


**Fig. 11.** Answers for Question 13 given by 23 doctors and staff with higher education in 2018 year, respectively 22 in 2019 year.

Considering the answers given to question 13, result presented in figure 11, 12 and 13 for different type of employees it can be observed that doctors and staff with higher education “appreciate the level of the accessibility of the information systems in Vulcan Hospital” in a 32-41 percent, but nurses are more satisfied, respectively in a 52-57 percent, and finally the auxiliary and the administrative staff are much satisfied in a 69-72 percent. This is happening because doctors are using the information systems in a higher degree and are aware of the problems, while nurses and then the auxiliary and the administrative staff use these systems in a smaller degree and do not detect the problems.



**Fig. 12.** Answers for Question 13 given by 59 nurses in 2018 year, respectively 62 in 2019 year.



**Fig. 13.** Answers for Question 13 given by 64 auxiliary and administrative staff in 2018 year, respectively 60 in 2019 year.

## 4 Conclusions

All the analyzed categories of personnel consider the professional development within the hospital to be advantageous or very advantageous. More than 60% of respondents consider themselves safe and are satisfied with the equipment of the hospital equipment. The relationship of the staff with the superiors and the way of communication is considered advantageous and very advantageous. The use of the computer system is considered accessible, and the collaboration with the IT manager is good and very good.

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