

## A developed Model of Human Resource Management and Dynamic Evaluation System of Iran Hospital Personnel- Case Study: Hasheminejad Hospital

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### Abstract

**Background and Objective:** The purpose of this study is to provide a developed model of human resource management and the model of staff evaluation. Especially nurses in clinical wards in Shahid Hasheminejad Hospital.

**Method:** The research method is qualitative-descriptive which has been done in two stages: 1- reviewing the current situation and 2- presenting the developed model. In the first phase, 32 unstructured and open interviews were conducted with officials of different units and senior managers of the hospital. Also, the current evaluation documents of the hospital were reviewed and analyzed using the content analysis technique. In the second stage, were presented, the models using the brainstorming technique in the panel of experts and using the analysis of the previous stage.

**Results:** According to the presented model, in specialized committees with the presence of officials, based on the needs of the hospital, hospital jobs and positions are defined and a description of the duties of each position and the minimum capabilities required to obtain positions are compiled separately. The description of tasks developed over time, based on the strategic goals of the organization, instructions and programs of superior organizations such as accreditation is variable and dynamic. Human resources manager through superior organizations to attract the appropriate staff. After 3 months of recruiting a pilot, a test is taken to determine whether to continue working with him. Finally, based on the results of 4 evaluations, educational priorities are determined based on the score of each process and per person, and the educational path is presented and implemented.

**Conclusion:** Based on the implementation of the model provided in one of the clinical wards of the hospital, it was observed that in addition to comprehensive evaluation of staff, the model provides continuous improvement in staff performance and subsequently increases the quality of services and patient satisfaction. Is. Also, due to the participation of staff in the evaluation, their satisfaction has increased.

**Keywords:** Human Resource Management, Staff Performance Evaluation, Hospital

### Background and Objective

In the path of management transformation and excellence, the branch of management and human resources have been seriously considered by developed societies and various organizations for the past three decades, and human capital has been redefined as a term that indicates the position of human in the organization. For this reason, among the wealthy factors of the advanced industrial world, the human factor surpasses other natural and physical factors and is used significantly more than the other two factors in productivity and profitability<sup>1-3</sup>.

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It is of interest to the international community as the ultimate factor. Scholars believe that man is the axis of development. Accordingly, in the Human Development Report, the United Nations, dimensions of health, knowledge, education and quality of life are considered as indicators of human development<sup>4-6</sup>.

Based on scientific findings, human resource management in any organization is considered the Key factors to achieving goals, because new ideas for innovation and prosperity are the achievement of new products of researchers. Evaluating employee performance is one of the goals of human resource management in organizations<sup>7</sup>.

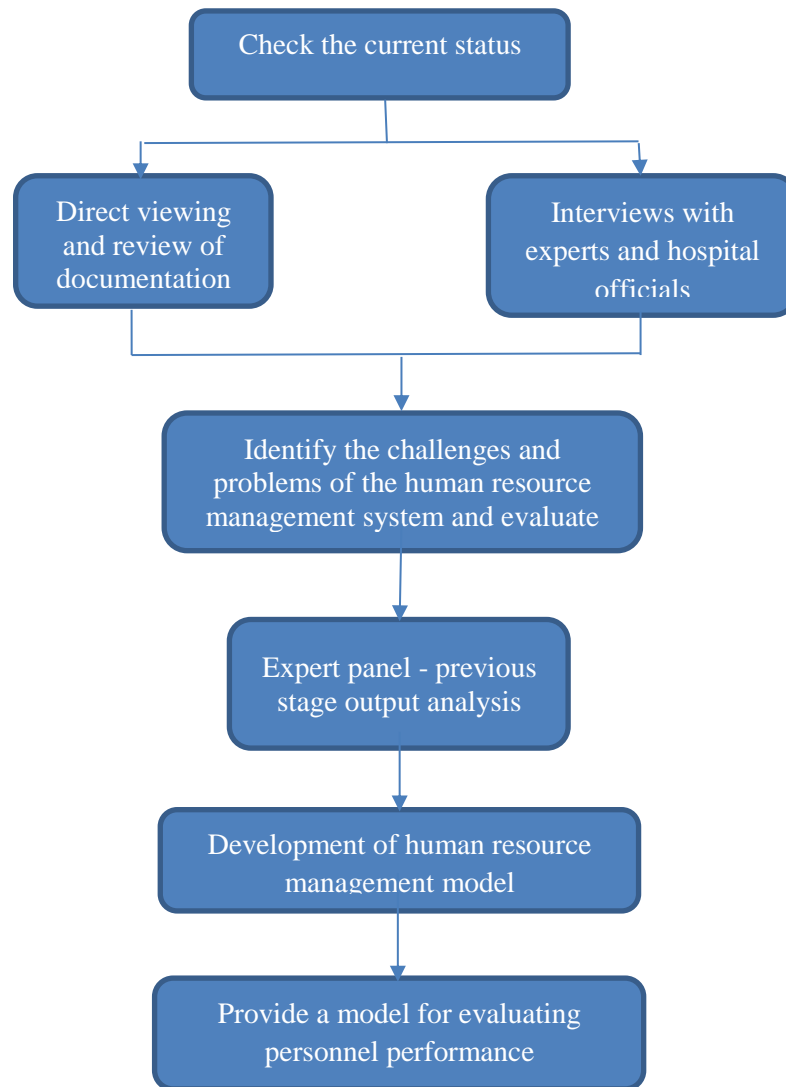
The complexity of healthcare organizations, the increasing costs of healthcare, specialization, customer emphasis and the importance of efficiency and effectiveness of services are the factors that have encouraged healthcare organizations to change performance appraisal<sup>8</sup>. If Performance appraisal continued as it has been in the past and present in Iranian organizations, will lead to discouragement, indifference, and even hostility in the workplace, rather than encouraging and nurturing the abilities and ideas of individuals in the organization<sup>9</sup>. Research results show that staff evaluation methods in hospitals are not effective and have little

effect on improving the performance of human resources<sup>10,11</sup>. Evaluating the performance of health centers, especially hospitals, is very useful and shows how the activities and use of resources have been done and provides the information needed by managers to evaluate and monitor the current status and activities of the hospital. Slowly<sup>12</sup>. Unfortunately, the current performance appraisal system in health care organizations, especially hospitals in developing countries, has not been able to meet the satisfaction of its stakeholders and improve in areas such as performance improvement, quality improvement, satisfaction of health care providers. The information management system is facing dissatisfaction; therefore, having a proper performance appraisal system can be very useful and effective in this field<sup>8</sup>.

In this research, a dynamic model for evaluating the staff of the hospital based on human resource management has been developed according to the conditions of the hospital and job descriptions - organizational positions and staff capabilities.

## Method

The present study is a qualitative-applied study that was conducted in several stages. The steps of research and output of each step are shown in Figure 1.



**Figure 1.** Stages of research and output of each stage

### Check the current status

To extract the process of human resource management, staff evaluation and evaluation of nurses in medical wards, with the hospital director, manager (executive deputy), human resources manager, hospital quality improvement manager, Metron, recruitment manager, financial manager, and officials of

clinical, paraclinical and support wards - Administrative, unstructured and completely open, separate interviews were conducted, 35 officials participated in these interviews. In addition to taking notes, the content of the interviews was recorded for more effective use. The interviews lasted 2 months. The content of the interviews was coded using MAXQD software and analyzed.

Also, Content reviews were conducted the hospital documents including evaluation checklists, output and analysis of previous evaluations of the content review staff.

### Analyze interviews and provide a developed human resource management model and evaluate staff performance.

Output and analysis of previous stages were implemented in two sessions of in-depth expert panel with the presence of officials (one session with the presence of officials of clinical and paraclinical units and one session with senior managers of hospitals and administrative and support units) for deeper analysis and extraction of human resource management models. Appropriate strategies to evaluate the staff and cover the previous evaluation system. The brainstorming technique was used to properly manage the sessions. In addition to taking notes, the content of the meetings was recorded. Meeting content was coded and categorized. Then the proposed evaluation processes and processes were extracted and drawn with the help of Visio software and finally the developed model of performance evaluation of hospital staff was presented.

## Results

### Check the current status

the following steps is done based on reviewing the content of interviews and current process documentation, the human resource management model and evaluating the performance of hospital staff.

The human resource management process in the hospital consists of the following 4 steps.

- 1- Attracting human resources

- 2- Maintenance of human resources

- 1.1 Payment of continuous and non-continuous benefits, succession, talent management

- 3- Employment

Evaluation and monitoring

- 4- Education

4-1. Educational needs assessment, 4-2. Educational design and planning, 4-3. Executive management, 4-4. Educational evaluation

### Upgrading and developing the human resource management process

In reviewing the existing organizational interviews and documents and extra-organizational instructions and circulars, the following major problems were observed in the current process of personnel performance evaluation:

- 1- There are many jobs in hospitals that do not have a post.

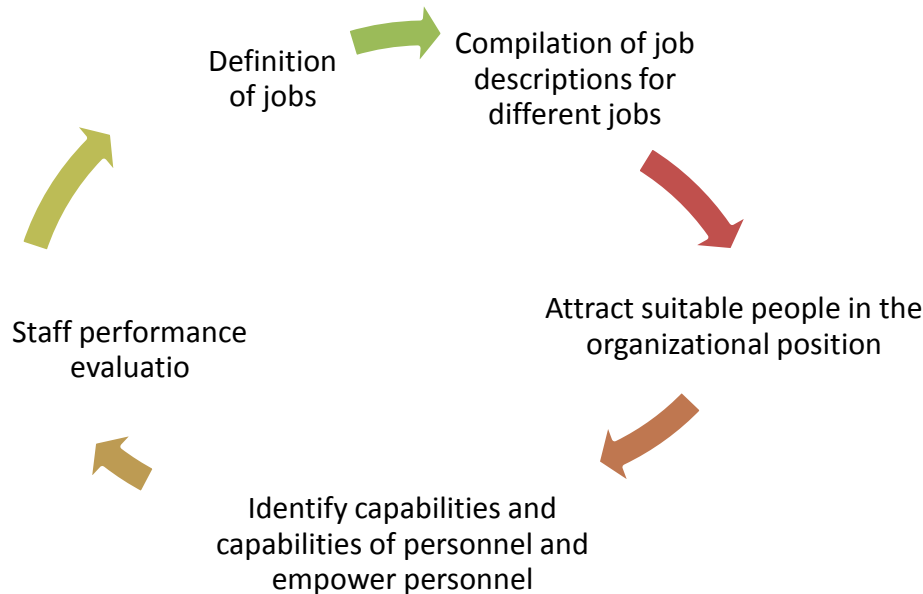
- 2- There is no job description for different organizational positions for the same jobs.

- 3- Superior organizations have provided the same evaluation and assessment form for personnel evaluation.

Therefore, the organization needs Actions to Action for the mentioned shortcomings.

### Human resource management process developed in Hasheminejad Hospital

A model was presented for the development of human resource management Based on the current situation and studies conducted. the proposed model includes the following 5 steps:



**Figure 2.** Developed model of human resource management of Hasheminejad Hospital

Each step of the developed model will be described below:

### **Step 1 and 2: Defining jobs and compiling job descriptions for different jobs:**

The Administrative and Recruitment Organization of Iran only specified the title of the jobs and the description of their duties, and this definition is not based on the differences of the same jobs but the different nature and is not based on the position and type of work done in reality.

As we know, the duties of jobs in different positions and wards are different from each other (For example, the following can be mentioned: Duties of the emergency ward nurse, the duties of the ICU ward nurse, inpatient ward nurse and operating room nurse are different from each other. Duties and job descriptions of operating room secretary,

administrative secretary, inpatient ward secretary, paraclinical ward secretary are different from each other,).

Therefore, providing the same job description for different positions will cause staff inefficiency and on the other hand will make the salary system unfair. Therefore, according to the model presented in this plan, before hiring staff for the hospital, managers and officials define the required jobs in the hospital based on the needs of the hospital and then by examining the needs of the jobs in different situations define and compile job descriptions in different situations.

In addition, since job descriptions are defined based on the goals of the organization, the job description changes in proportion to the change in organizational goals (promotion goals), for example, before the year 2011, the training required for each job was not considered in the job description program. From 2011, the

required training appropriate with each job was added to the job description of each jobs based on the improvement of the strategic goals of the organization, (can be seen in the tables 1).

Also from 2016 year, the capabilities required for each job were added in the job description in proportion to changes in the goals of the organization. It is also necessary to explain that the obligation of adherence and responsibility to the vision, mission and values of the organization Is considered in the job description of all jobs. Also, changes were made in the job description in accordance with the changes and instructions of the superior organizations during

different years, for example, Can be referred to the job description related to the indicators and accreditation requirements.

As explained, the job descriptions for different jobs, in addition to being appropriate to the position and definition of the job in different positions, are very dynamic and are proportionate with the goals of the organization and its changes and the instructions of superior organizations. This dynamic contributes to the growth and efficiency of jobs and on the other hand more efficient and equitable evaluation of staff.

The table 1 shows the jobs that have different job descriptions depending on the situation.

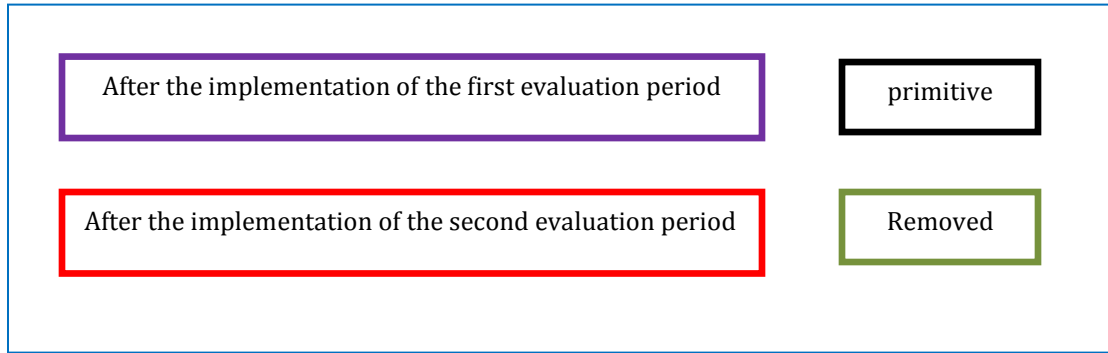
**Table 1.** Same jobs with different job descriptions and positions

jobs	Types of posts
Nursing	Emergency nurse, Dialysis nurse, Inpatient ward nurse, ICU nurse, Operating room nurse
Secretary	Laboratory Secretary, Head of Office, Head of Management Office, Secretary of inpatient wards, secretary of operating room, secretary of nuclear medicine ward, Crusher Secretary, Pathology Secretary, Clinic Secretary, Secretary of Eurodynamics
Supervisor	Educational Supervisor, Clinical Supervisor, Laboratory Supervisor, Infection Control Supervisor
Services	Paraclinical services, nursing services, doctors' pavilion services and administrative services
Clerk	Information Clerk, clinic receptionist Clerk, Clearance operator, Clinic Clearance operator, Secretariat Clerk, Radiology Admission Clerk, Clerk of medical records
Guard	Clinic Guard, Hospital guard, emergency ward guard
Patient career	central Patient career. Ward Patient career,
Nurse Assistant	Inpatient ward assistant, clinic assistant,
Head of departments	Clinic manager, inpatient department manager, operating room manager, clinic evening shift manager, nuclear medicine department manager, agency manager, buffet manager, facility manager, service manager, pharmacy manager, facility shift manager, medical equipment manager, nutrition manager, technical manager Hospital, service manager, Human Resources Officer, Responsible for radiology, Responsible for crusher, Responsible for laundry, Responsible for medical records
Expert	Expert in different departments: office, IT, 4 laboratory experts, ...
Senior managers of the organization	Head of Hospital, Director of Hospital, Director of Systems and Methods, Metron

The following is an example of changes made in the description of various tasks during the two evaluation periods in

accordance with the goals of the organization:

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**Table 2.** An example of changes made in the job description in accordance with the goals of the organization and based on the job description

Superior Organization: Director of Human Resources and Administrative Affairs	Position: Head of Secretariat
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Conditions for achieving	
Associate degree	Related education
ƒ years related work experience	Experience

Type of training course			Non-professional capabilities	Row
Skills <sup>3</sup>	Knowledge <sup>2</sup>	Attitude <sup>1</sup>		
	✓		Behavioral and communication skills (emotional intelligence(	1
	✓		Crisis management (fire safety, etc(.	2

Description of duties and responsibilities
1- Receiving orders and work plans from the supervisor
2- -Referral letters and correspondence to the relevant authorities to record their details and numbers
3- Supervising the registration of summary of details and flow letters and minutes of meetings in the computer
4- Preparing draft letters and correspondence
5- Responding and referring within the assigned duties
6- Preparing the form of office supplies and equipment needed

1 Attitude course: includes training that is not directly related to the activities and daily work of employees; Therefore, in order to Evolution, improve, change and modify, it is necessary to create new insights and attitudes that such information is provided in these courses. Management courses, seminars and participation in exhibitions are generally considered as such.

2 -Knowledge course: includes training that should be known by the individual and to perform annual work and activities, the information provided in this course is needed. This course brings only knowledge and wisdom.

3 Skills course: includes trainings that are directly related to the main activities of people and without knowing them, it is not possible to perform activities. The purpose of these courses is to create practical and executive ability in people. Most workshop and specialized courses fall into this area.

7- Reporting problems and issues related to the supervisor to solve them and facilitate the work
8- Guiding the supervisors
9- Preparing and arranging the necessary reports
10- Receiving and sending sent letters through the relevant computer program
11- Forming an archive for all hospital contracts
12- Forming an archive and keeping the received and sent letters in the relevant files
13- -Supervising internal and external hospital records
14- Participating in hospital meetings and committees
15- Participating in educational-recreational seminars of the hospital
16- Timeliness and work discipline and observance of ethical manners
17- Performing other related affairs according to the order of the superior authority
18- -Observing the principles of the client honoring plan
19- Active participation in providing constructive suggestions, in a way that increases revenue, reduces waste, increases the quality of services and increases the satisfaction of patients, staff and doctors.
20- -Continuous efforts to maintain and observe the safety of themselves and the clients of the center
21- Continuous effort to obtain the highest results in the stakeholder survey
22- Practical obligation to the statements of the organization
23- Vision: Leading the quality of treatment and education in the country
24- Mission: Providing educational, medical, and subspecialty care services for kidneys and urinary tract in order to promote community health
25- Values: disease-oriented-staff dignity-empathy and participation-excellence and pure thinking-social responsibility and environment-knowledge-oriented
26- Active participation in reporting errors
27- Participate in the implementation of operational plans in a way that achieves the best results for the organization.
28- Active participation in crisis and disaster management program
29- Continuous effort to communicate effectively with managers, employees, doctors, clients in a way that achieves the best results.
<b>30- Transferring knowledge and experiences to employees related to the field of work</b>

#### List of professional competencies

- 1- Ability of communication skills and organizational behavior
- 2- Time management capability
- 3- Ability to evaluate the individual performance of the secretariat staff on a quarterly basis and complete the performance evaluation form approved by the hospital
- 4- Ability to work with management software such as: Simab (integrated hospital accreditation system, etc).
- 5- Ability to take effective action to establish the requirements of the accreditation standard of Iranian hospitals
- 6- Ability to join the crisis team
- 7- Ability to identify and report errors

As can be seen in the tables above, in addition to the dynamics of the job description over time based on the goals of the organization, the instructions of the superior organizations (accreditation) as well as the dynamics of skills required for the job, required training, job conditions, Supra-organizational, professional

and non-professional job capabilities are also included in description of editorial tasks.

#### Step 3: Attract suitable people to the organizational position:

Before recruiting, are determined the conditions for obtaining each organizational



position in a specialized committee with the presence of officials, experts and thinkers based on the job description (as shown in Table 4-2).

According to the strategic goal of managing the recruitment and retention of staff, it is ensured that the recruitment of qualified people is done by determining the conditions for obtaining jobs and qualifications and in order to meet the recruitment needs of the hospital. Recruitment should be done through the recruitment unit according to the defined organizational protocol

#### **Step 4: Identify the capabilities and capabilities of personnel and empower personnel**

The following actions are taken to empower the staff of Hasheminejad Hospital: Based on the proposed model:

1. An explanatory booklet to get acquainted with the general conditions of the center and the specifics of each department will be provided to the new employees by the head of each unit.
2. Employees are informed of duties, job descriptions and job descriptions by the direct manager.
3. A visit of the organization is made with a quality improvement expert In order to get acquainted with the physical environment, colleagues and to establish the necessary communications in accordance to act the job description.
4. The Director of Human Resources prepares the booklet of administrative-financial rules and regulations and disciplinary regulations and the manner of evaluation and promotion of the job, rules and regulations of retirement (transfer, dismissal, retirement) in order to inform about salaries and benefits, and makes it

available to staff through the hospital automation system and channel.

5. The training needs of new employees are determined by the quality improvement office based on the description of duties and policies of the organization.

In addition to the above, the individual abilities of each staff member are identified: such as, how to behave well, ability to teach, ability to speak and present, familiarity with specialized software.

#### **Step 5: Evaluate staff performance**

Performance appraisal is continuously carried out in order to develop performance, job promotion and training needs and to create existing opportunities for staff growth and improvement in accordance with operational goals using various methods. Evaluation criteria are defined based on the limits of job expectations and job descriptions with the participation of employees, and its results are used in staff promotion and appointments.

#### **Personnel evaluation steps**

1. The performance of the employees will be announced using the relevant evaluation form and their results by the superior authority in order to concluding a one-year contract after 3 months of employment (If the person cannot obtain the quorum in the experimental stage, the results of the performance will be reported to him during a meeting and the end of his work will be announced.).
2. The result of employees 'performance and the necessary feedback is given to them basis using the executive method of evaluating employees' performance monthly and quarterly.

3. The performance of the employees is evaluated under the supervision of the Quality Improvement Office and according to the executive method of performance

evaluation once every 6 months, and its results are effective in the one-year contract with the center.

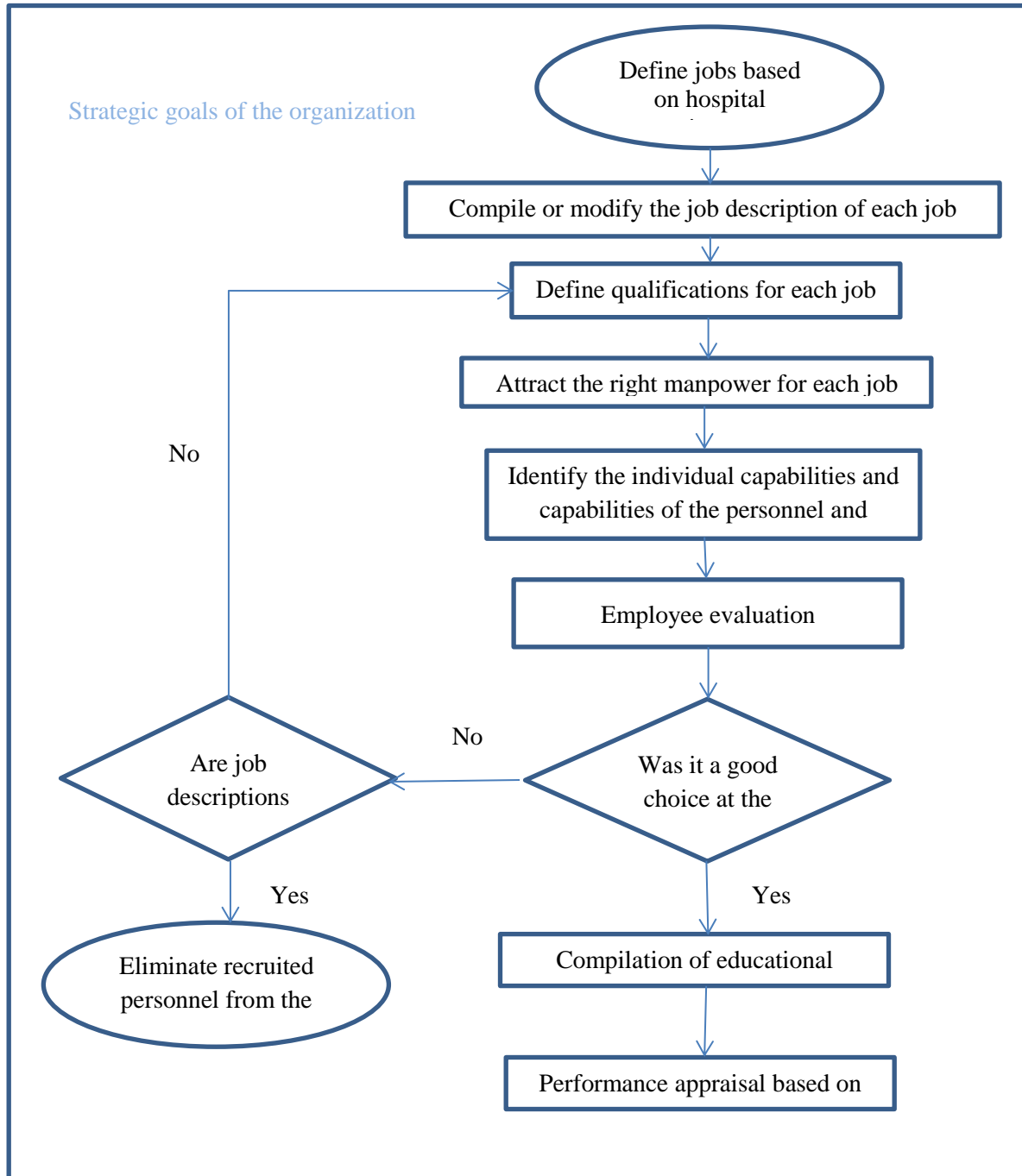


Figure 3: Extended model of human resource management

In this model, the selection of people is based on job, it isn't organizational position, as well as individual capabilities and skills are considered in evaluating personnel. On the other hand, recruitment and especially personnel evaluation is considered as a continuous cycle and towards improvement. While in other models, static absorption and evaluation are considered.

In the proposed model, the evaluation results are used in job promotion and employee encouragement as follows:

In line with the strategic goals of the hospital, in addition to updating staff payments, issues beyond financial factors have been considered in order to have loyal staff and gain their highest ability to do things,. Establishing tangible and intangible benefits such as a good work environment and creating an atmosphere of cooperation with respect and performance-based pay can affect the attitude and perspective of employees so that in the results related to employees, the index of organizational belonging and loyalty has a significant level. Be.

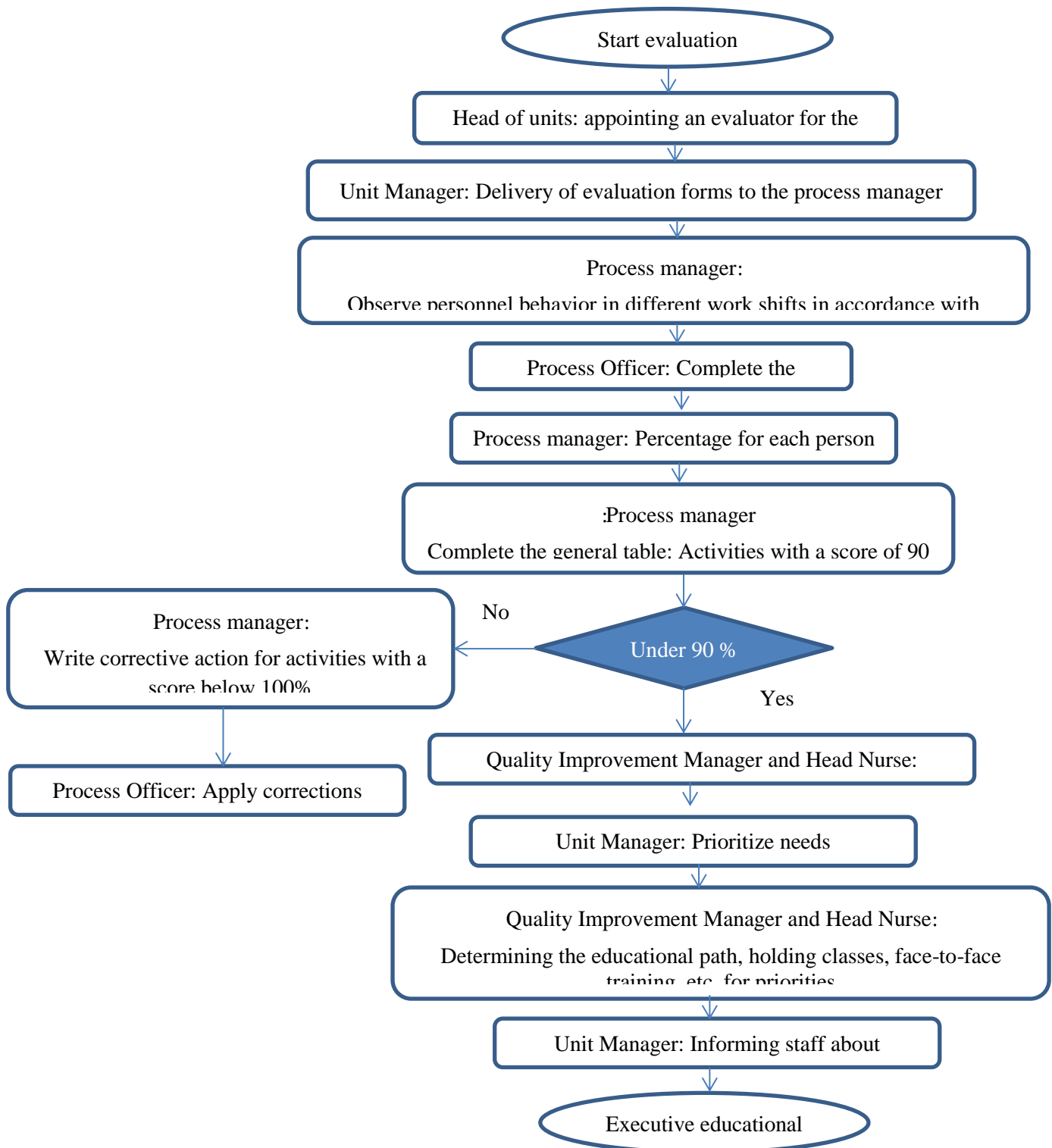
Also, the conversion of paid methods from day-wage to work-wage should be continuously reviewed and revised based on performance criteria. On the other hand, all employees in all categories and forms of employment will be considered on performance-based training, incentive and pay systems, in such a way that all staff of the center, including guards, workers and contract staff, are paid salaries and all staff are included in the required incentive and training system. Also, according to the best practices while creating salary and reward payment systems, and obtaining a license to hire human resources in line with the policy and strategy of the organization, measures and reforms should be done, including allocating rewards to good offers,

identifying successes and awarding reward referred to the efforts and formal contractual recruitment of contract forces.

Goals and criteria for encouraging employees for all performance areas are developed based the strategic goal of human resource management, and continuous feedback is provided to employees regarding the degree of symmetry of their performance with the set goals. To encourage excellent performance, the hospital chooses other ways to reward very successful people, including introducing exemplary employees and awarding them Hajj receipts twice a year between 10-12 people. Giving financial rewards in recognition of organizational success is also part of group feedback. Also, written encouragement provides a good opportunity to appreciate and motivate people. By establishing a feedback system, good performance is encouraged. For employees whose work is lower than expected the ground for performance improvement is provided with timely reminders or appropriate training, and the results are continuously evaluated. The hospital considers various ways to appreciation and respect for staff, including the formation of health records and free medical treatment to them and First class family, paying for kindergarten, improving the physical spaces of wards and restaurants, improving the quality of food and paying for food and transportation service to employees, establishing recreational-pilgrimage-educational trips, renting a house in Mashhad and Ramsar Hotel for free use by employees that all incentives are to create an loyalty and organizational belonging and to satisfy employees. The hospital Encourages of its staff for their active role in hospital work committees and their productivity according to the program. On the other hand, protective facilities and equipment to prevent occupational hazards are provided for employees and the

necessary training are provided to be aware of occupational hazards and environmental issues, and according to the assessments

made, the necessary improvements are made.



**Figure 4.** Evaluation process based on task description**Evaluation of incoming personnel (test)**

1. In order to decide whether to continue working with new arrivals (transfer of personnel from one department to another is also considered new arrivals) a specialized test is taken from the personnel, and the results are reviewed. If the individual test score is less than 70 (out of 100), the re-test will be taken and If the result is repeated, the continuation of cooperation with the newly arrived personnel will be stopped.

**2. Evaluation of distinguished employee: Evaluation of employees based on the limits of expectations and job descriptions**

This evaluation is done based on the job descriptions and the limits of staff authority in the two departments of care and development by the head of the unit. Evaluation is performed based on the job description three times a year in June, September and March by the head of the unit. There are relevant instructions for scoring items, and if there are no instructions, the person in charge of the unit will give the score. The final score of each person is determined and the head of the unit determines the priorities of each person's needs for each course based on the final score. Correctional and improvement planning is done by both the individual Based on the identified priorities, and the head of the unit for all personnel.

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**Evaluation to select a distinguished employee**

In order to select a distinguished employee in the hospital, the evaluation of the staff is performed based on the indicators determined by the hospital quality improvement office every 6 months based on general and specialized duties. The score of this evaluation is calculated from 20 and if the individual score is less than 15, it is planned to improve their performance. If an employee scores higher than 19 out of 20, they will be identified as exemplary employees and will receive an award from the hospital department.

At the end of the year, the department head identifies weaknesses and improvements based on all evaluations, priorities are identified, and improvement plans are made.

Training plans are done Based on the training priorities. Staff training expert plans the general priorities training and also training supervisor and the head of the department unit plan the specialized trainings, and they provide those to the staff.

### Discussion and conclusion

The main purpose of this study is to provide a model of human resource management and employee evaluation that takes into account job differences and individual capabilities and skills in the end that the financial payments of employees are fair. In the proposed model, evaluation indicators are determined by job, not by post. Accordingly, the evaluation indicators of the clinical ward are different from the evaluation indicators of the emergency nurse and both of them are different from the evaluation indicators of the operating room nurse. Also, the evaluation indicators of the operating room secretary are different from the clinical secretary evaluation indicators of the office secretary. In addition, individual capabilities are influential in assigning job descriptions and ultimately evaluating each individual. For example, a financial expert's mastery of application-specialist software over his or her fellow financial expert will affect his or her final evaluation and final financial payment. These two are the main differences between the proposed model and other researches.

Hemmati and Esmailzadeh presented a combined algorithm of 360-degree feedback and hierarchical analysis to evaluate personnel performance<sup>13</sup>. The results of the researchers showed that appropriate indicators for evaluating employee performance can be prioritized in three

groups, respectively: 1- functional 2- process 3- ethical<sup>13</sup>. Hemmati and Ismailzadeh presented a single list for staff evaluation that did not include individual capabilities. Amirzadeh Behbani and Yaghoubi evaluated the performance of the National Iranian Petroleum Products Distribution Company in Ahvaz region using hierarchical analysis method<sup>14</sup>. Amirzadeh and his colleague also reviewed a single list without considering the differences between the descriptions of different jobs and individual capabilities to evaluate the staff of the hospital in question. Barati and his colleagues evaluated the performance management system of Amir Al-Momenin Hospital in Semnan using a balanced scorecard<sup>15</sup>. Mansoorian and his colleagues evaluated the performance of nursing managers from the perspective of nurses. In this study, researchers used a questionnaire and statistical analysis in SPSS software for evaluation<sup>16</sup>. Khoineh et al. Evaluated the clinical performance of hospital intensive care unit (ICU) using a synergy model. The researchers used the Nurses' Clinical Performance Questionnaire (NCPQ) and SPSS software<sup>17</sup>. Barati et al., Mansoorian et al., And Khoeiniyya et al., Like other researchers, came up with a single list for staff evaluation.

Mottaqi examined the performance indicators of human resources in military hospitals. He in this study showed that the patient satisfaction index is the most important indicator in the field of service quality in the health care sector. In this study, he considered a single list of indicators to evaluate all hospital staff<sup>18</sup>. Alizadeh Zouram and him colleagues modeled the dynamics of the human resource management system in health care. The researchers used Vensim simulation software for modeling. And showed that the proposed model improves the human resource management of medical centers<sup>19</sup>.

Dargahi and his colleagues evaluated the performance of hospitals under the auspices of Tehran University of Medical Sciences using the Pabon Lasso model. They stated that by using the Pabon Elso model, the performance of medical centers can be compared, and thus using one of the active methods of problem identification in hospitals and understanding the relationship between performance indicators, a platform for policy and review. In current policies to provide maximum operational capacity<sup>20</sup>. Alizadeh Zouram and her colleagues, as well as Dargahi and her colleagues, have ignored the differences in jobs and the individual capabilities and skills of each staff in defining evaluation indicators<sup>19,20</sup>.

As can be seen in the research, the researchers used an existing algorithm and models without localization to evaluate the performance cross-sectionally and performed the evaluation based on the post without considering the individual capabilities of employees while the researchers in the present study, a model In order to evaluate the employees from different aspects and based on the job descriptions and individual capabilities of the employees, they presented it in a dynamic and continuous cycle. Also, in other hospitals, the evaluation is done based on the post. For example, nurse evaluation. Secretary evaluation, etc., while in this model provided for the job evaluation is done and evaluation indicators are defined. For example, the evaluation indicators of the clinical ward are different from the evaluation indicators of the operating room nurse. And the indicators of both of these are different from the evaluation indicators of the trained nurse. This is also true for other pistachios.

On the other hand, in assigning tasks and evaluating each individual, his / her individual abilities are also considered. For

example, two research experts may have different capabilities. For example, one knows a specific software or the difference in individual characteristics, such as the speed of work by one of them is very different from the other. These items will be considered in their evaluation and will be considered in their final payment.

Thinking of designing personnel evaluation indicators can provide a fair tool for hospital managers and officials to review their personnel evaluation methods.

#### **Competing interest:**

The authors declare no competing interest

#### **Authors contributions:**

The Author have the same contributions in this study.

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