

Assessment of the Efficiency of HR Services in Kazakhstan

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Abstract

The article considers the factors of personnel policy in medical organization. Satisfaction with the personnel policy of a medical organization is an internal factor that affects the working conditions of employees of a medical organization. The results of this study showed a low level of involvement in the processes of personnel policy: retention of personnel, use of timekeeping of employees and fairness of remuneration for labor. The author revealed that employees of medical organizations do not believe in fair distribution of labor, career and retention of valuable employees in Kazakhstan.

Keywords

HR Policy, Labor Efficiency, Retention of Medical Personnel

1. Introduction

In the modern world, the success of any medical organization depends on both internal and external factors.

Healthcare leaders need to rethink their HR vision (Moreland, 2022). For the innovative development of a medical organization, a close-knit team is needed (Werft, 2024).

Modern conditions dictate being ready for emergency situations to calculate the work load and encouragement to medical workers (Xu et al., 2023; de Vries et al., 2023).

A systematic review showed that it is necessary to strengthen the competencies of managers of medical organizations (Kakemam & Liang, 2023).

Thus, various factors need to be explored to improve the working conditions of health workers.

The aim of this study is to study subjective factors of personnel policy in a

medical organization.

2. Materials and Methods

In this study, the opinions of 2048 health care providers were analyzed. The period of the study was January 2024. A questionnaire was developed and approved by the Ethical Commission. The material was collected through online questionnaire anonymously. The online questionnaire was designed in Google form. Statistical analysis was done in Microsoft Excel. The employee who posted this link to the online survey was trusted in the organization by the survey participants, which allowed for the collection of the truest data possible, rather than formally accepted data. The employee who conducted the mailing was instructed about the importance of collecting the survey data, the results of which will allow to highlight the real working conditions of employees of medical organizations.

3. Results

In the structure of health care organizations in Kazakhstan, our study included representatives of almost all types of organizations. A high percentage of respondents is represented by organizations providing primary health care—49.0% and inpatient stage of medical care—42.7%, the lowest percentage of representatives of restorative treatment and medical rehabilitation, blood service and ambulance.

85.6% of health care organizations of the region and city level. Health care organizations of republican level made up 4.7% of respondents, organizations of district level made up 9.7% of respondents. All categories of personnel of health care organizations took part in the survey, except for employees of Human Resources departments. In terms of gender indicators among the respondents, female representatives accounted for 69.9% and 30.1% of male respondents. The largest group of female age, less than 35 years—33.0% and 35 - 44 years—35.0%, for men up to 54 years.

The study was dominated by employees with long total length of service but with little current length of service in the organization.

Satisfaction with conditions was studied on the basis of subjective factors using statistical processing of a questionnaire developed using a Likert scale (**Figure 1**).

We studied the reasons for quitting a previous job, with employees who did not have this experience, in their case the response used would quit this job (**Figure 2**).

Analysis of the reasons for dismissal of employees from work showed that the prevailing number indicated salary in 21.2% of cases, psychological climate—18.7%, work load—15.8%.

More than half of the respondents do not know the system of hiring employees—58.5%, and 37.2% of respondents answered—“other” (**Figure 3**).

The study of respondents' opinions about the current system of personnel policy of the health care system in Kazakhstan showed that almost half of the respondents—42.9% consider the work of the direct supervisor insufficient and ineffective—42.9% (**Figure 4**).

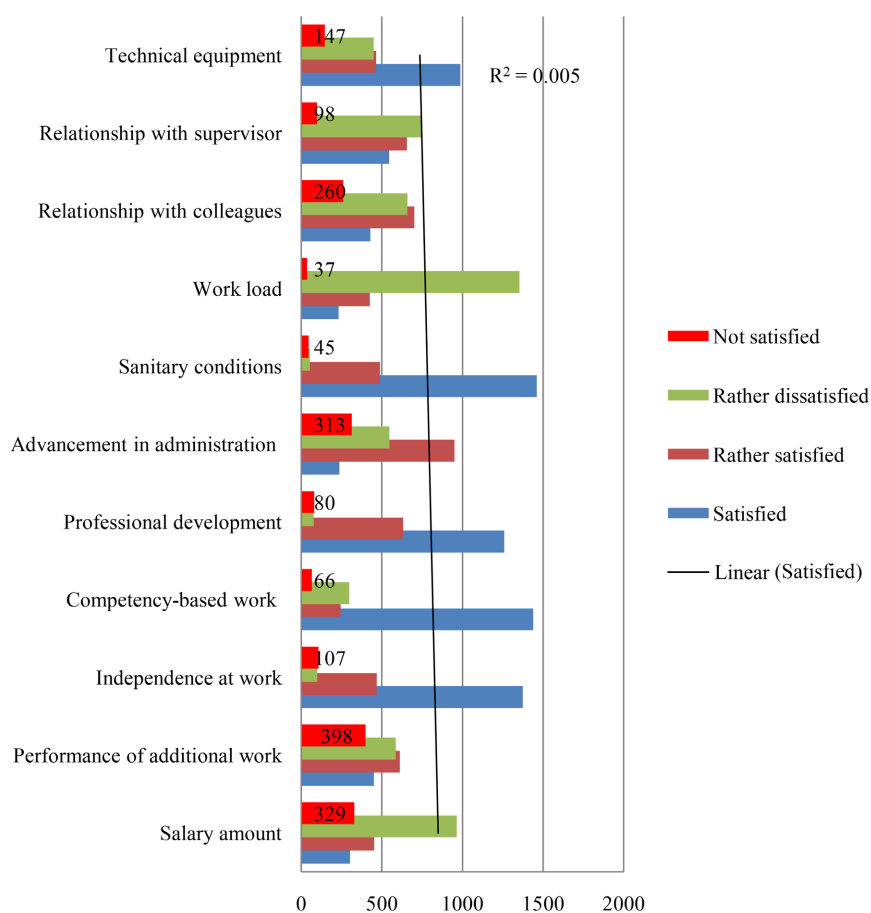


Figure 1. Satisfaction of employees of medical organizations with working conditions.

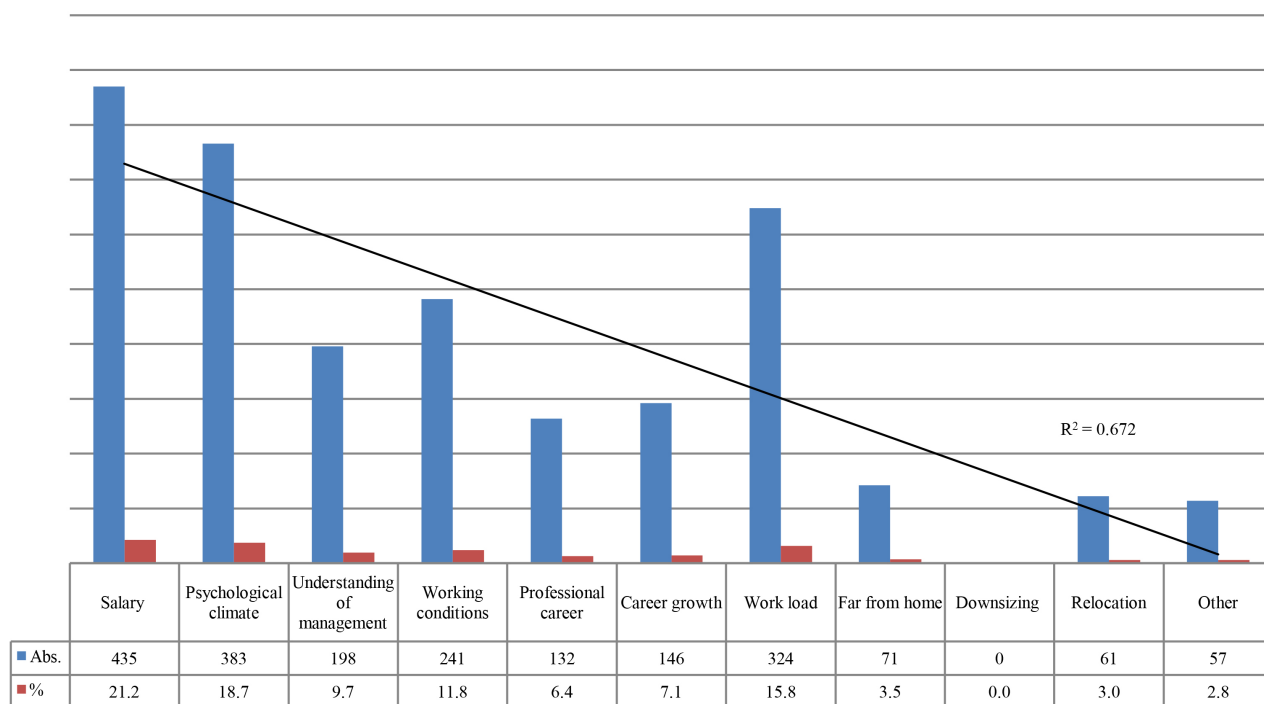


Figure 2. Reasons for quitting a job.

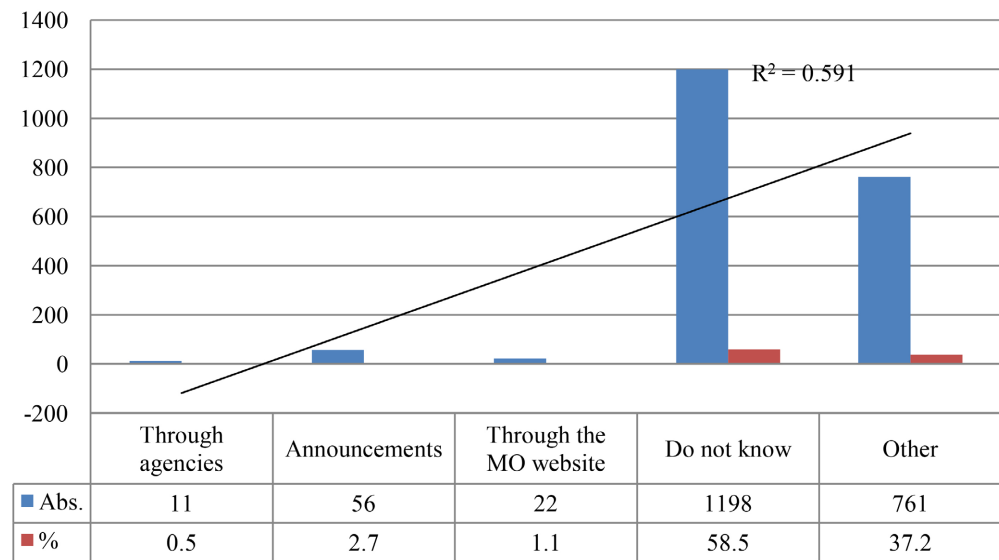


Figure 3. Employee awareness of the recruitment system.

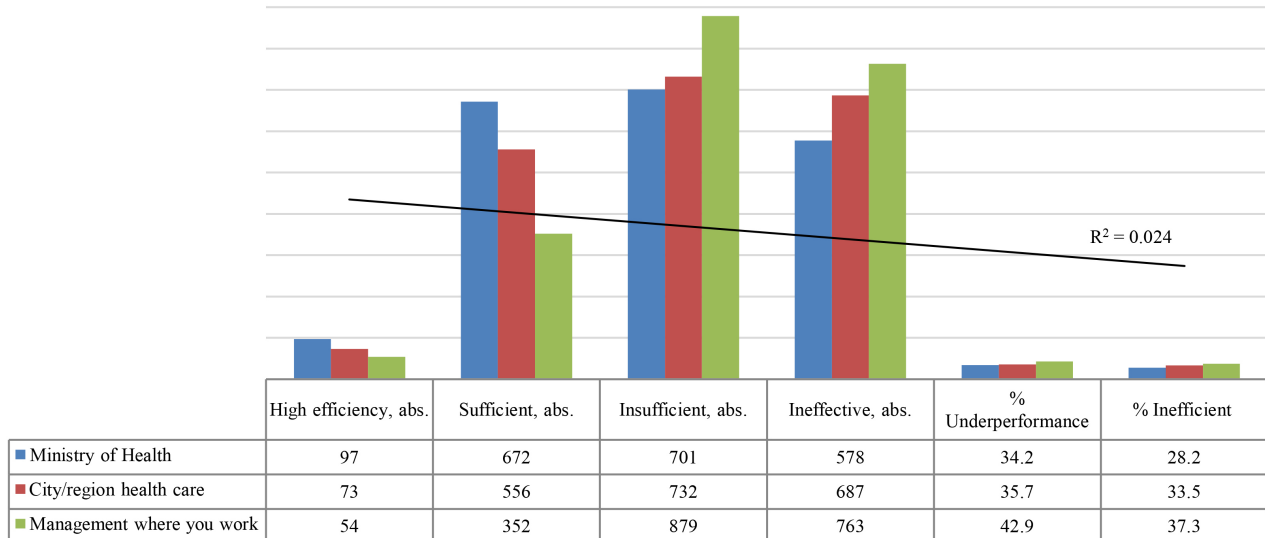


Figure 4. Respondents' assessment of personnel policy in the health care system.

The study of respondents' opinions about the current system of personnel service in the organization where they directly work showed that almost every third respondent assessed it as unsatisfactory—38.5%, and only every tenth, effective—9.6% (**Figure 5**).

The study of respondents' opinions about the current system of personnel policy in the organization where they directly work showed that almost every fourth respondent believes that career development of personnel is based on the personal preferences of the manager—22.4%, and every third—34.0%, on the personal preferences of the manager, but taking into account the business qualities of the employee (**Figure 6**).

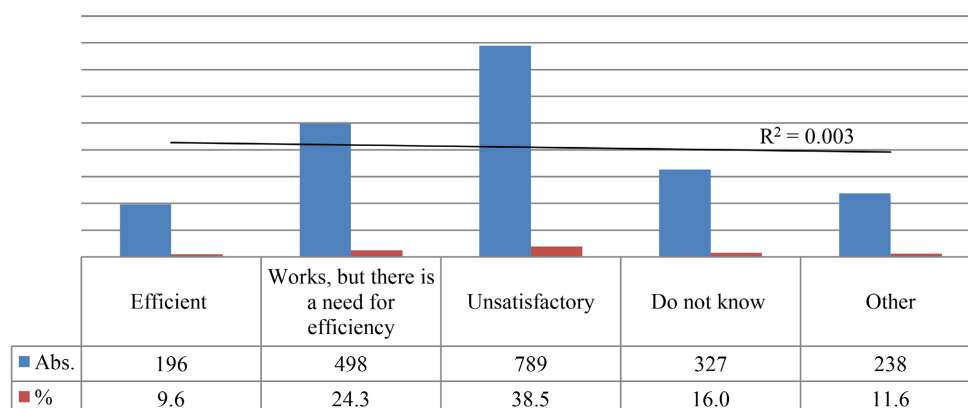


Figure 5. Respondents' assessment of HR service efficiency in a medical organization.

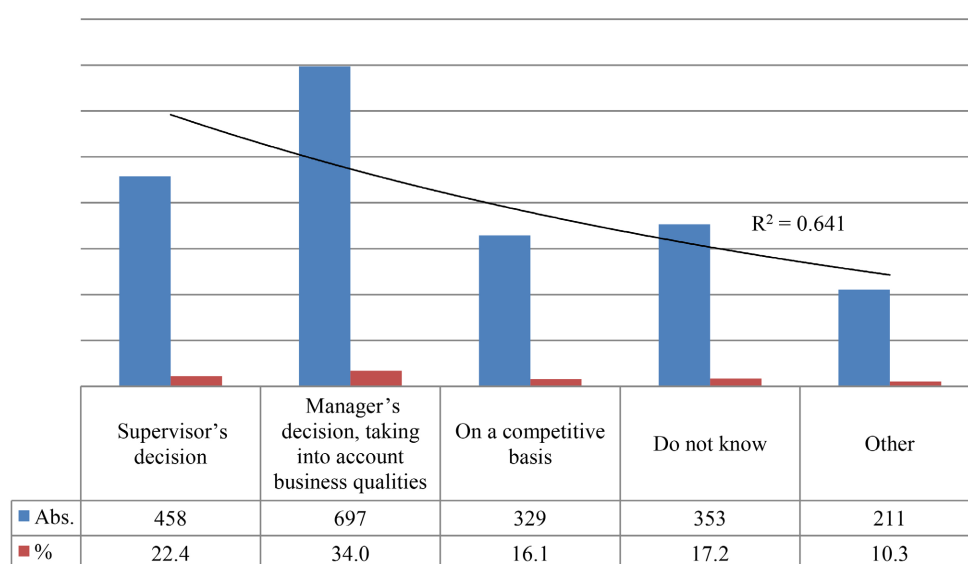


Figure 6. Respondents' assessment of career advancement in a medical organization.

Thus, the sociological survey allowed identifying the factors of personnel policy—low transparency of material motivation of employees, low emphasis on timekeeping of employees, psychological climate, and the absence of a clear recruitment and career advancement system for employees.

In this regard, there is a need to develop and implement new approaches to social management of personnel, including motivation and organization of their work. Managers of the health care system need to pay attention to the working conditions of employees—from the system of wages understandable to the employee to the system of career advancement.

Personnel policy is a system that is formed by the first managers, and in the health care system of Kazakhstan, there are legal opportunities for each medical organization—it is the functioning of each medical organization on the right of economic management. It is important for managers to realize the importance of HR policy in their medical organization and to establish a process approach and legal responsibility of HR staff for recruitment and retention.

Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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