

HUMAN RESOURCES MANAGEMENT IN THE  
PUBLIC SECTOR: A STUDY OF THE PUBLIC  
HEALTH SYSTEM IN ROMANIA

**Abstract**

Human resources management involves the continuing improvement of the activities of all employees in the purpose of achieving the organizational mission and objectives. The exertion of such a management type requires as a primordial condition that every manager to constitute a model of behavior attitude. In this way, the manager has to take over the responsibility over the process, to involve in each action, to discuss personally with the employees about the progress obtained by them and to compensate good results. The managerial action takes into consideration each employee as a distinct individuality with specific features.

About human resources in health system we can say that they are the key element for the good operation of the health system, in accordance with the needs of the population. Romania is confronting with a major imbalance as regard to planning, forming and managing human resources in health, having the most reduced rate of personnel reported to the EU population.

Such, is imposed the improvement of the activities related to the preparation, perfecting and especially promoting and motivating human resources from the public system of health in order to improve the efficiency of the services offered by this system to the society.

**Keywords:** human resource management, management of the health system, health system in Romania, particularities of the health system.

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# MANAGEMENTUL RESURSELOR UMANE ÎN SECTORUL PUBLIC - STUDIUL ASUPRA SISTEMULUI PUBLIC DE SĂNĂTATE DIN ROMÂNIA

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**Rezumat**

Managementul resurselor umane presupune îmbunătățirea continuă a activităților tuturor angajaților în scopul realizării misiunii și a obiectivelor organizaționale. Exercițarea unui asemenea tip de management necesită drept condiție primordială ca fiecare manager să constituie un model de atitudine comportamentală. În acest fel, managerul trebuie să preia responsabilitatea procesului, să se implice în fiecare acțiune, să discute personal cu angajații progresele obținute de aceștia și să recompenseze rezultatele bune. Acțiunea managerială ia în considerare fiecare salariat ca o individualitate distinctă cu caracteristici specifice.

Despre resursele umane în sistemul de sănătate putem spune că sunt elementul cheie pentru buna funcționare a sistemului de sănătate, în conformitate cu necesitățile populației. România se confruntă cu un dezechilibru major în ceea ce privește planificarea, formarea și gestionarea resurselor umane în sănătate, având cea mai redusă rată de personal raportată la populație din Uniunea Europeană.

Se impune astfel, îmbunătățirea activităților ce țin de pregătirea, perfecționarea și mai ales promovarea și motivarea resurselor umane din sistemul public de sănătate în vederea îmbunătățirii eficienței serviciilor oferite de acest sistem societății.

**Cuvinte cheie:** managementul resurselor umane, managementul sistemului de sănătate, sistemul de sănătate în România, particularități ale sistemului de sănătate



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## 1. INTRODUCTION

Human Resources Management is a set of general and specific activities, relating to insurance, maintenance and efficient use of staff in state and private organizations. Competitive human resource management is essential for the success of any organization. Responsibility for human resources management is for both general manager and chief human resources department, who has the responsibility to become familiar with the issues and procedures used in this area by performing organizations, both in the country and abroad (Scullion, Collings and Gunnigle, 2007).

Human resources management involves the continuing improvement of the activities of all employees in the purpose of achieving the organizational mission and objectives. The exertion of such a management type requires as a primordial condition that every manager to constitute a model of behavior attitude. In this way, the manager has to take over the responsibility over the process, to involve in each action, to discuss personally with the employees about the progress obtained by them and to compensate good results. The managerial action takes into consideration each employee as a distinct individuality with specific features (Scullion and Linehan, 2005).

Today, in organizations of public, but also at international governmental organizations continues to manifest the traditional conception, the consideration of staff as "labor force". Human resource management responsibility within an organization is for both senior managers and specialized department. Cooperation between them is essential for organizational success.

## 2. HUMAN RESOURCES MANAGEMENT IN THE HEALTH SECTOR IN ROMANIA.

Accession of Romania to European Union has made health services offered in the member countries of the European Union to become the reference framework for the citizens of Romania.

A new challenge is posed by the workforce in the health sector, free movement that has been gained with EU entry is emphasizing the gap with the existing difficult situation, when Romania has almost a third less medical personnel per 1,000 inhabitants compared to the average EU, with the fewest number of doctors, dentists, nurses or pharmacists, compared to the population in the EU.

In these circumstances, the Romanian health system continues to be based on hospital care as the main method of intervention; Romania recorded the one of the highest rates of hospitalization in the EU and one of the highest in the world. Also, access to medicines, particularly for disadvantaged groups remains a perpetual problem for patients (Armstrong, 2001).

In this context it is not surprising that although the financial efforts of the Romanian state has increased considerably, both in absolute and percentage, almost all revenue and expenditure doubled in the last four years for almost all categories of care, feeling of lack of system continues to persist and worsen.

Human resource management in the health sector is deficient, compared with European countries the level of assiguration of population is lower than the average in E.U. Besides the inconsistent territorial distribution of medical staff also noted the lack of specialist knowledge and especially for sectors such as preventive medical, social, public health and health care management.

Other problems concern the lack of incentives for medical career choice and to support young specialists, poor organization of the process of training and postgraduate doctors, low salaries and lack of connection between health performance and income.

One important problem is the lack of integration of health services in the system to ensure continuity of care. Romania's health system operates with each other independent sectors. Primary care is not functionally related to the hospital and the health promotion and disease prevention with the curative.

Romanian health system must be one that helps people be healthier, a system that is fair, which people trust and which is there when you need it. The way health services are provided within the system must be customized. Individuals differ in many ways, including the knowledge and skills to understand the system or their own health. Individuals have different needs and preferences, and services must be adapted to these differences. This means that:

- services must be organized, located and accessed so as to take into account the needs and preferences of the communities they serve;
- • social and health systems must be able to absorb differences in patients' preferences and encourage making decisions about their health;
- Should be given more control to consumer, but also greater responsibility for their own health;
- Consumers should have access to high quality information regarding health and to participate in decisions about their health.
- greater involvement of consumers as partners in planning and evaluation is an important component in promoting transparency and accountability in the health system.

Ensuring quality means that system deficiencies are identified corrected and monitored .It is not enough to establish and achieve the standards. The aim should be to develop a culture of quality throughout the health system. This requires an interdisciplinary approach and a continuous evaluation system

In addition, medical professionals are working today in a much more demanding environment. Evidence-based guidelines, higher professional standards, the growing requirements of organizations in the health system and the expectations and patients' rights are just some of the requirements that healthcare professionals should respond in a modern health system (Babcock, 2004).

About human resources we can say that are the key to proper functioning of the health system in accordance with population needs. Romania faces a serious imbalance in the planning, training and human resources management in health, with the lowest personal rate relative to the population of Europe and Union (EU) for almost all categories of staff. Lack of a policy document on health human resources will only deepen these imbalances, with major repercussions on health. There is no clear workforce strategy in place. The actual planning is based on a relative constant number of workplaces within the public system. If a numerus clausus is in place, it refers mainly to the teaching capacity and not to the health care needs of the population. The number of places in residency for doctors is determined by the Ministry of Public Health based on the historical level of doctors for each specialty.

Unsatisfactory working conditions, lack of incentives and professional promotion system leads to a discouraged labor force, a significant percentage, especially among young people wanting to emigrate.

However, associated with an unreformed education system, is leading to a system that does not take into account the needs of the population. A reform is needed to change both the number and capacity of staff health and education, distribution, management and working conditions of health workforce (Porter, Bingham and Simmonds, 2008).

Meanwhile, the health system requires a program to improve the quality of health services. This quality system will evaluate and improve quality of care, will maintain and increase patient satisfaction, will demonstrate and streamline the health system spending (Boxall and Purcell, 2008).

The current climate in the existing organizational structure of health system does not allow full exploitation of the strengths of individual human potential.

Such, is imposed the improvement of the activities related to the preparation, perfecting and especially promoting and motivating human resources from the public system of health in order to improve the efficiency of the services offered by this system to the society (Morley, Heraty and Michailova, 2009).

As a conclusion we should re-think the Thucydides memorably quotes "Not ships, not walls but men – HR(human resource) make our city (in our case our health sector).

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