

Analysis of the work of employees in the health sector

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DOI : <https://www.doi.org/10.59710/oaijoaru2312035a>

Abstract

Human resources management is of great importance for the entire company and its employees also under the management of human resources we consider a part of the organization which with its activities contributes to the achievement of its goals, thus attracting and retaining quality and professional employees, motivating them to work in an effective and efficient manner. This paper is an action research conducted in order to prove the connection of work analysis with the organization of work in healthcare organizations. Monitoring change requires managers to make decisions about the allocation of enterprise resources, including employees, raw materials, and machinery. The dynamics of the development of enterprises is increasing day by day. Competition introduces changes in work and makes work more efficient and the organization more competitive. Every organization wants to create conditions for the development of its own competitiveness. That is why it is necessary to continuously monitor the conditions in the environment, conduct an analysis of the conditions in society and make decisions to change the organization. The results of the researches are useful for all organizations dealing with the relationship of job analysis to work organization in healthcare organizations. The survey questionnaire was specially prepared for this research, and as a research population were taken the views of 100 respondents, employed in various positions in the researched organizations. It is about 30 health organizations from the territory of the city of Skopje, N. Macedonia.

Key words: job analysis, management, allocation of human resources, material resources, work equipment, employee training

Introduction

Under the management of human resources we consider a part of the organization which with its activities contributes to the achievement of its goals, thus attracting and retaining quality and professional employees, motivating them to work in an effective and efficient manner. Put even more succinctly, the role of human resource management is to enable the company to achieve success with the help of people. We could agree that there is no company that goal is to make a worse decision on hiring an

employee, which will employ people that will perform the job in an inadequate way, spending large savings on inefficient and long-term processes of selecting potential job candidates, improperly set up employee motivation system, allowing the departure of the best from the company.

The role and significance of human resource management is reflected in the fact that by properly organizing the activities, it enables the company to engage the right person in the right place. To enable improvement and progress for all employees and to achieve better results for the company with proper motivation and reward of the employees and with proper coordination of all the mentioned activities.

Human capital is not only the people in the organization but also what these people do and contribute to the success of the organization. Human capital is the collective sum of the abilities, knowledge, skills, life experiences and motivation of an organization's workforce. It is sometimes called intellectual capital, which reflects the thinking, creativity and decision-making that people contribute to organizations.

The allocation of human resources covers the allocation of candidates to jobs according to their competencies. For this purpose, appropriate recruitment and selection of candidates is required.

The paper is an action research in which an attempt is made to connect the analysis of the work process and the allocation of all resources in the organization.

A theoretical and methodological approach to research

Human resource management is a function that helps the company in achieving its goals, achieving and maintaining the effectiveness of employees. Human resources possess innovative qualities, intellectual, biological and physiological potentials without which the beginning of work cannot take place. Accumulation of these resources and its professional engagement is a key task of the company's management.

The individual as a resource is an inseparable part of any business process. However, the person is not the judge of the organization, he is made up of his qualities, level of education, knowledge he has acquired, skills, expertise, contacts he is able to create. The management of human resources brings, promotes, develop, unites and keeps the best employees and puts them in the function of realizing the organizational goals. [1]
[2]

Job analysis is a function of human resources management that represents the basis for performing all the remaining functions of human resources management. The analysis of the work can be aimed at the analysis of the work process, but also at the work of the employees. Employee-oriented methods, i.e. job analysis methods that will focus on attributes or characteristics that people need in order to successfully complete their work tasks are:

1. The Workplace Elements Method (WEM)

2. Job Analysis Questionnaire (PAQ)
3. System for analysis of main characteristics (TTAS)
4. Ability Assessment Scales (ARS)
5. Method through performance factors (ORP)
6. Procedure for collecting data for analysis from an ergonomic perspective (AET)
7. Job component identities (JCI)
8. Cognitive analysis of tasks.

The allocation of human resources covers the distribution of candidates by job positions, including their competencies. For this purpose, adequate recruitment and selection of candidates is required. Recruitment and selection represent the main activities within the framework of employment, where the recruitment of potential candidates represents the process of attracting qualified candidates in sufficient numbers that will enable the organization to select the best candidates. [3]

Organizational culture affects organizational changes. The most important thing in the organization is that all employees understand the changes well. To understand that they will lead to their personal interests and the interests of the organization. International research shows that about 66% of all change management initiatives are unsuccessful. The methodological approach in the research covers the following relevant subjects of a scientific research: subject, problem, phenomenon, objectives, research dynamics and sample, hypothetical framework, independent and dependent variables, as well as the indicators used to prove them.

Discussion and results

The survey questionnaire was specially prepared for this research, and as a research population were taken the views of 100 respondents, employed in various positions in the researched organizations. It is about 30 health organizations from the territory of the city of Skopje. The questionnaire contains 35 questions. They are of the closed type, with three possible answers offered: No, Partially and Yes. The results are presented in tables.

The first question, which was asked of the research population, reads: The organization in which I work conducts job analysis.

The following results were obtained from the respondents: A) 33 respondents answered Yes, i.e. 33%, B) Partially answered 35 respondents, i.e. 35%, and C) 32 respondents answered No, i.e. 32%.

Table no. 1 – Answers to question no. 1

The organization in which I work conducts job analysis.				
Answers				
Question No.1	Yes	Partially	No	Total
	33	35	32	100
	33%	35%	32%	100%

The second question, which was asked to the research population, reads: The organization in which I work analyzes the work of each employee.

The following results were obtained from the respondents to this question: A) 56 respondents answered Yes, i.e. 56%, B) Partially answered 23 respondents, i.e. 23%, and C) 21 respondents answered No, i.e. 21%.

Table no. 2 – Answers to question no. 2

The organization in which I work analyzes the work of each employee				
Answers				
Question No.2	Yes	Partially	No	Total
	56	23	21	100
	56%	23%	21%	100%

The third question, which was asked to the research population, reads: The organization in which I work analyzes the efficiency of the work process.

The following results were obtained from the employees: A) 56 respondents answered Yes, i.e. 56%, B) Partially answered 23 respondents, i.e. 23%, and C) 21 respondents answered No, i.e. 21%.

Table no. 3 – Answers to question no. 3

The organization in which I work analyzes the efficiency of the work process.				
Answers				

Question No.3	Yes	Partially	No	Total
	56	23	21	100
	56%	23%	21%	100%

The fourth question, which was asked to the research population, reads: The management of the organization advocates a complete analysis of the employees' work. The following results were obtained from the employees: A) 46 respondents answered Yes, i.e. 46%, B) Partially answered 25 respondents, i.e. 25%, and C) 29 respondents answered No, i.e. 29%.

Table no. 4– Answers to question no. 4

The management of the organization advocates a complete analysis of the employees' work				
Answers				
Question No.4	Yes	Partially	No	Total
	46	25	29	100
	46%	25%	29%	100%

The fifth question, which was asked to the research population, reads: The management of the organization has all the necessary information about its employees. The following results were obtained from the employees: A) 66 respondents answered Yes, i.e. 66%, B) Partially answered 23 respondents, i.e. 23%, and C) 11 respondents answered No, i.e. 11%.

Table no. 5 – Answers to question no. 5

The management of the organization has all the necessary information about its employees				
Answers				
Question No.5	Yes	Partially	No	Total
	66	23	11	100
	66%	23%	11%	100%

The sixth question, which was asked to the research population, reads: The management of the organization has all the necessary information about how the work process runs.

The following results were obtained from the employees: A) 66 respondents answered Yes, i.e. 66%, B) Partially answered 23 respondents, i.e. 23%, and C) 11 respondents answered No, i.e. 11%.

Table no. 6 – Answers to question no. 6

The management of the organization has all the necessary information about how the work process runs				
Answers				
Question No.6	Yes	Partially	No	Total
	66	23	11	100
	66%	23%	11%	100%

The seventh question, which was asked of the researched population, reads: Every employee is engaged in a suitable job according to his education.

The following results were obtained from the employees: A) 72 respondents answered YES, i.e. 72%, B) PARTIALLY answered 23 respondents, i.e. 23%, and C) 5 respondents answered NO, i.e. 5%.

Table no. 7 – Answers to question no. 7

Every employee is engaged in a suitable job according to his education.				
Answers				
Question No.7	Yes	Partially	No	Total
	72	23	5	100
	72%	23%	5%	100%

The eighth question, which was asked to the researched population, reads: Every employee is engaged in an appropriate workplace according to his competencies.

The following results were obtained from the employees: A) 56 respondents answered Yes, i.e. 56%, B) Partially answered 22 respondents, i.e. 22%, and C) 22 respondents answered No, i.e. 22%.

Table no. 8 – Answers to question no. 8

Every employee is engaged in a suitable job according to his education.				
Answers				
Question No.8	Yes	Partially	No	Total
	56	22	22	100
	56%	22%	22%	100%

The ninth question, which was asked to the researched population, reads: Every employee is engaged in a suitable job according to his experience.

The following results were obtained from the employees: A) 34 respondents answered Yes, i.e. 34%, B) Partially answered 26 respondents, i.e. 26%, and C) 40 respondents answered No, i.e. 40%.

Table no. 9 – Answers to question no. 9

Every employee is engaged in a suitable job according to his experience.				
Answers				
Question No.9	Yes	Partially	No	Total
	34	26	40	100
	34%	26%	40%	100%

The tenth question, which was asked to the researched population, reads: Every employee is engaged in an appropriate workplace according to his abilities.

The following results were obtained from the employees: A) 43 respondents answered Yes, i.e. 43%, B) Partially answered 34 respondents, i.e. 34%, and C) 23 respondents answered No, i.e. 23%.

Table no. 10 – Answers to question no. 10

Every employee is engaged in an appropriate workplace according to his abilities.				
Answers				
Question No.10	Yes	Partially	No	Total
	43	34	23	100
	43%	34%	23%	100%

The eleventh question, which was asked of the research population, reads: More experienced employees are placed in management positions.

The following results were obtained from the employees: A) 42 respondents answered Yes, i.e. 42%, B) Partially answered 24 respondents, i.e. 24%, and C) 34 respondents answered No, i.e. 34%.

Table no. 11 – Answers to question no. 11

More experienced employees are placed in management positions.				
Answers				
Question No.11	Yes	Partially	No	Total
	42	24	34	100
	42%	24%	34%	100%

The twelfth question, which was asked to the research population, reads: New projects are led by employees who have experience in this.

The following results were obtained from the employees: A) 42 respondents answered Yes, i.e. 42%, B) Partially answered 24 respondents, i.e. 24%, and C) 34 respondents answered No, i.e. 34%.

Table no. 12 – Answers to question no. 12

New projects are led by employees who have experience in this.				
Answers				

Question No.12	Yes	Partially	No	Total
	42	24	34	100
	42%	24%	34%	100%

The thirteenth question, which was asked to the research population, reads: I think that the distribution of work to employees is well organized in our organization.

The following results were obtained from the employees: A) 47 respondents answered Yes, i.e. 47%, B) Partially answered 11 respondents, i.e. 11%, and C) 42 respondents answered No, i.e. 42%

Table no. 13 – Answers to question no. 13

I think that the distribution of work to employees is well organized in our organization.				
Answers				
Question No.13	Yes	Partially	No	Total
	47	11	42	100
	47%	11%	42%	100%

The fourteenth question, which was asked to the research population, reads: In my organization, work materials are regularly distributed to each workplace.

The following results were obtained from the employees: A) 30 respondents answered Yes, i.e. 30%, B) Partially answered 42 respondents, i.e. 42%, and C) 28 respondents answered No, i.e. 28%.

Table no. 14 – Answers to question no. 14

In my organization, work materials are regularly distributed to each workplace.				
Answers				
Question No.14	Yes	Partially	No	Total
	30	42	28	100
	30%	42%	28%	100%

The fifteenth question, which was asked to the researched population, reads: When I need new materials for work, I get them from my superiors without any problem.

The following results were obtained from the employees: A) 30 respondents answered Yes, i.e. 30%, B) Partially answered 42 respondents, i.e. 42%, and C) 28 respondents answered No, i.e. 28%.

Table no. 15 – Answers to question no. 15

When I need new materials for work, I get them from my superiors without any problem.				
Answers				
Question No.15	Yes	Partially	No	Total
	30	42	28	100
	30%	42%	28%	100%

The sixteenth question, which was asked to the researched population, reads: If I request materials that are not suitable for my job, I am subject to a check on the justification of the request.

The following results were obtained from the employees: A) 32 respondents answered Yes, i.e. 32%, B) Partially answered 42 respondents, i.e. 42%, and C) 26 respondents answered No, i.e. 26%.

Table no. 16 – Answers to question no. 16

If I request materials that are not suitable for my job, I am subject to a check on the justification of the request.				
Answers				
Question No.16	Yes	Partially	No	Total
	32	42	26	100
	32%	42%	26%	100%

The seventeenth question, which was asked to the researched population, reads: The materials for work are determined by quantity exactly as much as I need for the smooth running of the work process.

The following results were obtained from the employees: A) 33 respondents answered Yes, i.e. 33%, B) Partially answered 35 respondents, i.e. 35%, and C) 32 respondents answered No, i.e. 32%.

Table no. 17 – Answers to question no. 17

The materials for work are determined by quantity exactly as much as I need for the smooth running of the work process.				
Answers				
Question No.17	Yes	Partially	No	Total
	33	35	32	100
	33%	35%	32%	100%

The eighteenth question, which was asked to the research population, reads: The management has adequate information about my needs of working capital. The following results were obtained from the employees: A) 33 respondents answered Yes, i.e. 33%, B) Partially answered 35 respondents, i.e. 35%, and C) 32 respondents answered No, i.e. 32%

Table no. 18 – Answers to question no. 18

The management has adequate information about my needs of working capital.				
Answers				
Question No.18	Yes	Partially	No	Total
	33	35	32	100
	33%	35%	32%	100%

The nineteenth question, which was asked to the researched population, reads: The management has information about which machines are not in operation. The following results were obtained from the respondents to this question: A) 45 respondents

answered Yes, i.e. 45%, B) Partially answered 34 respondents, i.e. 34%, and C) 21 respondents answered No, i.e. 21%.

Table no. 19 – Answers to question no. 19

The management has information about which machines are not in operation				
Answers				
Question No.19	Yes	Partially	No	Total
	45	34	21	100
	45%	34%	21%	100%

The 20th question, which was asked of the research population, reads: Management has information about where new work machines should be allocated. The following results were obtained from the respondents to this question: A) 45 respondents answered Yes, i.e. 45%, B) Partially answered 34 respondents, i.e. 34%, and C) 21 respondents answered No, i.e. 21%.

Table no. 20 – Answers to question no. 20

Management has information about where new work machines should be allocated				
Answers				
Question No.20	Yes	Partially	No	Total
	45	34	21	100
	45%	34%	21%	100%

The twenty-first question, which was asked to the research population, reads: Computer technology is available to every employee.

The following results were obtained from the respondents to this question: A) 45 respondents answered Yes, i.e. 45%, B) Partially answered 34 respondents, i.e. 34%, and C) 21 respondents answered No, i.e. 21%

Table no. 21 – Answers to question no. 21

Computer technology is available to every employee				
Answers				

Question No.21	Yes	Partially	No	Total
	45	34	21	100
	45%	34%	21%	100%

The twenty-second question, which was asked to the researched population, reads: If necessary, work equipment is modernized.

The following results were obtained from the employees: A) 32 respondents answered Yes, i.e. 32%, B) Partially answered 33 respondents, i.e. 33%, and C) 35 respondents answered No, i.e. 35%.

Table no. 22 – Answers to question no. 22

If necessary, work equipment is modernized.				
Answers				
Question No.22	Yes	Partially	No	Total
	32	33	35	100
	32%	33%	35%	100%

The twenty-third question, which was asked to the researched population, reads: New equipment is distributed in places where it is most suitable. The following results were obtained from the employees: A) 32 respondents answered Yes, i.e. 32%, B) Partially answered 33 respondents, i.e. 33%, and C) 35 respondents answered NO, i.e. 35%.

Table no. 23 – Answers to question no. 23

New equipment is distributed in places where it is most suitable				
Answers				
Question No.23	Yes	Partially	No	Total
	32	33	35	100
	32%	33%	35%	100%

The twenty-fourth question, which was asked to the researched population, reads: The equipment is handled only by persons who are in charge of working with the specific equipment.

The following results were obtained from the employees: A) 37 respondents answered Yes, i.e. 37%, B) Partially answered 25 respondents, i.e. 25%, and C) 38 respondents answered No, i.e. 38%.

Table no. 24 – Answers to question no. 24

The equipment is handled only by persons who are in charge of working with the specific equipment.				
Answers				
Question No.24	Yes	Partially	No	Total
	25	38	38	100
	25%	38%	38%	100%

The twenty-fifth question, which was asked to the research population, reads: Employees are trained in the use of computer technology.

The following results were obtained from the employees: A) 42 respondents answered Yes, i.e. 42%, B) Partially answered 42 respondents, i.e. 42%, and C) 16 respondents answered No, i.e. 16%.

Table no. 25 – Answers to question no. 25

Employees are trained in the use of computer technology.				
Answers				
Question No.25	Yes	Partially	No	Total
	42	42	16	100
	42%	42%	16%	100%

The twenty-sixth question, which was asked to the research population, reads: Employees who work on special programs are trained to work on them.

The following results were obtained from the employees: A) 53 respondents answered Yes, i.e. 53%, B) Partially answered 11 respondents, i.e. 11%, and C) 36 respondents answered No, i.e. 36%.

answered No, i.e. 16%.

Table no. 26 – Answers to question no. 26

Employees who work on special programs are trained to work on them.				
Answers				
Question No.26	Yes	Partially	No	Total
	53	11	36	100
	53%	11%	36%	100%

The twenty-seventh question, which was asked to the researched population, reads: Employees are sent to training in the use of new equipment as needed.

The following results were obtained from the employees: A) 53 respondents answered Yes, i.e. 53%, B) Partially answered 25 respondents, i.e. 25%, and C) 22 respondents answered No, i.e. 22%.

Table no. 27 – Answers to question no. 27

If necessary, employees are sent to training on the use of new equipment.				
Answers				
Question No.27	Yes	Partially	No	Total
	53	25	22	100
	53%	25%	22%	100%

The twenty-eighth question, which was asked to the researched population, reads: The management has information which training is most appropriate for the employees to attend.

The following results were obtained from the employees: A) 40 respondents answered Yes, i.e. 40%, B) Partially answered 34 respondents, i.e. 34%, and C) 26 respondents answered No, i.e. 26%.

Table no. 28 – Answers to question no. 28

The management has information which training is most
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appropriate for the employees to attend.				
Answers				
Question No.28	Yes	Partially	No	Total
	40	34	26	100
	40%	34%	26%	100%

The twenty-ninth question, which was asked to the researched population, reads: Management sends employees to the most suitable ways to use the equipment owned by the organization.

The following results were obtained from the employees: A) 40 respondents answered Yes, i.e. 40%, B) Partially answered 34 respondents, i.e. 34%, and C) 26 respondents answered No, i.e. 26

Table no. 29 – Answers to question no. 29

Management sends employees the most appropriate trainings to use the equipment owned by the organization.				
Answers				
Question No.29	Yes	Partially	No	Total
	40	34	26	100
	40%	34%	26%	100%

The thirtieth question, which was asked to the research population, reads: Management provides guidelines on how employees should behave in the workplace.

The following results were obtained from the employees: A) 42 respondents answered Yes, i.e. 42%, B) Partially answered 23 respondents, i.e. 23%, and C) 35 respondents answered No, i.e. 35%.

Table no. 30 – Answers to question no. 30

Management provides guidelines on how employees should behave in the workplace.				
Answers				
Question No.30	Yes	Partially	No	Total
	42	23	35	100

	42%	23%	35%	100%
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The thirty-first question, which was asked to the researched population, reads: The management gives directions on how the employees should handle the technology.

The following results were obtained from the employees: A) 42 respondents answered Yes, i.e. 42%, B) Partially answered 23 respondents, i.e. 23%, and C) 35 respondents answered No, i.e. 35%.

Table no. 31 – Answers to question no. 31

The management gives directions on how the employees should handle the technology.				
Answers				
Question No.31	Yes	Partially	No	Total
	42	23	35	100
	42%	23%	35%	100%

The thirty-second question, which was asked to the research population, reads: Management gives instructions on how employees should behave with customers.

The following results were obtained from the employees: A) 42 respondents answered Yes, i.e. 42%, B) Partially answered 23 respondents, i.e. 23%, and C) 35 respondents answered No, i.e. 35%.

Table no. 32 – Answers to question no. 32

Management gives instructions on how employees should behave with customers.				
Answers				
Question No.32	Yes	Partially	No	Total
	42	23	35	100
	42%	23%	35%	100%

The thirty-third question, which was asked to the research population, reads: New employees consult their experienced colleagues on how to use the equipment they have to work with.

The following results were obtained from the respondents to this question: A) 50 respondents answered Yes, i.e. 50%, B) Partially answered 32 respondents, i.e. 32%, and C) 18 respondents answered No, i.e. 18%.

Table no. 33 – Answers to question no. 33

New employees consult their experienced colleagues on how to use the equipment they have to work with.				
Answers				
Question No.33	Yes	Partially	No	Total
	50	32	18	100
	50%	32%	18%	100%

The thirty-fourth question, which was asked to the research population, reads: New employees consult their experienced colleagues on how to behave in the work organization. The following results were obtained from the respondents to this question: A) 50 respondents answered Yes, i.e. 50%, B) Partially answered 32 respondents, i.e. 32%, and C) 18 respondents answered No, i.e. 18%.

Table no. 34 – Answers to question no. 34

New employees consult their experienced colleagues on how to behave in the work organization.				
Answers				
Question No.34	Yes	Partially	No	Total
	50	32	18	100
	50%	32%	18%	100%

The thirty-fifth question, which was asked to the research population, reads: Managers regularly organize work induction for new employees. The following results were obtained from the respondents: A) 67 respondents answered Y, ie 67%, B) Partially answered 26 respondents, ie 26%, and C) 7 respondents answered No, ie 7%.

Table no. 35 – Answers to question no. 35

Managers regularly organize work induction for new employees.				
Answers				

Question No.35	Yes	Partially	No	Total
	67	26	7	100
	67%	26%	7%	100%

In order to confirm and prove the hypotheses and the claims made, a qualitative analysis of the research results was carried out. For this purpose, the received answers are grouped according to the indicators from which they were derived and are accordingly scored and calculated. Scoring and calculation is done in such a way that: each answer a) gets 3 points, each answer b) gets 2 points and each answer c) gets 1 point. The general hypothesis stated in the research reads: If the management of the organization uses the information from the work analysis, then an appropriate organization of the work process will be enabled. To prove the General Hypothesis, two special hypotheses are set. The first hypothesis reads: If the management of the organization uses the information from the job analysis, then the employees and material assets in the health organization will be allocated accordingly. The special hypothesis two reads: If the management of the organization uses the information from the job analysis, then the work equipment in the health organization will be properly allocated, and the employees will receive instructions on how to use it.

In order to better perceive the results of the two previous analyses, they are once again shown in comparison on chart number 1.

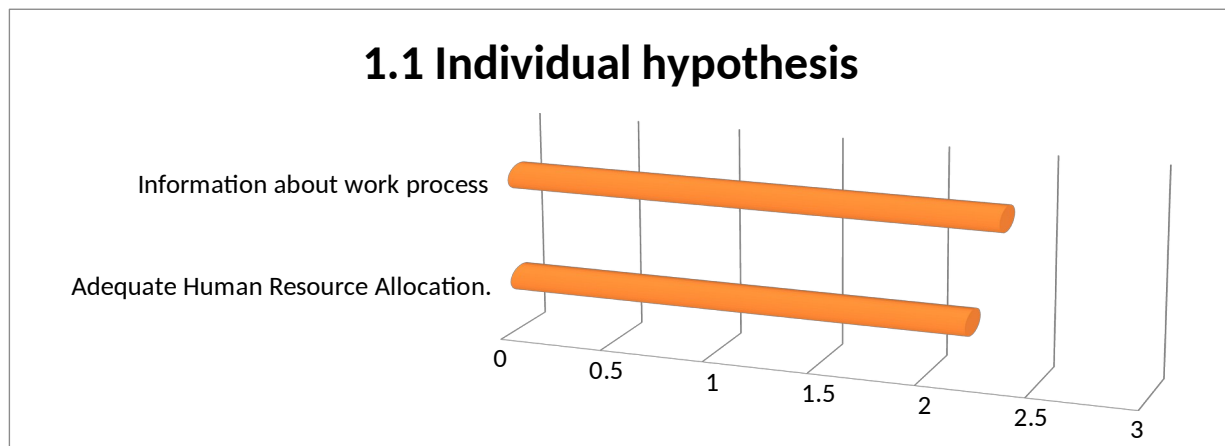


Chart no. 1 – Proof of Individual Hypothesis 1.1

The independent variable 1.1 is entitled Information about the work process, and it consists of the respondents' answers provided through questions number 1, 2, 3, 4, 5 and 6 of the survey questionnaire. Dependent variable 1.1 is titled Adequate Human Resource Allocation, and it consists of the respondents' answers provided through questions number 7, 8, 9, 10, 11, 12 and 13 of the survey questionnaire.

After analyzing all the data from the Independent Variable 1.1 and the Dependent Variable 1.1 and comparing the obtained results of 2.34 and 2.19 which are in the field above 2.0, indicated for a required result for the proof of the hypotheses, we conclude that the claims of the Individual Hypothesis 1.1 are confirmed, *If the management of the*

organization uses the information from the job analysis, then the employees and material assets in the health organization will be allocated accordingly.

The data of the Independent Variable 2.1 and the Dependent Variable 2.1 of the Individual Hypothesis 2.1 are comparatively shown in chart number 2.

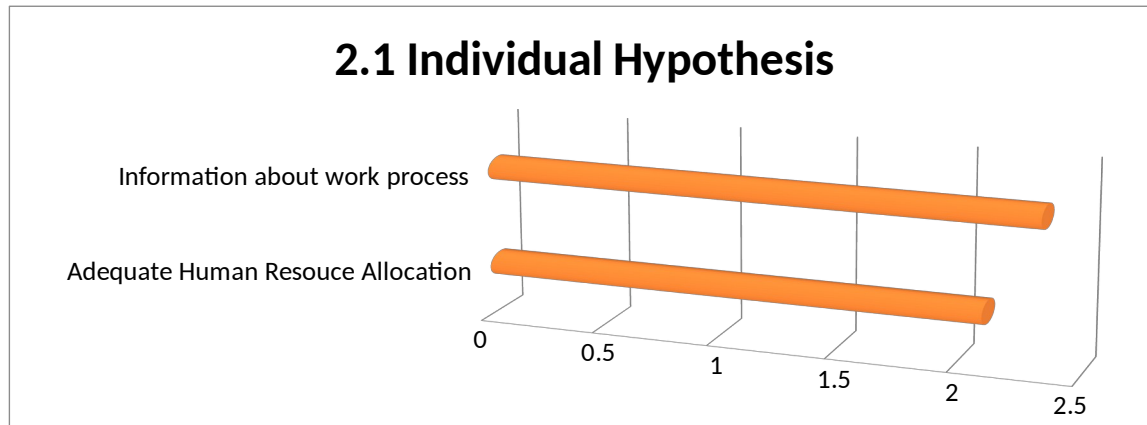


Chart no. 2 – Proof of Individual Hypothesis 2.1

Independent variable 2.1 is titled Information about work process, is already presented as Independent Variable 1.1. from the Individual hypothesis 1.1. and its value is 2.34. Dependent variable 2.1 is titled Adequate Human Resource Allocation, and it consists of the respondents' answers provided through questions number 19, 20, 21, 22, 23 и 24 of the survey questionnaire. After analyzing the data obtained from these indicators, the arithmetic mean 2.11 was obtained.

After analyzing all the data from the Independent Variable 2.1 and the Dependent Variable 2.1 and comparing the obtained results of 2.34 and 2.11 which are in the field above 2.0, indicated for a required result to prove the hypotheses, we conclude that The individual hypothesis 2.1, *If the management of the organization uses the information from the work analysis, then the work equipment in the health organization will be properly allocated*, has been confirmed or proven.

The assertion of the Individual Hypothesis 2.2, will be confirmed or rejected by analyzing the results of Independent Variable 2.2 and Dependent Variable 2.2. In order to better understand the results of the two analyses, the data of the Independent Variable 2.2 and the Dependent Variable 2.2 of the Individual Hypothesis 2.2 are comparatively shown in chart number 3.

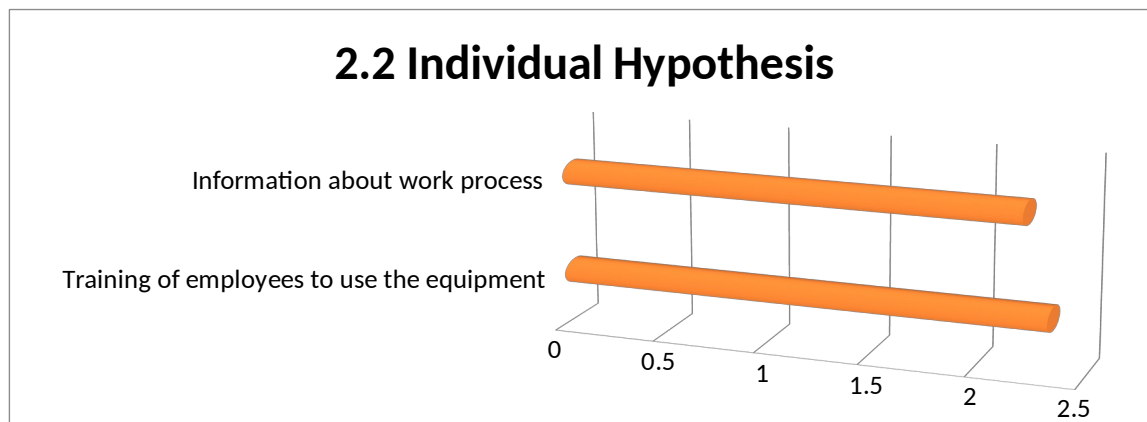


Chart no. 3 Proof of Individual Hypothesis 2.2

Independent variable 2.2 is titled Information about work process, is already presented as Independent Variable 1.1. from the Individual hypothesis 1.1. and its value is 2.34.

Dependent variable 2.2 is titled Training of employees to use the equipment, and it consists of the respondents' answers provided through questions number 25, 26, 27, 28, 29, 30, 31, 32, 33 and 34 of the survey questionnaire. After analyzing the data obtained from these indicators, the arithmetic mean 2.22 was obtained. After analyzing all the data from the Independent Variable 2.2 and the Dependent Variable 2.2 and comparing the obtained results of 2.34 and 2.22 which are in the field above 2.0, indicated for a required result to prove the hypotheses, we conclude that the Individual Hypothesis 2.2, *If the management of the organization uses the information from the job analysis then the employees will receive training and instructions on how to use the equipment in the healthcare organization*, it has been proved.

The assertion of the General Hypothesis, which reads, *If the management of the organization uses the information from the work analysis, then an appropriate organization of the work process will be enabled*, is fully confirmed and proven to be true.

Conclusion

Monitoring organizational changes is a serious and not an easy job. It always causes problems for managers. Monitoring change requires managers to make decisions about the allocation of enterprise resources, including employees, raw materials, and other operating machinery.

References

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