

## **Reviewing Development Attitudes and Empowerment of Human Resources along with Improvement of Job Performance in Health System**

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### **Abstract**

Empowering the staff is an important managerial tool that can be applied to guide human resources. Since progress in development of human resources Health centers is accompanied with more than other sectors, the present article deals with studying the importance of empowerment of human resources in organizations and improvement of job performance in health section. This study has utilized many valid resources from related subject. Through reviewing the studies accomplished, considering the organization human resources and educating capable individuals, we may reach a new approach of performance management.

**Keywords:** human resource empowerment; health system.

### **Introduction**

Literally, empowerment is defined as giving authority or granting legal power to others. Nowadays, organizations under the influence of factors like increase in global competition, sudden changes, demand for quality, after sale services, limitation of resources and so forth are experiencing great pressure. After years of experience, the world has concluded that if an organization is going to be precursor in economy and business affairs, and not to stay behind in competition stage, it should enjoy professional, creative and motivated human resources. Human resources comprise the real wealth of an organization. There is a direct link between human Power and efficiency in organizations (West et al., 2002). One of the main concerns of successful businesses is gathering educated and intellectual employees who are able to make changes in the organization. A successful organization is a complex of individuals with organizational culture, common ideas and goals who propose experience and knowledge to their managers through teamwork in flexible system and are highly interested in the increasing progress of the organization. So every individual feels ownership to the organization and his duties. Utilizing all potential capacities of human resources is considered a big advantage for every organization (Huselid, 1995). An efficient organization employs all the potential forces and dramatic talents for progress. Converting the potential forces and dramatic capacities of individuals into action will lead to the progress of the individual and his alignment with the organization and finally productivity. So, in order to achieve the objectives of the organization, effective management of these resources is valuable. In this course, growth, progress, flourishing and enhancement of staff capacities have been considered by authorities, and experts of human resource management under the title of employee empowerment (Arthur, 1994). As organizations confront the organizational challenges and prioritize the continuous improvement, more demand for support and engagement of personnel and their involvement in the job is required. Empowerment is a new and efficient technique to enhance the efficiency of organization through utilizing the staff power. The staff has latent power of knowledge, experience and motivation and empowerment is somehow releasing this power. This technique provides a tool that organizations can use human

resources capacities more and offers a moderate method for controlling instead of rigid monitoring (Whitaker and Marchington, 2003).

Nowadays the advantage of organizations in order to surpass each other, isn't utilizing new technology, but elevating self-confidence and the level of obligation of personnel to organizational objectives. In order to pass different levels, organizations should harmonize themselves with different situations and learn new methods. In this case, they may deal with identifying cases that will be effective and efficient in productivity of the environment (Armstrong, 2006). In the strategy of total quality management (TQM) if special attention is not paid to empowerment of personnel, not only excellence upward course is not passed; but also is condemned to failure. Quality continuous improvement (Kaizen) accomplishes when the staff are provided with the required information and are trusted by the management to be able to utilize their skills and abilities (Hyde et al., 2006). Empowerment is not giving authority to the staff, because the personnel have potential power which becomes apparent in the frame of knowledge and motivation but is a tool for performing these activities. Empowerment means using the positive energy generated for flourishing knowledge and increasing the motivation of personnel from the side of manager that makes the organization successful in achieving its objectives (Biscoe, 2001). Quality continuous improvement is one of the important strategic programs of service and productive organizations through which they achieve their goals. In last several decades, methods like statistic control expenses, quality control management, ISO 9000, quality global standards, renewed management, organizational excellence models, 6 sigma, score balanced card have been utilized for quality continuous improvement. Productive and industrial companies of the world know that quality is summarized in expenses reduction, products and service improvement, optimal use of time, loss reduction, and the satisfaction of customers (Armstrong, 2006). So, the aim of these organizations is to implement empowerment process in order to enhance the quality level of products and the speed of service delivering; it results in accomplishing the expectations, anticipations, customer satisfaction, more benefit and increase of market share (West et al., 2002).

Planning around the expansion of human power in health institutions and the advantages of it for institutions has resulted in increasing attraction. The success level of national health systems depends considerably on the workforce employed. Concentrated human resource management and its importance in delivering services to the patients have been considered in many studies. But, this subject has attracted the attention of policy makers and in order to improve the access to health services, development of initiative in services, and generating modern models to deliver services along with providing services based on patients' needs, concentrated human resources management policies are established as the bases of reforms in these sections (Forsberg et al., 2001).

### **Human resources management and health system**

Human resources management (HRM) is nowadays considered as one of the most essential tools required for increasing efficiency of manufacture factors, namely human power. This importance increases in sections that human power have especial role in production. Considering the importance of development human dimension in recent years, many countries emphasize on their development program based on human capital.

The management theoreticians have always tried to find a theoretical relation between human resource management and the organization performance. Studies show that there is an expanded relation between human resources management and organization performance (Darwish, 2002).

This subject has been discussed in the health system of many countries. For example, some believe that cooperation among human resource managers and executive managers of hospitals is

considered as one of the main indices of increasing their successful performance ability (Bennett & Franco, 1999).

There are more than 320.000 people employed in Iran ministry of health and medical education which translate this section to one of the main service sections regarded to active human power.

National health system is considered as one of the most complex economic structures regarded to human power in every country; this system comprises a vast spectrum of individuals, including administrative sections, to most complex medical specialties which make planning about human power in these sections more difficult.

In health institutions, treatment and health specialists are considered as the most important capital; when these institutions have efficient management on this section of their resources, the result is increasing the quality of services delivered and moving institution to more competitive domain.

Looking at the difficulties related to health institutions, we observe that the concept of human resource management is not performed in them in a suitable manner. Despite the emphasis of many managers on the importance of human resource, they usually ignore the management system, solutions and processes required for supporting this important factor.

Human resource management in the health section of many developing countries is very weak and dissected and lack of motivation is considered as one of the main difficulties of the health systems of most countries (Lokand Crawford, 1999).

Human power is one of the main resources of delivering health- treatment services because utilizing the health technology in management and providing services in order to enhance the health level, is undertaken by this section of health- treatment systems. On the other hand, personnel expenses usually include about 60 to 80 per cent of total current expenses spent in health section. So considering the nature of this section, educating inappropriate number of human power, besides resource loss, will have negative effects on the society health (Bennett & Franco, 1999).

### **Political requirements**

In national level, political environment has been formed in a scattered way for decision making about human resources. The required authority for planning about the compensation of human power, promotion, training, and human power management is distributed among different organizations. Harmonizing the objectives and policies adopted by each of them seems very essential for improving the human power condition in health section. About the political requirements we should consider two points. First, unsuitable personnel policies may result in the lack of skilled human power for institutions. In addition, low salary will lead to the immigration of skilled workforce. The best managers are those who can provide the ground for confronting these limitations through utilizing suitable policies. The main attempts that may be made on this ground include:

- Identifying the limitations related to human power
- Adopting suitable policies and developing the required motivation for preventing the immigration of elite human power
- Alignment of activities that the staff of health institution have the ability to do it
- Improving the structure of salary and fringe benefits

### **The requirements of financial provision**

Powerful financial management in health institutions are considered as the main elements for the activity of efficient human resources. The main characteristic of dynamic financial management

in institution is the presence of suitable personnel budgeting system as a result of which the institution will have the capacity of providing required expenses for activity and development of skilled human power in health section. We should not ignore this point that people are responsible for their decisions, so they should have the ability of financial coverage of their decisions.

On this ground, we should consider two points: first, considering the importance of elite immigration in health section, the required resources for reeducation and increasing their abilities are main elements in keeping this class of human power. This subject removes the scientific requirements of human force; the capacity of institution will be the consequence of increasing skill abilities of those people. Second, delay in the ground of force attraction will lead to the efficiency reduction of health system. Financial resources limitation allows the managers to accomplish the process of human force attraction in due time. Suggestions for confronting with these two subjects include:

- Reviewing the salary and benefits condition
- Evaluation of inequalities in salary and benefits
- Evaluation of training and reeducation demands of staff
- Motivational objectives for staff

### **Education improvement**

One of the main steps to assure that the institution has useful and efficient forces is that the institution should have the required education for its staff and management in different stages. The structure of medical education system in health ministry of many countries, the concerns around training the required workforce training for health section is eliminated somehow; but we should not ignore the apprenticeship and retraining of workforce in health section; because as it was already mentioned health section will have significant influence on increasing the efficiency of workforce, due to the fast growth of knowledge in health domain. The main attempts that may be adopted include:

- Reviewing the role of health providers and their relation with the health demands of the society
- Legislation about apprenticeship and reeducation
- Considering educational incentives to prevent brain drain
- Making contact between continuous education and earning system

### **Making participation**

If implementing special programs in health system confronts with the problem of human power deficiency, we may follow the health services through the use of establishing participation among health section and other sections of the society like nongovernmental institutions, civil institutions, religious institutions, and similar organizations. Building this capacity in health system, in addition to the coverage of deficiencies related to human force will increase the power of delivering health and medical services to different levels of the society. The main attempts for building this capacity in health system may be categorized in the frame of following activities:

- Building structures like board of trustees in the hospital and social health committees
- Facilitating the required power for capital attraction and project management
- Building regional health management teams
- Increasing the incentives for participation in the youth and different social groups in health programs

### **Leadership formation**

Theoretical leadership in different levels of health is one of the necessary demands to confront the health problems and achieve the required goals in complex conditions. The managers of different sections may cooperate in building a theoretical leadership around objectives and programs of health system. Along this, the main practical attempts may be framed in the following form:

- Clear determination of personnel duties and giving proper feedback and supporting them
- Sharing personnel in the process of formulation and supervising the objectives of institution
- Concentration on teamwork in order to identify and solving the problem (Aghdasi et al., 2011).

### **The practical frame for the human resource of health section**

Success in providing human resource for economic institutions, with human resource management as the vital part depends on different factors. Policies like suitable employment, providing sufficient financial resources for human resources, cooperation with educational institutions and training for the staff, participation with private companies, non- governmental and non-profit agencies may be considered among these factors.

Human resource management in this process is located in the center because of the importance and role they have in building integration among different parts.

There are many indices that influence the satisfaction of institution staff. Individuals like to earn fair wages, but studies show that money is not considered as the only factor in job satisfaction. However, fair wages, encourage the workforce to participate in the path to attain the objectives of institution and workforce always tries to increase its efficiency through updating his knowledge and abilities. Updating knowledge and skill abilities is considered as the main subject for health institutions; because medical knowledge is increasing day by day and update being of specialists in different fields will benefit the agency and society (Bossert et al., 2007).

### **Practical attempts for empowerment of personnel**

The following cases are necessary in implementing and establishing a system in an organization and have a marked role in its success. In order to implement empowerment, since human resource is focus of attention, these following cases are more important.

*Organization leadership obligations:* Organization leadership should have long-term programs for implementing empowerment process and through building supportive atmosphere and honest relation with human resource may adopt practical steps in fulfilling organization objectives.

1. Educating personnel to increase their knowledge, skill and abilities : Undoubtedly, efficient and related education is one of the main tools in empowering the personnel to attain organizational objectives. Educational plans will be useful when implemented and supported with the participation of personnel and relied on scientific methods. Most educational plans established for empowering personnel in the organizations are not only ineffective but also have opposite results. The main aim of educational plans is establishing a relation among personnel and management and engaging in organizational plans to enhance work motivation. Unfortunately most educational plans that become operational do-not have the required efficiency and effectiveness and may even deteriorate the relation among personnel and management. Human resource motivational plans build temporary feeling of excitement and happiness in personnel. These plans should increase the level of employees' expectation to make them rich and empowered. Otherwise, after finishing the temporary feeling, they may return to their motiveless state.

2. Considering the benefits of personnel : Paying attention to personnel benefits and building trust in working environment and comprehending that participation in achieving organizational objectives will benefit all organizational elements.

3. Utilizing quality teams through building quality groups: Building teams from personnel who undertake the related responsibility in different levels (team members should be from different organizational levels).

4. Participation of personnel in planning and sharing performance information: Building a mechanism for participation of personnel in planning process and providing performance information across the organization through different methods like chart, graph, newsletter, and session formation (Moye et al., 2005).

### Conclusion

In order to encounter environmental changes and increase the competition in nowadays complex world, we inevitably use methods and tools to confront it. One of the best tools in human resource topic is the concept of empowerment. According to this concept a logical collaboration is established among personnel and organizational management and through giving authority and responsibility to the personnel, besides increasing efficiency and effectiveness, high management will spend much more time for more important cases in the organization.

In organizations where empowerment is practiced, whole organization has been formed as a big team and its members cooperate and interact together in compiling perspectives, objectives and ways to achieve it, so they may act better when confronting threats and risks and will perform faster than competitor organization in using opportunities. Considering the importance of human resource in health section, the most important aspects of human resource management were regarded. In a review of studies undertaken around human resource management in health organizations, a proper model of management elements in human capital section was discussed. This model considered human resources management from five dimensions: political requirements, financial provision requirements, education improvement, human resources management improvement, and building participation. In each section the main attempts effective in improving the condition of human resources were presented.

In general, we may explain that human resources proper management will have a direct link with efficiency and the performance of health institutions. This factor may ensure the workforce what to do, receive due feedback, feel valuable and respectful and finally raise the abilities and growth in the business. Human resource management which is dissected and politicized and human resource management are regarded as two main limitations to have suitable system for human resource management.

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