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## THE MOST INFLUENCING FACTORS ON THE HUMAN RESOURNCES MANAGEMENT MODEL IN KOSOVAN HOSPITALS

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### **Abstract**

Many researchers have treated the MHR, respectively, the role and importance of human resources, adapting strategic management of human resources with a range of other factors that have a direct or indirect role in achieving strategic objectives.

Based on the work and knowledge gained from the studies so far, this paper analyzes hospitals in Kosovo, both public and private entities, and attempts to shed light on the human resource management model applied to these institutions. The data analysis also aims to bring out if the HRM model is the same or different when comparing public hospitals with private ones.

The analysis of primary data collected through questionnaires showed that in the case of hospitals in Kosovo there is no substantial difference when comparing hospitals as public entities with private ones. Differences between HRM models exist only in the perception of people. The HRM models exhibit similarities either to the general features or to their main characteristics. The only difference that can be mentioned is that of the quality of HRM policies in terms of



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capacity and human resources turnover. Where, in private entities, this quality is higher than in public entities.

Regressive data analysis showed that differences between the HRM model and the factors influencing the applied model between public and private hospitals show differences but not statistically significant. Also, the analysis of influencing factors showed the existence of a correlation between the HRM Model and the Political Factors. Hence, both of these institutions, regardless of their public or private character, showed that HRM is exposed to them and is also influenced by factors of political nature. Finally, the analysis also showed that the role of internal factors has a greater impact than the role of external factors.

**KEY WORDS:** Model of HRM, analysis, influencing factors, Kosovan hospitals.

### *I. Introduction*

Human Resource Management (HRM) is a very complex and complicated process that embraces a series of techniques, actions, and policies. It is unreasonable to express the HRM process in a sentence when it is obvious that HRM is a fairly broad and dynamic topic, which every day there is room for adding and modifying it. By some scholars it is defined as a process of employee management in a company and may involve hiring, dismissing, training and motivating employees, moreover, HRM is the way a company employs new employees and trains young workers, is the term that is used to describe formal systems designed to manage people within an organization. The responsibilities of a human resources manager fall into three main areas: staff, employee compensation and benefits, and drafting of work plans.

The HRM has always been involved in the emergence of potentially conflicting forces within organizations. However, in its quest for legitimacy, the HRM has mainly tried to investigate the



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hierarchy and focus on narrow performance goals, neglecting other long-term values and stakeholders.<sup>1</sup>

## Theoretical Context

Because of the dramatic changes that have occurred in HR, the question that arises is, whether HR has reached its final destination or whether the journey may continue and if so, then, what is further for HR? In the setting to discuss the future of HR, in this study is briefly described the journey that HR has done so far, since its existence as a separate field. We characterize the journey of HR as an ongoing journey, which adds value to the organization.<sup>2</sup>

Nowadays, with swift changes in the environment, organizations need to pay more attention to human resources, as they adapt to the newest technology. One of the qualities for a successful HR model is that, managers need to develop a global mentality by creating a clear vision, respectively, knowing the global scenario of development of the world human resources, understanding the global and local balance and constantly adapting to this situation.<sup>3</sup>

The new economic context, such as globalization, online purchases and technology in general, continually increases the pressure on the social dilemma, and that is faced by managers. Therefore, in these conditions of the global economy, managers and MHR need to cooperate with global competitors, at the same time, to compete for maximizing their profits in this

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<sup>1</sup> (articles "Human resource management (HRM): Too busy looking up to see where it is going longer term?" Mick Marchington p.1.)

<sup>2</sup> (articles "Human Resource Management Review, Dave Ulrich, J. Dulebohn)

<sup>3</sup> [http://shodhganga.inflibnet.ac.in/bitstream/10603/52963/7/07\\_chapter%201.pdf](http://shodhganga.inflibnet.ac.in/bitstream/10603/52963/7/07_chapter%201.pdf)



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unlimited small village called globalization. Facing this reality, managers have encountered many additional dilemmas, which come spontaneously and from each side of the scope. Rival organizations often become a bridge for businesses by developing joint strategies in order to increase their profits, in such cases, the impact of policies drafted on human resources is greater.

The positive side of globalization is that organizations have increased their effectiveness and efficiency in the areas of production, assembly, distribution and delivery worldwide, at a better cost, enabling competitive prices for products in order to maintain and expand their share of market. However, there is a weakness to this. For global risk analysts, interdependence and increased environmental impacts, which are the result of globalization, have also produced desperation.<sup>4</sup>

Additionally, human resources themselves are a function and reflection of policies and they become a source of superiority and competitive advantage only if formulated by policies that promote human resource engagement.

Organizations are categorized as public when they are government-owned, funded by the government and when political authorities are the main stakeholders (Rainey, 2009 Rainey, HG (2009).) *Understanding and Managing Public Organizations* (4th Edition). San Francisco, CA: Jossey-Bass. [Google Scholar]. This set of criteria works well for some types of public organizations (e.g., local and national government), but not all. For example, healthcare organizations are classified as public in the UK; while in the Netherlands they are legally private that provide a public service.

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<sup>4</sup> (*“Inter and intra organizational negotiation during economic recession: An essay on the promotion of cooperation.” Cherine Soliman, N. Antheaume p.3*)



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This study focuses on analyzing HRM from the point of view of the most influential factor determining the HRM model in Kosovo hospitals.

### **II. Value of the study**

The study deals most directly with the practical relevance and the impact of HRM on the functioning of enterprises, businesses, organizations, agencies, and public or private institutions. The better and more solid the concept and the HRM practices are, more positive the organization's performance and function would be from the standpoint of staff composition, staff engagement, work performance, horizontal and vertical relationships, the variety of models that are recommended for application in the function of effective management of human resources and most importantly ensuring a successful performance.

The main difference between public and private companies is that public companies have shares that can be traded publicly in a stock market. Whereas, a private company can become a public company by conducting an initial public offering, and offering the company's shares in public.<sup>5</sup> The public sector refers to governmental organizations and government services. The private sector refers to 1) non-governmental organizations, and 2) goods and services provided by non-governmental organizations. For example, private-owned companies are part of the private sector.

In many countries, public sector organizations tend to be the largest employer. Employment in the public sector is usually characterized as intense work, as the performance of public sector employees is critical to the provision of services. To a great extent, the quality of living, health and well-being of people depends on the performance of public sector employees.

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<sup>5</sup><https://www.google.com/search?q=the+impact+that+HRM+has+on+the+functioning+of+enterprises%2C+businesses%2C+>



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However, in many countries, public organizations are experiencing resource discord and growing demand to demonstrate accountability and improve service quality to meet the expectations of service users. All these developments make the study of the HR function and the public sector a very relevant topic.<sup>6</sup>

What is noticed about organizations or businesses is that some of them appear to be more effective, more efficient, and more successful than some other organizations. This difference leads to the question of what makes an organization more successful than another. In establishing a relationship between the HRM model and the effective performance of an organization, researchers or groups of scholars have provided a number of models to effectively and successfully manage human resources. These models differ from one another in three elements:

- a) the approach on which they arise,
- b) factors that they give importance, and
- c) their strengths and weaknesses.

It is believed that HRM practices and models that stand on the basis of the functioning and activity of an organization are informed and arranged not only by the rationality and interests of the organization as such, but also by tradition, culture, individual preferences, and political, legal, or social organizational affairs of the leading managers and owners of an organization or enterprise.

A key component of any efforts to build a quality staff base is a sincere assessment of both internal and future needs as well as external influences. Leaders and managers of organizations should study the workload history, the corresponding changes in the environment in which they operate (layoffs, termination of contract, vacancies, introduction of a new organization with a

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<sup>6</sup> ("Strategic human resource management and public sector performance: context matters" Eva Knies, P. Boselie, J. Gould-Williams P.3)



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similar mission, legislative developments, etc.), personnel requirements related to current and planned initiatives, budget and operational costs, and life quality of staff.<sup>7</sup>

#### **IV. Study of HRM and its Models in Kosovo Hospitals**

Kosovo has been selected as a case study for the following reasons:

- The reality observed in Kosovo hospitals, whether it is a public or private entity. HRM models show different degrees of effectiveness.
- The reason for choosing Kosovo as a case study is only academic.

Although in Kosovo there is a large number of enterprises, businesses, agencies, organizations, public or private institutions, with their staff, structures, and HRM policies, the number of studies with a HRM focus is either too small or does not exist. So in this context, this study fills a gap that exists for studies about Kosovo and the recognition of its realities.

Although the normal expectation would be that internal organizational or socio-cultural factors show a more influential and decisive role than external political factors on the type and effectiveness of the HRM model, which is noted in public or private hospitals in Kosovo, is that policies, practices, HRM model, and its effectiveness are influenced and formatted to a considerable extent by political nature relations. Often the development and treatment of human resources appears to be done on the basis of personal, nepotistic, political interference rather than based on meritocracy and professional criteria.

To proceed in this direction, the next HR may need to adopt an external / internal approach where the external environment and stakeholders influence what HR does within the organization. From this, in this study are discussed other specific actions that will be needed to

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<sup>7</sup> (<https://www.inc.com/magazine/201808/sheila-marikar/how-i-did-it-rapper-t-i-clifford-joseph-harris-jr-buy-back-the-block.html>)



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add value to the objectives for the function of HR (individual, organizational and leadership) and areas for investment in human resources (human resource function, human resources practices, analysis). In this case study has been presented a number of proposals for such issues that can be used by researchers and practitioners in upcoming researches and practices on HR.<sup>8</sup> The national context includes: changing the political scope through national government policy factors; changes in academic point of views; and the development of professional scope. Whereas, the context of operational practice includes: the goals of HR (set in what is built as performance); practices and roles; and paradigms. The HR is also a practical activity carried out in labor organizations and a theoretical subject area about knowledge-based organizations (universities), and to review historical development and connections.<sup>9</sup>

#### **IV. 1. The Most Influential Factors on HRM in Hospitals**

To see the most influential factors, a "Correlation" analysis was conducted between the HRM Model and the six factors:

- 1) Organisational,
- 2) Socio-Cultural,
- 3) Political,
- 4) Premises for Conception of HRM Policies,
- 5) Practices in the realization of HRM policies, and
- 6) Staff Quality.

In the model of this study, the first three variables are of primary interest. But the study also takes into account the influential role of the other three factors. In this model has been included

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<sup>8</sup> (articles "Human Resource Management Review, Dave Ulrich, J. Dulebohn).

<sup>9</sup> ("The historical development of human resource development in the United Kingdom" Stewart, J. Sambrook, S. p.2)





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the population of 2577 and a sample of 244 persons. Therefore, despite the primary interest in explaining the role and impact of organizational, socio-cultural and political factors influence, it has also included in the analysis, the investigation of the influential role of the other three variables. The analysis results are summarized in tables 4.19 and 4.20. What do they show?

- The first observation was on the strength of relationships. The results show that despite the Pearson or Spearman coefficient measurement, *the HRM model shows strong correlation, i.e., at 0.500-0.699, with Organizational and Socio-Cultural factors, and Practices, and a moderate relationship with Political, Premise and Quality Staff.*

**Tabela 4.19 – HRM Model & Influencing factors- “Correlations” Analysis**

Correlation	at Hospitals in General		At Public Hospitals		at Private Hospitals	
	Pearson coefficie nt	Spearma n coefficie nt	Pearson coefficie nt	Spearma n coefficie nt	Pearson coefficie nt	Spearma n coefficie nt
Organizational Factors	0.674**	0.556**	0.661**	0.531**	0.752**	0.647**
Socio-Cultural Factors	0.598**	0.499**	0.610**	0.475**	0.582**	0.546**
Political Factors	0.646**	0.493**	0.668**	0.491**	0.536**	0.475**
Premises	0.571**	0.478**	0.586**	0.483**	0.516**	0.465**
Practices	0.661**	0.506**	0.679**	0.524**	0.579**	0.430**
Staff Quality	0.498**	0.378**	0.562**	0.455**	0.204	0.052

**Note:** (\*) shows that the coefficient is important at the level 0.01, or 99% cases  
 (\*\*) shows that the coefficient is important at the level 0.05, or 95% cases

**Tabela 4.20 – HRM Model Correlation Strength with Factors in Hospitals**



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Strength of	at Hospitals in General		At Public Hospitals		at Private Hospitals	
	Pearson	Spearman	Pearson	Spearman	Pearson	Spearman
<b>Correlation</b>	HRM Model with:	HRM Model with:	HRM Model with:	HRM Model with:	HRM Model with:	HRM Model with:
<b>-/+ 0.001 – 0.099 (very poor)</b>	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
<b>-/+ 0.100 – 0.299 (poor)</b>	n.a.	n.a.	n.a.	n.a.	Staff Quality	Staff Quality
<b>-/+ 0.300 – 0.499 (average)</b>	Cilësia Stafit	Socio-cultural Political Premises Staff Quality	n.a.	Socio-cultural Political Premises Staff Quality	n.a.	Political Premises Practices
<b>-/+ 0.500 – 0.699 (strong)</b>	Organizational Socio-cultural Political Premises Practices	Organizational Practices	Organizational Socio-cultural Political Premises Practices Staff Quality	Organizational Practices	Socio-cultural Political Premises Practices	Organizational Socio-Cultural
<b>-/+ 0.700 – 0.999 (very strong)</b>	n.a.	n.a.	n.a.	n.a.	Organizational	n.a.

Unlike public hospitals, in the case of private hospitals, the HRM model shows a very strong relation with Organizational factors and a very poor correlation with “Staff Quality”.



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The second observation was conducted on the most prominent factors in their correlation with the HRM Model. As can be seen from Table 4.21, regardless of Pearson or Spearman coefficient measurements, *both in public and private hospitals, the most significant factor in the HRM relationship is the "Organizational" factors, with a presence ranging from 53% to 75% of cases.* This factor is followed by Socio-Cultural factors (54% to 58%), "Political" (67%) and "Practices" (51% to 68%). In this way it can be said that in hospitals, the most prominent factors in HRM correlations are from *the "internal", "Organizational" and "Practices" group, as well as from the "external" factors, such as "Socio-Cultural" and "Political"*.

**Table 4.21 – Ranking according to the strength of the correlation of Influencing Factors on the HRM Model**

Factor Ranking by "Pearson" Coefficient				Factor Ranking by "Spearman" Coefficient		
	Hospitals in General	Public Hospitals	Private Hospitals	Hospitals in General	Public Hospitals	Private Hospitals
1	67.4% Organizational	67.9% Practices	75.2% Organizational	1 55.6% Organizational	53.1% Organizational	64.7% Organizational
2	66.1% Practices	66.8% Political	58.2% Socio-cultural	2 50.6% Practical	52.4% Practices	54.6% Socio-cultural
3	64.6% Political	66.1% Organizational	57.9% Practices	3 49.9% Socio-cultural	49.1% Political	47.5% Political
4	59.8% Socio-cultural	61.0% Socio-cultural	53.6% Political	4 49.3% Political	48.3% Premises	46.5% Premises
5	57.1% Practices	58.6% Practices	51.6% Practices	5 47.8% Practices	47.5% Socio-cultural	43.0% Practices



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	Premises	Premises	Premises		Premises	culturalr	Practices
6	49.8% Staff Quality	56.2% Staff Quality	20.4% Staff Quality	6	37.8% Staff Quality	45.5% Staff Quality	5.2% Staff Quality

### IV.2 The Impact of Factors on the HRM Model in Hospitals

The way the four mutually-dependent variables with HRM model affect HRM can be seen through a regression analysis. The analysis clarifies the contribution of these four factors to the variance observed in the dependent variable "HRM model" either individually or in combination. Since the variables in this study are "categorical" a "CATREG" analysis was performed. The analysis was conducted for hospitals in general, and for public and private hospitals separately. Table 4.22 and Table 4.23 summarize the results of the analysis. What do they show?

In the case of individual impact analysis, as Table 4.22 shows, the two most influential variables are "Practices" (64.2%), "Political" (11.2%), and "Organizational" (6.0%). *In public hospitals the most important contributing factors are "Political" and "Organizational", while the most contributing factor in private hospitals is "Practices" and "Organizational".*

**Table 4.22 – Individual Contribution of Factors to the Variation of the "HRM Model"**

Coefficient R2 (part2)	Weight of Individual Contribution of Variables over the variance of the dependent variables "HRM model"		
	at Hospitals in General	at Public Hospitals	at Private Hospitals
Organizational	4.9 %	6.0 %	54.2 %
Practice	3.4 %	3.9 %	64.2 %
Socio-cultural	2.3 %	2.3 %	13.5 %
Political	7.8 %	11.2 %	8.1 %

**Note:**The individual contribution of each factor is calculated on the basis of the coefficients



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"Part" that contains the table "Correlations and Tolerance" generated by CATREG.

In the case of combination impact analysis, as Table 4.23 shows, the most important influencing combinations range across groups and to the extent of joint impact. *In public hospitals, the three most important combinations contain two factors from the Internal Factor Group (Organizational and Practices) and one from the "external" (Political) group factors. The mass of the impact jointly turns to 55% -62%. In private hospitals, the three most important combinations include two internal factors (Organizational and Practices), and two external factors (Socio-Cultural and Political). The share of joint contribution varies from 25% -72%, where the most important and contributing combination appears between socio-cultural and political factors.*

**Table 4.23 – Contribution of Factors to Variation "HRM Model" in Combination with Each Other**

	<b>Ranking according to strength</b>	<b>Combinations of Independent Variables according to the strength of the correlation</b>	<b>Correlation Strength</b>	<b>Impact Contribution in combination with each other</b>
<b>Hospitals</b>	1	Political & Organizational	0.636	56.0 %
	2	Political & Practice	0.582	57.5 %
	3	Organizational & Practice	0.533	56.0 %
	4	Socio-cultural & Organizational	0.143	61.5 %
	5	Socio-cultural & Political	0.104	58.6 %
	6	Socio-cultural & Practice	0.057	63.0 %
<b>Public</b>	1	Political &	0.537	55.0 %



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Hospital		Organizational		
	2	Political Practice	& 0.469	57.1 %
	3	Organizational Practice	& 0.434	62.3 %
	4	Socio-cultural Organizational	& 0.326	63.9 %
	5	Socio-cultural Political	& 0.266	58.7 %
	6	Socio-cultural Practice	& 0.236	76.1 %
<b>Private Hospital</b>	1	Socio-cultural Political	& - 0.590	71.9 %
	2	Organizational Practice	& - 0.302	24.9 %
	3	Organizational Socio-cultural	& - 0.298	25.8 %
	4	Organizational Political	& 0.122	31.2 %
	5	Political Practice	& - 0.071	21.2 %
	6	Socio-cultural Practice	& 0.031	21.8 %

**Note:** The factor contribution in combination with each other has been calculated on the basis of the “part” and “R Square” coefficients as in tables “Correlations & Tolerance” and “Model Summary” generated by CATREG analysis

What could be the meaning of these CATREG analysis results in terms of the role and impact on the HRM model of influencing factors? *The first conclusion to be drawn is that, although in the normal logic the expectation the HRM model firstly reflects the role and impact of internal factors, the data show that in Kosovo hospitals:*

*- The HRM model is also influenced by external factors, specifically those of "political" nature.*



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- The second conclusion that can be drawn is that *the impact of the "Political" factor is seen to be greater in public hospitals than in private ones*, either individually or in combination.

### **IV.3 Public and Private Hospitals differ in relation to Influencing Factors**

To clarify the issue, it has been used the CATREG analysis. Based on its information, it can be said that Public Hospitals and Private Hospitals differ in three things:

- 1) which is the main influencing factor,
- 2) which is the rank/scale of importance of the factors, and
- 3) which group of factors is the most influential, the "internal" or the "external" one.

*From the standpoint of the main influencing factor, the difference is clear. As seen in Table 4.22 above, in public hospitals, the main influencing factor on variance of the HRM Model is that of "Political" aspect, with an impact of 11.2%, while in private hospitals is the "Practices" factor, with an impact of 64.2%.*

*Additionally, from the standpoint of the importance of the factors, the difference is also clear. As Tables 4.24 and 4.25 show, in Public Hospitals, the four factors are important for variance in the dependent variable "HRM Model," while in Private Hospitals, only the "Practices" factor appears significant while the other three factors are less important.*

The fact on the importance of influencing factors is indicated by "Sig" statistics that accompanies the individual contribution of the variable, which is indicated by the other statistical indicator "Beta". If Sig (Beta) is greater than 0,000, then this indicates that the role and contribution of the factor is not significant. If Sig (Beta) is equal to 0,000, then the individual factor contribution is important. In Table 4.23, in Public Hospitals, the four factors have a Sig (Beta) coefficient equal to 0,000, so it turns out that all four factors are important. While in Table 4.24, in Private Hospitals, only the "Practices" factor shows a Sig (Beta) coefficient equal to 0,000, while the other three factors have coefficients greater than 0,000.



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**Table 4.24 – Coefficients that generate CATREG Analysis for Public Hospitals**

	Standardized Coefficients		df	F	Sig.
	Beta	Bootstrap (1000) Estimate of Std. Error			
Organizational	.305	.105	5	8.359	.000
Socio-Cultural	.163	.070	5	5.455	.000
Political	.418	.136	6	9.444	.000
Practice	.231	.097	5	5.726	.000

Dependent Variable: HRM Model

**Table 4.25 – Coefficients that generate CATREG Analysis for Private Hospitals**

	Standardized Coefficients		df	F	Sig.
	Beta	Bootstrap (1000) Estimate of Std. Error			
Organizational	.814	.401	5	4.124	.011
Socio-Cultural	.478	.338	5	1.998	.125
Political	.355	.296	5	1.439	.256
Practice	.845	.318	6	7.085	.000

Dependent Variable: HRM model

*Even when considered from the standpoint of the role of internal and external factors, we still have a clear difference between Public and Private Hospitals. As can be seen from Table 4.26, in Public Hospitals, the most influential group is the one of external factors. The impact of external factors "Socio-Cultural" and "Political" is greater than that of internal as "Organizational" and "Practices" factors (13.5% versus 9.9%). While in Private*





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Hospitals, the "internal" factor group dominates in influence. External factors, "Socio-Cultural" and "Political" exhibit an almost unimportant impact compared to internal factors. "

**Table 4.26 – The differences between Public and Private Hospitals for the contribution of influencing factors**

		Public Hospitals	Private Hospitals
Factors		Individual Contribution (R <sup>2</sup> ) In Variance of "HRM Model"	Individual Contribution (R <sup>2</sup> ) In Variance of "HRM Model"
Internal	Organizational	6.0 %	64.2 %
	Practice	3.9 %	54.2 %
	<b>Total</b>	<b>9.9%</b>	<b>118.4 %</b>
External	Socio-cultural	2.3 %	13.5 %
	Political	11.2%	8.1 %
	<b>Total</b>	<b>13.5 %</b>	<b>21.6 %</b>

The analysis showed that public and private hospitals differ from each other either by the main influencing factor, or by the importance of the factors and the extent of the impact of internal and external factors. This shows that the hypothesis that articulates that public and private hospitals have differences in relation to influencing factors is true!

#### **IV.4 The HRM model type in hospitals reflects the type of Influencing Factors**

Finding that between public and private hospitals there are differences from viewpoints of the role and impact of influencing factors and how it helps to clarify the Key Hypothesis articulated in Chapter 3 "Methodology" (p.67), the study hypothesizes that the HRM Model type in hospitals reflects the fact that which factors, internal or external, exert greater influence on the HRM Model. In this regard, the fact that *in Public Hospitals HRM model is more affected by external factors such as "Political" and "Socio-Cultural"* draws to the conclusion that the HRM Model type is more similar to the "Harvard" model.



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*In Private Hospitals, the fact that internal factors such as “organizational” and “practices” exert greater influence draws to the conclusion that the HRM model type is more similar to "Michigan", "Guest" or "Storey" models. In Public Hospitals, it appears that analysis percentage and the perception of people go in different directions. In the section discussing the HRM Model type, 39.8% of people viewed the model applied by public hospitals similar to the "Guest" model, whereas, the analysis finds HRM model in public hospitals more similar to the “Harvard” model. In private hospitals, it appears that the perception of people and the results are in harmony/similar: 32.5% of respondents found the HRM model in private hospitals to be similar to the "Guest" model, which in the logic of results is one of the possible models.*

### **V. Conclusion**

By the descriptive features of HRM, the analysis showed that public and private hospitals did not show any substantial differences either in the main feature or in the other descriptive characteristics of the HRM, either from the viewpoint of importance or value. The only difference that may be mentioned is the proximity of their content to different HRM models.

*The second conclusion can be drawn about the Quality of FCHRM. The comparison of public and private hospitals showed that there is no significant difference in the quality of human resources management by capacity and turnover. Although in the perception of the respondents, the quality of FCHRM was better perceived in private hospitals than in public hospitals, but the difference was not statistically significant. This seems to go against the general perception of private entities that are superior to the public as regards the quality of the services it offers, but also the quality of the selection and treatment of internal staff. Also,*



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with regard to the influencing factors, the quality of FCHRM in both public and private hospitals showed an important correlation with socio-cultural factors.

*The third conclusion can be drawn for Influential Factors on the HRM Model. Both public and private hospitals are influenced by both internal and external factors. Respectively, both entities show a significant correlation with organizational factors, the public hospitals are influenced to a considerable extent by factors of "Political" nature, while private hospitals are mostly influenced by "organizational" factors. In general, public hospitals appear to be more affected by external factors such as "Socio-Cultural" and "Political", while private hospitals seem to be more affected by internal factors such as "Organizational" and "Practices."*