

# Trends in the Recruitment and Hiring of Employees in the Healthcare Sector in

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Original Article

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## Abstract:

**Introduction:** A key factor in the success of a modern company in a competitive environment is the effective use of the resources available to it. The resource that still provides the highest added value relative to its cost is undoubtedly human labor: human effort leading to a goal, involvement, invention, and cooperation.

**Research sample and research objective:** The main research objective was to find out the perceptions of the respondents on the importance of the goals of human resources management in the health sector and compliance with the established steps in the process of recruiting and selecting employees. The partial goals were to assess the opinions of the respondents regarding the importance of various human resources management goals in the health sector and to evaluate the extent to which the established steps in the process of recruiting and selecting employees are being applied in healthcare organizations. The research sample was selected by deliberate selection and consisted of 109 respondents: health care managers (n=16), experts from the field of health management (n=15), experts from the field of human resources (n=19), directors of health facilities (n=10), and medical (n=28) and paramedical staff (n=21). **Methods:** A Likert scale as used to quantify subjective responses and gather data on participants' attitudes or opinions toward a particular topic. The range of interpretation of the average score of the Likert scale was given as follows: 1,0-2,4 (negative attitude), 2,5-3,4 (neutral attitude) and 3,5-5,0 (positive attitude).

**Results:** According to the results, the most important human resources management goal is "Support the achievement of the organization's strategic goals by creating and applying human resources strategies in accordance with the organization's strategy (strategic human resources management)" received the most positive responses.

**Conclusion:** The majority of respondents (52.29%) mentioned that their organization either applies all of the defined steps or has its own customized procedure for recruitment and selection. However, a significant proportion (approximately 58.72%) indicated that only some or none of the defined steps are being followed, raising concerns about the effectiveness and consistency of the recruitment and selection process in these organizations. The findings highlight the need for further investigation and potential improvements in HR practices to ensure a more standardized and rigorous approach to hiring and selecting employees.

**Biography of the first author:** In 2004, I finished my studies at the Faculty of Medicine, Comenius University, Bratislava. In 2013 at the Slovak Medical University in Bratislava in the Department of Trauma Surgery, I conducted the Specialization Exam on 21.10. 2013. In the period 2012-2014, I was in post-graduate study in Surgical Science at The University of Edinburgh, UK. In 2020, I obtained the title of Public Health Administration/ MHA at St. Elisabeth University of Health Care and Social Work and at the University Institute of Economic and Legal Sciences the title of Master of Business Administration.

In the period 2006-2009, I worked at The Faculty Hospital in Nitra. From 2009-2011 I worked at the University Hospital of

Wales as a doctor in the Department of Orthopedics and Traumatology (Clinical Fellow Trauma and Orthopedic Department, SpR) and as a doctor in the Department of Emergency Medicine (Clinical Fellow Accident and Emergency Department, Locum SpR). Between 2011-2012 I was employed at Norfolk and Norwich University Hospital as a doctor in the Department of Orthopedics and Traumatology (Clinical Fellow Trauma and Orthopedic Department, SpR). Next, until 2014, I worked at the Hospital and Polyclinic of Saint Luke, Galanta as a doctor in the Department of Trauma Surgery and Orthopedics and as a chief physician in the Central Patient Intake Department (from 01.01.2014). Until 2015, I worked at Uherské Hradiště Hospital, JSC as Deputy Head of the Trauma Department. In the period 2015-2016, I worked as a doctor in the Department of Trauma Surgery SZU UNB. Since 2016, I have been working at the Hospital with Polyclinic Trnavské mýto as a doctor in the Orthopedic Department. In 2023, I finished my rigorous work at the Faculty of Public Health, Slovak Medical, Bratislava.

## Introduction

A key factor in the success of a modern company in a competitive environment is the effective use of the resources available to it. The resource that still provides the highest added value relative to its cost is undoubtedly human labor: human effort leading to a goal, involvement, invention, and cooperation. Therefore, human resources management is an important part of the strategic management of any organization (1).

The goal of human resources management should mainly be to ensure a sufficient number of employees with the necessary skills and qualities with a long-term perspective of their involvement. Thus, the goals of human resource management include:

- strategic goals by creating and applying human resources strategies in accordance with the organization's strategy (strategic human resources management),
- contribute to the development of a culture aimed at achieving high performance,
- to ensure the organization of talented, qualified, and dedicated people,
- strive to create positive working relationships and instill mutual trust between management and employees,
- to support the application of an ethical approach to people management (2).

People management is a broad complex of definition, planning, management, organization,

and procedures depending on the life cycle of the employee and the company. Human resources management consists of passive personnel administration, operational personnel management, and conceptual human resources management (3).

One of the stated goals is to secure talented, qualified, and dedicated people. Ensuring human resource management is associated with the application of various procedures in the field of human resource planning, recruitment, and selection, talent management, performance management, compensation, training, and development (2).

Fulfilling this goal is largely the task of the organization's personnel department or individual staff members. However, the content of their work is not only administrative tasks and personnel management methodologies (3). They also help in creating an environment for achieving higher performance of employees, more effective use of their skills and knowledge, and personal satisfaction in the workplace and in private life (work-life balance). Both employees and organizations will benefit from the results achieved.

An important process that affects the successful fulfillment of goals is the acquisition of new employees and their selection (4). That is, deciding which job applicants should be hired. It is a multi-stage process, which should also in-

clude continuous evaluation of input parameters and possibly adjustments to the process to meet the desired goals. Organizations usually invest considerable resources and energy in recruiting and selecting employees. This is because the high-quality recruitment and selection of employees is a condition for their job stabilization and thus a comprehensive solution to all factors affecting turnover. Fluctuation can be a consequence of low levels of job satisfaction (5).

Armstrong and Taylor (2) include the following steps in the recruitment and selection process:

- Defining requirements
- Addressing applicants
- Handling applicants' requests
- Conducting interviews with applicants
- Testing of applicants
- Assessing applicants, obtaining references, and checking them
- Confirmation of the job offer
- Monitoring of a new employee

## Research objective

The main research objective was to find out the perceptions of the respondents on the importance of the goals of human resources manage-

ment in the health sector and compliance with the established steps in the process of recruiting and selecting employees. The partial goals were to assess the opinions of the respondents regarding the importance of various human resources management goals in the health sector and to evaluate the extent to which the established steps in the process of recruiting and selecting employees are being applied in healthcare organizations.

To find out respondents' perceptions of the respondents on the importance of the goals of human resources management in the health sector and compliance with the established steps in the process of recruiting and selecting employees we set the following research questions:

RQ1: What are the perceptions of respondents regarding the importance of different human resources management goals in the health sector?

RQ2: What are the perceptions of respondents on the extent healthcare organizations implement the previously defined steps in the process of recruiting and selecting employees?

**Table 1** Average Likert scale score - respondents' answers to the question „How important do you think the following human resources management goals are“

	1 (least important)	2	3	4	5 (most important)	Average score
Support the achievement of the organization's strategic goals by creating and applying human resources strategies in accordance with the organization's strategy (strategic human resources management)	0	0	21	212	245	4,39
Contribute to the development of a culture aimed at achieving high performance,	0	30	105	112	155	3,69
To ensure the organization of talented, qualified, and dedicated people,	0	0	78	176	195	4,12
Strive to create positive working relationships and instill mutual trust between management and employees	0	36	123	96	130	3,53
To support the application of an ethical approach to people management	0	16	75	128	220	4,03

**Table 2** Respondents answers to the question „Are the following steps applied in your organization (defining requirements, addressing applicants, processing applicant requests, interviewing applicants, testing applicants, evaluating applicants, obtaining references and checking them, confirming job offers, tracking new employees) to the process of recruitment and selection of employees?“

	Absolute frequency (n)	Relative frequency (%)
Yes, we apply all of the defined steps	18	16,51
Yes, we only apply some of the defined steps	39	35,78
No, we do not apply the defined steps	25	22,94
We have our own procedure for recruiting and selecting employees	27	24,77

## Research sample and methodology

In order to obtain answers to the research questions, we carried out anonymous questionnaire research. The research sample was selected by deliberate selection and consisted of 109 respondents: health care managers (n=16), experts from the field of health management (n=15), experts from the field of human resources (n=19), directors of health facilities (n=10), and medical (n=28) and paramedical staff (n=21). As a tool, we used a questionnaire of our own construction that contained socio-demographic questions and questions related to the researched area. We used the Likert scale to quantify subjective responses and gather data on participants' attitudes or opinions toward a particular topic. The range of interpretation of the average score of the Likert scale was given as follows: 1,0-2,4 (negative attitude), 2,5-3,4 (neutral attitude) and 3,5-5,0 (positive attitude) (6).

## Results

According to the results, the option "Support the achievement of the organization's strategic goals by creating and applying human resources strategies in accordance with the organization's strategy (strategic human resources management)" received the most positive responses. Based on the average score of the Likert scale, the respondents expressed a positive perception (score between 3,5-5,0) of the importance of all the stated objectives of human resources management

Based on the provided responses and their absolute and relative frequencies, we can inter-

pret the application of the specified steps in the recruitment and selection process in the organization as follows:

"Yes, we apply all of the defined steps". This response indicates that 18 out of the 109 respondents (approximately 16.51%) stated that all of the defined steps, including defining requirements, addressing applicants, processing applicant requests, interviewing applicants, testing applicants, evaluating applicants, obtaining references and checking them, confirming job offers, and tracking a new employees, are applied in their organization's recruitment and selection process. This is a positive indication that the organization follows a comprehensive and systematic approach to hiring new employees.

"Yes, we only apply some of the defined steps". 39 respondents (approximately 35.78%) reported that their organization applies only some of the defined steps in the recruitment and selection process. This response suggests that while some aspects of the process are being followed, there may be gaps or inconsistencies in implementing all the necessary steps.

"No, we do not apply the defined steps". 25 respondents (approximately 22.94%) indicated that the defined steps in the recruitment and selection process are not applied in their organization. This response is concerning as it indicates a lack of adherence to established HR practices, which could potentially lead to suboptimal hiring decisions and employee selection.

"We have our own procedure for recruiting and selecting employees". 27 respondents (approximately 24.77%) mentioned that their orga-

nization follows its own procedure for recruiting and selecting employees. While this response does not provide specific details about the steps followed, it suggests that the organization has a customized approach to the recruitment and selection process.

## Discussion

Regarding the importance of human resources management, it can be concluded from the results of the survey that, according to the respondents, the most important is: supporting the achievement of the organization's strategic goals by creating and applying human resources strategies in accordance with the organization's strategy (strategic human resources management), ensuring the organization has talented, qualified and dedicated people, and supporting the application of an ethical approach to people management. The obtained results can be supported by the theory of people management according to Armstrong and Taylor (2), who confirm, among other things, that supporting the achievement of the organization's strategic goals by creating and applying human resources strategies in accordance with the organization's strategy (strategic human resources management); ensuring an organization has talented, qualified and dedicated people; and promoting the application of an ethical approach to people management are some of the main objectives of people management. These results also (partly) correspond with some of the key discussions and concepts covered by Dessler and Varkey (7).

Overall, the majority of respondents (52.29%) mentioned that their organization either applies all of the defined steps or has its own customized procedure for recruitment and selection. However, a significant proportion (approximately 58.72%) indicated that only some or none of the defined steps are being followed, raising concerns about the effectiveness and consistency of the recruitment and selection process in these organizations. The findings highlight the need for further investigation and potential improvements in HR practices to ensure a more standardized and rigorous approach to hiring and selecting employees.

## Conclusion

Regarding the importance of human resources management, it can be concluded from the

results of the survey that, according to the respondents, the most important are: supporting the achievement of the organization's strategic goals by creating and applying human resources strategies in accordance with the organization's strategy (strategic human resources management), ensuring the organization has talented, qualified and dedicated people, and supporting the application of an ethical approach to people management.

Interesting results were yielded by the answers to the question: "Are the following steps applied in your organization (defining requirements, addressing applicants, processing applicant requests, conducting interviews with applicants, testing applicants, assessing applicants, obtaining references and checking them, confirming job offers, tracking new employees) to the process of recruitment and selection of employees?". 39 respondents (36%) only apply some of the recommended steps for the recruitment and selection of employees. 27 respondents (25%) have their own procedure for recruiting and selecting employees. 25 respondents (23%) do not apply of the above steps, and only 18 respondents apply all the above steps (23%).

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