

## ROLE OF HUMAN RESOURCE IN THE EFFICIENT OPERATION OF COMPANIES IN THE HEALTHCARE ENTITIES

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**Summary:** Human resources determine each organisation functioning. It is assumed that they significantly contribute to the efficiency improvement, affect the results obtained by the company. The efficient human resources management concentrates not only on the development of competences but it also cares for the psychological and physiological condition of an employee.

The holistic approach to the health and human potential management is necessary in the context of the organisation functioning in the conditions of unsecure and huge competitiveness, ageing society, higher professional activity of women in the labour market, employment growth in the services and differentiating the traditional work structures.

Due to the vast role which work plays in the human life, aware and skillful shaping of the work environment is particularly important. The purpose of this article is to emphasise the role of human potential in the context of an effective functioning of the healthcare entities in the light of empirical research.

**Keywords:** human resource, conditions of the medical staff's work, healthcare entities

### 1. Introduction

There were many changes both in the theory and in practice concerning the approach to the human work issue in the last century. The professional work constitutes almost one third of life, shapes the life plans, affects the human development, releases initiative and creative thinking activity, brings happiness and satisfaction but may also constitute the source of problems, worries, may cause that that human being is unhappy and discouraged. Thus, it is not surprising that the professional work, valued as much as family life, starts to lead in the modern human being's system of values. Human potential management receives a significant role in the organisation development, obtaining competitive advantage and in creating added value.

The proper use of this intangible, non-financial potential may significantly increase the company effectiveness, its value, significantly affect the increase in competitiveness as well as maximise the social benefits.

The coherent human resource management system, harmonised with other areas of the organisation functioning and adapted to the context of its operation affects the social receipt, which is included in the company goodwill and is seen as the employees' engagement and satisfaction, the most important resource of each organisation.

Bad company reputation results in the human beings' lack of trust to the company, to its market offer, the lack of recognition and acceptance of everything the organisation says and states about itself in its surrounding (Dowling, 2001).

In the surroundings in which the stabilisation gives place to the creative destruction, the companies have to be changed continuously in such a way that they deliver long-term values and satisfy the market needs.

The area of the health protection is very important for the needs of the market. The area of healthcare is a very specific one, the usefulness of particular management concepts is especially important in its area to create the efficient working environment conditions.

## **2. The role of the system of human-work in raising the efficiency of healthcare entity functioning in the light of empirical research**

The employees of the healthcare sector performing the wide scope of activities in the working environment are exposed on different threats of their health connected with the differentiation of tasks and performed activities.

About 10 % of different workers in the European Union are employed in this sector. The working conditions specifying the level of physical, psychological and social burden in the work process depend on numerous factors (Pytel-Kopczyńska, 2014a).

The nurses due to the fact that they are exposed on numerous threats connected with the nature of work are exposed on injuries and diseases caused by needle pricks and blood derivative diseases. Additionally, as it arises from numerous statistical data and the results of tests, the occurrence of muscle and skeleton system diseases is also a problem (Pytel-Kopczyńska, 2013).

The numerous psychological and social conditions comprise also a significant issue existing in the nurse's working environment (Pytel-Kopczyńska, 2014b).

As it results from the data published by the International Council of Nurses, many people performing this medical occupation are endangered on the risk of injuries, suffer from injuries, have accidents at the work place due to which they are unable to continue their work. Respectively, 75.8% of the nurses surveyed in the USA stated that the dangerous working conditions affect their ability to provide qualified care and as many as 88% of respondents stated that the decisions about the type of performed work as well as decisions about the fact whether they will continue it in general depend on the conditions in which the work is performed (Papp E. M., 2007).

The above observations confirm the results of the pilot empirical research conducted by the author on the group of 100 nurses employed in a hospital at the area of Śląsk Province which was performed within the research project referring to the working conditions among the medical professions. They will be discussed more widely in next publication.

The tested area referred to the work features connected with the psychological and social employees' needs and preferences, work features connected with the social relations and work features connected with the management system.

The analyses show that the nurses feel strongly responsible for the life and health of another man, they are exposed on experiencing internal conflicts at work, they feel underestimated and regard that their remuneration is not adequate to the requirements they have to face. The majority of the tested persons have the feeling of limited possibilities of professional development. Despite the fact that the majority of respondents feel the authentic support from the closest co-workers, paradoxically the majority of tested persons state that there is a negative competitiveness between the workers in the work place.

Moreover, the nurses are exposed on conflicts with patients or their families. Almost half of the tested persons claim that they are endangered on hostile behaviours, aggression or mobbing in the work place. Additionally, remuneration and the security of employment appear as one of the most important priorities connected with the performed work.

The nurses list as the least important the following factors: possibility to increase the qualifications, performance of attractive tasks and high efficiency that was assessed as the least important. Also the lack of employees' information concerning such matters as development strategy or events important for the medical entity turned out to be really

significant. The lack of such information causes that the employees do not identify themselves with the company as well as decreases the feeling of security referring to the employment continuity in a given organisation. Sharing such information with the employees gives them the feeling of participation and influence on the organisation future, increases the awareness of their own work meaning in the context of the performance of objectives for the benefit of the whole medical entity.

### 3. Conclusion

In the economically well-developed countries the competitiveness of companies depends on the continuously changing external and internal, market and non-market, conditions. They cause that the companies use newer and newer competitiveness factors while obtaining customers, looking for the acceptance of their actions in the social opinion. Analysing the sources of the companies competitive advantage it is possible to differentiate numerous important factors. The competitiveness factors specified as the classic ones stop playing a significant role. The human abilities and skills are attributed to people as important in the process of creating the added value and company development.

The factors referring to different aspects of the employees' health care, creating the appropriate working conditions for the staff of all age groups, promoting the mental health, creating healthy conditions in the work place, maintaining the ability to work for the whole period of professional life, facilitating the social communication referring to the health matters belong to the additional competitiveness factors which are more and more often distinguished by the employees.

However, it is necessary to consider the fact that the same person behaves during work in a different way, depending on the fact how long the work process takes, disbursement of the work force and what type of work is performed. The human organism reacts differently at the complicated work, differently at the monotonous, hard, demanding work, e.g. frequent change of the body position. Two type of factors work here, the ones, which increase the effectiveness, efficiency and disposition to work, i.e. the psychological and physiological conditions of the readiness growth and the ones which increase the eagerness to work, i.e. the mentally conditioned readiness growth.

It is not indifferent which factors constitute the barriers in the scope of proper functioning of the human-work system. Should the system efficiency increase with the influence of eagerness but without the improvement of the working conditions, it happens as the increased use of energy reserves in the human body. Thus, the interaction employee and working environment should be perceived as a system, which produces intelligent actions, enabling the performance of the objectives indicated by the company.

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