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## MÉMOIRE

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### *Thème*

**HUMAN RESOURCE MANAGEMENT IN THE UNIVERSITY  
HOSPITAL OF BEJAIA DURING THE COVID-19 CRISIS.**

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## DEDICATION

It is with great joy and pleasure that I dedicate this paper to my lovely parents Mr. and Mrs. Mushana who have helped me throughout this education journey and have guided me on this great path.

I also dedicate this paper to my beautiful siblings Namara Gloria Mushana, Tayebwa Joseph Mushana and Jordan Rubagumya Mushana who have been filled with a lot of encouragement and courage during this journey.

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**MUSHANA PHILLIPA HOPE**

## DEDICATION

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## ABBREVIATIONS

COVID-19: Coronavirus Disease of 2019

CHU : Centre Hospitalier Universitaire

DRH : Directeur des Ressource humaines

DMM : Direction des moyens et matériel

DAMPM : Direction des Activités Médicales et Paramédical

HRM: Human Resource Management

HRD: Human Resource Department

PPE: Personal Protective Equipment

Rt-PCR: Reverse transcription polymerase chain reaction

Sars-Cov-2: severe acute respiratory syndrome coronavirus 2

# **Human resource management at the university hospital of Bejaia during the Covid-19 pandemic**

# LITERATURE REVIEW

## 1. Introduction

Human capital was introduced into the mainstream in 1928 when the English economist Arthur Cecil Pigou wrote that organizations can invest in material capital, which are buildings, tools and machines as well as human capital<sup>1</sup> [1]. Investing in human capital pays off. Organizations that have employees with relevant skills and experiences are successful organizations. Furthermore, they are more successful when they hire skilled employees and manage to optimize their performances.

The realization that human capital increases the success of organizations has led to the creation of the modern human resource (HR) departments that are in charge of HR management (HRM). HRM started out as personnel management which became relevant during the two world wars<sup>2</sup> [2]. The wars had a tremendous impact on the way people worked since most young men were drafted into the army. Women started to participate in work serving in the armed forces and even working factory jobs<sup>3</sup> [3]. During the world wars, organizations also introduced assessments like intelligence quotient testing (IQ testing) to predict performance, and implemented an increasing number of social policies such as war relief and rehabilitation, childcare and family support, war pensions, war rationing among others. Personnel management during and after the wars was focused on compliance and work efficiency.

In the following decades, personnel management increasingly became more involved in organizations' staffing resources from hiring to administrative benefits, to collective bargaining and determining salaries<sup>4</sup> [4]. In the mid 1980's HR management prerogatives expanded to encompass policy implementation, with the ultimate goal of organizations success<sup>5</sup> [5].

Whereas personnel management focused on work efficiency, HRM went beyond that to impact the business. As a consequence of all the research that found that investments in HR practices such as training and competitive compensation for employees would increase the organizations financial performance. This led to HR being less administrative, and working alongside line

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<sup>1</sup><https://www.parisschoolofeconomics.eu/en/economics-for-everybody/archives/5-papers-in-5-minutes/november-2020/human-capital-and-welfare/>

<sup>2</sup> A brief history of human resource management, W.G. Vlachos, European scientific journal, vol.12, no. 30,2016, p43-54

<sup>3</sup> A brief history of human resource management, W.G. Vlachos, European scientific journal, vol.12, no. 30,2016, p43-54

<sup>4</sup> <https://www.managementstudyguide.com/human-resource-management.htm>

<sup>5</sup> Human resource management D Borst et al. Occup med. 2001

managers<sup>6</sup> [6]. Day to day workers management became part of the manager's role while HR started to integrate and focus on talent acquisition, compensation and retention<sup>7</sup> [7]. Nowadays HRM has evolved to become one of the cornerstones of modern organizations.

Covid-19 was an unprecedented worldwide public health crisis<sup>8</sup> [8]. In late December 2019, the disease that started in China spread rapidly worldwide, and on March 11, 2020, the World Health Organization (WHO) declared it a pandemic<sup>9</sup> [9]. As of August 25, 2020, there were more than 25 million confirmed cases of Covid-19 and more than 800,000 deaths reported globally<sup>10</sup> [10].

According to a joint statement by the WHO and the International Chamber of Commerce, Covid-19, with its impact on health and the economy, required immediate action by governments in order to limit its transmission<sup>11</sup> [11]. The rationale of early and effective measures is that they can reduce short term risk of infection transmission for employees, and long-term costs for trade and countries' economies<sup>12,13</sup> [12, 13].

The pandemic effect on the economy had led to organizations transforming and adapting to the new environment in order to survive<sup>14</sup> [14]. It is vital for HR to evolve and transform across every element of the HR life cycle to meet a new set of organizational needs<sup>15</sup> [15]. During the Covid-19 pandemic, HR increasingly found ways to support business leaders in restructuring and rationalizing workforce while managing the risks associated with these interventions such as employee health and safety, remote work and work life balance, employee well-being and mental health, to increase productivity and employee engagement<sup>16</sup> [16]. It was admitted that

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<sup>6</sup> <https://www.onlinestudy.uclan.ac.uk>

<sup>7</sup> Huselid, Mark A. "The impact of human resource management practices on turnover, productivity, and corporate financial performance." *Academy of management journal* 38, no. 3 (1995): 635-672.

<sup>8</sup> Yahiaoui NE Human resource management during Covid-19 Pandemic: New venues from a systemic narrative literature review

<sup>9</sup> Yahiaoui Human resource management during Covid-19 Pandemic: New venues from a systemic narrative literature review

<sup>10</sup> <https://www.who.int/>

<sup>11</sup> <https://www.who.int/>

<sup>12</sup> <https://unctad.org>

<sup>13</sup> <https://sgp.fas.org>

<sup>14</sup> <https://www.worldbank.org>

<sup>15</sup> The change management blog, <https://chanage.walkme.com>

<sup>16</sup> Forbes S, Birkett H, Evans L, Chung H, Whiteman J. Managing employees during the COVID-19 pandemic: Flexible working and the future of work.

the more HR lags behind, the longer it will take for organizations to adapt and succeed in the post-Covid era<sup>17,18</sup> [17, 18].

Healthcare institutions were really challenged during the Covid-19 pandemic. All the research carried out in this field found that the key element to a smooth running of the healthcare institutions including hospitals, clinics, nursing homes, pharmacies during the pandemic greatly depended on the health human resource including doctors, nurses, midwives, housekeeping, maintenance team among other healthcare professionals as they were the ones on the front lines<sup>19</sup>[19]. However, healthcare professionals were also affected by several challenges such as a heavy workload, shortage of staff, lack of financial support, and psychological disorders such as stress, depression and anxiety<sup>20</sup> [20]. To date no study has assessed the effects of the covid-19 pandemic on HRM in healthcare institutions in Algeria. In an attempt to evaluate and understand the impact of the covid-19 pandemic on HRM in the University Hospital of Bejaia, we carried out an investigation that aimed to:

- Examine the strategies put in place in the department of HR to support employees in the university hospital of Bejaia as part of the plan to fight the Covid-19 pandemic.
- Understand the challenges the Covid-19 pandemic has had on HRM.
- Assess the short, mid- and long-term effects of the Covid-19 pandemic on career trajectories, job stability, and leadership roles.
- Determine the lessons learned during the Covid-19 pandemic and changes to undertake in the HRM, if any.

#### Problem Statement

The COVID-19 pandemic has posed significant challenges to human resource management in hospitals. The sudden surge in patient influx and the need for specialized care have resulted in increased demands on healthcare workers. As a result, hospitals have struggled with staffing shortages, heightened workloads, and the associated risks of burnout and decreased staff morale. Additionally, effective communication, resource allocation, and support systems have become paramount to address the specific needs of healthcare professionals and ensure the provision of optimal patient care.

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<sup>17</sup> <https://blog.vantagecircle.com/challenges-of-hr/>

<sup>18</sup> Pw C. How the new normal is shaping the future of HR. Global leader in Workforce Management Consulting, PwC Global. 2020.

<sup>19</sup> Fried B, Fottler MD. Human resources in healthcare: Managing for success. Health Administration Press; 2015.

<sup>20</sup> Yusefi AR, Sharifi M, Nasabi NS, Rezabeigi Davarani E, Bastani P. Health human resources challenges during COVID-19 pandemic; evidence of a qualitative study in a developing country. PloS one. 2022 Jan 24;17(1):e0262887.

Objectives.

**Main objective.**

- Evaluate the human resources management mode of the health crisis.

**Secondary objectives.**

- Determine the changes in roles and prerogatives during the pandemic.
- Assess the HRM methods during the pandemic.
- Assess constraints expressed by the staff and those experienced by the HRDs.
- Determine the solutions found to circumvent the difficulties.
- Assess lessons learned and future prospects.

Hypothesis 1

Hospitals managing the high demand for staff to cope with the influx of COVID-19 patients have relied on faster and more flexible methods, such as utilizing short-term contracts or recruitment agencies. These methods have facilitated the efficient and timely acquisition of healthcare professionals, enabling hospitals to effectively respond to the increased patient load and maintain quality care during the COVID-19 pandemic.

Hypothesis 2

During the COVID-19 pandemic, the swift training of medical staff in care protocols and protective measures, along with the provision of psychological support, positively contributed to limiting the transmission and infection of COVID-19 and helped healthcare workers cope with the emotional pressure associated with working in a challenging environment.

○ Definitions human resource management

Human resources are mainly known as organizational assets that help achieve organizational

goals<sup>21</sup> [21]. Human resources are arguably the most important resource in any given organization, the easiest and also the most difficult to manage<sup>22</sup> [22]. There are many definitions concerning HRM:

- HRM is a multidisciplinary organizational function, dealing with effective management of people at work<sup>23</sup> [23].
- HRM can be defined as the process of managing, controlling, directing and leading the human resources or employees of any organization in order to bring the organization closer to their objectives<sup>24</sup> [24].
- HRM is the management of people in organizations from a macro perspective.
- Pierre Louart defines HRM as a set of activities that set up, develop and mobilize the people that the organization needs in order to achieve its objectives. Unlike other resources, workers are not simple parameters of action, they are autonomous beings who actively or relatively intervene in the management process.
- Flippo defines HRM “planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and societal objectives are accomplished”<sup>25</sup> [25].
- John Storey defines HRM as " a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic development of a highly committed and capable workforce using an integrated array of cultural, structural and personal techniques.”<sup>26</sup> [26].
- According to Decenzo and Robbins, “human resource management is concerned with the people dimension in management”<sup>27</sup> [27].

## ○ Evolution of human resource management

The concept of HRM has evolved throughout the years since the industrial revolution, trade

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<sup>21</sup>Chai W, Sutner S. Human Resource Management-<https://www.techtarget.com>

<sup>22</sup> Stone DL, Deadrick DL. Challenges and opportunities affecting the future of human resource management. Human Resource Management Review. 2015 Jun 1;25(2):139-45.

<sup>23</sup> <https://economicsdiscussion.net>

<sup>24</sup> <https://www.hrhrpboard.com>

<sup>25</sup> Human Resource Management definition and concept: <https://www.managementstudyguide.com/human-resource-management.htm>

<sup>26</sup> Louart Pierre. La gestion des ressources humaines. 2ème édition. Université de Paris: Les Éditions Eyrolles; 1991. p. 17.

<sup>27</sup> Saroha R. Evolution of human resource management with 6 concepts-<https://studynotesexpert.com/evolution-of-human-resource-management/>

unions, scientific management, behavioral science and human relations<sup>28</sup> [28]. HRM was initially a record management function, however, with time management of employee contracts had evolved to become HRM main role<sup>29</sup> [29]. With time, HRM had also evolved towards the scientific side of training, and employee selection, among other roles<sup>30</sup> [30]. The concept of HRM was developed in six phases of commodity, factors of production, paternalism, humanitarianism, behavioral human resource and emerging<sup>31</sup> [31].

- **Commodity concept** was introduced during the industrial revolution, and then the factory system was born. The factory owner would appoint a manager who would run the factory and employ people. This created a separation between owners and employees, which made them feel unimportant. Workers were mainly considered commodities that could be bought and sold and their wages heavily depended on the system of demand and supply<sup>32</sup> [32]. The owners were also responsible for all decisions including deciding on the amount of salary<sup>33</sup> [33].
- **Factors of production.** Labour was treated like any other factor of production such as land, capital, and machinery. And workers were basically treated like machine tools. It was during this time that Taylor presented scientific management concepts like including the need to properly select the right person for the right job, and train employees to maximize their productivity<sup>34</sup> [34]. In “the principles of scientific management,” the principal objective of management should be to secure the maximum prosperity for the employer, coupled with the maximum prosperity for the employee”<sup>35</sup> [35]. Employees gained improved working conditions and earnings during this period.
- **The paternalistic concept.** Employees came together based on common interests and formed trade unions to improve their situations. The growing power of democracy has also stimulated collective bargaining. The state also recognised the workers’ rights to protection at work. This concept is based on employees treating their workers the same way a father

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<sup>28</sup> Legge K. What is Human Resource Management? Macmillan Education UK;1995:62-95

<sup>29</sup> Vani G. Evolution of human resource management. Review of Management. 2011 Apr 1;1(2):127

<sup>30</sup> Vani G. Evolution of human resource management. Review of Management. 2011 Apr 1;1(2):127

<sup>31</sup> <https://www.mindtools.com/anx8725/frederick-taylor-and-scientific-management>

<sup>32</sup> <https://www.studyexpert.com>

<sup>33</sup> Biron M, De Cieri H, Fulmer I, Lin CH, Mayrhofer W, Nyfoudi M, Sanders K, Shipton H, Sun JM. Structuring for innovative responses to human resource challenges: A skunk works approach. Human Resource Management Review. 2021 June 1; 31(2):100768.

<sup>34</sup> Singh A. Managing Human Resources: From commodity connotation to human capital. The MENA Journal of Business Case Studies. 2014 Jan 1; 2014:1.

<sup>35</sup> Fredrick Taylor’s principles of scientific management theory. Routledge;2004

treats their child. Employers and employees realized that they cannot live without each other. Employers also provided benefits to their workforce, most of which were materialistic in nature, despite that they also needed psychological and social satisfaction<sup>36</sup> [36].

- **The humanitarian concepts.** This concept is based on the fact that employees have certain rights, and pointed out the organization as part of a social system that has both an economic and social dimension. Companies also realized that they needed to focus more on relationships between themselves and employees. This concept also noted that psychological and social satisfaction are equally important if an organization wants its employees to be committed and loyal to them<sup>37</sup> [37].
- **Behavioral characteristics.** Employees were viewed as the organization's most valuable assets and the focus was on understanding human behavior. Companies tried to connect employee goals with the organizational goals. Concepts such as ways to increase motivation and resolve conflicts within organizations gained great popularity during this time<sup>38</sup> [38].
- **Emerging concept.** With this concept, employees are instilled with the belief that the company is theirs and that people are the primary source of organizational effectiveness, and employees are allocated shares in the company's stockholders in stages<sup>39</sup> [39]. At this point, the concept of HRM emerged, and employees were considered partners in the organization. Managers had better quality of life, and more opportunities in the workplace emerged. Companies also sought to develop the potential of their managers and a sense of belonging was created<sup>40</sup> [40].

## ○ Functions of human resource management

HRM is known to play a crucial role within an organization to ensure the organizational goals are met and to tackle challenges that might hinder the realization of the goals set by the

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<sup>36</sup> Fredrick Taylor's principles of scientific management theory. Routledge;2004

<sup>37</sup> Lee HS. Paternalistic human resource practices: Their emergence and characteristics. Journal of Economic Issues. 2001 Dec 1; 35(4):841-69.

<sup>38</sup> Saroha R. Evolution of human resource management with 6 concepts.

<sup>39</sup> Tyson S. Essentials of human resource management[Internet]. Routledge; 2014 Dec 5

<sup>40</sup> Mathis RL, Jackson JH, Valentine SR, Meglich P. Human resource management[Internet]. Cengage Learning; 2016 Jan 22.

organization<sup>41</sup> [41]. The functions of the human resources are numerous but are mainly divided into managerial functions and operational functions<sup>42</sup> [42].

Managerial functions vary from planning, organizing, directing and controlling which also have a way of impacting the operational functions like performance management, employee relations, hiring, and compensation among others<sup>43</sup> [43].

Managerial functions are:

- Planning: HRM is responsible for planning different programs and coming up with strategies for the organization that includes forecasting job openings, planning job requirements and job descriptions, and identifying hiring sources, forecasting staff needs, employee behavior and attitudes and their impact on the organization<sup>44</sup> [44].
- Organizing: after setting goals and developing plans to achieve these goals, HR managers are tasked with designing organizational structures and distributing tasks accordingly<sup>45</sup> [45].
- Directing: the leadership function essentially consists of directing and motivating employees to carry out HRM programs. Motivation and leadership enable people to reach their full potential<sup>46</sup> [46].
- Controlling: this includes examining, comparing, validating and correcting detected deviations from organizational goals<sup>47</sup> [47].

Operative functions of the human resource management include:

- a) Resourcing: the aim is to hire people with the necessary prerequisites to achieve the company's goals. This includes functions like job analysis, recruitment, planning placement, selection, and orientation<sup>48</sup> [48].

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<sup>41</sup> Oshagbemi T. Management development and managers' use of their time. *Journal of Management Development*. 1995 Oct 1; 14(8):19-34.

<sup>42</sup> Lussier RN, Hendon JR. *Human resource management: Functions, applications, and skill development*[Internet]. Sage publications; 2017 Nov 30.

<sup>43</sup> <https://egyankosh.ac.in/bitstream/123456789/78795/3/Unit-2.pdf>

<sup>44</sup> <https://egyankosh.ac.in/bitstream/123456789/78795/3/Unit-2.pdf>

<sup>45</sup> DeCenzo DA, Robbins SP, Verhulst SL. *Fundamentals of human resource management*[Internet]. John Wiley & Sons; 2016 May 16:

<sup>46</sup> DeCenzo DA, Robbins SP, Verhulst SL. *Fundamentals of human resource management*[Internet]. John Wiley & Sons; 2016 May 16:

<sup>47</sup> DeCenzo DA, Robbins SP, Verhulst SL. *Fundamentals of human resource management*[Internet]. John Wiley & Sons; 2016 May 16:

<sup>48</sup> <https://www.yourarticlelibrary.com>

- Labor planning: this is the process of determining and ensuring that an organization has sufficient qualified employees to be available in a timely manner and capable of performing tasks that satisfy organizational needs and individuals<sup>49</sup> [49].
  - Recruitment: this is the process of finding potential employees and encouraging them to apply for the vacant positions in the organization<sup>50</sup> [50].
  - Selection: after the interview process, candidates are selected and evaluated based on their skill-set, experience, qualifications, and knowledge for the purpose of determining if they are suitable to fill the vacant positions<sup>51</sup> [51].
  - Orientation: Normally, newly recruited employees undergo orientation to facilitate their transition into a new work environment, introducing them to organizations policies, goals, practices and culture<sup>52</sup> [52].
- b) Compensation management: includes activities like job evaluation, payroll management, incentives, and bonuses, among others<sup>53</sup> [53].
- Job evaluation: this role of the HRM entails a couple of roles like classifying different jobs into categories and determining the relative value of the jobs within those categories<sup>54</sup> [54].
  - Salary management: involves implementing appropriate salary programs for the employees, and determining the salary of an employee based on different factors like country's minimum wage, experience, academic achievements, hours worked, position of the job, etc.
  - Social security measures: include sickness and medical benefits, and benefits for female employees<sup>55</sup> [55].
  - Fringe benefits: are considered allowances for employees to prepare them for any unforeseen life circumstances. These benefits can include medical, education, housing, legal, and maternity, among others.
- c) Integration: consists of interaction between people. The HRM encourages integration among employees of the organization as a way to motivate them to be productive,

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<sup>49</sup> <https://www.hrmguide.co.uk>

<sup>50</sup> Koch MJ, McGrath RG. Improving labor productivity: Human resource management policies do matter. Strategic management journal. 1996 May; 17(5):335-54.

<sup>51</sup> Roberts G. Recruitment and selection[Internet]. CIPD publishing; 1997.

<sup>52</sup> Roberts G. Recruitment and selection[Internet]. CIPD publishing; 1997.

<sup>53</sup> Lam LW, White LP. Human resource orientation and corporate performance. Human Resource Development Quarterly. 1998 Dec; 9(4):351-64.

<sup>54</sup> <https://www.igntu.ac.in/eContent/IGNTU-eContent-638670815118-MBA-TourismandTravelManagement-2-RohitRaviundraBorlikar-MBAT201-OBHRM-3.pdf>

<sup>55</sup> Lytle CW. Job Evaluation Methods, 1946. JD Hackett has a similar view;7:103.

cooperative, and economically and socially satisfying. It also boosts employee morale and develops leadership skills<sup>56</sup> [56].

- d) Relationships with employees: encourages relations between workers, employees, governments and trade unions, in order to help workers know their rights and fight for any injustices or inequalities.
- e) Performance management and employee development: consists of performance evaluation processes, training, career development and planning, promotions, and employee retentions, among others:
  - Performance appraisals: this is used to determine the level at which an individual or the organization is performing, either positively or negatively. This includes reviewing reports, evaluating the effectiveness of certain employees, techniques or procedures<sup>57</sup> [57].
  - Training: this is the process of helping employees gain new skills. It includes developing appropriate training programs, identifying individual and corporate needs, and providing employees with the set of skills that they need in order to perform accordingly<sup>58</sup> [58].
  - Career planning and development: involves planning out one's career and carrying it out by job hunting, education, training programs, and internships<sup>59</sup> [59].
  - Retention management and downsizing: most employers retain their employees by offering those more benefits like education, housing, medical and creating a suitable work environment in order to avoid high turnover rates<sup>60</sup> [60].
  - Promotions: this involves upgrading employees to higher positions in the organization with better salaries, while considering the employee's manpower and work demands<sup>61</sup> [61].
  - Internal mobility: this includes vertical and horizontal movement of employees within the organization<sup>62</sup> [62].

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<sup>56</sup> <https://www.businessmanagementideas.com>

<sup>57</sup> Pânzaru S. The role of human resource management in integration of staff in organizations. Review of General Management. 2016(23 (1)):58-64.

<sup>58</sup> Randhawa G. Human resource management[Internet]. Atlantic Publishers & Dist; 2007

<sup>59</sup> Gary D. Human resource management[Internet. Pearson Education India; 2010

<sup>60</sup> Piwowar-Sulej K. Core functions of Sustainable Human Resource Management. A hybrid literature review with the use of H-Classics methodology. Sustainable Development. 2021 Jul; 29(4):671-93.

<sup>61</sup> <https://shrm.org>

<sup>62</sup> Pattanayak B. Human resource management[Internet]. PHI Learning Pvt. Ltd.; 2020 Jul 1[cited 2023 may 30].

## 2. Organizational culture of human resource management

According to Kotter and Heskett (1992), organizational culture is defined as the common ideas and values that exist inside the company and that influence how people behave<sup>63</sup>[63]. According to Gordon and Cummins (1989), organizational culture is the motivation that values the contributions and efforts of the organization's members and offers a comprehensive knowledge of what has to be accomplished, how it will be accomplished, how goals are connected to one another, and how each employee may reach their goals<sup>64</sup> [64].

Organizational culture was described by Hofstede (1990) as a collective mental process that separates members of one group from those of the other<sup>65</sup> [65]. The aforementioned concepts lead us to the conclusion that organizational culture may be a tool for policing personnel and orienting them towards corporate goals. Through its human resource development programs, Deal and Kennedy (1982) acknowledge the relationship between corporate culture and superior performance<sup>66</sup> [66].

The organizational tactics that resulted in successful organizations are congruent with the cultural values and human resource development programs that have been implemented. Schein (1990) describes organizational culture as a phenomenon that permeates all aspects of an organization, including the physical surroundings, rites and rituals, atmosphere, business values, and company-specific programs like performance management, training and development, recruiting and selection, etc.<sup>67</sup> [67]. Martins and Terblanche (2003) claim that a company's culture is closely related to the values and convictions that its employees have in common<sup>68</sup> [68]. Employees are connected to the organization's values, norms, tales, beliefs,

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<sup>63</sup> Bohlander GW, Snell S, Sherman AW. Human resource management[Internet]. South-Western College Pub.; 2007

<sup>64</sup> Akpa VO, Asikhia OU, Nneji NE. Organizational culture and organizational performance: A review of literature. *International Journal of Advances in Engineering and Management*. 2021; 3(1):361-72.

<sup>65</sup> Wadhawan S, Malhotra N. A COMPARATIVE STUDY OF ORGANIZATION CULTURE BETWEEN BIRLA SOFT AND WIPRO LTD.

<sup>66</sup> Osibanjo AO, Adeniji AA. Impact of Organizational Culture on Human Resource Practices: A Study of Selected Nigerian Private Universities. *Journal of Competitiveness*. 2013 31;5(4):115–33.

<sup>67</sup> Osibanjo AO, Adeniji AA. Impact of Organizational Culture on Human Resource Practices: A Study of Selected Nigerian Private Universities. *Journal of Competitiveness*. 2013 31;5(4):115–33.

<sup>68</sup> Wadhawan, & Malhotra. A COMPARATIVE STUDY OF ORGANIZATION CULTURE BETWEEN BIRLA SOFT AND WIPRO LTD. 2019;1:117.

and principles through organizational culture, which incorporates these presumptions into their behavior and activity standards.

According to Klein (1996), organizational culture is at the center of an organization's operations, and has a cumulative influence on both the effectiveness of the company as a whole and the caliber of its goods and services. Organizational culture, according to Schein (2004), is a dynamic force within the company that is rotating, engaging, and interactive and is molded by the employees' and management's actions, attitudes, and behaviors.

Organizational culture is the fundamental framework of shared assumptions, values, and ideas that are seen as the right way to approach and respond to challenges and opportunities facing the business<sup>69</sup> [69]. In the organization, it determines what is crucial and insignificant. It is sometimes compared to an organization's DNA since it is imperceptible to the unaided eye yet acts as a potent framework for how things are done at work. Because culture is viewed as a collection of influences that mold and influence human behavior. Schneider and Smith (2004) contend that it starts with leadership and is transmitted to organizational members<sup>70</sup> [70].

A variety of factors, such as the effects of national culture, historical events within the organization, various personality types, and the socialization that individual members underwent as a result of previous educational and professional environments, contribute to the culture of an organization. It contains the organization's underlying presumptions, values, and beliefs. Assumptions are the widely held mental models, broad worldviews, or theories that people rely on to shape their perceptions and actions. For instance, employees may believe that the company's integrity toward its employees and the attribution of staff compensation is a crucial factor in the survival and success of the business. The beliefs of the organization reflect how each person views the world<sup>71</sup> [71].

Organizations' culture varies in terms of the relative precedence of assumptions, values, and beliefs. For instance, some organizational practices prioritize their recruitment and selection

processes, training and development plans, attribution of remuneration, and even performance

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<sup>69</sup> Marcoulides GA, Heck RH. Organizational culture and performance: Proposing and testing a model. *Organization science*. 1993 May; 4(2):209-25.

<sup>70</sup> Martins EC, Terblanche F. Building organizational culture that stimulates creativity and innovation. *European journal of innovation management*. 2003 Mar 1; 6(1):64-74.

<sup>71</sup> Bamidele RA. Organizational Culture. *Industrial Sociology, Industrial Relations and Human Resource Management*. 2022:284-92.

management<sup>72</sup> [72]. Additionally, some organizations prioritize career development, goal-setting, and pay-for-performance with the aim of boosting staff productivity and customer satisfaction. This will support the development of a high-performance culture throughout the company.

Organizational culture affects corporate performance. Corporate culture is a deeply embedded form of social control that influences employee decisions and behavior<sup>73</sup> [72].

The social cement that holds individuals together and makes them feel like they are a part of the corporate experience is organizational culture. The dominant culture of the company inspires employees to absorb it because it satisfies their demand for social identity. This social glue helps to both recruit new employees and keep top workers on board [73]

Corporate culture aids in the process of making sense, and employees can better grasp organizational happenings, and focus on their work. Because they have similar mental representations of reality, employees are able to communicate and cooperate more effectively<sup>74</sup> [74].

The recruiting and selection processes used by a business can also be impacted by its organizational culture, and ethical principles that guide moral action. By incorporating moral principles into its culture, a company may influence personal behavior<sup>75</sup> [75].

### 2.1. Importance of organization culture

An organization is a collective platform where individuals cooperate to generate revenues and support their own livelihoods. It is also a location where individuals pursue their aspirations to be successful [76]. Every firm has a distinctive working style that frequently influences its culture. An organization's culture is composed of its ideas, philosophies, principles, and values<sup>76</sup>[76].

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<sup>72</sup> Dawson C. Leading culture change: What every CEO needs to know. Stanford University Press; 2010 May 10.

<sup>73</sup> Bauer TN, Erdogan B. Organizational socialization: The effective onboarding of new employees.; 2011.

<sup>74</sup> Sinclair A. After excellence: Models of organizational culture for the public sector. Australian Journal of Public Administration. 1991 Sep; 50(3):321-32.

<sup>75</sup> Yohn DL. Company culture is everyone's responsibility. Harvard Business Review. 2021 Feb 8.

<sup>76</sup> Howell JM, Avolio BJ. The ethics of charismatic leadership: submission or liberation?. Academy of Management Perspectives. 1992 May 1; 6(2):43-54.

- Employee interactions within the workplace are governed by the workplace culture, as are their interactions with those outside the firm. A positive work environment promotes employee motivation and management loyalty<sup>77</sup> [77].
- Usually, the culture of the workplace plays a significant role in encouraging healthy rivalry at work. Employees make every effort to outperform their coworkers and win the respect and admiration of their superiors. Employees' performance is motivated by the workplace culture.
- Every organization has to establish rules that workers need to comply with. The predetermined policies that steer employees and provide them with a feeling of direction at work help define an organization's culture. Everyone in the organization understands their duties and responsibilities and knows how to complete assignments in a timely manner.
- Workplace cultures cannot be the same across firms. An organization's culture is what sets it apart from others. The brand image of the firm is greatly influenced by its culture. The workplace culture provides the company its identity, and the organization's culture defines it.
- The company culture unites all of the personnel on one common ground. Everyone at work must be treated equally, and nobody should ever feel overlooked or excluded. To perform at their peak, personnel must successfully integrate into the organizational culture.
- The workplace culture unites all of the personnel on one common ground. Everyone at work must be treated equally, and nobody should ever feel overlooked or excluded. To perform at their peak, personnel must successfully integrate into the organizational culture<sup>78</sup> [78].
- Employees who come from various backgrounds, families, and with a variety of views and mentalities are brought together by the workplace culture. The workplace culture fosters a sense of cohesion among the personnel. There are certain businesses that have a policy requiring all employees, regardless of position, to arrive at work promptly. Such culture encourages employees to arrive on time, which helps them be performant in the long term.

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<sup>77</sup> [What is Organization? definition, process and types - Business Jargons](#)

<sup>78</sup>Wong K. Organizational culture: Definition, importance, and development-

- The workplace culture encourages good communication amongst coworkers. Nobody views work as a hardship, and everyone shapes themselves to fit in.
- Each team member's finest qualities are brought forth by the organization's culture. The staff would deliver their reports at the end of the day in a culture where management is very concerned about the reporting system, regardless of what the workload is. Nobody has to be forced to go to work. Individuals pick up habits from the culture that help them succeed at work.

## 2.2. Factors affecting organization culture

The ideas, philosophies, policies, and practices of an organization are represented by its culture. It provides the workers with a feeling of direction and regulates how they interact with one another. The workplace culture unifies all of the employees by placing them on a similar ground.

There are several factors which affect the organization culture:

- The person working for the organization is the first and most important component influencing culture. Each individual makes a unique contribution to the workplace culture. Employee perceptions, attitudes, mentalities, interests, and even intellectual processes have an impact on the organizational culture.
- The organization's culture is influenced by the type of the business as well. The stockbroking, finance, and banking sectors are all reliant on outside variables such as supply and demand, market capitalization, earnings per share, etc. When the market collapses, these industries are forced to fire their staff, which gradually changes the workplace culture. Market swings cause dissatisfaction, anxiety, and a serious lack of motivation in people. When no one can control the situation, management feels even more powerless. People are uncertain about their professional development in these companies.
- The organization's aims and objectives have an impact on its culture as well. The tactics and practices created to help the company reach its goals also contribute to its culture<sup>79</sup> [79].

People who work for government agencies obey the rules but do not implement a feedback process, which shapes the culture of the organization. Fast-paced fields like advertising and

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<sup>79</sup> <https://www.trinet.com/insights/what-is-organizational-culture-and-why-is-it-important>.

event management organizations demand that their staff members be alert, assertive, and extremely active.

- The management style and how it interacts with the workforce also have an impact on workplace culture. There are certain businesses where management empowers staff to make decisions on their own and participate in strategy development. Employees in such a culture develop bonds with their managers and look forward to a lasting relationship with the company.
- To prevent a workplace culture where people just labor for compensation and nothing else, managers must appreciate the workforce. They view the company only as a means of generating income, and they search for a change quickly<sup>80</sup> [80].

### 2.3. Setbacks of organization culture

For employees to perform at the highest level, it is crucial that they successfully integrate into the organizational culture. However, anytime there is a change in the workplace culture, it has been noticed that occasionally employees may find themselves in trouble. The workplace culture may burden employees rather than providing them with a feeling of purpose. Adjustment is the first and most important issue that develops from a predetermined work culture.

An organization's culture does not develop overnight. A company's culture is the result of all of the interactions and behavioral patterns of its personnel. When people stick to specific beliefs and rules for a long period of time, a culture is created. When new workers assume leadership roles and take over from the old ones, issues occur. They generate issues for the current employees since they bring fresh notions, plans of action, and ideas with them. They frequently employ their own individuals, eventually displacing the present workers.

- When new hires struggle to fit into the established work culture, adjustment issues occur: They have trouble focusing and frequently become disinterested in their jobs. They no longer like their jobs and only go to work to make a living. They never form bonds with their place of employment.

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<sup>80</sup> Abhijeet.P “DISCUSS THE INTERNAL FACTORS THAT CAN AFFECT ORGANIZATIONAL CULTURE[Internet],[cited 2023 Apr 29]”Available from: [www.aim-blog.com](http://www.aim-blog.com).

- In some circumstances, culture can turn into a liability for a company. Employees may occasionally experience issues as a result of strict regulations and strict restrictions, and they may find it challenging to remain with the company for an extended period of time. When cultures are weak, keeping the employee becomes a problem. The rules must be advantageous to everyone and be employee friendly. In a workplace where male employees predominate over female employees, late sitting is a common occurrence. A female employee would not fit in well in such a culture, even if male people would find it to be quite comfortable. In companies where the senior generation sets policy and establishes culture, the younger generation would struggle.
- A person who spends a lot of time in a specific culture will acquire certain mindsets and behaviors. It is difficult to abruptly break a habit. Every time a worker wants to leave their job in search of greater chances, problems occur. They could not receive the same amenities and luxuries from the new company as they had from their former one. The incentive program may not be as lucrative in this organization as it was in the prior one.
- An employee finds it challenging to incorporate new ideas and thoughts into an established culture. The fact that he must follow predetermined rules and cultural norms becomes a barrier.

#### 2.4. Threats to organization culture

- Negative attitude and ego are two threats to organization culture. Individuals with a negative attitude often complain and spoil the entire work culture.
- Favoritism is another big threat to work culture. Problems arise the moment one starts giving special treatments to few employees. An employer should not favor a worker because he/she is their friend. Such behavior is unacceptable and unethical. Favoritism not only spoils the work culture but also demotivates those who genuinely want to work. Employees who work hard need to be motivated and appreciated irrespective of their position in the hierarchy.
- Lack of communication among employees is another major problem faced by organizations. Employees must interact with one another to discuss work, different difficulties, and come up with creative solutions. For greater results, workers must function as a cohesive team. Effective communication between managers and their teams is essential. “Do not rely on your secretary to update your subordinates on your behalf all the

time. Make your workers feel special, and consider them essential resources for the company”. People who take their employers for granted also harm the workplace culture. You must sincerely care about your company<sup>81</sup> [81].

## 2.5. Issues and challenges in modern human resource management.

The rapidly-transforming business landscape in the current scenario indicates many HRM challenges which will continue to evolve for years to come. HRD really needs to be adding real business value to their organizations to tackle the occurring issues.

- Information technology. Modern business cannot effectively operate in the business world if the HR is not well equipped with the latest technology and techniques. One of the major challenges faced by human resource managers is recruitment and selection. As technology advances, new HR management tools and techniques are developed. As a result, HR professionals find it challenging to find a suitable candidate who fits job requirements and adapt to technological changes. They will have to make some changes in their recruitment methods, including offering new training services to ensure quality results<sup>82</sup> [82].
- Managing Globalization. Globalization has been one of the biggest reasons for the huge transformation of HR today. In the global competition, managing a workforce diverse in culture and language skills, and distributed in various countries remains the biggest challenge for global organizations’ HRD. It is critical that the businesses not only familiarize themselves with local ways of doing business, and understand the needs of local consumers, but also develop a global mindset among their employees. Decision making in organizations has also become increasingly complicated and complex. It has become essential for the multinational organizations to learn to integrate diverse value systems and advocate shared global work values to create an atmosphere, where workers are able to communicate and coordinate their activities to reach common goals.

**Talent acquisition and talent management.** Managing talent within organizations and trying to attract and keep talented and hardworking people seems to be a threat nowadays. To get the right candidate fulfilling the job requirements of the business strategy in order to avoid wrong hiring is critical. Constantly developing the knowledge of employees, planning training and

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<sup>81</sup> .Juneja, Prachi. “Organization Culture[Internet].” *Management Study Guide*, 2015

<sup>82</sup> <https://www.managementstudyguide.com/organizational-culture.htm>

managerial development programs, looking at the appropriate salary, bonus, allowances, incentives and perquisites to be paid according to workers' performances gives a challenge as these have direct impact on employees' commitment<sup>83</sup> [83].

### 3. Human resource management in healthcare institutions

#### 3.1. Presentation of the human resource management in healthcare institutions

HRM is one of the key departments in any organization or institution, charged with planning, controlling, directing, leading the company's employees among many other functions that ensure the smooth running of an establishment<sup>84</sup> [84]. The health care institution is a very complex industry and the HRM in healthcare are always navigating the industry's ever-changing landscape.

In healthcare institutions the HRD is responsible for a variety of issues like financial management, retention of personnel, ensuring the compliance with the country's healthcare standards among other tasks. When referring to HR in the healthcare industry it refers to the different kinds of clinical and non-clinical staff responsible for public and individual health intervention<sup>85</sup> [85].

#### 3.2. Performance in healthcare institutions

Performance is one of the main tools HRD in healthcare needs to be looked at or reviewed on a constant basis. Performance is the capability to achieve set goals or results by optimally using given resources, performance management helps healthcare institutions to review their growth, development and excellence. It is also a way for these institutions to know the areas in which they should pay more attention to and develop<sup>86</sup> [86].

Hospital performance is the ability to mobilize available resources to improve population health, develop the capacity of the health system to consider the population expectations and reduce inequities in access to care and the system financing.

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<sup>83</sup> Peterdavidson, 16 LUD,. Challenges in human resource management and how to overcome them. 2021.

<sup>84</sup> Kaur Sonia N, Challenges Faced by The Human Resource Managers Volume 6 issue 2 April 2018 ISSN: 2320-2882: <https://ijcrt.org/papers/IJCRT1812376.pdf>

<sup>85</sup> Wood S. Human resource management and performance. International journal of management reviews. 1999 Dec; 1(4):367-413.

<sup>86</sup> Flynn WJ, Valentine SR, Meglich P. Healthcare human resource management. Cengage Learning; 2021.

The main goal in healthcare is better health for all. The objectives might relate to traditional hospital functions such as diagnosis, treatment, care and rehabilitation as well as teaching and research. But, the definition and functions of hospitals can change as the focus can shift from care to ambulatory care but also to community outreach programs and healthcare networks. Hence hospital performance can therefore be expected to include elements of community care and public health as well as social and professional functions.

### 3.3. The roles of human resource that contribute to the performance in hospitals

- Hiring is a key responsibility for any HRD because healthcare workers are specialized in different fields, it makes this process even more difficult since one is taking a lot into consideration from experience, qualifications, patient's reactions, and willingness to learn[87].
- Training, designing a training program is often the responsibility of the HRD, which designs plans to ensure there is effective training for the new employees to acquire required skills and to be comfortable with their new working environment, furthermore, the HRD also ensures the new recruits have knowledge of their responsibilities in the day to day running of the hospital.
- Healthcare institutions usually have different rotations for nurses, doctors, guest doctors, and part time doctors. The HRD is tasked with designing these rotation schedules, and following the payroll of all employees[87].
- Inclusion, diversity and equity, are the responsibility of the HRD that ensures there is equity in the workplace and no favoritism of any kind. HRD is supposed to set clear guidelines that workers need to comply with in order to ensure minimal conflicts and disturbances at work.
- Patient satisfaction often lies with healthcare professionals. However, the HRD has to ensure that sifts and schedules are properly coordinated to avoid long wait hours for patients. HRD also ensures that healthcare workers arrive promptly, and avoid mixing shifts with one another.

- The HRD also ensures that hospitals comply with all regulations implemented by the Ministries of Health and the government. They are also tasked with following and assisting healthcare workers in case any legal issues arise in the workplace <sup>87</sup>[87].

#### 3.4. Indicators of performance management in healthcare institutions.

Indicators of performance in any organization help to measure the success or progress of the organization in the goals or objectives that have been set for a specific period of time. They can be financial related, customer related, process focused or human resource related. Some performance indicators can include turnover ratios, liquidity ratios, profitability, response time, client waiting time, customer satisfaction, quality of products, errors, social media traffic and website insights, absenteeism, hours worked, employee satisfaction among others <sup>88</sup>[88].

In the healthcare industry, performance measurement is very important given they deal with human lives and economy. They also help to cite areas in the healthcare industry that need improvement or to be made a priority to ensure good healthcare services for everyone. Performance indicators in healthcare institutions include the following:

- Average length of stay. Represents the number of days a patient has been hospitalized. This helps the hospital better plan for their resources and make future projections.
- Average bed occupancy. This is the average percentage of occupancy in the hospital. Defined as the ratio between the number of days completed and number of exploitable days, like the number of beds potentially available over a year for each day. This indicator shows the number of beds available during a specific period and determines the efficiency of the hospital.
- Patient room turnover. This includes different activities such as cleaning the room, changing beddings, changing medical equipment or in general preparing the room when the patient leaves. The healthcare workers are supposed to do it in a speedy process but also ensure quality.

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<sup>87</sup>Giannini M. Performance and quality improvement in healthcare organizations. *International Journal of Healthcare Management*. 2015 Aug 1; 8(3):173-9.

<sup>88</sup>Tiwari P, Saxena K. Human resource management practices: A comprehensive review. *Pakistan business review*. 2012 Jan; 9(2):669-705.

- Patient waiting time. The length between the time the patient enters the hospital and registers and the time they see the doctor is supposed to be as minimal as possible. Patient waiting time may affect patient's satisfaction.
- Patient mortality rate. This refers to the number of patients who have died during their stay while in the hospital. This indicator informs future patients of the capability of healthcare professionals to treat patients during their stay.
- Employee turnover rate. This performance indicator measures the rate at which staff are leaving the institution. When the employees' turnover rate is high, the possibility that the healthcare facility has issues that must be addressed is high.
- Employee satisfaction. When the workload is important, the HRD has to make sure that their employees are satisfied with their work schedules, salaries, break periods, and retirement plans, in order to ensure employee retention.
- Absenteeism. The number of hours or days missed by workers is an indicator of how unserious the employee is, and how tolerant the administration is. When workers are absent it leaves the ratio of staff very low compared to the number of patients supposed to be taken care of, which in the end can lead to patient dissatisfaction.
- Work environment. The work environment is supposed to be favorable for the healthcare workers in order to work peacefully and increase their productivity in their specific departments.

### 3.5. Problems faced by human resources in healthcare facilities.

The problems and challenges faced by the healthcare professionals and HRD are numerous and depend on the size, the level of development of the healthcare facility, and the number of employees. Below are a few challenges faced by the HR in healthcare institutions:

- Work environment. When the work environment is unstable, and there is lack of trust among employees, favoritism can lead to employees slowly detaching themselves from work and in the long-term resigning.
- Working conditions. Working long hours with minimal breaks, lack of hygiene in the workplace, tight work schedules, regular absence from work, lack of respect for working time are usual problems faced by HRM.
- Recruitment and salaries. Recruiting good healthcare workers can be difficult as many aspects have to be considered.

- Information systems. Today the world is moving into a digital era and some healthcare facilities are lagging behind, which can pose a problem when distributing schedules, dealing with logistics, following up patient files, and communicating on many levels.
- Training. This is one of the important HRM tasks, in particular training new recruits. Some healthcare facilities do not have the necessary equipment to train new staff members, while in others training schedules are not flexible which leads to early burnout of new recruits.
- Career evaluation. This is also an important task of HRM. HRM assesses their employees' progress to ensure that they are growing, learning, and improving. When the healthcare facilities do not have the right tools to manage employees' careers, it can lead to high turnover as the employees would feel stagnant in the same position.
- Lack of motivation; motivation is a great tool that helps healthcare workers do their job efficiently and effectively, but if there's a lack of motivation, employees are demoralized to work.

#### 4. Human resource management in healthcare institutions during the Covid-19 pandemic.

The Covid-19 pandemic has placed unprecedented challenges on the healthcare institutions worldwide, requiring quick and effective adjustment to the evolving healthcare landscape. In this context, HRM in healthcare institutions has emerged as a crucial component for solving the complex workforce related issues that were brought forth by the pandemic.

Essential HRM practices are essential in ensuring the well-being of healthcare professionals, optimizing workforce deployment and maintaining high quality patient care in the context of the Covid-19 pandemic.

The Covid-19 pandemic has also significantly impacted the healthcare sector, placing immense pressure on healthcare institutions and their HR. HRM during the pandemic has taken a multiphase role, encompassing several crucial aspects, including managing staffing needs and shortages, ensuring the availability of personal protective equipment and infection control measures, supporting the mental and emotional well-being of healthcare professionals and adapting to remote work and tele-health models.

In this chapter we consider (i) roles of HRM during the pandemic, specific challenges and barriers faced by HRM, and lessons learned during the pandemic, (ii) examine performance

management in healthcare institutions during the Covid-19 pandemic, and policies put in place by the WHO.

#### 4.1. Public health crisis.

The Covid-19 pandemic is the fifth documented pandemic since the 1918 flu pandemic [88], and an unprecedented outbreak that was first reported in Wuhan, China [89]. Rapidly, the outbreak spread throughout the world causing many economies to shut down and borders to close in many countries. During this health crisis, rates of unemployment skyrocketed because of an increase in the number of layoffs.

In this chapter we examine the definitions of public health crisis, the role of HRM during the public health crisis, the policies implemented by the WHO to address the Covid-19 pandemic, evaluate performance management during the pandemic, and assess the impact of the Covid-19 pandemic on the HRM practices, including the challenges and barriers encountered during this public health crisis in healthcare institutions.

##### *Definitions of public health crisis*

- Public health crisis refers to an urgent situation, when the health status of inhabitants in an area or a territory is adversely affected<sup>89</sup> [89]. Public health crises usually occur with outbreaks of infectious diseases that pose a significant threat to a community, region or territory.
- A public health crisis is a difficult situation that affects humans in one or more geographic areas, from a particular locality to encompass the entire planet. Public health crises generally have a significant impact on the health of a community, life loss and on the economy. All these may result from disease, industrial processes or poor policies[90].
- Public health crisis can also be referred to as a sequence of events following a public health threat, where the limited time available for deciding and the large degree of uncertainty leads to overburdening the normal response capacity and undermining of authority. Examples of public health crises include outbreaks of infectious diseases such as Covid-19 pandemic, epidemics of chronic diseases such as obesity, diabetes, high blood pressure, stroke, cancer and environmental disasters such as chemical spills or natural disasters, and other health emergencies that require a coordinated public health response to prevent and

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<sup>89</sup> Bergeron BP. PERFORMANCE MANAGEMENT IN HEALTHCARE: From key performance indicators to balanced scorecard. RAE. 2019 Sep 1;59(5):370-1.

control their spread. Public health crises can have social, economic and political implications, and often require a multi-disciplinary approach to address the underlying causes and mitigate their effects.

- Public health emergency is defined as an occurrence or imminent threat of an illness or health condition caused by bioterrorism, epidemic or pandemic disease, or an infectious agent, or biological toxins that pose a substantial risk to humans, by either causing a significant number of human fatalities or permanent or long-term disability<sup>90</sup> [90].

Being prepared for a public health emergency helps mitigate the threat of the illness. How the authorities respond to a public health crisis depends on the situation, since every situation is different and different factors will impact the decisions made by health authorities. In case of public health emergencies, a rapid response is required to prevent further spread of the disease, minimize the number of casualties, and provide the necessary medical care to those affected. This may include measures such as quarantine, isolation, contact tracing, and vaccination campaigns. Public health emergencies may have significant social, economic and political implications and often require a coordinated and collaborative response from multiple sectors and stakeholders to address the situation effectively. Public health emergencies that have occurred over the years include:

- 1918-1920 : Spanish flu
- 2001: Anthrax attacks in the United States of America, also known as Amerithrax
- 2003: severe acute respiratory syndrome (SARS)
- 2004: avian influenza (H5N1) commonly known as bird flu
- 2006: côte d'ivoire toxic waste dump
- 2009: pandemic H1N1/09 Influenza
- 2010: Haiti Earthquakes
- 2013-2016: Ebola virus epidemic in West Africa
- 2015: Zika virus outbreak
- 2019- on going: Covid-19 outbreak
- 2022: monkeypox outbreak

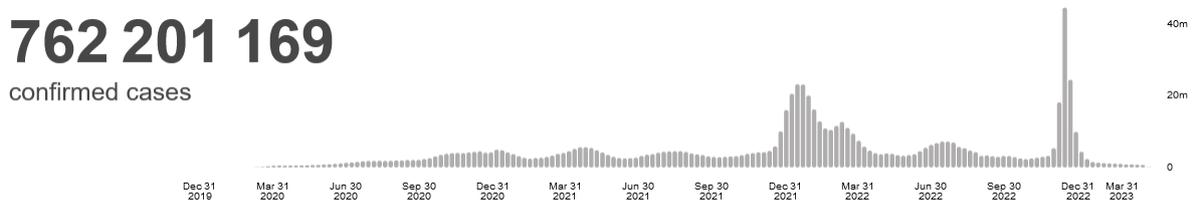
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<sup>90</sup> <https://www.undp.org/content/undp/en/home/coravirus.html>

#### 4.2. Brief review of Covid-19 occurrence and spread.

The Covid-19 pandemic is the defining global health crisis of our time and the greatest challenge we have faced since World War two. However, not only is the Covid-19 a health crisis but also an unprecedented socio-economic crisis that had long standing disastrous social, economic and political effects<sup>91</sup> [91]. The outbreak which was first identified in Wuhan, China in December 2019, rapidly spread across the globe, affecting millions of people and causing widespread social, economic and political disruption. The pandemic has put an enormous strain on healthcare systems worldwide, and has highlighted the need for robust public health infrastructure and preparedness. In addition to its health impact, the covid-19 pandemic has also led to social isolation, economic downturn, and political polarization, raising significant challenges for societies worldwide.

Covid-19 is an infectious disease caused by the severe acute respiratory syndrome coronavirus 2 (Sars Cov-2) that can spread from an infected person's mouth or nose in small liquid particles when the infected individual sneezes, coughs, speaks, sings or breathes<sup>92</sup> [92]. These particles range from larger respiratory droplets to smaller aerosols. During the pandemic, it was recommended that individuals wear a face mask and maintain social distance to avoid the covid-19 transmission. According to the WHO, as of 3<sup>rd</sup> May 2023 there have been 765,222,932 confirmed cases of Covid-19, and 6,921,614 deaths. As of 30<sup>th</sup> April 2023, a total of 13,346,989.954 vaccine doses have been administered<sup>93</sup> [93].



**Figure 1. Evolution of the number of new cases of Covid-19 infection in the world. 2020-2023.**

<sup>91</sup> <https://www.Covid19.who.int/>

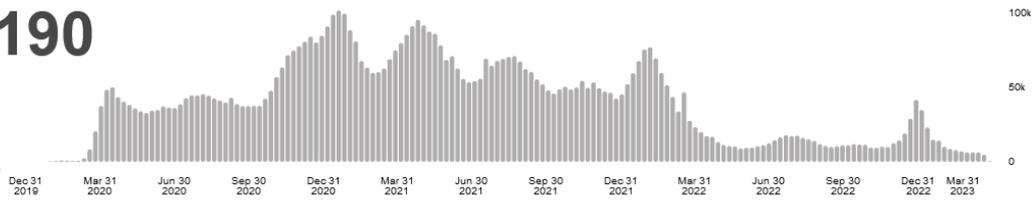
<sup>92</sup> <https://www.Covid19.who.int/>

<sup>93</sup> [Novel Coronavirus \(2019-nCoV\)?](https://www.Covid19.who.int/)

# 6 893 190

deaths

Source: World Health Organization  
Data may be incomplete for the current day or week.



**Figure 2. Evolution of the number of deaths worldwide due to Covid-19 infection. 2020-2023.**

#### 4.3. Evolution of the covid-19 pandemic worldwide

In December 2019 in China, the epidemic due to the new coronavirus SARS-Cov2 has exceeded the three million infected cases in the world and has reached more than 200 countries as of April 30, 2020. Outside of China, the first positive case in Asia was registered in Thailand on January 13 2020<sup>94</sup>[94]. If the first cases in Europe occurred at the end of January 2020, the epidemic did really break out during the second half of the month of February, first in Italy, then in France and Spain with a rapid rise in the number of infected individuals, that led to a rapid saturation of healthcare facilities, and high mortality rates. The first case on the African continent was diagnosed in Egypt on February 15, 2020<sup>95</sup> [95].

The WHO has declared a public health emergency of international scope on January 30, 2020, and has elevated the outbreak to pandemic status on March 12, 2020. Different strategies to fight the disease and its rapid spread have been implemented worldwide by governments, among which the containment of populations, with all its socio-economic repercussions. This measure has been chosen by many countries. In Algeria, the first case of Covid-19 was declared on February 25, 2020. The patient was an Italian national, working in a field oil tanker in Ouargla (southern region of Algeria), and coming from Lombardy, one of the most affected regions.

<sup>94</sup> [Coronavirus disease 2019 \(COVID-19\) Situation Report - 26?](#)

<sup>95</sup> Smither JW, London M, editors. Performance management: Putting research into action. John Wiley & Sons; 2009 Aug 31.

#### 4.4. WHO responses to Covid-19

The WHO is a non-government agency of the United Nations that is responsible for coordinating international efforts to promote and protect public health. Established on April 7 1948, the WHO headquarters are located in Geneva, Switzerland. The WHO primary objective is to ensure that all people can achieve the highest possible level of health, regardless of their race, gender or socioeconomic status [96].

The WHO work includes developing policies and guidelines on health-related issues, conducting research, providing technical assistance to countries, and monitoring and responding to global health emergencies. The organization comprises 194 member states and it is funded by both assessed and voluntary contributions.

The WHO has been involved in a wide range of public health initiatives including efforts to combat infectious diseases such as HIV/AIDS, tuberculosis and malaria, as well as initiatives to promote maternal and child health, nutrition and mental health. The WHO has also played a key role in coordinating the global response to the Covid-19 pandemic, including providing guidance on how to prevent the spread of the disease, and developing treatment protocols and vaccines<sup>96</sup> [96].

In addition, the WHO has also been working to support countries in their response efforts, by providing technical assistance, mobilizing resources and facilitating the distribution of essential medical supplies and equipment. The WHO has been instrumental in developing and implementing health regulations and policies during the Covid-19 pandemic, that include:

- Global Emergency Alert System: To notify the public about the spread of Covid-19 and to suggest steps and safeguards to stop its spread, the WHO designed an emergency alert system and developed and published guidance on a range of prevention measures including hand hygiene, physical distancing, and the use of face masks. These guidelines have been widely disseminated and have helped to inform public health responses around the world.
- Travel warnings: The WHO issued travel warnings for the affected nations and areas, advising individuals to avoid unnecessary travel and to postpone travel until the situation improves.

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<sup>96</sup> Poister TH. Measuring performance in public and nonprofit organizations. John Wiley & Sons; 2008 Mar 11.

- Campaigns for communication: The WHO created campaigns for communication to spread awareness of the covid19 related infection, its symptoms, and the necessity of taking precautions including hand washing and social distancing.
- Guidelines for examination and therapy: The WHO published recommendations on the use of diagnostic testing, available treatments, and support for healthcare systems in guidelines for covid-19 testing, diagnosis, and treatment. They also emphasized the importance of widespread testing and contact tracing as key tools for controlling the spread of the virus.
- Assistance to nations: The WHO offered assistance to the virus-affected nations and territories, including technical know-how, medical supplies delivery, and financial assistance to support ongoing efforts to stop the disease's spread.

Overall, the WHO has designed policies to safeguard public health, stop the virus from spreading, and make sure that nations have the resources they need to respond to the pandemic and support their healthcare systems.

## 5. Role of human resource management during the covid-19 pandemic

HR is a very important element in management of any kind because the basis of management is getting things done through people (HR). The pandemic of Covid-19 has given rise to a global HR crisis, among healthcare workers in particular. As a consequence, there was an increased number of patients seeking care over a short period of time. Between January 22 and June 2021, 179 million infected individuals were reported worldwide and 3.9 million deaths. The demand for healthcare professionals worldwide also increased tremendously due to the understaffing caused by the unprecedented outbreak of the pandemic Covid-19. During these times the HRM had important roles to play in order to ensure the smooth running of healthcare facilities and meet

Patients' needs, these include:

- A public health emergency creates an increment in patients which can change the staffing requirements. Covid-19 is a highly contagious disease that requires additional healthcare workers for tasks usually not considered as essential. HRM also deals with safety issues when determining staffing requirements to limit the transmission of the diseases and protect employees in vulnerable health states.
- HRM plays a vital role in recruiting personnel both in and outside the organizations to fill positions and retain healthcare workers during public health crises. During such times,

healthcare institutions may experience increased demand for staff and HRM may develop recruitment strategies to attract more professionals.

- The HRM also makes sure the staff have the appropriate degrees and qualifications to perform their assigned work and during times of public health crisis, HR professionals may pay attention to state-specific waivers.
- The HRD assesses the personnel working in their facility needs in terms of supplies and resources such as protective personal equipment during the Covid -19 pandemic, but can also anticipate the emotional and communication support healthcare professionals may require during a public health crisis.
- HRM is also responsible for ensuring that healthcare workers have the necessary skills and knowledge to deal with public health crises such as Covid-19. HR managers can provide training on infection control measures and personal protective equipment (PPE) usage.
- Healthcare workers are at a higher risk of contracting Covid-19 and HR managers have the responsibility to ensure that they have access to adequate resources and support. This may include providing mental health resources, ensuring access to PPE, and implementing policies to promote employee well-being.
- HR managers are responsible for ensuring that health workers comply with government regulations and guidelines related to the Covid-19 infection. HR managers can also help healthcare institutions stay up to date on the latest regulations and guidelines and to develop policies and procedures to comply with them.
- Effective communication is critical during a public health crisis, and ensuring that information is disseminated to healthcare workers in a timely manner is crucial. HR managers can also ensure that employees have access to the resources they need to stay informed about all the developments related to Covid-19.

## 5.2. Performance management during the covid-19 pandemic

One of the pillars of HR practice in every organization is performance management<sup>97</sup> [97]. Effective performance management is a crucial need in all institutions. Performance management was first developed for businesses that were for-profit, but it is now used by many

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<sup>97</sup> <https://www.aihr.com/blog/what-is-performance-management>

non-profit organizations, such as municipalities, hospitals, colleges, and other public institutions. Performance management in the healthcare sector is organized along a number of dimensions, including evaluating efficiency, economy, and effectiveness, but also due to the various stakeholders, physicians, company owners, and trusts, who all have conflicting or complementary interests. The emphasis now is more on the hospital's performance across a range of dimensions, such as clinical, operational, and financial ones, rather than merely its development and expansion. Because of the global economy, hospitals face a variety of challenges today, such as heightened competition, pressure on margins, rising departmental expenses and profitability, etc. Because of these challenges, the healthcare industry must adopt innovative measures to boost efficiency and budget management while delivering excellent patient care. A hospital's performance needs to be carefully controlled and assessed in order to achieve the desired outcome<sup>98</sup> [97].

#### *Definitions:*

Performance management entails acquiring performance information and using that information to steer formal and unofficial reform initiatives. Performance management is a tool for analyzing and improving individual performance as well as monitoring the development of other human resource capabilities. In general, the performance management system is composed of two key distinct systems: the performance acceleration system and the performance measurement system [98].

Performance management is a collection of procedures and frameworks designed to help staff members improve so they can perform their work as effectively as possible. The objective is to support staff in developing skills that will help them perform better in their roles, realize their potential, and increase their success while achieving the strategic objectives of the company.

Performance management in healthcare is not only aiming at systematic generation and control of an organization's economic value but also at the organization of the efficiency and effectiveness of service delivery<sup>99</sup> [99].

- Performance management in health care institutions begins with setting clear and measurable goals for healthcare providers. These goals should be aligned with the

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<sup>98</sup> Poister TH. Measuring performance in public and nonprofit organizations. John Wiley & Sons; 2008 Mar 11.

<sup>99</sup> <https://www.aihr.com/blog/what-is-performance-management>

institution's mission and values and should be specific, achievable and relevant to the work being done.

- Once goals are established, healthcare facilities must monitor and measure progress towards achieving these goals. This may involve tracking performance metrics such as patient outcomes, quality of care, patient satisfaction and employee engagement.
- Healthcare providers should receive regular feedback and evaluations on their performance that can help identify areas for improvement and ensure that providers are meeting the institution's standards for quality of care.
- Healthcare institutions should provide opportunities for professional development and training to help providers improve their skills and knowledge that can include continuing education, mentoring and coaching.
- Performance management is an ongoing process and healthcare facilities should be constantly seeking ways to continuously improve their performance. This process may involve implementing new policies and procedures, adopting new technologies or making other changes to enhance the quality of care.

### 5.3. The benefits of performance management

A performance management system's deployment comes with benefits. The following are significant contributions that a performance management system can make:

- a) The desire to perform is elevated. The drive to do well in the future is increased by receiving feedback on one's performance. The fuel for future successes is knowledge of one's performance and appreciation of one's past victories.
- b) One's self-esteem rises. A fundamental need to be recognized and acknowledged at work is satisfied when one receives feedback regarding their performance. As a result, employees' self-esteem will afterwards likely rise as a result of this.
- c) The job definition and requirements are made clear. It may be possible to better define and clarify the role of individuals being evaluated. In other words, employees become more aware of the actions and outcomes necessary for their particular role. Additionally, employees learn more about what it takes to be a good performer, including the standards that define success on the job.
- d) Self-awareness and growth are improved. As they move up the organizational ladder, system participants are likely to gain a better knowledge of who they are and the types of development activities that will benefit them. A greater awareness of one's talents

and shortcomings are one of the other benefits of the system, which can be used to define one's career path in the future.

- e) Retaliation against employees is more reasonable and fairer. Systems for measuring performance deliver accurate data that can be applied to personnel decisions including merit raises, promotions, transfers, and terminations. A performance management system generally aids in ensuring that awards are given out in a fair and reliable manner. These decisions, which are based on a strong performance management system, then improve interpersonal connections and increase trust between supervisors and subordinates.
- f) Clear aims for the organization are stated. The employee is aware of the organization's and the unit's goals and knows how his or her actions relate to the success of the organization. This helps to communicate the goals of the organization and the unit, as well as how those goals trickle down to the unit and the individual employee. The acceptance of these larger goals (i.e., organizational and unit level goals) by employees can be improved with the aid of performance management systems.
- g) Employees gain greater skill. The improvement in staff performance is a clear benefit. Additionally, there is a strong foundation for enhancing and growing employees through the creation of developmental plans.
- h) There is superior defense against legal action. The documentation of compliance with rules (such as equal treatment of all employees regardless of gender or ethnic background) can be aided by data obtained through performance management systems. Lack of performance management systems increases the likelihood of random performance evaluations, which increases the risk of legal action.
- i) The distinction between excellent and subpar performance is made more effectively and promptly. Performance management systems make it possible to identify high- and low-performers more quickly. Additionally, they make supervisors confront and resolve performance issues quickly before they become too expensive to fix.<sup>100</sup> [100].

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<sup>100</sup> Mettler T, Rohner P. PERFORMANCE MANAGEMENT IN HEALTH CARE: THE PAST, THE PRESENT, AND THE FUTURE. Business Services: Konzepte, Technologien, Anwendungen. 2009:699.

#### 5.4. Performance management in healthcare facilities

Performance management in healthcare facilities during the Covid-19 pandemic has been focused on ensuring that healthcare providers are able to deliver high quality care to patients while also managing the many challenges posed by the pandemic.

Performance management has also been significantly impacted by the Covid-19 pandemic at work. Businesses had to adapt to ongoing and quick changes. Unprecedented issues were brought to the performance management process by the Covid-19 pandemic. This includes:

- Employee engagement may suffer when workers are working remotely since it might be challenging to check in with them on a frequent basis in person.
- Employees can be coping with uncertainty about their jobs, the economy, and their health, which can make it challenging to concentrate on performance objectives.
- Setting clear performance targets may be challenging due to the fact that employees may be taking on new expectations and tasks as a result of the pandemic.
- Organizations may experience resource constraints, which can make it challenging to offer opportunities for training and development to support the accomplishment of performance goals.
- It can be challenging to effectively communicate information and feedback when employees work remotely, which can cause misconceptions and confusion.
- It may be challenging for employees to prioritize performance management tasks due to increased workloads and other time constraints.

Hospitals who have stuck to outdated performance management procedures that rely on annual or biannual assessments have been forced to make a hasty switch to a more adaptable system that offers continual support, incentive, and development. Here are some ideas for controlling performance in this difficult period.

- Set reasonable goals. Given the uncertainty surrounding the epidemic and the prevalence of remote employment, realistic goal-setting is crucial. Setting smart, clear goals measurable, achievable, relevant, and time-bound goals should be a team effort between managers and staff.
- Give communication top priority: In these circumstances, communication is essential. To make sure that their staff is on track with their objectives and is not experiencing any problems, managers should periodically check in with their staff. Regular feedback should

also be given, and staff members should be urged to share their opinions with their superiors.

- Flexibility: Managers should be adaptable with their expectations given the unusual conditions. They must consider the individual circumstances of each employee and modify their expectations accordingly. Managers should make accommodations when possible for workers who may require additional time to finish tasks.
- Pay attention to employee welfare: The Covid-19 pandemic has had a negative impact on staff members' mental health and wellbeing. By providing tools and assistance, such as mental health services, flexible work schedules, and work-life balance initiatives, managers should place a high priority on their employees' wellbeing.
- Recognition and appreciation: It is crucial to acknowledge and appreciate the contributions made by employees during the pandemic. Even in difficult times, acknowledging and celebrating accomplishments can improve morale and motivation. Regular feedback is important, as are acknowledging contributions made by staff members and praising their adaptability and resilience.
- Training and development: budget employee training and development will help them perform better throughout the pandemic. Through virtual training, workshops, and professional development programs, organizations should offer employees the chance to improve their skills and capacities. In order to assist employees accomplish their performance objectives, managers should collaborate with them to identify areas that need development.
- Performance assessment: During Covid-19, organizations had to modify their performance assessment procedures. It was necessary to use various evaluation criteria and methodologies for employees working remotely and with changes in priorities. In addition to considering conditions brought about by the covid-19 pandemic, managers should evaluate performance in light of the goals, expectations, and results that have been mutually agreed upon.

Overall performance management in healthcare institutions during the Covid-19 pandemic was centered on ensuring that healthcare providers are able to deliver high quality care in a safe and effective manner while also managing the many challenges posed by the pandemic. This required a rapid response and a willingness to adapt to changing circumstances as well as maintaining the highest standards of quality of care despite the many challenges posed by the

Covid-19 pandemic. Companies should implement flexible working schedules in order to enable staff members to balance work and personal obligations, Employees should receive regular communication and feedback, as well as opportunity to express any issues or ideas.

## 6. Impact of Covid-19.

### 6.1. Impact of Covid-19 on healthcare institutions

The procedures and plans used to find, choose, develop, and keep personnel are referred to as HRM. HRM is essential in healthcare settings for upholding high standards of service and guaranteeing patient happiness. Overall, HRM in healthcare institutions plays a critical role in the overall success of healthcare organizations. Unfortunately, healthcare institutions' HRM is facing new problems as a result of the Covid-19 pandemic in terms of planning, recruitment, employee engagement, training and development, and performance management. The availability of human resources for health was reduced because workers had to go into isolation, became ill or died from Covid-19. The impact faced on HRM<sup>101</sup> [101]:

- a) Planning: Employer safety, work flexibility, company continuity, and crisis management must all be planned for by organizations. To achieve this, the HR strategy may need to change from workforce planning to workforce agility.
- b) Recruitment: Due to the epidemic, there is a scarcity of healthcare professionals in the market. This resulted in an increase in hiring, which needs to be properly addressed. To achieve a smooth and secure transfer, HRM in healthcare institutions need to concentrate on the candidate screening, applicant experience, and on recruitment processes.
- c) Engagement of employees with co-workers, the pandemic has greatly increased stress and uncertainty. HR managers need to communicate clearly with front-line employees, offer emotional support, and spot possibilities for professional advancement.
- d) Education and development: To adapt to the evolving environment, healthcare professionals need to receive updated procedure, skill, and technology training. Healthcare institutions' HRM departments must determine the workforce's training requirements and supply the required tools.

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<sup>101</sup> Pulakos ED, Mueller-Hanson RA, O'Leary RS. Performance management in the United States. Performance management systems: A global perspective. 2008 Aug 28:97-114.

- e) Management of performance: The pandemic has altered the typical workflow and created new difficulties. The performance evaluation method in healthcare facilities needs to be redesigned to incorporate fresh criteria like worker innovation and resilience.[102].

## 6.2. Impact of Covid-19 on human resource management on healthcare institutions

The WHO defines a health system as all organizations, individuals, and behaviors whose principal goal is to promote, restore, or maintain health. This covers the actions and factors that affect health as well as more direct actions that enhance health. The organizations, people, and resources involved in providing healthcare to individuals make up a health system, which is more than just the pyramid of publicly owned facilities that provide personal health services.

For the first time in history, the Covid-19 pandemic has brought down the whole world economy, cruelly showing how intertwined the economy and healthcare have grown. Unfortunately, the availability of human resources for health was reduced because workers had to go into isolation, became ill or died from Covid-19.

The Covid-19 pandemic has had a significant impact on the healthcare system, forcing it to make significant adjustments such as delaying elective procedures and non-urgent medical care and accepting tele-health to attain pandemic readiness. Patients had trouble getting to the hospital via ambulances, individuals with chronic illnesses preferred to delay their follow-up appointments, outpatient hospital activities were restricted to urgent situations, and all scheduled events were canceled. Telephonic consultations and messenger services were used as a result to maintain contact with patients. Despite all the advantages of telemedicine during the Covid-19 pandemic, it does not appear that tele-medical examinations can completely replace in-person consultations. In addition, the Covid-19 epidemic has had the greatest impact on training programs.

Although the Covid-19 epidemic has had an impact on every industry directly or indirectly, the problem has a greater impact on the already overstretched health systems in many nations. The continuous spread of the virus throughout all settings had a considerable influence on the delivery of health services, especially in the early stages. It presented difficulties for the administration of health personnel resources, facility use, and medical supply. Here are some of the problems the healthcare system went through:

- The Covid-19 pandemic put extreme stress on the healthcare workforce, leading to workforce shortages as well as increased health care worker burnout, exhaustion, and trauma
- Particularly early in the covid-19 pandemic, many healthcare providers who were not directly caring for covid-19 patients were forced to take time off or had their hours cut back. For example, In May 2020, workers reported being unable to work at some time in the past 4 weeks because their employer closed or lost business due to the pandemic.
- Many hospitals have reported critical staffing shortages over the course of the pandemic, particularly when case numbers were high. That is to say, out of fear or caution workers resigned.

### 6.3. Challenges faced by human resource management during the covid-19 pandemic

Since the outbreak of Covid- 19 in December 2019 in China, it has disseminated all over the world with an exponential growth and caused instability and complexity in different organizations in the world especially healthcare organizations like clinics, pharmacies, hospitals, nursing homes among others<sup>102</sup> [102].

The Covid-19 pandemic was such an unprecedented event for many and it forced the different healthcare organizations to adjust, and modify their policies, be more vigilant, recruit more and see the loopholes in their management of the HR among others. The healthcare HR (nurses, physicians, midwives, housekeeping, food services, maintenance teams), were going to work on a daily basis, committed to providing quality care to combat the pandemic, screening people in the long lines, educating the public, and reminding the staff about infection control techniques protecting and reassuring immunocompromised patients at risk, and providing skillful care to patients. Although healthcare systems all over the world increasingly face the challenge of shortage of HR and inappropriate distribution of their skills, applying optimal management along with applied plans for quality improvement of these resources can lead to improved competences and decreasing the related challenges.

A quantitative study was carried out in Iran in 2020 with the aim of understanding the challenges faced by health HRM during the Covid- 19 pandemic. The study included experts

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<sup>102</sup> Aksenova EI, Vashalomidze EV, Vishnevskaya NG, Guskova IV, Filimonova IV. Human resource management in healthcare organizations. Problems of Social Hygiene, Public Health and History of Medicine. 2020 Dec 15; 28:674-9.

in the area of HRM, health care and health network centers. The study results had helped identify three challenges areas: organizational challenges, legal challenges and personal challenges<sup>103</sup> [103].

#### a) Organizational challenges

These included restricted financial resources, discrimination in compensation and utilizing points and privilege, weak organization coordination, imbalance in the workload, conflicted and parallel decisions, inefficient distribution of human resources, and lack of appropriate evaluation of performance, high employee turnover and shortage of specialized manpower.

- Imbalance in the workload: this was a challenge among different specialties. The imbalance in the workload led to a great increase in the personal work load of different staff which resulted in employee turnover in different healthcare institutions during the pandemic. In one study the health workers had a sense of sympathy for their patients and a sense of injustice when they compared their tasks to others.
- Coordination and management of health HR were poor among different sectors of the medical universities and supervisory organizations during the Covid-19 pandemic.
- There was a high rate of employee turnover and great shortage of specialized power all over the world during the Covid-19 pandemic. This situation led to increased workload and staff firing due to financial reasons. Iranian policy makers have tried to apply alternative solutions to the problem of staff shortages using voluntary people and groups during the pandemic.
- Performance evaluation is an important Process that helps determine institutions achievements and the areas where improvements are needed. With the pandemic, evaluation of performance was not carried out appropriately which led to challenges teleworking.
- Restricted financial resources: One of the biggest challenges faced during the pandemic for personal compensation. Government hospitals faced many problems due to reduced financial support.

#### (b) Legal challenges

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<sup>103</sup> Sabetkish N, Rahmani A. The overall impact of COVID-19 on healthcare during the pandemic: A multidisciplinary point of view. Health Science Reports. 2021 Dec;4(4):e386.

These include lack of continuous supportive services for sick personnel, inappropriate approaches and lack of definite instruction for teleworking, lack of alternative plans and regulations.

- Lack of continuous supportive services for sick personnel; there was a lack of integrated health protocols and instructions for the personnel's health and lack of continued support for the sick personnel during Covid-19 pandemic. A study in the UK found that the protocols of applying PPEs continuously led to ambiguity and lack of trust among health workers and the organization.
- There was a lack of protocol containing the circumstances and requirements for teleworking, the main challenges were the supervision methods and lack of communication in the infrastructure.

#### (c) Personal challenges

The personal challenges included the feeling of insecurity at work, effects of colleague and patient's bereavement, job dissatisfaction, workload increase and personnel fatigue, personal burnout, reduction of self-confidence and self-esteem, psychological disorders, insufficient knowledge of the employees about the Covid-19 infection.

- Lack of knowledge of the employees on Covid-19, which was one of the biggest challenges for the HR during the pandemic as there was no knowledge on how to treat the disease, which medicine to administer or prescribe, no clear indicators to predict the prevalence and probability of recurrence, unknown transmission ways among others. According to Fathi et al. (2020), shortage of specialized knowledge, insufficient preparedness and lack of access to applied skills for Covid-19 management and control were among the frequent healthcare challenges during the Covid-19 pandemic.
- The high prevalence of psychological disorders among healthcare personnel was due to many factors such as being directly engaged in Covid-19 wards, unpredictable conditions, high workload, unknown nature of the disease, frequent changes in protocol and rapid policy changes, deep fatigue and high mortality rate among other factors. These circumstances had caused the health HR to have mental disorders like stress, anxiety, depression and insomnia.
- Reduced job satisfaction, incentives and moral sense emerged as a result of the Covid-19 crisis: in a quantitative study in Jordan the irrational and imposed actions, decisions, dissemination of misinformation and unclear statements from the government affected the

physician's job satisfaction. Lack of job satisfaction among employees can also result in a high employee turnover which was a big challenge during the Covid-19 pandemic.

- Deleterious effects of the Covid-19 pandemic included personnel burnout due to heavy workload and fatigue. As a result, healthcare institutions had experienced poor performance of some employees and turnover.

In conclusion the challenges faced by the health human resource have been immense and still affect some healthcare workers to this day, the administration of different institutions should take into consideration these challenges that have affected their employees and find solutions to them in order to move forward and to also best be prepared and aware of the solution, policies, regulations that can be put in place to ensure the smooth and steady running of the healthcare facilities next time an unexpected health crisis affects the world.

#### 6.4. Lessons learned from the Covid-19 pandemic

The challenges faced by healthcare institutions during the Covid-19 pandemic had resulted in lessons learned by many healthcare administrators in particular. These lessons had important implications for HRM in healthcare institutions, and highlight the need for ongoing investment and innovation in this area. Some of these lessons include:

- The need for preparedness in healthcare institutions: the pandemic has underscored the need for robust plans and systems in place to manage emergencies and crises. This includes adequate supplies such as personal protective equipment, as well as plans for managing staff shortages and redeployments.
- The importance of flexibility: the pandemic has required healthcare institutions to be flexible and adaptable in their approach to HRM which includes quick reassignment staff to areas of greater need, as well as rapid implementation of new policies and procedures in response to changing circumstances.
- The crucial role of communication: the pandemic has highlighted the critical role of effective communication in managing HR in healthcare institutions. This includes regular updates to staff on the latest developments, as well as clear guidance on policies and procedures related to infection control.
- The importance of health workers well-being; the pandemic has emphasized the need to prioritize the wellbeing of healthcare workers, who are on the front lines of the response.

This includes psychological support and access to PPE and other necessary resources to ensure safety at the workplace.

- The importance of access to technology: the covid-19 pandemic has accelerated the adoption of new technologies in healthcare institutions, particularly in areas such as telemedicine and remote work. These circumstances have highlighted the potential for new technologies to support HRM in healthcare, and have emphasized the need for healthcare institutions to invest in technology infrastructure and training.

## 7. Human resource management at the university hospital of Bejaia during the Covid-19 pandemic

In this section we will analyze the HRM challenges and strategies adopted to respond effectively to the Covid-19 pandemic in the university hospital of Bejaia. This study aims to identify challenges and dysfunctions encountered by HRM, and propose solutions, and make recommendations for future healthcare crises.

To implement this study and achieve its objectives, we enrolled in a two-month internship program at the university hospital of Bejaia. We gathered quantitative and qualitative data through interviews with hospital managers to understand their perspectives on the challenges faced and possible solutions.

This chapter is divided into sections: in the first section we will describe the healthcare system in Algeria, in the second section we will describe the university hospital of Bejaia and in the third section we will describe our study in detail, and discuss our findings.

### 7.1. Healthcare system in Algeria

Over the past several years, the health care system in Algeria has undergone significant changes and improvements<sup>104</sup> [104]. These changes came as a consequence in order to adapt to the demographic and epidemiologic transition that Algeria has been experiencing since the mid-1980s. Algeria is situated in North Africa and has a population of about 45 million people. Algeria has a public health care system which is accessible and free of charge to all legal and

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<sup>104</sup> Haileamlak A. The impact of COVID-19 on health and health systems. Ethiopian Journal of Health Sciences. 2021 Nov; 31(6):1073.

permanent Algerian residents. The public healthcare system is financed by the Algerian government which favors preventive programs given to the young population in Algeria.

In the early 1960s, following independence, the healthcare system struggled to meet the Algerian population's needs. Since then, the government has made substantial investments in the healthcare sector including construction of new hospitals and clinics, the purchase of medical equipment and training of medical staff. The country has also implemented various healthcare reforms to improve the quality of healthcare services and expand access to healthcare. For example, the government has established a national health insurance system to cover healthcare expenses for those who are not able to afford them. Additionally, the government has made efforts to address the shortage of medical professionals in the country by investing in medical education and training programs.

Algeria has 273 public local health facilities (EPSP), 1,706 polyclinics, 6,207 treatment rooms, 534 local maternity hospitals integrated in polyclinics, 14 university hospital centers (CHU) and 83 specialized hospital facilities (EHS)[105].

Despite these improvements, the healthcare system in Algeria still faces challenges, including inadequate infrastructure and equipment, insufficient staffing, and uneven distribution of healthcare services across the country. The government continues to work towards addressing these challenges and improving the overall quality of healthcare in Algeria by developing recommendations for enhancing the performance of future public health programs in order for the country and its healthcare system to be prepared for any future public health crises.

## 7.2. The Covid-19 pandemic in Algeria.

The first case of Covid-19 was reported on February 25, 2020 by the Ministry of Health and since then, the country has recorded a significant increase in the number of cases and deaths. From January 2020 to May 2023, 271,817 confirmed new cases of Covid-19 and 6,881 deaths have been recorded<sup>105</sup> [105]. As of September 2022, a total of 15,267,442 vaccine doses have been administered nationwide<sup>106</sup> [106].

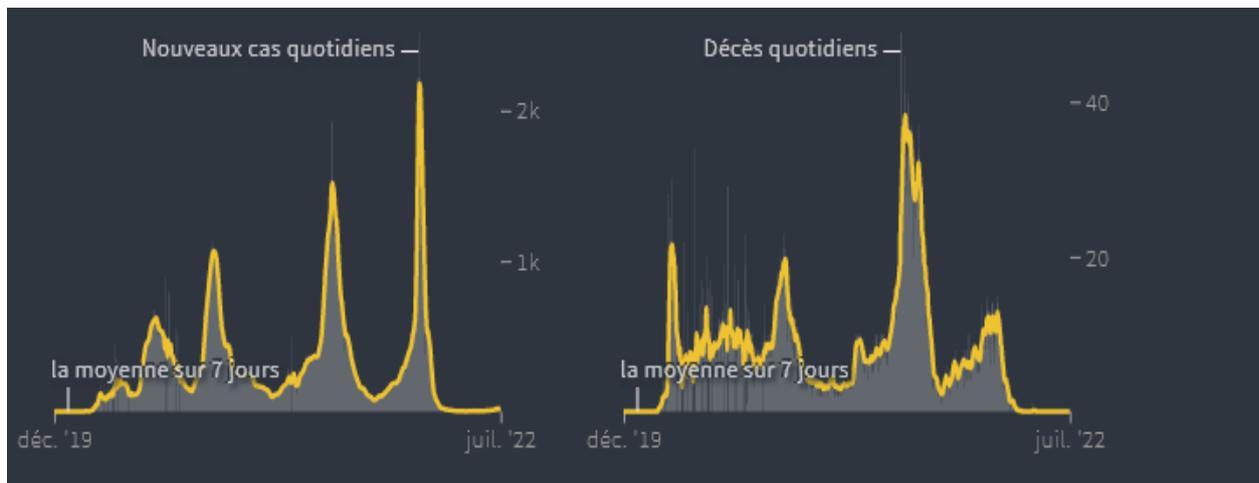
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<sup>105</sup> Yusefi AR, Sharifi M, Nasabi NS, Rezabeigi Davarani E, Bastani P. Health human resources challenges during COVID-19 pandemic; evidence of a qualitative study in a developing country. PloS one. 2022 Jan 24; 17(1):e0262887.

<sup>106</sup> Yusefi AR, Sharifi M, Nasabi NS, Rezabeigi Davarani E, Bastani P. Health human resources challenges during COVID-19 pandemic; evidence of a qualitative study in a developing country. PloS one. 2022 Jan 24; 17(1):e0262887.

In an attempt to contain the covid-19 transmission<sup>107</sup> [107], the Algerian government has taken several measures including the closure of the Algerian borders, suspension of social gatherings and the implementation of social distancing and hygiene protocols. The government has also established dedicated Covid-19 treatment centers and increased the capacity of existing hospitals to manage the surge in cases.

Despite all these measures, the pandemic has had a significant impact on the country's economy, healthcare system and social dynamic. The closure of borders and suspension of public gatherings have led to significant disruptions in trade, tourism and other economic activities. The healthcare system has also been strained by the surge in cases, with shortages of medical supplies, hospital beds and healthcare workers reported in some areas. However, health authorities have managed to address the Covid-19 pandemic.



**Figure 3: Evolution of the Covid-19 epidemic in Algeria (new cases and deaths).**

### 7.3. Organization of the health sector in the wilaya of Bejaia

Health sector in the wilaya of Bejaia through its public and private segments, offers services to citizens both curatively and preventively, giving health indicators the opportunity to improve. The liberal sector in the wilaya of Bejaia is composed of an important network of medical structures and laboratories, complementary to the public sector. The period 2020 - 2022 was marked by the Covid-19 pandemic which had a heavy impact on the functioning of health services, due to the mobilization of all human and material resources in the public sector.

<sup>107</sup> <https://www.worldometers.info/coronavirus/country/algeria/>

### 7.3.1. Functional health infrastructures

The wilaya of Bejaia has a university hospital center composed of three (03) units:

- The Khellil Amran hospital
  - The Frantz Fanon hospital
  - The Targa Ouzemour Mother and Child Clinic
  - Six (06) public hospital establishments (EPH) (Kherrata, Aokas, Amizour, Sidi Aich, Akbou, and Souk El Tenine).
  - A functional rehabilitation hospital (physical therapy) (Il Maten).
  - A hospital establishment specialized in psychiatry (Oued Ghir).
  - Eight (08) public establishments for health proximity (EPSPs) (Kherrata, Aokas, Bejaia, Elkseur, Adekar, Sidi Aich, Seddouk and Tazmalt).
  - Fifty three (53) polyclinics.
  - Two hundred nineteen (219) treatment rooms.
- Seven (07) Emergency health care units (integrated in hospitals) Twenty-seven (27) permanent medical care points integrated into the polyclinics

**Table 1. Public health infrastructure active in the wilaya of Bejaia as of December 2022**

Type d'établissement	Dénomination	Lits Techniques	Lits organisés	Global Lits organisés
CHU	Centre hospitalo-universitaire de BEJAIA			
	Unité Khelil Amrane: 240 lits organisé (240 lits technique)	426	600	600
	Unité Frantz fanon: 130 lits organisé (130 lits technique)			
Unité Targa Ouzemour 230 lits organisé (230 lits technique)				
EPH	EPH AMIZOUR	200	224	989
	EPH AOKAS	88	47	
	EPH KHERRATA	136	149	
	EPH AKBOU	196	182	
	EPH SIDI AICH	283	221	
	EPH SOUK-EL-TENINE	21	39	
EHS	EHS EN REEDUCATION ET READAPTATION IL MATEN	60	47	
	EHS EN PSYCHIATRIE OUED GHIR	40	80	
<b>TOTAL LITS HOSPITALIERS</b>		<b>1450</b>	<b>1470</b>	<b>1589</b>
EPSP	EPSP BEJAIA	-	15	214
	EPSP AOKAS	-	28	
	EPSP ADEKAR	-	23	
	EPSP TAZMALT	-	18	
	EPSP SEDDOUK	-	36	
	EPSP EL KSEUR	-	40	
	EPSP SIDI AICH	-	29	
	EPSP KHERRATA	-	25	
<b>TOTAL</b>		<b>1450</b>	<b>1803</b>	

**Table 2: Distribution of the number of beds according to specialties in the university hospital of Bejaia, as of December 2022**

Services	Nombre de lits	
	Techniques	Organisés
Chirurgie générale	200	220
Chirurgie orthopédie	72	46
Chirurgie pédiatrique	30	30
Néonatalogie	20	20
Médecine interne	227	289
Cardiologie	28	24
Réanimation	20	10
Neurochirurgie	16	28
Gastrologie	16	10
Oncologie	24	48
Maladie infectieuse	28	15
Maxillo-faciale	10	10
Néphrologie	41	40
Pneumo-phtisiologie	42	31
ORL	32	16
Psychiatrie	26	28
Ophthalmologie	16	34
Gynéco-obstétrique	300	250
Pédiatrie	100	220
Rééducation fonctionnelle	60	47
Urgences médico-chirurgicales	81	54
<b>Total</b>	<b>1389</b>	<b>1470</b>

**Table 3: Distribution of the number of units according to specialties**

Etablissements	Nbre de services existants	Nbre d'unités	Nbre de spécialités	blocs opératoires	salles opératoires	salles de radio	Laboratoires
CHU DE BEJAIA	22	41	24	03	11	02	03
EPH AMIZOUR	11	22	07	01	04	02	01
EPH AOKAS	09	20	05	01	02	01	01
EPH AKBOU	09	21	09	01	04	02	01
EPH SIDI AICH	14	29	05	01	04	02	01
EPH KHERRATA	10	21	08	01	03	01	01
EHS IL MATEN	01	04	03	-	-	01	01
<b>TOTAL WILAYA</b>	<b>76</b>	<b>158</b>	<b>61</b>	<b>08</b>	<b>28</b>	<b>11</b>	<b>09</b>

### 7.3.2. Human resources

The public sector employs 8,699 civil workers, all bodies combined, broken down as follows:

- Ninety (90) specialist hospital-university practitioners.
- Three hundred seventy (370) specialist public Health practitioners.
- Six hundred seventy-four (674) General practitioners.
- One hundred seventy-five (175) dental surgeons.
- Fifty-five (55) Pharmacists.

- Three thousand seven hundred fifty four (3,754) Paramedics, including one thousand one hundred ninety one (1,191) Nursing Assistants.
- Four hundred fifty four (454) Biologists.
- Two hundred nine (209) psychologists.
- Two thousand nine hundred eighteen (2918) Administrative and technical.

### *7.3.3. Organization of the fight against Covid-19*

In order to break the Covid-19 chain of transmission, health authorities have implemented an organizational system at the Directorate of Health and Population of the wilaya of Bejaia (DSP), with the following axes:

- Consultation meetings with medical epidemiologists and medical coordinators employed in the CHU, EPHs, EPSPs of the wilaya of Bejaia. These meetings held at a regular basis aimed at discussing methods to collect, validate, analyze and transmit covid-19 cases on incident cases, the circuit and the rhythm of notification.
- Coordination of treatment protocols in order to standardize therapeutic care and the implementation of a treatment network.
- Training and preparation of healthcare workers for good care practices and compliance with recommendations, in particular the attitude towards suspected or confirmed cases of Covid-19 infection
- Implementation of good practice protocols to combat nosocomial transmission of Covid-19 infection.
- Covid-19 validation and analysis at the level of the wilaya.
- Implementation of a real-time alert, reaction and intervention system in the event of an exacerbation of the Covid-19 pandemic.
- Epidemiological investigations around confirmed and suspected cases were carried out in real time by all peripheral stakeholders and transmitted to the DSP with the conclusions and decisions.
- Implementation of a multi-sector awareness dynamic.
- Use of media and social networks to promote information and awareness of the general population in order to adopt lower-risk behavior (social distancing, avoid unnecessary travel, and avoid gatherings.)

- Participation in and animation of radio programs (local radio “Soummam”) in order to inform the population about the epidemiological situation and the control and prevention measures.
- Design and distribution of posters, banners and informative leaflets.
- Participation with other sectors in the launch of awareness-raising operations (university, education, youth and sports, social actions, vocational training, civil protection, local authorities, associations).

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## II- Presentation of the study

## 1. Description of the university hospital of Bejaia

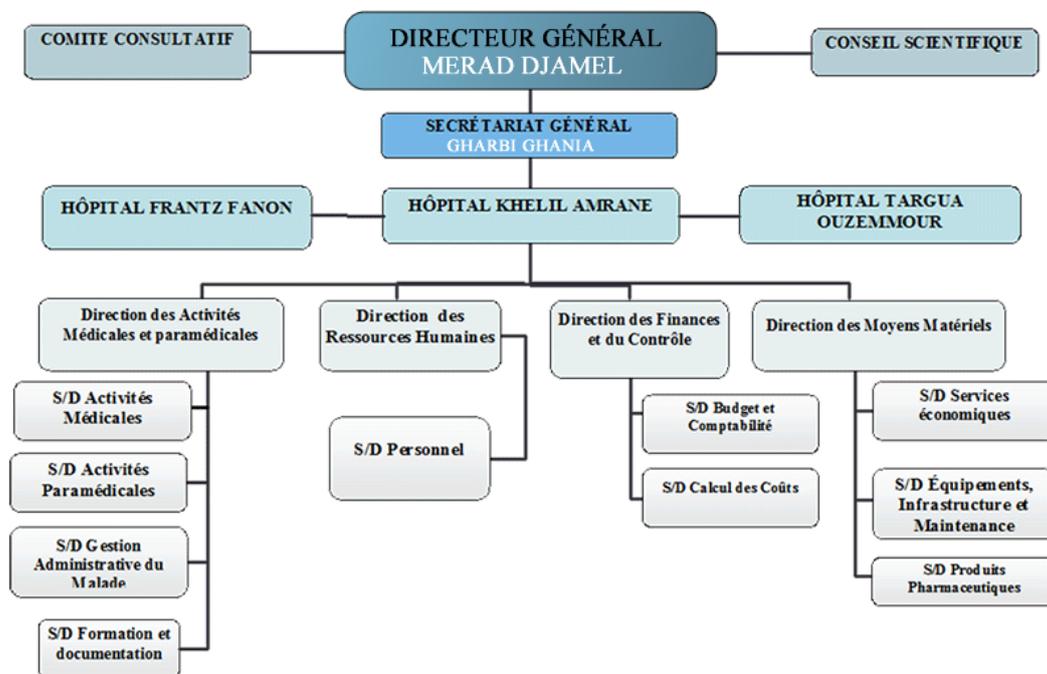
The university hospital of Bejaia was established in 2014. It is composed of three units: Khelil Armane, Frantz Fanon and Targa Ouzemour. All of the three units are hospitals located in the city of Bejaia. The city is located in the North Eastern region of Algeria. The university hospital has a wide range of medical and surgical specialties and provides medical services to the local population and those from surrounding areas. It is also a teaching hospital that provides medical education and training to future and current health professionals. The university hospital is affiliated with the University of Bejaia that is located with the medical school of Bejaia. Some of the important features of the university hospital of Bejaia are:

- **Healthcare services:** Bejaia university hospital offers a wide range of medical services and specialties, including but not limited to general and internal medicine, cardiology, endocrinology, gastrology, neurology, urology, infectionology, pediatric, medical oncology, general surgery, obstetrics and gynecology, pediatric surgery, orthopedics. It serves as a primary healthcare provider for the local population and also handles more complex cases referred from other healthcare facilities.
- **Teaching and research:** as a teaching hospital, Bejaia university hospital plays a crucial role in medical education. It collaborates with the university's medical school to provide training opportunities for medical students, interns and residents. The hospital also conducts research activities in various medical fields, contributing to the advancement of medical knowledge and practices.
- **Infrastructure and facilities:** the university hospital is equipped with modern medical infrastructure and facilities to support the delivery of high-quality healthcare services. It includes specialized departments, operating theaters, diagnostic and imaging facilities, laboratories, intensive care units and outpatient clinics. The hospital is also designed to accommodate a significant number of patients and ensure their comfort and safety during their stay.
- **Healthcare professionals:** the university hospital employs a diverse team of healthcare professionals including physicians, nurses, medical specialists, technicians and administrative staff. These professionals work together to provide comprehensive healthcare services, utilizing their expertise and skills to ensure the well-being of patients.
- **Patient care and support services:** the hospital places a strong emphasis on patient care and support services. It strives to provide personalized and compassionate care to

patients, ensuring that their needs are met throughout their healthcare journey. Additionally, university hospitals offer support services such as patient counseling, social services and rehabilitation programs to enhance patient wellbeing and recovery.

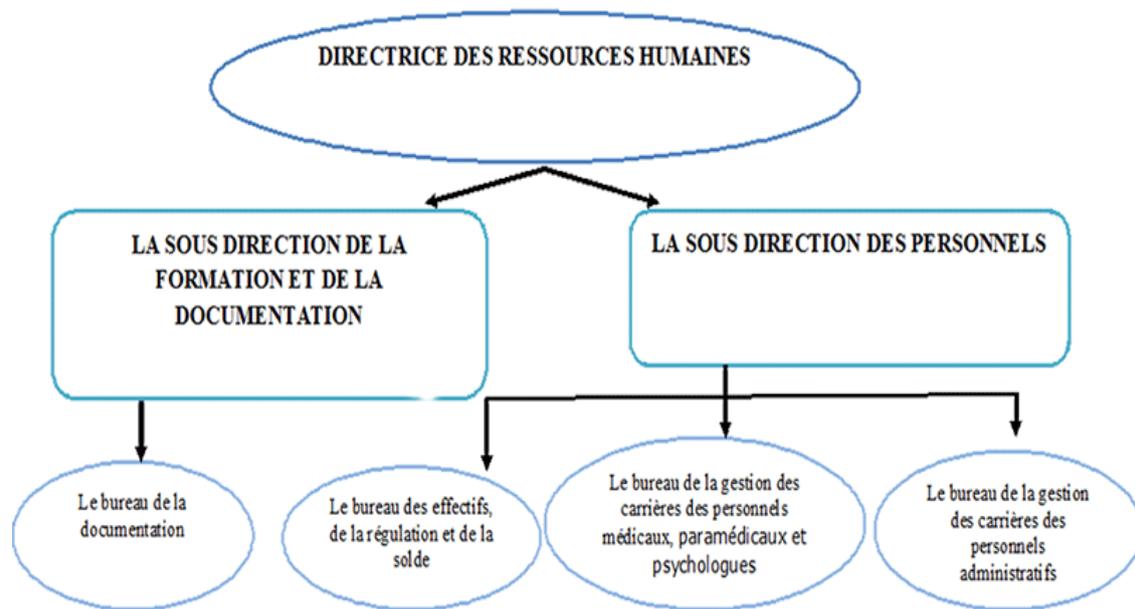
- Community engagement: university hospital actively engages with the local community through health awareness campaigns, preventive healthcare programs and community outreach initiatives. It collaborates with other healthcare providers and organizations to address public health issues and promote health education among the population.

1.1. Organization chart of Bejaia university hospital <sup>[108]</sup>.



**Figure 4: Organization chart for the university hospital of Bejaia.**

## 1.2. Organization chart of the human resource department [109].



**Figure 5: Organization chart for the human resource management department in the university hospital of Bejaia.**

*Source: chubejaia.dz*

## 1.3. Organization of the fight against Covid-19 at the University Hospital of Bejaia

Very quickly, the hospitalization services for Covid-19 cases were individualized at the University Hospital of Bejaia and guards were planned to guarantee permanent assistance for the management of acute respiratory distress among patients with suspected or confirmed infection. A total of twelve (12) hospitalization units for patients diagnosed with a confirmed or suspected Covid-19 infection have been individualized, totaling 188 beds spread over the three units of the CHU (85 beds in the Khellil unit Amrane unit, 54 beds in the Frantz Fanon unit, and 49 beds in the Targa Ouzemour unit. (Table 5). The bed occupancy rate was assessed every day in the morning. A multidisciplinary crisis unit was set up with the mission of identifying the hospitalization units, and determining the patient circuit from the outpatient consultation, the carrying out of investigations aimed at confirming the diagnosis, and the decision to hospitalize or confine to home.

**Table 4: Services and number of beds dedicated to Covid-19**

<b>Unit</b>	<b>Service</b>	<b>Number of beds</b>
<b>Khellil Amran</b>	Resuscitation (Covid)	9
	Neurosurgery (Covid)	24
	Orthopedics (Covid)	28
	Visceral surgery	-
	Gastro-Oncology (Covid)	24
	<b>Total</b>	<b>85</b>
<b>Frantz Fanon</b>	Nephrology	12
	Infectious diseases	15
	Ear Nose and Throat	12
	Pneumonology	15
	<b>Total</b>	<b>54</b>
<b>Targa Ouzemour</b>	Gynecology	18
	Pediatric surgery (Covid)	18
	Neonatology	13
<b>Total</b>	<b>49</b>	
<b>Total University Hospital</b>		<b>188</b>

In order to monitor the evolution of the incidence of hospitalized patients and the health care needs of the population, an epidemiological surveillance system was implemented modeled on that of transmissible diseases known as notifiable diseases (MDO). Notification of new cases had to be done regularly within 24 hours of their diagnosis, every morning before 10 a.m. to the prevention service of the Department of Health and Population of the wilaya of Bejaia, and to the epidemiology and preventive medicine (SEMEP) of the territorially competent EPSP according to the patient's place of residence. Thus, an active collection of information on new cases of patients who consulted and in whom the diagnosis of Covid-19 infection was confirmed or suspected was carried out daily in hospital services and in triage units in medical emergencies. At the same time, an electronic file was created and information on all new cases of Covid-19 infection was entered daily. The information included the identifiers of the patients (name (middle name for married women) and first names), age, address and telephone contacts (of the patients or their relatives), the hospitalization department, the results of the tests carried

out, the biological assessment on admission, the comorbidities, and the outcome of the disease (recovery, death).

This is a semi-quantitative survey to describe the changes in the management of HRM of the University Hospital of Bejaia throughout the period of the Covid-19 pandemic. The information was collected during a semi-structured face-to-face individual interview, based on a pre-established questionnaire (annexe).

### 3. Presentation of the study

This is a semi-quantitative study based on “one on one”, “face to face” interviews based on semi-structured interviews. This method was chosen because it is the most suitable for the purpose of the research. Individual interviews were selected because they are the most appropriate method to allow HR managers to express themselves on a subject that appeals to their individual experience and subjectivity. Experience has shown that this method makes it possible to collect rich and diversified data. The collection of information from semi-structured interviews was chosen because it allows freedom of expression both for the interviewer and for the individual interviewed during the interview, while respecting a pre-established framework.

#### 3.1. Study population

Participants in the study were HR managers and their employees who work in the University Hospital of Bejaia, and who were active during the Covid-19 pandemic.

Sample size was not calculated, as in qualitative studies, the number of subjects to be included depends on the degree of data saturation.

#### 3.2. Inclusion criteria

- Be an employee of the HRD in the University Hospital of Bejaia.
- Have been active during the Covid-19 pandemic (February 2020 to December 2022).

During the interviews, new recruitments for the purposes of this study were made based on the orientations of the respondents.

#### 3.3. Conduct of interviews and data collection.

Participation in the study was voluntary. The choice of the day, time, and place of the interview was left to the individual respondent. This strategy was chosen because of the particularly high workload of the managers in HRD of the University Hospital of Bejaia on the one hand, and

the desire to interview individuals in a relaxed atmosphere, and away from stress on the other hand. The interviews were conducted by only one person at a time.

Initial contact was made with HR managers to enable them to become acquainted with the objectives of the study and how the interview was conducted.

The protocol written in the preparatory phase allowed us to follow the study plan and respect the objectives. A total of 21 open-ended questions were asked during semi-structured individual interviews lasting 30 to 45 minutes. The questions related to:

- Possible changes in roles and prerogatives during the Covid-19 pandemic.
- The department's role in managing the Covid-19 pandemic.
- The impact of the Covid-19 pandemic on the functioning of HRD.
- The role of managers in protecting staff during the Covid-19 pandemic.
- Communication during the Covid-19 pandemic.
- Managing the spread of infection among staff.
- Management of leave and staff absences.
- The impact of the pandemic on budgets.
- The impact of the pandemic on recruitment.
- Lessons learned during the pandemic, and future prospects.

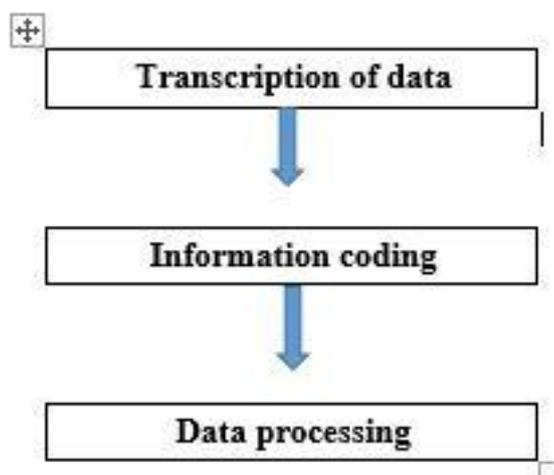
#### 3.4. Data analysis.

The data were collected during the interviews, directly on the questionnaire, and transcribed in full. The verbalism thus collected was analyzed.

Data analysis was carried out according to the principle of content analysis, which consists of transcribing qualitative data, giving oneself an analysis grid, coding the information collected and processing it. The analysis described the survey material and investigated its significance (Krippendorff, 2003). This section dives deeper into the main steps of content Analysis.

This method is widespread because it reports the statements of the individuals interviewed in a very objective and reliable way. The procedure consists of transforming oral speech into text, then constructing an analytical instrument in order to analyze and interpret the meaning of the remarks (Bardin, 1977). The data analysis steps are recorded in Figure 5

**Figure 6: Data Analysis**



### 3.5. Transcription of data.

Before starting the analysis, we first made an inventory

of the information collected and formatted in written format. This text, commonly called "verbatim" represents the raw result of the interview. Transcription makes it possible to organize the collected data in a format accessible to analysis (Auerbach, Silverstein, 2003).

Transcripts of interviews were done manually. All interviewees' statements were reported word for word, without modification or interpretation. Off-topic statements have not been transcribed. When verbal speech was poor, attitudes, gestures, behaviors and mimics were taken into account and noted.

### 3.6. Data coding

For coding purposes, interview texts were explored step by step (Berg, 2003). The raw qualitative data was described, classified and manually transformed according to the analysis grid. Once the data had been transcribed, an analysis grid was developed. This is composed of categories of analysis determined in advance and in line with the objectives of the study. The coding units established how to code the analysis categories. There are several possibilities to break the text into pieces to assign it a category: (i) syntactic unity (sentences in their entirety), (ii) semantic unity (verbalized ideas), and (iii) psychological unity (the context of the interviewee).

The data processing was carried out according to the semantic method. The analysis was conducted manually, using the content analysis approach, which consists of studying the meaning of the ideas or words expressed, by successive approximations (Morrison, Haley, Sheehan, Taylor, 2002).



### III. STUDY RESULTS

### iii. STUDY RESULTS

#### *Description of the interviews and the study population.*

Between 15 and 28 April 2023, 15 semi-structured interviews were conducted. The interviews lasted between 20 and 35 minutes. Data saturation was obtained after the 10th interview. An extension of the interviews was decided at the end of the 11th interview, but this extension did not reveal a change in trends or new themes.

The average age of HR managers interviewed was  $56 \pm 14$  years and the median age was 54 years (38-64 years). The average tenure in the management position was  $19.5 \pm 6.8$  years and the median tenure was 15 years (6 – 28 years).

The individual characteristics of the study participants are presented in table 5.

**Table 5: Individual characteristics of human resource managers in the university hospital of Bejaia**

<b>Manager</b>	<b>Age range</b>	<b>Sex</b>	<b>Mode of exercise</b>	<b>Duration of exercise</b>
G1	40-50	M	P	11
G2	50-60	M	P	25
G3	60-65	M	P	28
G4	50-60	M	P	30
G5	60-65	M	P	32
G6	50-60	M	P	28
G7	50-60	M	P	22
G8	40-50	M	P	14
G9	60-65	M	P	21
G10	50-60	M	P	15
G11	40-50	M	P	14
G12	60-65	M	P	15
G13	50-60	M	P	18
G14	50-50	M	P	21

1. All respondents unanimously stated that they had been involved in the fight against Covid-19, and had worked longer hours than usual. Their roles and prerogatives have changed during the Covid-19 pandemic.

- Role of the department during the pandemic. The involvement during the Covid-19 pandemic consisted in the opening of Covid services, and the reassignment of nursing staff to the various Covid-19 services, and the development of on-call rosters for medical and paramedical staff (5).
- Full-time wage growth (2).
- Managing stress and absences (2).
- The management of Covid-19 infection according to the algorithms and management guides issued by the Ministry of Health (1).
- Participation in the communication and awareness campaigns of healthcare staff on barrier measures and prevention.

Other cited tasks were:

*-Catering and payment of invoices on time.*

*- The management of sick guards and the maintenance of a hospital environment without too much traffic.*

*- The management of the oxygen supply in the Covid-19 services.*

### **5. What are the impacts of the pandemic on the management of your service?**

The effects of the pandemic as reported by the staff interviewed were to have faced a greater workload due to the management of obstacles and difficulties in effectively combating the Covid-19 pandemic, especially after infection of staff members (8). Stress, anxiety and the demands of nursing staff were the three factors that had the greatest impact on the management of HRD services felt by nursing staff (6).

The management of shortages and appeals to donors, associations and individuals to meet the demand of the population, especially during waves and epidemic peaks, were the most cited repercussions of the pandemic (2).

The increasing activity related to continuing education, and the suspension of training abroad due to containment measures were the negative effects expressed by managers and felt during the Covid-19 pandemic (2).

*Finally, the management of particularly aggressive behavior by healthcare staff and parents of patients was more frequent during the pandemic.*

### **6. What has been the role of your department in protecting staff from Covid-19 infection?**

- a. Communication and awareness-raising on barrier measures and the use of means of protection (10)
- b. Involve occupational medicine in the management of work stoppages and the protection of risk categories (3).
- c. Manage equipment, shortages, and means of protection through requests for donations from associations (4).
- d. Management of conflicts and pressure on paramedics (2).
- e. To consider the Covid-19 pandemic as a war.

**7. What changes in human resources management have occurred during the pandemic?**

- No perceived or occurring changes in HRM was the statement most frequently cited by managers (4). On the other hand, the anticipation of new tasks and the more flexible nature of management was also felt by the other managers (2).
- The use of requisitions, the management of work stoppages and irregular absences of nursing staff were changes which HR managers reported frequently encountering (3).
- Discouraging, motivating, and supporting health workers, and managing the work of some were also declared changes (2).
- An unprecedented work overload, and abusive work stoppages by healthcare staff were also the changes observed during the pandemic (2).
- Suspension of continuing training activities, cessation of training and organization of video conferences for students (2).
- Support for the application of barrier measures, and the management of aggression by parents of patients were the changes observed during the pandemic.

**8. How did you communicate with staff about the Covid-19 pandemic-related changes?**

- With diplomacy and using psychology, putting forward the notion of equity (3). Communication was direct, interpersonal and done on a daily basis. It could also be a question of raising awareness during the guards and via the CHU platform (5). This interpersonal and daily approach was intended to de-stress the nursing staff (2).
  - a. The organization of meetings was regular in order to define the tasks and practical modalities of execution (2), and was an opportunity to recall daily the need to respond to the emergency (2).

**9. How have you managed sick leave for Covid-19 infection?**

Overall, HRD managers used a psychological approach to convince and motivate nursing staff (5). This approach was particularly used to avoid the use of leave and stoppages of work (4). When the need arose, the use of requisitions and paid guards facilitated the sustainability of the service and the care of the sick.

However, the involvement of the Covid-19 crisis unit has greatly facilitated the task, in particular by drawing up the rules of procedure (3). For this purpose, every pregnant woman had to be released according to the Algerian Ministry of Health.

The involvement of HRD heads to find replacements has greatly facilitated the work of the HRD.

#### **10. How have you managed staff absences during the Covid-19 pandemic?**

The use of all means had made it possible to make up for the absences of health personnel, in particular through requisitions and the call for voluntary work (7). The use of payroll deductions, and the non-payment of the Covid-19 bonus were also the means used to limit the absences of nursing staff. During this period of health crisis, the HRD managed as much as possible to limit the use of sanctions due to the difficult context (2). Indeed, only staff whose absences were not justified were sanctioned. However, formal notices always preceded sanctions.

The use of paid guards, the provision of transport to staff, and the involvement of the Directorate of Medical and Paramedical Activities (DAMPM) and coordinators were all means that made it possible to manage the problem of absences during the Covid-19 pandemic.

However, the HRD has also shown flexibility by discussing with the persons concerned the reasons for their absences, and by reassigning them to non-Covid-19 services when necessary.

### **11. How did you manage the social distancing measures?**

- The organization of meetings, communication, and awareness-raising through the distribution of posters were the most frequently mentioned management methods by managers in order to institute social distancing (9).
- The other means of social distancing mentioned were alternating work, which made it possible to reduce staff in small spaces (2), barrier measures, distribution and education in the use of hydro alcoholic gel, and the compulsory wearing of bibs (2).

### **12. How did you handle capacity restrictions?**

- Alternance work has made it possible to manage capacity restrictions, in particular by introducing alternance work (4).
- Communication and awareness of the risks of groupings, and barrier measures helped to manage capacity restrictions (3).

The need to manage capacity restrictions was mentioned by half of the managers (3).

### **13. Have you had budget constraints?**

- Two-thirds of managers said they had faced budgetary difficulties limiting procurement and had used donations and associations to meet the needs of the CHU, while for a third of managers no budgetary constraints were felt.

### **14. How has the Covid-19 pandemic affected staff training?**

- The suspension of the training of health personnel was one of the negative effects of the pandemic mentioned by all HR managers, and perceived as a non-priority during the Covid-19 pandemic by both managers and health staff members (14). This deleterious effect had an impact on trainees' skills (4). The only training carried out during the pandemic were those issued by the Ministry of Health and limited to the management of the Covid-19 health crisis (2). Difficulties in finding and mobilizing trainers was one of the reasons for slowing down the training program for health professionals.

### **15. How did you help staff manage stress?**

- Listening, communication, flexibility, psychotherapy, and the care of health professionals in an integral dimension have minimized the stress felt (6).
- In addition to the psychological approach, the presence of HR managers during on-call duty in the same way as caregivers, for the sake of solidarity was another means used by HR

managers that helped caregivers to have a more casual perception of the Covid-19 pandemic (5).

- The involvement of occupational medicine in the care of health workers, including a consulting service role, has contributed to the stress management of staff involved in the fight against the Covid-19 pandemic.

**16. Did you have any difficulties recruiting?**

- Opportunities to recruit new health workers were limited for 2/3 of HR managers.

**17. Did you have any difficulty retaining staff?**

The difficulties in retaining nursing staff were mentioned by 2/3 of managers. And the means they used were communication and awareness-raising.

**18. What are the most frequent events during the Covid-19 pandemic?**

- The feeling of injustice in the allocation of the Covid-19 bonus, the assignments in the Covid-19 services, and the deep fatigue due to too much workload and an insufficient number of nursing staff were the demands of the nursing staff most frequently received by HR managers (8).

The lack of means of protection, and the inconsistent wages compared to the risks incurred.

**19. What strategies have to respond to these claims?**

- The introduction of fee-paying guards (7) has made it possible to limit these claims, but only in part. The institution of an open communication with emphasis on the transitory nature of the pandemic, and flexibility with health care staff, has helped to limit these demands.
- Benefits such as more days of recovery (4), but also the appeal to professional conscience, and the reminder that the sick are the priority and must be taken care of (4).
- The use of alternating on-call duty, shift work, and the recruitment of newly qualified staff were strategies used by managers (2).
- Involving caregivers in addressing all claims was also a strategy employed by managers.
- Finally, the use of associations has made it possible to compensate for the lack of resources.

## **20. Lessons learned during the Covid-19 pandemic**

- The pandemic has taken over the health profession, and HR managers in particular who were not really prepared for a health crisis of such magnitude. The pandemic has reminded us of the need to set up an ORSEC plan, with simulations (13). And revealed the shortcomings and weaknesses.
- However, this health crisis has also led to a gain in experience in the organization and management of public health emergencies (5)
- Health care staff are fragile, especially women who find it difficult to invest in health crisis situations, and it is important to be patient and remain calm in a health crisis situation (2)
- The identification of trustworthy staff in order to work as a team helps overcome difficulties and optimize control and prevention actions (2).
- Other pathologies have been neglected, and possible future health crises should be able to
  - a. Health is the cornerstone

## IV. DISCUSSION

## IV. Discussion

The primary objective of this study was to evaluate the HRM mode during Covid-19 health crisis.

Our study also had some secondary objectives which includes:

- Changes in roles and prerogatives during the pandemic.
- Human resource management methods during the pandemic.
- The constraints expressed by the staff and those experienced by the HRD.
- The solutions found to circumnavigate the difficulties encountered.
- Lessons learned and future prospects.

### 1.1 Key findings.

#### - **Human Resource Management mode during the pandemic.**

Overall HRM did not change much during the public health crisis of covid-19. The hospital kept implementing their old policies throughout the Covid-19 pandemic and ensured that there was very effective daily communication and awareness during this difficult period.

The HRM faced some difficulties like low motivation of the staff, few healthcare workers compared to patients, too much workload among others during this period which led them to introduce new policies and be more strict like giving sanctions to frequently absent staff, they also tried to focus more on motivating their staff in order to retain them throughout this time.

- **Changes in roles during the Covid-19 pandemic.**

Changing roles involves doing another job that is not your job description, this was a huge problem for many companies and organizations worldwide as they had to let go of their staff and the few who remained ended up having a big workload and performing jobs that were not in their job description. However this was not the case with the university hospital of Bejaia, "there was no perceived or occurring changes in the HRM " was the statement most frequently cited by HR managers. On the other hand, the anticipation of new tasks and more flexible nature of management was also felt by other HR managers, which relates to the fact that the ratio of patients to workers was high.

Some of the issues encountered during the Covid-19 pandemic that affected HRM include low motivation of the staff, unprecedented over work load, suspension of training activities for students, constant absences of workers during the Covid-19 pandemic.

- [Human resource management methods during the Covid-19 pandemic.](#)

(a) **Absence of healthcare workers**

During the challenging time of the COVID-19 pandemic, the shortage of healthcare workers was addressed through various measures. Requisitions and calls for voluntary work were employed to alleviate the heavy workload burdening the existing staff. Additionally, measures such as payroll deductions and withholding of the COVID-19 bonus were implemented to discourage staff absence. While sanctions were generally avoided due to the difficult circumstances, employees without justified absences faced appropriate disciplinary actions. Furthermore, transportation services were arranged to support the nursing staff during this period.

(b) **Social distancing**

Meetings and communication were done on a daily basis to ensure that the message reaches all the healthcare workers about social distance and being well protected, posters were also distributed and placed all over the hospital for the staff and patients to read, be aware and implement the measures communicated by the departments.

Alternating work was introduced, which involved reducing the amount of staff working in a particular department for a period of time and switching them when the time is up, this helped to reduce the amount of workers in small spaces.

Sanitizers and PPE were distributed to the staff in order to protect themselves more.

(c) Stress and anxiety

Supporting the well-being of healthcare workers involved various strategies. Alongside psychotherapy, active listening and effective communication played a significant role in reducing stress and anxiety. HRM managers made an effort to be present during on-call duties, standing in solidarity with both administrative staff and frontline workers. Additionally, consultation services were implemented to address and manage the stress and anxiety experienced by healthcare professionals. These measures aimed to foster a supportive and resilient environment for the entire healthcare team.

- *Constraints expressed by the staff.*

The challenges faced by healthcare workers during the COVID-19 pandemic were multifaceted and impacted various aspects of their professional and personal lives. Heavy workloads, increased stress and anxiety, training program suspensions, conflicts with patients, lack of motivation, staff absences, and inadequate means of protection were some of the significant hurdles encountered. It is crucial for healthcare institutions and policymakers to address these challenges proactively, providing necessary support, resources, and measures to ensure the well-being and resilience of the healthcare workforce.

- *Solutions to constraints encountered.*

It is crucial for healthcare institutions and policymakers to address these challenges proactively, providing necessary support, resources, and measures to ensure the well-being and resilience of the healthcare workforce.

During the COVID-19 pandemic, healthcare institutions implemented several strategies to address the challenges faced by their staff. These included the implementation of

alternating on-call duty shift work schedules and the recruitment of newly qualified staff to manage the increased workload. To compensate for resource shortages, associations and donors were actively engaged. Additionally, counseling services were introduced to support healthcare workers in coping with the heightened levels of stress and anxiety. Daily communication channels were established between healthcare workers and administration to ensure the timely and accurate dissemination of information. In order to reduce absenteeism, disciplinary actions, such as sanctions, were imposed on workers whose absences were not justified. These combined efforts aimed to optimize staff allocation, provide necessary support, enhance communication, and mitigate the impact of the pandemic on the healthcare workforce.

- *Lessons learned and future prospects.*

The COVID-19 pandemic has had a profound impact on healthcare institutions, serving as a catalyst for transformative shifts and valuable lessons for the future. The unprecedented nature of the crisis caught healthcare managers off guard, highlighting the need for better preparedness through the establishment of an ORSEC plan and the implementation of simulations. The pandemic also exposed existing shortcomings and weaknesses within the healthcare system. However, it also provided an opportunity for healthcare managers to gain valuable experience in organizing and managing public health emergencies. It became evident that healthcare staff, particularly women, faced challenges in effectively engaging in health crisis situations. Overcoming these challenges required the identification of reliable and trustworthy staff members, fostering a collaborative team approach to optimize control and prevention actions. The lessons learned from the COVID-19 pandemic have set the stage for future improvements in healthcare management and crisis response.

## 1.2 Study limitations

During this study, very few limitations were encountered like language barrier between the interviewer and person being interviewed, a lot was understood but however some was lost in translation, time period was short as some managers took their time to respond to our questionnaires. There is also very limited to no research regarding the topic of HRM in healthcare facilities during the pandemic in Algeria.

### 1.3 Implications

Our study has come to support our stated hypotheses.

- Hospitals have had to manage a high demand for staff to cope with the influx of patients with covid-19. Therefore, they used faster and more flexible recruitment methods such as short-term contracts or recruitment agencies. Our study supports this hypothesis in a way that the university hospital of Bejaia has used voluntary workers in order to solve the problem of high demand for staff though there was a challenge of the stop of training of students at the hospital.
- Medical staff had to train quickly in care protocols and protective measures to limit covid-19 transmission and infection, with this part of the hypothesis, the university hospital of Bejaia came up with new work schedules of alternating work to reduce the capacity of people in small spaces to reduce the transmission of the disease. In addition it was important to provide them with mental support to help them cope with the emotional pressure of working in such a difficult environment, the university hospital introduced counseling services for their staff and also tried to better their listening and communication skills in order to comprehend the needs of the medical staff.

Our research corresponds to the theoretical dimension of HRM which is widely recognized as a crucial factor in the success of any company or organization particularly in the case of medical institutions or facilities. The workforce within an organization serves as a backbone, performing various essential tasks on a daily basis.

However, healthcare institutions differ somewhat from other institutions due to the unique responsibility their human resources bear for people's lives and well-being.

The outbreak of the Covid-19 pandemic had a significant impact on economies, countries, and institutions worldwide. While many organizations closed down or transitioned to remote work and online operations, healthcare institutions were compelled to remain operational and continue their daily activities on the front lines.

This period in conjunction with the preexisting challenges faced by human resource management introduced additional obstacles, as highlighted both in the theoretical aspects discussed in this paper and in the findings of our study.

This study also contributes to the existing body of knowledge in the field of HRM in healthcare institutions. By analyzing the current literature, exploring empirical evidence and presenting novel insights, this research enriches the theoretical understanding of HRM in the context of healthcare. It identifies gaps and areas for future research, inviting scholars to dive deeper into specific aspects of HRM in healthcare organization

## V. CONCLUSION

## **V. CONCLUSION**

The study aimed to explore and analyze the intricacies of HRM in healthcare institutions. With unique challenges and responsibilities faced by healthcare organizations, effective HRM practices play a vital role in ensuring the provision of quality care and maintaining the well-being of both patients and employees. This paper has shed light on the significance and implications of HRM in healthcare institutions.

The findings of this study highlighted several key aspects of HRM in healthcare institutions. Firstly it was evident that the workforce within these organizations are a backbone, as they are responsible for daily operations and delivery of care. Their dedication and commitment are crucial in ensuring positive patient outcomes and maintaining organizational success.

Furthermore, the study revealed that the management of healthcare institutions differs from that in other sectors. The healthcare industry presents unique challenges, including the complexity of procedures, stringent regular requirements and the need to navigate ethical dilemmas. HRM practices must be tailored to address these specific challenges, ensuring the recruitment, retention, development and motivation of competent healthcare professionals who can deliver safe and effective care.

Impact of the covid-19 pandemic further underscored the importance of the HRM in the healthcare institutions. While other industries could transition to remote work or temporarily shut down, healthcare institutions were at the forefront working tirelessly to combat the Covid-19 and ensure continuous patient care. This unprecedented situation presented HRM with additional challenges such as employee safety, burnout, stress and anxiety, lack of motivation, resource allocation which required innovative strategies and prompt decision making.

As the healthcare landscape continues to evolve, it is imperative that HRM practices adapt and evolve alongside it. Further research should explore emerging trends such as the integration of more technology, telemedicine, and ways HR can optimize human resource allocation.

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## **ANNEX**

## **ANNEX 1 : QUESTIONNAIRE IN FRENCH.**

### **Gestion des ressources humaines durant la pandémie de COVID-19.**

**DG, DRH, Formation, DAMPM, DMM, Pharmacie, Surveillant médical (3)**

**Service..... Position.....**

1. Avez-vous travaillé durant la pandémie ?
2. Comment avez-vous travaillé durant la pandémie ?
3. Votre rôle a-t-il subi des changements durant la pandémie ?
4. Si oui, dites lesquels ?
5. Quel a été le rôle de votre département dans la gestion des ressources humaines durant la pandémie?
6. Quels sont les impacts de la pandémie sur la gestion de votre service ?
7. Quel a été le rôle de votre service pour protéger le personnel de santé contre la COVID-19 ?
8. Y a-t-il eu un changement de gestion des ressources humaines durant la pandémie ?
9. Comment avez-vous communiqué avec le personnel soignant sur les changements liés à la pandémie?
10. Comment avez-vous géré les congés de maladie pour cause d'infection à COVID-19 ?
11. Comment avez-vous géré les absences du personnel soignant durant la pandémie ?
12. Comment avez-vous géré les mesures de distanciation sociale durant la pandémie ?

13. Comment avez-vous géré les restrictions de capacité durant la pandémie ?
14. Avez-vous eu des contraintes budgétaires durant la pandémie ?
15. Comment la pandémie a-t-elle affecté la formation du personnel ?
16. Comment avez-vous aidé le personnel à gérer le stress et l'anxiété lié à la pandémie ?
17. Avez-vous eu des difficultés à recruter de nouveaux professionnels durant la pandémie ?
18. Avez-vous eu des difficultés à retenir le personnel durant la pandémie ?
19. Quelles ont été les réclamations les plus fréquentes des personnels durant la pandémie ?
20. Quelles sont les stratégies utilisées pour répondre à ces réclamations ?
21. Quelles sont les leçons apprises durant la pandémie pour les crises sanitaires futures ?

**ANNEX 2: QUESTIONNAIRE IN ENGLISH.**

**Human resources management during the COVID-19 pandemic.**

**DG, HRD, Training, DAMPM, DMM, Pharmacy, Medical Supervisor (3)**

**Service..... Position.....**

1. Did you work during the pandemic?
2. How have you worked during the pandemic?
3. Has your role changed during the pandemic?
4. If so, say which ones?
5. What has been the role of your department in human resources management during the pandemic?
6. What are the impacts of the pandemic on the management of your service?
7. What has been the role of your department in protecting health staff from COVID-19?
8. Has there been a change in human resources management during the pandemic?
9. How did you communicate with caregivers about the changes related to the pandemic?
10. How have you managed sick leave due to COVID-19 infection?
11. How have you managed the absences of healthcare staff during the pandemic?
12. How have you managed social distancing measures during the pandemic?
13. How have you managed capacity restrictions during the pandemic?

14. Have you had any budget constraints during the pandemic?
15. How has the pandemic affected staff training?
16. How have you helped staff manage the stress and anxiety of the pandemic?
17. Have you struggled to recruit new professionals during the pandemic?
18. Have you struggled to retain staff during the pandemic?
19. What have been the most frequent complaints from staff during the pandemic?
20. What strategies are used to respond to these complaints?
21. What lessons have been learned during the pandemic for future health crises?





## Abstract

**Objectives :** Human resource management in healthcare is something that is not talked about enough in many countries in Africa, the outbreak of covid-19 made the loopholes in healthcare administration come to light and gave a lot of administrators to improve their ways in order to ensure the success of their facilities. We carried out a study in the university hospital of Bejaia among different managers in order to evaluate the mode of human resource management during the pandemic.

**Methods:** This was a quantitative study based on one on one semi face to face interviews based on semi- structured interviews. The data collected was analyzed through the principle of content analysis. We also used data from various sources and sites like world health organization websites among others.

**Results:** The results of our study showed a need for more investment in the healthcare sector, and a need to address the most common problems like heavy workload, anxiety, stress and depression among healthcare workers and absenteeism among others as stated by most of the managers that were interviewed.

**Conclusion:** The impact of covid-19 pandemic underscored the importance of HRM in healthcare organizations and a need to make it a priority. The healthcare landscape is constantly evolving and the HRM practices need to adapt as well.

**Key words:** Human resource management, covid-19 pandemic, healthcare, managers

## Résumé

**Objectifs :** La gestion des ressources humaines dans les soins de santé est quelque chose dont on ne parle pas assez dans de nombreux pays d'Afrique, pandémie de covid-19 a mis en lumière les lacunes dans l'administration de la santé et a permis à beaucoup d'administrateurs d'améliorer leurs méthodes afin d'assurer le succès de leurs installations. Nous avons mené une étude à l'hôpital universitaire de Bejaia auprès de différents gestionnaires afin d'évaluer le mode de gestion des ressources humaines pendant la pandémie.

**Méthodes :** Il s'agissait d'une étude quantitative basée sur des entretiens semi-en face à face basés sur des entretiens semi-structurés. Les données collectées ont été analysées selon le principe de l'analyse de contenu. Nous avons également utilisé des données provenant de diverses sources et sites tels que les sites Web de l'organisation mondiale de la santé, entre autres.

**Résultats :** Les résultats de notre étude ont montré un besoin d'investir davantage dans le secteur des soins de santé et un besoin de s'attaquer aux problèmes les plus courants tels que la charge de travail lourde, l'anxiété, le stress et la dépression chez les travailleurs de la santé et l'absentéisme, entre autres, comme l'ont déclaré la plupart des gestionnaires interrogés.

**Conclusion :** L'impact de la pandémie de covid-19 a souligné l'importance de la GRH dans les organisations de soins de santé et la nécessité d'en faire une priorité. Le paysage des soins de santé est en constante évolution et les pratiques de GRH doivent également s'adapter.

**Mots clés :** gestion des ressources humaines, pandémie de covid-19, soins de santé, gestionnaires

## ملخص

الأهداف: إدارة الموارد البشرية في مجال الرعاية الصحية شيء لم يتم الحديث عنه بما فيه الكفاية في العديد من البلدان في أفريقيا، أدى تفشي مرض فيروس كورونا (covid-19) إلى ظهور الثغرات في إدارة الصحة وأعطى الكثير من الإداريين لتحسين طرقهم من أجل ضمان نجاح مرافقهم. أجرينا دراسة في مستشفى بجايا الجامعي بين مختلف المديرين من أجل تقييم طريقة إدارة الموارد البشرية خلال الوباء.

الأساليب: كانت هذه دراسة كمية تستند إلى مقابلات نصف وجه لوجه استنادا إلى مقابلات شبه منظمة. تم تحليل البيانات التي تم جمعها من خلال مبدأ تحليل المحتوى. كما استخدمنا بيانات من مصادر ومواقع مختلفة مثل مواقع منظمات الصحة العالمية وغيرها.

النتائج: أظهرت نتائج دراستنا الحاجة إلى مزيد من الاستثمار في قطاع الرعاية الصحية، والحاجة إلى معالجة المشاكل الأكثر شيوعا مثل عبء العمل الثقيل والقلق والإجهاد والافتقار بين العاملين في مجال الرعاية الصحية والتغيب من بين أمور أخرى كما ذكر معظم المديرين الذين تمت مقابلتهم.

الخلاصة: أكد تأثير وباء كوفيد-19 على أهمية إدارة الموارد البشرية في منظمات الرعاية الصحية والحاجة إلى جعله أولوية. يتطور مشهد الرعاية الصحية باستمرار وتحتاج ممارسات إدارة الموارد البشرية إلى التكيف أيضا.

الكلمات المفتاحية: إدارة الموارد البشرية، وباء كوفيد-19، الرعاية الصحية، المديرين