

# ULOGA OPREMLJENOSTI ZDRAVSTVENIH USTANOVA KOD LJUDSKIH RESURSA

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## **Apstrakt**

*Ovaj rad daje analizu trenutnog trenda u praksi ljudskih resursa i demonstrira dodatnu vrednost za menadžment zdravstvenih organizacija. To se radi zbog procene funkcije ljudskih resursa i istražuje vrednosti dodajući elemente upravljanja ljudskim resursima i upoređuje smanjenje rizika njegovih odlika. Rezultati ove analize pokazuju da, iako visoke funkcije ne dodaju vrednost, oni takođe mogu pomoći da se identifikuju rizici, što omogućava razvoj strategija za smanjenje uticaja ovih rizika.*

*U radu se upućuje na razloge za naglasak na dodatnu vrednost, aspekta ljudskih resursa je zbog profesionalaca i želje da budu uključeni u najranijim fazama procesa donošenja odluka. U radu se zaključuje suprotan stav da bi profesionalci ljudskih resursa postali preokupirani da bi pokazivali dodatnu vrednost, tvrdeći strateški značaj upravljanja ljudskim resursima vremenom otkriva samog sebe.*

**Ključne reči:** *ljudski resursi, zdravstvene ustanove, menadžment.*

**JEL:** *I19, I39.*

## **Uvod**

Jedan od ključnih elemenata koji utiču na efikasnost upravljanja ljudskim resursima jeste opremljenost zdravstvenih ustanova. Opremljenost se odnosi na dostupnost adekvatne medicinske opreme, tehnologije i drugih resursa koji su neophodni za pružanje kvalitetne zdravstvene usluge. Organizacija ljudskih resursa u menadžmentu zdravstvenih organizacija se najčešće može videti kroz odeljenje ljudskih resursa koje je samo jedan od nekoliko odeljenja koja se bore za ulaz na strateškom nivou odlučivanja procesa u organizacijama. Ako odeljenje ljudskih resursa može pokazati njenu vrednost i doprinos organizacionih ciljeva,

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verovatno je da će dobiti poziciju na izvršnom odboru, gde se može obezbediti kontinuirano i dosledno prilivanje resursa(Pinter et al., 2021). Iako je deo odbora koristan u smislu da je u mogućnosti da doprinese strategiji, postaje deo odbora, ali ne treba da bude najvažniji cilj odeljenja ljudskih resursa. Ljudski resursi obuhvataju mnogo različitih funkcija, sve što doprinosi vrednost na različite načine organizacije. Gotovo neizbežno, to je dovelo do nekih ljudskih resursa gde se sva politika ljudskih resursa testira kao i stepen na kome može da se dokažu dodatna vrednost, vremenom postaju i održavaju svoju poziciju kao deo top menadžmenta. Ulaganjem u zdravstvene ustanove direktno se utiče na ljudske resurse prevashodno kapitalnim ulaganjima, dok se tekućim ulaganjima postiže kontinuitet u održavanju statusa istih(Willgerodt et al., 2020). Mnoge od ovih funkcija će takođe doprineti organizaciji u smislu smanjenja rizika. Ovaj rad će prvo ispitati šta su ključne funkcije ljudskih resursa i naknadno razmotriti u kojoj meri dodaju vrednost ove funkcije i smanjuju rizik. Ulogom u formulisanju strategije daje se održivost opremanja i stalnog koincidiranja statusa ljudskih resursa sa kapitalnim opremanjem zdravstvenih ustanova čime se upućuje na aktivnosti profesionalnog menadžmenta ljudskih resursa kako bi se ojačala pozicija zaposlenih.

### **Ključne funkcije ljudskih resursa**

Uloga upravljanja ljudskim resursima u okviru organizacija varira između organizacija i država. Zbog ograničenja u pogledu istraživačkog predmeta ovog rada, to će pretpostaviti da odeljenja ljudskih resursa igraju osnovnu organizacionu ulogu u sledećih pet osnovnih aktivnosti ljudskih resursa(Gesese et al., 2020):

- Resursi,
- Obuka i razvoj,
- Sisteme nagrađivanja,
- Komunikacije i
- Opšta uprava.

Resursi se odnose na regrutaciju i selekciju zaposlenih u organizaciji. Resurs je jedan od ključnih uloga odeljenja ljudskih resursa, kao i povezanost sa resursima je koncept usmeravanja znanja i talenata za upravljanje. Kroz obuku i razvoj, odeljenja ljudskih resursa su u stanju da razviju talenat radi jačanja kompetencije zaposlenih. Kroz procene i sisteme nagrađivanja, ljudski resursi su motivacija za zaposlene(Manić & Radosavljević, 2022). U svim vremenima odeljenja ljudskih resursa igraju važnu ulogu u komunikaciji menadžment prerogativa za radnu snagu i uključuju je u osnovni administrativni nivo sa više različitih oblika.

Zbog toga je bilo pokazano da se odeljenja ljudskih resursa eksplicitno odnose sa ljudima, upravljanja i planiranja; predviđanje budućih promena u radnoj snazi kako bi se obezbedili odgovarajući ljudi da rade u okviru organizacije. Mnogi

pisci u oblasti ljudskih resursa ističu da "su ljudi najveća vrednost kompanije"(Tešić, 2018). Međutim, to se takođe može reći da su zaposleni i najveća odgovornost organizacije, ili posao je samo dobar kao njegov najslabiji radnik. U suštini, način na koji se zaposleni posmatra, ili kao najvrednija imovina ili najveća obaveza, može da se promeni način na koji se vidi doprinos ljudskih resursa, na dodatnu vrednost ili smanjenje rizika.

### **Metode istraživanja**

U radu koristimo metodu korelacije kako bi utvrdili odnos stanja i strukture rashoda finansiranja iz budžeta i ljudskih resursa kao osnovnog činioca zdravstvene zaštite u Republici Srbiji. U cilju sagledavanja ekonomskih činilaca i načina finansiranja budžetskog dela zdravstvene zaštite sa jedne strane i menadžmenta ljudskih resursa kroz broj stalno zaposlenih koristićemo različite analitičke pokazatelje. Jedna od osnovnih varijabli je BDP i budžet Republike Srbije i oni će biti polazna veličina razmatrana u ovom istraživanju. Pored toga koristiće se i odnosi između budžetskih aproprijacija koje predstavljaju udele na rashodnoj strani budžeta opredeljene za namene finansiranja što je ujedno pokazatelj udela rashoda u ukupnoj državnoj potrošnji kao sastavnom delu BDP-a.

U radu će se koristiti podaci Narodne banke Republike Srbije, Zavoda za statistiku Republike Srbije za period od 2015. do 2022. godine.

Za potrebe istraživanja koristili smo model  $GDP=C+G+I+X-M$ , rashodnog metoda utvrđivanja BDP u kome C označava ličnu potrošnju, G javnu potrošnju, I investicije, X izvoz, a M uvoz(Folkman et al., 2019).

U toku istraživanja primenili smo model korelacije Pirsonovog koeficijenta  $r_{xy}=C_{xy}/SD_x \cdot SD_y$ , gde  $C_{xy}$  označava kovarijansu, a  $SD_x \cdot SD_y$ , proizvod standardnih devijacija  $x$  i  $y$ . Program STATISTICA se koristi za obračun i grafičko prikazivanje rezultata (Chatalalsingh & Reeves, 2014).

### **Ljudski resurski kao funkcija dodavanja vrednosti**

Značajna količina radova iz oblasti ljudskih resursa je ispitala kako se dodaje vrednost ljudskih resursa organizacijama. Istraživanje je pokazalo da postoje jasne veze između prakse ljudskih resursa i performanse preduzeća. Međutim, najveći problem je kvantifikovanje vrednosti u realnom smislu. (Keshmiri & Moradi) 2021 su istraživali performanse rada sistema kompanije realizacijom kroz ljudske resurse. Rezultati istraživanja su pokazali da ljudski resurski pomažu zaposlenima u tri vitalne oblasti; sposobnost, motivacija i mogućnost. Odeljenja ljudskih resursa pružaju mogućnosti za zaposlene da dobiju relevantnu obuku (naglašavajući kroz učenje), pružajući motivacione nagrade i davanjem zaposlenima priliku da doprinesu pri donošenju odluka. Promet i produktivnosti, kao i obe kratkoročne i dugoročne finansijske performanse. Istraživanja Chen et

al., (1995) i Alolayyan et al., (2021) i podržavaju ideju da ljudski resursi mogu zaista dodati vrednost organizaciji. Jedinstven način na koji odeljenja ljudskih resursa dodaju vrednost organizaciji je regrutovanje zaposlenih koji su u odgovarajućoj nadležnosti i stanju organizacione kulture. Osim toga, uloga odeljenja ljudskih resursa je u obuci i razvoju, kao i sprovođenje odgovarajućih sistema za nagrađivanje. To je još jedan način na koji se dodaje vrednost upravljanja ljudskim resursima. To je zato što odgovarajuće nagrade i procene mogu da imaju efekat na motivisanje zaposlenih i da ih ohrabri da budu inovativni.

Primenom metode korelacione analize možemo videti kako se kretao broj zaposlenih u odnosu na ulaganje u opremanje zdravstvenih ustanova u Republici Srbiji, a na osnovu podataka iz budžeta.

**Tabela 1.** Izdvajanja za zdravstvo po godinama u milijardama dinara

| Godina | 2018 | 2019  | 2020  | 2021  | 2022  |
|--------|------|-------|-------|-------|-------|
| Iznos  | 17,3 | 18,71 | 32,67 | 32,08 | 34,73 |

Izvor: Zakon o budžetu RS (2018-2022)

**Tabela 2.** Broj zaposlenih u zdravstvenom i socijalnom radu

| REPUBLIKA SRBIJA            |        |        |        |        |        |        |        |        |
|-----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| Godina                      | 2015   | 2016   | 2017   | 2018   | 2019   | 2020   | 2021   | 2022   |
| Zdravstveni i socijalni rad | 151674 | 148945 | 146147 | 144987 | 144785 | 146418 | 149422 | 151214 |

Izvor: RZS Napomena: od 1999. bez podataka za AP Kosovo i Metohija

Uticaj upravljanja ljudskim resursima u svakoj pojedinačnoj oblasti je teško empirijski pokazati. Međutim, istraživanja su pokazala pozitivnu korelaciju između politike ljudskih resursa i zdravstvene organizacije (Tešić et al., 2021). U okviru organizacije koje imaju visoko učešće u pet opštih ljudskih resursa iz prethodno navedenih oblasti, postoje verovatnoća da će biti više primetno. Prednosti rezultata angažovanja odgovarajućih ljudi za posao treba da bude nizak nivo odsutnosti, malo rada na promet i stoga očuvanje znanja u okviru organizacije. Ako se procene sistema uspešno sprovode oni mogu da imaju odličan efekat na motivaciju (Pellegrini et al., 2018). Uspešnim planiranjem ljudskih resursa može se pomoći zaposlenima da naprave uspešne karijere i da zaposleni dostignu svoj puni potencijal. Stavljen je jak naglasak na razvoju liderstva u okviru upravljanja ljudskim resursima i to je od vitalnog značaja za uspeh organizacija.

Podaci Eurostata pokazuju da Srbija zaostaje za zemljama CIE po broju dijagnostičkih medicinskih aparata. Prema pokazatelju broja medicinske opreme na 100.000 stanovnika, državno zdravstvo u Srbiji raspolaže sa upola manje CT skenera, Gama kamera i jedinica za radio terapiju i čak 3-4 puta manje PET skenera, magnetnih rezonanci i jedinica za angiografiju nego što je to slučaj u zemljama CIE (Gazdić & Nikolić, 2023).

Profesionalci ljudskih resursa projektuju sisteme nagrađivanja kao što su plaćanje rezultatima ili plata vezana učinkom. Podsticati zaposlene da budu produktivniji i omogućavati organizaciji da bude fleksibilnija. Pokazano je da ljudski resursi daju vrednost organizaciji a to može biti pokazano empirijski i u funkcionalnom smislu. Međutim, ako odeljenje ljudskih resursa ne dodaje vrednost takođe može pokazati da ljudski resursi smanjuju rizik za organizaciju, isto kao što mu i dodaje vrednost.

**Tabela 3.** Koeficijent korelacije

| Correlations (Spreadsheet1) Marked correlations are significant at $p < .05000$<br>N=5 (Casewise deletion of missing data) |                        |
|--|------------------------|
|  | <b>Broj zaposlenih</b> |
| <b>Izdvajanja za zdravstvo</b>   | 0.83                   |

Koeficijent korelacije pokazuje visok koeficijent koji upućuje da su se izdvajanja u zdravstveno opremanje pratila povećanje broja zaposlenih.

### **Ljudski resursi kao faktor smanjenja rizika**

Iako su zaposleni ključni izvor održive konkurentske prednosti za zdravstvene ustanove, kapitalni troškovi često čine najveći deo investicija. Dok ljudski resursi podrazumevaju upravljanje i razvoj ključnih izvora održive konkurentske prednosti, odeljenja ljudskih resursa takođe deluju kao sredstvo za smanjenje rizika za organizacije (Remtulla et al., 2021). Odeljenja ljudskih resursa smanjuje rizik u zdravstvenim ustanovama kroz svoje aktivnosti u resursima, obuka i razvoj, nagrada sistema i kroz komunikaciju sa radnom snagom. U suštini, smanjenje rizika je povezano sa rizikom menadžmenta kao proces koji indentifikuje rizike i onda razvija strategije da smanji uticaj rizika.

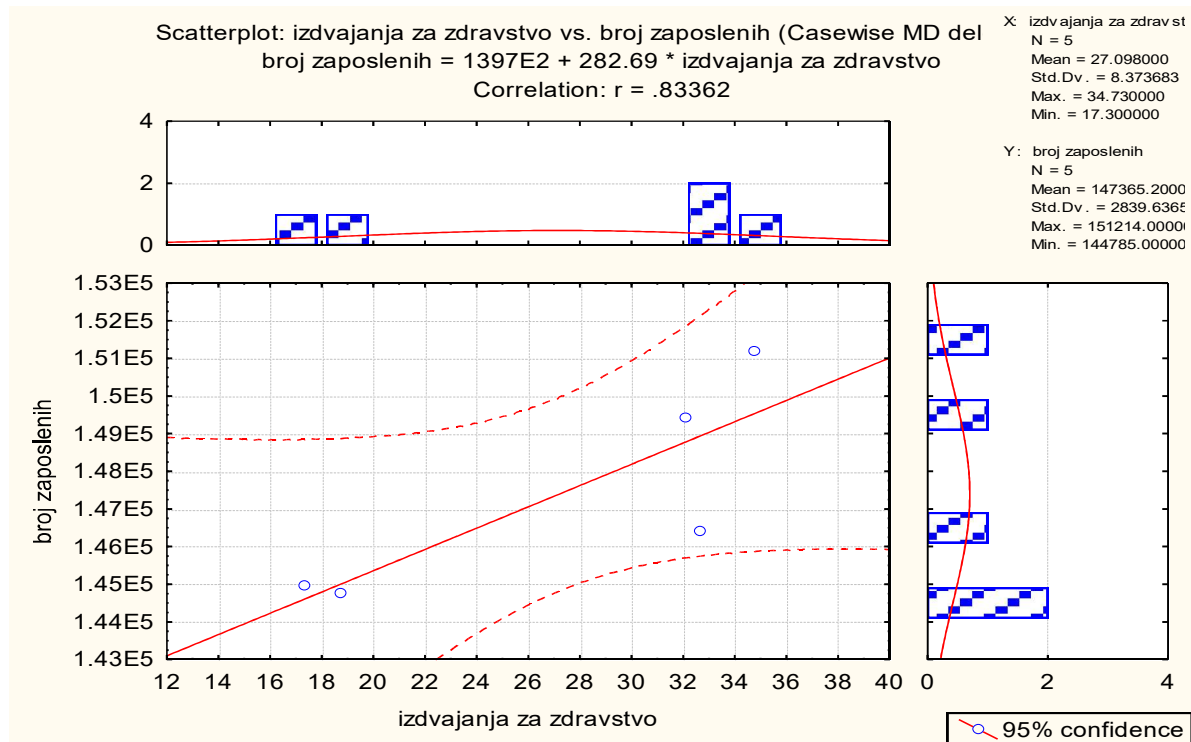
Holbeche navodi da profesionalci rizik menadžmenta trebaju da primene svoje tehnike na zadatke ljudskih resursa. Holbeche tvrdi da zapošljavanje je područje gde postoji visok nivo potencijalnih rizika, ako se radi brzo i bez brige, pogrešni zaposleni mogu da uđu u organizaciju (Mihajlović et al., 2020). Efekat ove organizacije može biti katastrofalan i ova pretnja je povećana u javnom sektoru, gde je relativno teško da se zaposleni otpuste. Ako se proces zapošljavanja ne uradi pažljivo takođe može doći do visokog pada prometa. Peterson obajšnjava da odeljenja ljudskih resursa pomažu smanjenju obima radne snage. Međutim, u koliko je dodata vrednost, ona se takođe može videti da su pokazali smanjenje

rizika. Takođe tvrdi da stoga zapošljavanje odgovarajućih ljudi od početka može da sačuva organizaciju značajnih troškova(Varndell et al., 2021)

Proces zapošljavanja predstavlja rizik za svaku organizaciju. U okviru toga mnogi autori analizirajući ovaj proces ističu da je visok nivo izostanaka rasprostranjen u mnogim organizacijama,tj. izostajanje zaposlenih sa posla može da košta firmu milione dolara. Ovaj problem može odlično da se reši kroz odeljenja ljudskih resursa na način da smanje rizik zaposlenih koji predstavljaju rasipanje u organizacionim resursima.

Iz statističke analize možemo videti da se u Republici Srbiji izdvajanja za zdravstvo kretala saglasno mogućnostima zapošljavanja kadra u stalni radni odnos zdravstvenih ustanova, naravno praćen pojavama COVID 19 kao izuzetno značajnog faktora(Rawlinson et al., 2021).

**Grafikon 1.** Prikaz deskriptivnih statistički pokazatelja i korelacije odnosa menadžmenta ljudskih resursa zdravstva u RS



Menadžment ljudskih resursa je takođe bitan reduktor rizika, jer može da poboljša komunikaciju između višeg rukovodstva u ovom slučaju onih koji odlučuju i samih zdravstvenih radnika kao radne snage(Stankov & Roganović, 2022).

Važno je osvrnuti se i na rezultate dobijene u Studiji o formalnim i neformalnim žalbanim mehanizmima u Srbiji, iz koje se može videti profil zaposlenih u HR departmanu, odnosno odeljenju ljudskih resursa koje po najviše svojom stručnošću i znanjem mogu uticati na kompletnu strukturu ljudskih resursa u privatnim

kompanijama. Dobijeni rezultati će se posmatrati u komparativnom kontekstu u odnosu na zdravstvene ustanove. Rezultati dobijeni iz analize u kojoj je učestvovala 51 kompanija iz privatnog sektora, govore da zaposleni u HR departmanu imaju u proseku sedam godina iskustva i da njih 62% ima visoku stručnu spremu.

S obzirom da se ispitanici mogu svrstati u nekoliko različita obrazovna profila, vrsta obrazovanja ukazuje na to da ne postoje jesni i posebni uslovi koje osobe iz HR departmana treba da ispune za rad u istim. Na osnovu toga, postavlja se pitanje stručnosti i sposobnosti takvih lica za obavljanje poslova u HR departmanu posebno ako se ima u vidu vrsta poslova koju obavljaju. Najveći broj ispitanika su po obrazovanju pravnici (31%) i ekonomisti (23%), psiholozi (8%) i 8% ispitanika su završila Fakultet organizacionih nauka. Ostali ispitanici su elektroinženjeri, inženjera tekstilne tehnologije, mašinski inženjeri, geografi, politikolozi, nastavnici razredne nastave, mašinski tehničari, saobraćajni tehničari, elektro tehničari (30%).

### **Zaključak**

Pokazano je da menadžment ljudskih resursa pomaže organizacijama da smanje rizik, takođe u isto vreme da daju vrednost organizaciji. Profesionalci ljudskih resursa imaju veliki doprinos u dodavanju vrednosti, ako su uključeni u najranijim fazama formulisanja strategije, što smo u radu pokazali na primeru zdravstvenih ustanova. Menadžment ljudskih resursa je nezamenljiv za upravljanje resursima, ključno za poslovni uspeh koji treba da bude uključen u svim fazama procesa donošenja odluka. Sportske organizacije su dominantno oslonjene na upravljanje ljudskim resursima i time svakako najveći deo sredstava ulažu u razvoj ove oblasti.

Stabilnost radne snage je od suštinske važnosti, mada je teško izmeriti tu vrednost, ali pomaže da se smanji rizik. Strategije ljudskih resursa se koriste da se uvere zaposleni kroz davanjem sigurnosti za radna mesta. Činjenica je da odeljenja ljudskih resursa pomažu u vreme organizacionih promena za poboljšanje kanala komunikacije i ukazuje na to da bez odeljenja ljudskih resursa, organizacije koje nemaju osnovne organizacione sposobnosti bi bile ozbiljno ugrožene kao i održivost za sprovođenje promena u okviru organizacije. Na osnovu opisa poslova koji su ispitanici dali u napred pomenutoj anketi, njihove stručnosti i u tom smislu komparativni osvrt na zdravstvene ustanove, dolazi se do zaključka da se shodno tome može videti da visoka funkcija u okviru organizacije ima poziciju dodavanja vrednosti na različite načine, a takođe mogu pomoći u smanjenju rizika.

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# THE ROLE OF THE EQUIPMENT OF HEALTHCARE INSTITUTIONS IN HUMAN RESOURCES

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## ***Abstract***

*This paper provides an analysis of the current trend in HR practices and demonstrates added value for the management of healthcare organizations. This is done because of the assessment of the human resource function and explores the value of adding elements of human resource management and compares the risk reduction of its features. The results of this analysis show that, although high functions do not add value, they can also help to identify risks, which allows the development of strategies to reduce the impact of these risks.*

*The paper refers to the reasons for the emphasis on added value, the aspect of human resources is due to professionals and the desire to be involved in the earliest stages of the decision-making process. The paper concludes the opposite view that HR professionals would become preoccupied with showing added value, arguing that the strategic importance of HR management reveals itself over time.*

**Keywords:** human resources, health institutions, management.

**JEL:** I19, I39.

## **Introduction**

One of the key elements that influence the efficiency of human resource management is the equipment of health institutions. Equipment refers to the availability of adequate medical equipment, technology and other resources that are necessary for the provision of quality health care. The organization of human resources in the management of healthcare organizations can most often be seen through the division of human resources, which is only one of several departments that are fighting for entry at the strategic level of decision-making processes in organizations. If the HR department can demonstrate its value and contribution to organizational goals, it is likely to gain a position on the executive board, where a continuous and consistent flow of resources can be ensured. (Pinter et al., 2021) Although part of the board is useful in that it is able to contribute to strategy, it becomes part of the board, but it should not be the most important goal of the HR

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department. Human resources encompasses many different functions, all of which add value in different ways to the organization. Almost inevitably, this has led to some HR where all HR policies are tested as well as the degree to which they can prove added value, become and maintain their position as part of top management over time. Investing in health care facilities directly affects human resources primarily through capital investments, while current investments achieve continuity in maintaining their status. (Willgerodt et al., 2020) Many of these functions will also contribute to the organization in terms of risk reduction. This paper will first examine what the core HR functions are and subsequently consider the extent to which these functions add value and reduce risk. In the logo in the formulation of the strategy, the sustainability of the equipment and the constant coincidence of the status of human resources with the capital equipment of health institutions is given, which refers to the activities of the professional management of human resources in order to strengthen the position of employees.

### **Key functions of human resources**

The role of human resource management within organizations varies between organizations and countries. Due to the limitations of the research subject of this paper, it will assume that HR departments play a fundamental organizational role in the following five core HR activities (Gesese et al., 2020):

- Resources,
- Training and development,
- Reward systems,
- Communications and
- General administration.

Resources refer to the recruitment and selection of employees in the organization. Resource is one of the key roles of HR department, as well as resource connection is the concept of channeling knowledge and talent for management. Through training and development, HR departments are able to develop talent to enhance employee competence. Through appraisals and reward systems, human resources are motivation for employees. (Manić & Radosavljević, 2022) At all times, human resources departments play an important role in the communication of management prerogatives for the workforce and include it in the basic administrative level with many different forms.

Therefore, it was shown that HR departments explicitly deal with people, management and planning; predicting future changes in the workforce to ensure the right people work within the organization. Many HR writers point out that "people are a company's greatest asset." (Tešić, 2018) However, it can also be said that employees are an organization's greatest liability, or that a business is only as good as its weakest employee. In essence, the way the employee is viewed, either

as the most valuable asset or the biggest liability, can change the way the contribution of human resources is seen, to add value or reduce risk.

### **Research methods**

In our work, we use the correlation method in order to determine the relationship between the state and the structure of budget financing and human resources as the main factor health care in the Republic of Serbia. In order to look at the economic factors and ways of financing the budgetary part of health care on the one hand and the management of human resources through the number of permanent employees, we will use different analytical indicators. One of the basic variables is the GDP and the budget of the Republic of Serbia, and they will be the starting size considered in this research. In addition, the relationships between budget appropriations will be used, which represent shares on the expenditure side of the budget determined for financing purposes, which is also an indicator of the share of expenditure in total state spending as a component of GDP.

It will be used in the work data from the National Bank of the Republic of Serbia, the Statistical Office of the Republic of Serbia for the period of 2015. to 2022. years.

For research purposes, we used the  $GDP=C+G+I+XM$  model, an expenditure method of determining GDP in which C stands for personal consumption, G for public consumption, I for investments, X for exports, and M for imports (Folkman et al., 2019).

During the research, we applied the Pearson coefficient correlation model  $r_{xy}=C_{xy}/SD_x \cdot SD_y$ , where  $C_{xy}$  denotes the covariance, and  $SD_x \cdot SD_y$ , the product of standard deviations  $h_i y$ . The STATISTICA program is used for calculation and graphical display of results (Chatalalsingh & Reeves, 2014).

### **Human resources as a value adding function**

A significant body of work in the field of human resources has examined how human resources add value to organizations. Research has shown that there are clear links between HR practices and company performance. However, the biggest problem is quantifying the value in real terms. Appelbaum researched the performance of the company's system by realizing it through human resources. The research results showed that human resources help employees in three vital areas; ability, motivation and opportunity. HR departments provide opportunities for employees to receive relevant training (emphasizing through learning), providing motivational rewards and giving employees the opportunity to contribute to decision-making. Turnover and productivity, as well as both short-term and long-term financial performance. Research by Chen et al., (1995) and Alolayyan et al., (2021) supports the idea that human resources can really add value to an organization. A unique way in which human resources departments

add value to the organization is by recruiting employees who are in the right competence and state of organizational culture. In addition, the role of the HR department is in training and development, as well as implementing appropriate reward systems. It is another way in which the value of human resource management is added. This is because appropriate rewards and evaluations can have the effect of motivating employees and encouraging them to be innovative.

By applying the method of correlation analysis, we can see how the number of employees moved in relation to the investment in equipping health institutions in the Republic of Serbia, based on data from the budget. (Chatalalsingh & Reeves, 2014)

**Table 1. - Allocations for healthcare by year in billions of dinars**

| Year   | in 2018 | in 2019 | in 2020 | in 2021 | in 2022 |
|--------|---------|---------|---------|---------|---------|
| Amount | 17.3    | 18.71   | 32.67   | 32.08   | 34.73   |

Source: RS Budget Law (2018-2022)

**Table 2. Number of employees in health and social work**

| REPUBLIC OF SERBIA     |         |         |         |         |         |         |         |         |
|------------------------|---------|---------|---------|---------|---------|---------|---------|---------|
| Year                   | in 2015 | in 2016 | in 2017 | in 2018 | in 2019 | in 2020 | in 2021 | in 2022 |
| Health and social work | 151674  | 148945  | 146147  | 144987  | 144785  | 146418  | 149422  | 151214  |

Source: RZS Note: since 1999, no data for AP Kosovo and Metohija

The impact of human resource management in each individual area is difficult to demonstrate empirically. However, research has shown a positive correlation between human resources policy and health organization. (Tešić et al., 2021) Within organizations that have a high participation in the five general human resources from the aforementioned areas, there is a likelihood that it will be more noticeable. The benefits of hiring the right people for the job should be a low level of absenteeism, little turnover and therefore knowledge retention within the organization. If system evaluations are successfully implemented, they can have an excellent effect on motivation. (Pellegrini e al., 2018) Successful HR planning can help employees build successful careers and help employees reach their full potential. There is a strong emphasis on leadership development within human resource management and it is vital to the success of organizations.

Data show that Serbia lags behind CEE countries in terms of the number of diagnostic medical devices. According to the indicator of the number of medical equipment per 100,000 inhabitants, the state healthcare in Serbia has half as many

CT scanners, gamma cameras and radio therapy units and even 3-4 times less PET scanners, magnetic resonance imaging and angiography units than in CEE countries(Gazdić & Nikolić, 2023).

HR professionals design reward systems such as performance-based pay or performance-related pay. Encourage employees to be more productive and allow the organization to be more flexible. It has been shown that human resources add value to the organization, and this can be demonstrated empirically and in a functional sense. However, if the HR department does not add value it can also demonstrate that HR reduces risk to the organization as much as it adds value to it.

**Table 3.** Correlation coefficient

| Correlations (Spreadsheet1) Marked correlations are significant at $p < .05000$<br>N=5 (Casewise deletion of missing data) |                     |
|--|---------------------|
|  | Number of employees |
| <b>Appropriations for health</b>   | 0.83                |

The correlation coefficient shows a high coefficient indicating that allocations to health equipment were accompanied by an increase in the number of employees.

### **Human resources as a factor of risk reduction**

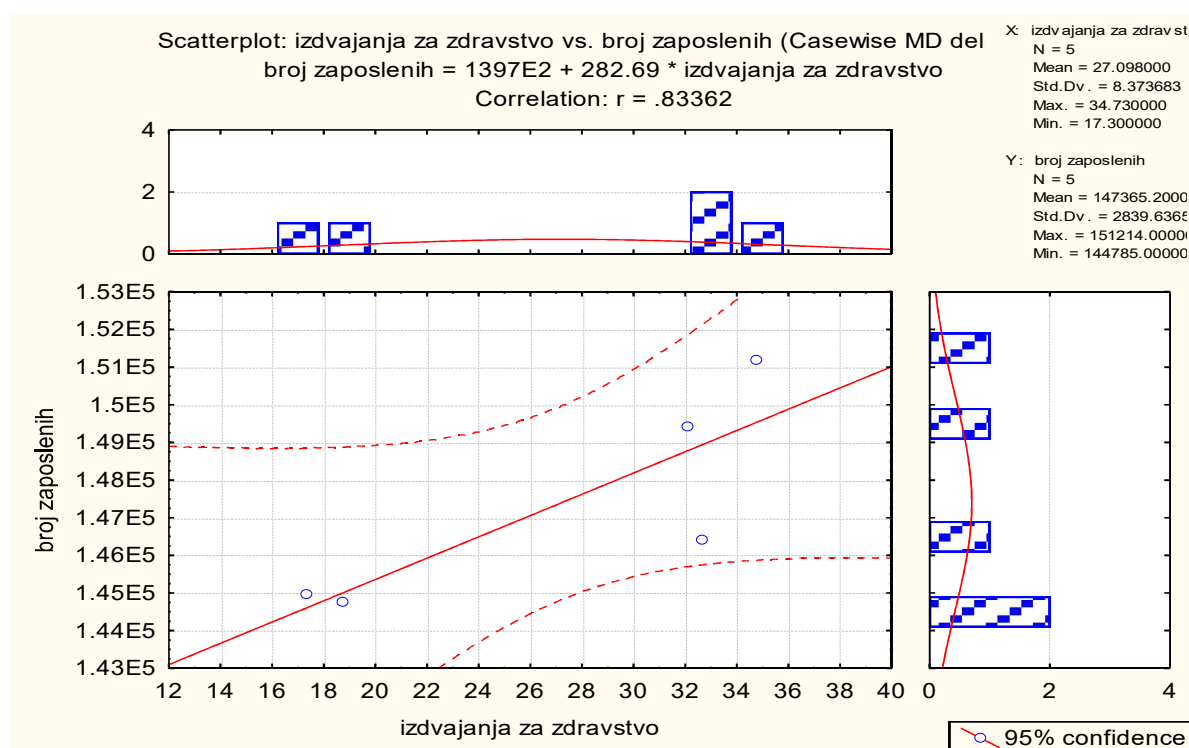
Although employees are a key source of sustainable competitive advantage for healthcare facilities, capital costs often make up the largest portion of investment. While HR entails managing and developing key sources of sustainable competitive advantage, HR departments also act as a risk mitigation tool for organizations. (Remtulla et al., 2021) Human resources departments reduce risk in healthcare facilities through their activities in resources, training and development, reward systems and through communication with the workforce. Essentially, risk reduction is related to risk management as a process that identifies risks and then develops strategies to reduce the impact of risks.

Holbeche states that risk management professionals should apply their techniques to HR tasks. Holbeche claims that recruitment is an area where there is a high level of potential risks, if done quickly and carelessly, the wrong employees can enter the organization. (Mihajlović et al., 2020) The effect of this organization can be catastrophic and this threat is magnified in the public sector, where it is relatively difficult to fire employees. If the recruitment process is not done carefully it can also result in a high drop in turnover. Peterson explains that HR departments help reduce the size of the workforce. However, to the extent of added value, it can also be seen that they have shown a reduction in risk. It also claims that therefore hiring the right people from the start can save an organization significant costs. The recruitment process is a risk for any organization. Within that, many authors analyzing this process point out that a

high level of absenteeism is widespread in many organizations, i.e. employee absenteeism can cost a company millions of dollars. This problem can be excellently solved by HR departments in a way that reduces the risk of employees being a waste of organizational resources. (Varndell et al., 2021)

From the statistical analysis, we can see that in the Republic of Serbia, allocations for healthcare moved in accordance with the possibilities of employing staff in permanent employment in healthcare institutions, of course accompanied by the occurrence of COVID 19 as an extremely important factor. (Rawlinson et al., 2021)

**Graph 1.** Presentation of descriptive statistical indicators and correlations of human resources management of healthcare in the RS



Human resource management is also an important risk reducer, as it can improve communication between senior management, in this case decision-makers, and healthcare workers themselves as a workforce. (Stankov & Roganović, 2022)

It is important to look back at the results obtained in the Study on formal and informal complaint mechanisms in Serbia, from which you can see the profile of employees in the HR department, i.e. the human resources department, who, with their expertise and knowledge, can influence the complete structure of human resources in private companies. The shared results will be viewed in a comparative context in relation to health institutions. The results obtained from the analysis in which 51 companies from the private sector participated, show that



employees in the HR department have an average of seven years of experience and that 62% of them have a university degree.

Considering that the respondents can be classified into several different educational profiles, the type of education indicates that there are no clear and special conditions that persons from the HR department should fulfill in order to work in the same. Based on this, the question of expertise and ability arises of such persons to perform work in the HR department, especially if it is taken into account the type of work they perform. The largest number of respondents are by education lawyers (31%) and economists (23%), psychologists (8%) and 8% of respondents graduated Faculty of Organizational Sciences. Other respondents are electrical engineers, engineers textile technologies, mechanical engineers, geographers, political scientists, teachers classes, mechanical technicians, traffic technicians, electrical technicians (30%).

### **Conclusion**

Human resource management has been shown to help organizations reduce risk, while also adding value to the organization. HR professionals have a great contribution in adding value, if they are involved in the earliest stages of formulating the strategy, which we have shown in the paper on the example of health institutions. Human resource management is indispensable for resource management, critical to business success, which should be included in all stages of the decision-making process. Sports organizations are dominantly based on the management of human resources and thus certainly invest the largest part of funds in the development of this area.

Workforce stability is essential, although it is difficult to measure that value, it helps to reduce the risk. HR strategies are used to reassure employees by providing job security. The fact that HR departments help in times of organizational change to improve communication channels indicates that without HR departments, organizations that lack basic organizational capabilities would be seriously compromised as well as the sustainability (Vukša, S, 2014) to implement change within the organization. Based on the job descriptions given by the respondents in the above-mentioned survey, their expertise and in this sense a comparative review of health institutions, the conclusion is reached that accordingly it can be seen that a high function within the organization has a position of adding value in different ways, and also can help reduce risk.

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