

Research Article

**PATHOLOGICAL OF PROBLEMS OF HUMAN RESOURCES
MANAGEMENT SYSTEM OF HEALTH AND TREATMENT NETWORK
BY A STRATEGIC ATTITUDE AND PROVIDING PRACTICAL
SOLUTIONS FOR IMPROVE IT**

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ABSTRACT

The main purpose of this paper is detecting the problems and defects of human resources management system in health network of Abadeh by a strategic attitude. The kind of research is practical and its method was descriptive from the kind of survey. The population of the research was all the staffs of health and treatment network of the Abadeh that their number was 544 people. The sample was 226 people from the mentioned population that the simple random sampling method was used. The 44 item questionnaire was developed by the researcher. Content validity was used for assessing the validity. And its reliability coefficient was estimated by Cranach's alpha index as 94%. The data were analyzed by t single method. The results indicated that from the perspective of staffs of health network quadruple variables of human resources management system such Human resource adjustment and securing system, human resource optimization system, human resources maintenance system and human resources usage system is in a good level and there had no problem. Also results showed that there is no difference between variables of human resources management systems in the health network. Thus from the views of staffs of Abadeh health and treatment network human resources management system is in a good condition.

Keywords: *Human Resource Management, Human Resources Maintenance, Abadeh*

INTRODUCTION

Undoubtedly the present world is world of organizations and the humans are custodians of these organizations. The humans that create those organizations develop and manage them (Dei and Rabinz, 2004). Without human the organizations are meaningless and management is an imaginary affair. Thus examination of human behavior in the organization has a specific importance (Givin, 2006). In fact human resources management includes Human Aspects of Management. Because the human is an important factor to achieve to goals of organization and management (Abtahi, 2010). The main goal of human resource management achieves organizational objectives with maximum efficiency and effectiveness with an ethical and social responsibility manner. Human resource management occurs in order to help others in the organization but it not guide activities and operations of organizations. The importance of human resource management is because of the reason that the organization stops without achieving performance and finally fails. From the other hand most of the activities of human resource management is done partly in order to correcting the existing problems in the organization (Jazni, 2012).

As a result to understanding the role of human resource management it must consider the changes of the organization and the reasons for those changes (Parsaeian and Arabi, 2010). The human resource management is a process of working with people so that the people and organizations achieve to full capacity even when that the change is needed to acquisition new skills, assume new responsibilities, forming new relationships (Belsinger, 2004). According to Nou *et al.*, (2003) human resource management is focused on policies, actions and systems that influence behavior, attitude and performance of the staffs. From the other hand human resource management is processes that include four tasks,

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deployment, improvement, motivation and Maintenance of Human Resources (Decenze and Robbins, 1998).

The active organizations are make reflections against changes, process and challenges that appear in various dimensions and fields. According to continuous a change that occurs in the environment human resources management encounters the organization with different challenges and this forces management to coordinate goals, policies, strategies and its procedures with that challenges (Saebi, 2002). Integrating strategic management with human resource management causes that considered human resources as strategic management.

In the initial of the paper the strategy word was briefly described. The current paper is trying to examine existing problems in the human resources management from the perspective of staffs of health and treatment network of Abadeh by using quadruple human resources management system. In this regard some studies of Rahmanpour (2001), Lajvardi (2002), Ganjinia and Akhavan (2007), Godarzvand and Salehi (2008), Oliviera (2009) indicating that the quadruple systems of human resource management has a major contribution success of the organizations.

In many countries the health department is faced with severe problems. Hence that according to constraint resources it is necessary to attain the maximum proficiency of managers of the system of health and treatment (Ahmadi *et al.*, 2005). Since the health is the right of all the people the health and treatment network has numerous affairs to improve the health of the society. Therefore, governments are obliged to provide, maintain stability and continuity and promotion of health level completely. In this regard the Islamic republic of Iran made positive steps in the field of health. But unfortunately yet there is there is challenges such as weakness in the national policy, problems in the full provides, defects in the organizational structure, challenges of human resource management, weakness in technological management, challenges in financial management and weakness in management of organizational science and information. So since the human resources is one of the important factors in effectiveness and efficiency in organization the main purpose of this paper is examine the existence problems in human resources management and provide practical methods in the health and treatment center that the researcher tries with a strategic attitude for solving the roots of difficulties of treatment and health center.

The Theoretical Basis of the Research

The Concept of Human Resource Management

Nowadays the human resources management is a traditional generalized concept of efficient management of the staffs provide a proper understanding of the human behavior and skills of that concept. Also it is necessary to have the science of different tasks of staffs and awareness of environmental conditions (Shemrman *et al.*, 1998). Human resources management includes policies and required actions for implementation some part of management that is related with some aspects of employee activities especially for finding staffs, training for staffs, performance evaluation, rewarding and Create a safe and fair environment for staffs (Desler, 2002). Elsewhere the human resource management is related to policies, measures and systems that influence behavior, attitude and performance of staffs (Nou *et al.*, 2003).

The human resources management includes a strategic approach to employment, improvement, create motivation and achieve to Commitment of key sources of the organization (Armesterang, 1993)

Human resource management is a special expertise that tries to work in order to obtain employee satisfaction and meet organizational objectives and planning policy.

Finally the human resources management takes responsibility about planning, organize, guidance, leadership and supervision on all employment actions and also education, improvement, maintenance, evaluation, communication, create work incentives and especially planning human resources with cooperation with consultation with other organization managers (Abtahi, 2005).

Finally strategic management of human resources includes inclusive forethought, innovative and organized transformation at providing organizational human resources, its training and development, providing the acceptable quality for it and finally proper implementation of that strategic resource (Mirsepasi, 2007)

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According to Gast (1989) the main distinction between the strategic management and traditional management is the amount of integration of human resource management with processes of decision-making of the organization in order to cope with environmental changes.

Beer (1997) believes that main reasons for transformation of human resource management into the strategic management of human resources are competitive environment, globalization, and continuous changes in the market and technology. The traditional concepts of HRM only focused on physical skills, special education, special skills and personal effectiveness of employees and instead focus on individuals it focused on things that was done by people. While strategic management of human resources is focusing all sections, the overall effectiveness and integrity of the organization's activities in addition of mentioned items (Sameei, 2009).

The Process of Human Resource Management System

What is needed to design and implement as the process of operation and the actions in the relation in human resource management system are classified in the 4 general categories as follows: 1- Supply and adjustments systems of human resources management. 2- System of optimization of human resources. 3- Systems of maintenance of human resources. 4- The system of human resources implementation (Mirsepasi, 2007).

Supply and Adjustments of Human Resources

This system includes after finding the required manpower of the organization consider their attitudes to organization and employment. It's necessary to supply and adjustments of human resources in large and medium sized organizations is done in the context of planning strategies in human resources. Therefore when a plan is considered strategic that their goals be in accordance with strategic actions of organization yet how to decision making in the supplying human resources is considered (Mirsepasi, 2007).

System of Optimization of Human Resources

The purpose of the development and education or the overall interpretation optimization of human resources is increasing the specialized capabilities and their skills in carrying out assigned tasks and implement some of their potential abilities (Mirsepasi, 2007).

In general the goals of education and optimization of human resources are:

1- Creating a correct mindset toward profession and organization and improve employee's commitment to the organization. 2- Educating new skills to the of older skills. 3- Increasing the ability of individual employees toward efficiency and productivity of them in the organization. 4- Increasing the staff's moods, increasing jobs satisfaction and improve the relationship with the clients. 5- Adapting the knowledge, attitudes and skills of the individuals with their jobs in the organization.

There is no doubt that in order to optimizing human resources and taking advantage of this resource educating is considered one of the most solutions to improving organizational affairs (Rashidi and Rostami, 2013)

HR Maintenance System

HR maintenance system consists of following actions:

- *Preventive Actions:* These actions are plans for employees' safety in the workplace. They try to decrease some hazards that relate to work.
- *Medical Care Actions:* These actions are plans to make better diseases that create due to work conditions.
- *Welfare services:* these services do not relate to individual job and they consist of consultant, social and sport activities and so on (Armstrong, 2006).
- *Retirement Actions:* They are actions and plans after employees' retirement to their better life.
- *Insurance Actions:* These actions are included financial supports such as accident insurance, life insurance, and so on (Syedjavadin, 2002).

The System of HR Usage

In the effective use of human resources there are involved three level of senior managers, middle managers and executive directors. Effective use of human resources can be measured by the index of labor productivity (Mirsepasi, 2007).

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Background of the Research

Tavaloli and Shahbaz (2008) have done a research entitled as pathology of HR management with the purpose of Improvement and Development. Results showed that Priority damages of each factor and root causes of each damage, to the extent of the damage, structural factors include the selection and recruitment, appointments and job promotion and performance evaluation, behavioral factors such as motivation and job satisfaction, Leadership, organizational culture and job security and contextual factors, including contractors and consultants that enjoyed the lowest damage. Also Jandaghi *et al.*, has done a research as the pathology of maintenance of Human Resources with a strategic approach and providing a suitable model. Findings revealed that in addition to levels of operational and financial affairs of the staffs it is necessary to attention to deep attitude layers of the staffs such as Sense of organizational justice and meet the superior needs. The damage severities in the important factors in the maintenance based on priority are including: the sense of organizational justice, strategic approach, organizational commitment and meet the superior needs. Path analysis showing that strategic approach through mediation of variables of sense of organizational justice and meet the superior needs has the general effect of 0/261 on organizational commitment.

The results of researches of Esfandiyari *et al.*, (2012) indicated that maximum effects is related to behavioral factors (Mean= 33.2) and lowest effect is related to underlying factors (Mean= 24.3) in the damages of HR in Kerman University of Medical Sciences. Among the subset of behavioral factors Motivation and Job Satisfaction 27.2 has the most effect in create HR damages and customer focus 77.1 in comparison with subset of damages in each 3 branches has the lowest effects in HR damages.

Result research of Zakeripour *et al.*, (2011) showed that Vulnerability mostly is including on structural factors (Selection and recruitment, appointment, promotion, job performance evaluation) and behavioral factors (Motivation, job satisfaction, organizational culture, and job security) and the least damage is related to contextual factors. Also studies of Rahmanpour (2001) showed that factors such as valid and relevant information in the time of recruiting (Socialization), Assign jobs according on merit, existence a clear path to career advancement, effective evaluation system and effective Payment System is effective in maintaining human resources. Also the results of Lajvardi (2002) research showed that the most important optimization strategies of manpower planning are include: Standardization of Human Resources, legislation to attract and retain human resources, financial staff budget consistent with the organization's policies, Quality improvement, HR payroll system reform, Trained human resources and creative thinker, Improve the structure and organization of manpower, Create equal educational opportunity, Improve the management and development of human resources, Physical planning human resources requirements of the organization, Forecast amount of supply human resources, Legal and judicial protection of staffs, Employee involvement in the planning human resources, development of physical education and health promotion of human resources, Monitoring and evaluation human resources programs, Development of ICT.

MATERIALS AND METHODS

The kind of current research is application and its method is descriptive survey. The populations of the research are Health center staffs that are 544 people that the sample under studying was calculated by using Morgan and Krejsay table as 226 people. Questionnaire measuring instruments was researcher made had been based on Theories and research questions. That theoretical study was collected through library method through using books, magazines, documents and reputable sites. The questionnaire was designed by using Likert scale and 44 questions that had been made by researcher. The questionnaires was distributed and collected by using random sampling between individuals. Cranach's alpha coefficient was used to assess the validity of questionnaire. And validity of questionnaire has estimated as 0/94 according to Preliminary Study Indicating the high reliability of the measurement instrument. Content validity based on expert judgment has been used to assessing the validity. It should be noted that sing variable T-test has been used to analyzing data of the research. Four subsets of human resources management system with constant interaction are including: system of attract, modifying and supply of

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human resources, the system of HR optimization and training, HR system of maintenance and system of HR usage. The four subsets planning and execute interactive activities and operations that totally meets the objectives of human resource management. In this research the researcher tries with a strategic attitude through evaluation of four HRM recognizes the problems in the system.

Figure (3) shows the main elements of human resources management system with a strategic approach.

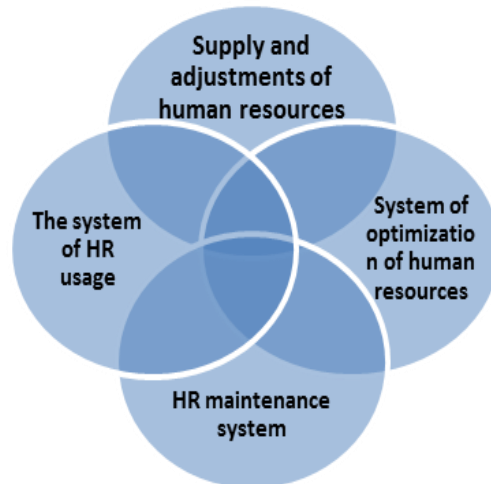


Figure 3: Human resources management system

Research Questions

The Main Question: 1- What are the problems of human resources management system of Abadeh health and treatment network?

Sub Questions

- 1- What are the problems related to system of supplying and adjustments human resources of Abadeh health and treatment network?
- 2- What is the system of optimization of Abadeh health and treatment network?
- 3- What is the system of maintainers of Abadeh health and treatment network?
- 4- What is the system of application of Abadeh health and treatment network?
- 5- What are practical solutions to improvement current status of system of HR management of health and treatment center of Abadeh?

RESULTS AND DISCUSSION

Results

The data analyzing in line with research questions and through determined techniques has resulted to findings that are provided briefly

The research question is included:

What are the problems of human resources management system of Abadeh health and treatment network?

Table 1: Evaluation research variables from the perspective of employees

System	Mean	SD	Standard error	t	df	sig
Supply and adjustments of HR	3.38	1.04	0.07	5.49	225	0.00
HR optimization system	3.27	0.64	0.04	6.48	225	0.00
Maintenance of Human Resources system	3.25	0.66	0.04	5.74	225	0.00
Application of HR system	3.25	0.61	0.04	6.32	225	0.00

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According to findings of table 1 the observed t test is bigger than the critical value at the 5% error level table and the mean values are greater than the average therefore in the health and treatment center four of human resource management system from the perspective of the staff is in a good level.

Table 2: Comparison the variables of human resource management in the health center

	Mean	Deviation
Supply and adjustments of HR	3.38	1.04
HR optimization system	3.27	0.64
Maintenance of Human Resources system	3.25	0.66
Application of HR system	3.25	0.61
sig	f	T ²
0.154	2.05	2.05

According to findings of table 2 the observed f in the 0.5 was not meaningful. Therefore there is no difference between variables of HR system in the health and treatment system.

Discussion and Conclusion

What distinguishes organizations in the era of information and communication is by HR in which it changes the process of the past that was based on the growing interest of organizations to acquire physical resources, natural capital and material capital and has driven it to recruitment, training, deployment and retention of qualified and qualitative human resources these developments have caused human capital should be considered as a reason for success of an organization. Briefly, we can conclude that success and failure of any organization owes its main components, namely human resource management. The health sector that in fact is the protector and champion of health and human resources more than other sectors of the workforce needs educated, skilled and trained human resources .this research has designed with the purpose of identify problems and injuries of human resources management system in the health network with a strategic attitude. Results indicated that from the perspective of health care workers the quad system of HRM is in a good level. Health care workers have stated that the training is properly done; Amenities and recreational facilities and insures of persons properly paid and there are good relationships between managers and employees. So, firstly we will discuss the research results with other studies then some suggestions offered to remove shortcomings resulting from the analysis of this research:

The results of first question in terms of problems related to the adjustment and human resources personnel of Health Network is consistent with some results of researches of Lajvardi (2002), Esfandiari *et al.*, (2012), Rabiee (2010) and Shahbaz and Moradi (2008) and Poor *et al.*, (2011). In order to achieve the more desirable modification of human resource management system recommended that is not just focus on interview during the employment and observe the methods and principles of recruiting and also considering the knowledge, experience and people skills is must performed.

Results of second question from the perspective of investigating problems relating with optimization of human resources of health network is consistent with some result researches of Lajvardi (2002), Esfandiari and Others (2012), Rabiee (2010) and Shahbaz and Moradi (2008) and Poor Zakeri *et al.*, (2011). In order to achieve more desirable of system of optimization HR it is recommended that to make changes in the assessment process and its direct impact on the promotion of people and it is necessary to increasing the amount of in-service training, fair evaluation function in accordance with individuals and inform evaluation results. The results of third question in terms of investigate problems relating to system of maintenance HR of health and treatment staffs has contradict with some results of researches of Lajvardi (2002), Esfandiari *et al.*, (2012), Rabiee (2010) and Shahbaz and Moradi (2008) and Poor *et al.*, (2011). Inconsistent results may be due to time of research implementation, the kind of organizations studied and the attitudes of individuals in organizations. For reaching the more desirable of system of maintenance HR it is recommended to consider to development funds and housing facilities, appropriate measures in order to expand types of insurance (Health, unemployment, retirement) and providing counseling possibilities and recreational and sports facilities.

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Results of fourth question from the perspective of investigating problems relating with usage of human resources of health network is consistent with some result researches of Lajvardi (2002), Esfandiari and Others (2012), Rabiee (2010) and Shahbaz and Moradi (2008) and Poor *et al.*, (2011). For reaching the more desirable of system of usage HR it is recommended to managers create an appropriate relationships based on science and knowledge. Create enthusiasm and influence in the individuals is in such a way that individuals take steps to achieve goals of organization.

Research Limitations and Suggestions for Future Researchers

The population of the research was confined to the health care workers in Abadeh therefore care must be taken to generalize the results to other health networks. The Data gathering tools in this study was researchers made questionnaire that if the researcher had achieved a standard tool in the field and used it the results to be more generalizable. Also the results are interpretable within the framework of quad HRM system, while HRM has other dimensions and types.

This Research was conducted only in the health and treatment network in Abadeh therefore it is recommended to be done similar researches in other health and treatment networks. And its results should be placed within adaptive comparative. It is recommended to investigate problems of HR health and treatment network in later 5 years. It is recommended to investigate problems of HR health and treatment network in other cities and the results should be adaptive compared. It is recommended to use other dimensions in investigating problems of HR system. It is recommended to consider to other variables of organization such as corporate culture, marketing, quality, research and development.

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