———— **Original Article** ————

The ways of recruiting and interacting with staffs to improve the performance of the hospitals: a qualitative study

Sara Tavakoli [1] (iD), Sanjar Salajegheh [1]* (iD), Saeed Sayadi [1] (iD), Masoud Pourkiani [1] (iD), Hojat Babaei [2] (iD)

[1] Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran.
[2] Department of Mathematics, Kerman Branch, Islamic Azad University, Kerman, Iran.
Corresponding author and reprints: Sanjar Salajegheh, Assistant Professor, Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran, Email:
Email: s.salajeghe@iauk.ac.ir

Abstract

Background: Human resource management should use the various systems of retention of individuals that lead to mental and physical reconstruction.

Methods: This was a qualitative and descriptive-analytical study. Collecting data was achieved through interviews and was coded in three stages of open, axial and selective coding. The statistical population included all managers of the province hospitals. They included 20 managers, 3 governor's deputy and 3 governor's advisor and a total number of 26 people. In the axial coding stage, by categorizing, conceptualizing and approximating open codes, the researcher classified open codes in 19 classes regarding the phenomenon of recruitment and retention of staff in the study hospital. In the selective coding stage, the conceptualized codes were organized into six classes, including causal factors, contextual factors, intervening factors, central or core concept, strategies and consequences.

Results: Recognition of employability, Job adaptability, Person-job and Improving motivational structures, demographic, employment policies, Political conditions and relations in the organization, structural factors and building culture , empowerment in line with job path progress, delegation of authority and opportunities for professional development, diversity, management style, organizational innovation, creativity, learning and problem solving, Improving the efficiency, performance of the organization, improving human capital and internal marketing and learning and problem solving were causal factors of the phenomenon of effective recruitment and retention of hospital staff..

Conclusion: Organizations, should provide the importance of recruitment strategy and performance of hospital staff to enhance the organizational goals.

Introduction:

Providing or recruiting human resources is one of the most important tasks of human resource management. The human resources manager should provide the framework of the project for estimating and supplying the required human resources. Supply system includes a set of methods that determines the quality, reason, and time of the provision of required human resources

through planning, recruitment, retention and education of hospital staff (1).

In this regard, the theory of person-environment appropriateness is one of the most important theories related to the selection and recruitment of hospital staff. Most of studies conducted in the area of person-environment appropriateness indicate its consequences at the individual level, such as job satisfaction, wellbeing, job stress, job selection, recruitment of hospital staff and its consequences at the organizational level such as culture, structure, technology and effectiveness of the hospital (2). The challenge for many organizations is to retain people who are appropriate to the mission of the organization, which can be a competitive advantage for the hospital (3).

Retention is one of the main human resource strategies in the hospital. Retention means preventing people from leaving the service and retaining people in the hospital (4).

Human resource management should make good use of the various systems of retention of individuals that lead to their mental and physical reconstruction and restoration (5).

Turnover intention reflects the staffs' interest in leaving the hospital and looking for alternative jobs, which can be considered harmful to organizations in terms of replacement costs and disruption. Organizations are always looking for ways to increase the retention of hospital staff and reduce their human resource turnover (6).

In addition to having the necessary ability, staff also have enough motivation to want to stay in their job (7). In fact, although some developing and underdeveloped countries have sufficient and sometimes abundant physical and natural capital, they face numerous problems due to lack of attention to human capital and lack of development of human resources .Thus, the proper use of human resources requires human resource

planning, efficient organizational structure and job-person appropriateness , so the hospital does not suffer from defect employment, lack of motivation and incompetence of hospital staff (8).

Given the importance of the subject, the aim of this article was how to retain and interact with staff to improve the performance of the hospital.

Methods

The present research is descriptive-analytical; the library method was used to collect data and secondary information. It was also qualitative in terms of implementation. It was also conducted using grounded theory approach. Collecting data in grounded theory was a starting point for conducting research that it was achieved through interviews in this research. Then, the collected data was coded in three stages of open, axial and selective coding.

The statistical population of research included all senior managers of the province hospitals as one of the main and largest public organizations in the province. They included 20 managers, 3 governor's deputy and 3 governor's advisor and a total number of 26 people. Through targeted sampling technique, the interviews continue until theoretical saturation was reached. In the present study, theoretical saturation was achieved after twelfth interview, the interview stage was completed. In the interview method, validity should be considered for each stage of the research so that the results were valid. The methods of validation in each of the seven stages of the interview explained. To increase the validity of the interview, it was necessary to pay attention to the technical recommendations of experts, and increased its positive characteristics and reduced its negative characteristics.

A) Subject selection: In the present study, with the guidance and cooperation of the professors, the validity of the subject was confirmed and also the theoretical foundation and background of research conducted in the area of the role of research and development units in development of long-term and short-term plans at different theoretical levels was reviewed and the main research question based on studies was presented.

B) Design: To ensure credibility in the design phase of the present research, various books and articles in the area of methods and interviews were reviewed. It was tried to observe the principles of research design.

C) Interview: the researcher prepared the reports extracted from the interviews so that the validity of the interview stage was not reduced. In addition, an attempt was made to ensure the quality and validity of the method of asking the questions.

D) Transcription: Transcription in this research involved 1) Writing oral data from interviews on note-taking sheets. This stage was done simultaneously with asking questions by the researcher. The second stage was to type and prepare an electronic copy of the manually recorded interviews. For each of these steps, a specific executive style was selected. This style has been observed in all interviews conducted in the present study.

E) Analysis: In the present study, since the interview was open-ended, the interviewees were asked first about the research subject, and if the interviewer has a question during the interview, the interview was directed to specific questions.

F) Confirmation: In the present study, to assess the reliability of the coding, a lot of searches were done in related books and articles. However, it was observed that no statistical method for calculating reliability has been presented in qualitative studies. Only one study (Wall 1996) referred to the inter-rater reliability and it accepted intra-subject agreement of 60% or more to ensure the reliability of the interview, but it did not provide any statistical method for inter-rater reliability of interviews.

G) Reporting: The reports of the present study were presented in the Results and Conclusions section. In presenting the reports, the researcher tried to present the highly accurate materials to the researchers and readers of the present work in the form of results.

Open coding

The main question of the present study was to obtain the basic concepts in the area of recruitment and retention of staff in a large public hospital. This goal was achieved through coding. Also, dimensions of the model and the relationships between the dimensions of the model were considered by the researcher in the coding step.

The logic and process of extracting codes from interview texts was such that the researcher simultaneously develops the mentioned questions in his mind and assigns the desired code by dealing with the texts that refer to a common concept. In this step, the researcher obtained 252 common concepts and code.

Axial coding

In this step, by categorizing, conceptualizing and approximating open codes according to the repeated reviews of the interviews conducted and examining and refining them, the researcher categorized open codes in 19 related categories in relation to the phenomenon of recruitment and retention of staff in the study hospital.

3-Selective coding: classification of central codes in various dimensions of the grounded data model and development of central concept

Selective coding was the process of selecting a core category on a regular basis and linking it to other categories, validating relationships, and filling in gaps with categories that need to be modified and expanded. Selected codes were organized into five categories: causal factors, contextual factors, intervening factors, main and central concept, strategies and consequences

Results

Out of 12 interviewees, 1 was in the age group of 31-40 years, 5 were in the age group of 41-50 years and 6 were in the age group of 51-60 years. In terms of education level, 3 did not declare their degree and 2 One person had a bachelor's degree, 5 people had a bachelor's degree and 2 people were doctoral students.

Causal factors: Causal factors in grounded data theory are factors that affect the central phenomenon. Table 1 shows these factors.

Contextual factors: Contextual factors are a set of special characteristics that indicate the desired phenomenon, that is, the place of events related to the phenomenon. The context represents a set of specific conditions in which action and reaction strategies take place. Table 2 shows these factors.

Intervening factors: Intervening factors are structural conditions that belong to the phenomenon and affect action and reaction strategies. They facilitate or restrict strategies within a particular context. Table 3 shows these factors.

Core phenomenon: The category that is selected as the core and central category should be abstract enough and can be related to other main categories. In this research, the core or central phenomenon is "effective and appropriate recruitment and retention of hospital staff". Each of the interviewees provided a definition for the main phenomenon of the research and based on this, the main dimensions of the main

phenomenon can be organized, as shown in Figure 1.

Strategies (strategies): Strategies are based on actions and reactions to control, manage and deal with the phenomenon. Strategies are purposeful and done for a reason. There are always intervening factors that facilitate or limit strategies. Table 4 shows these factors.

Consequences: Consequences are the results that emerge because of strategies. Consequences are the results of actions and reactions. Consequences are not always predictable and are not what people intended necessarily. Consequences can be events, they can be negative, they can be real or tacit, and they can happen now or in the future. What is considered a consequence at one point in time may become part of the conditions or factors at another time. (Table 5) shows these factors.

Presenting the final paradigm model of recruitment and retention hospital staff according to the selected coding

It should be noted that the previous steps, including axial and selective coding, are performed in a reciprocal process. Therefore, the selected coding steps are not clearly separated from each other and are done through an interactive process, along with open and central coding. In short, the procedure of data analysis that leads to the creation of a theoretical model include causal, contextual, intervening conditions, strategies, and consequences that explain the main phenomenon of "recruitment and retention of hospital staff." Figure 2, presents the theoretical model of "recruitment and retention of hospital staff" in accordance with the dimensions of the paradigm model.

According to the results of this study, in the process of recruitment and retention of human resources in public organizations,

Table 1. Selected codes: causal factors

Selective coding	Axial coding	Open coding	Open code number
Causal factors	Recognition of employability	employment exam	1
		Written exam - general and specialized exam	2
		writing test	3
		Publishing job advertisements and during the scientific test process	4
		Interviews based on professional and scientific abilities	5
		Selection based on professional and scientific abilities	6
		Scientific and practical interview	7
		Specialized interview	8
		Selective interview	9
		Using the forces of other organization	10
		signing a temporary contract	11
		Officer or permanent transfer from other public hospitals	12
		Recruitment only from within the hospital and not outside the organization	13
		Universities and job centers	14
		Elite selection according to people's backgrounds	15
		Very good resumes and effective records and so on	16
	Job adaptability	Adhering to the hospital rules and regulations completely	55
		Ability to do staff and executive tasks simultaneously	56
		readiness for transfer to counties	57
		High psychological readiness to be employed at low organizational levels after management courses	58
		Ability to work in the face of political change faced by hospitals in Hormozgan province	59
		Assessing job and organizational adaptability with specialized tests	60
		Assessing job and organizational adaptability with psychological test	61
		Assessing job and organizational adaptability with sociological and competency test	62
		Having the ability to help the hospital achieve strategic goals	63
	Creating the person-organization and the person-job fit	Increasing discipline and self-control in hospital staff	64
		Increasing sense of responsibility	65
		Increasing the sense of belonging to the organization	66
		Improving the spirit of cooperation	67
		Strengthening self-discipline	68
		Paying attention to knowledge and skill-oriented forces	69
		Familiarity with the issues of hospital and socializing the staff of the new hospital	70
		Increasing organizational loyalty and confidentiality	71
		Paying more attention to aspects of individual development	72
		Less reliance on factors outside of organization	73
	Improving motivational structures	Proper structure and strong motivations to attract elites	114
		Identifying the causes and factors of indifference of hospital staff	115
		Identifying the causes and factors of lack of motivation of hospital staff	116
		Preventing the demotion of hospital specialists and experienced forces	117
		Paying attention to the welfare issues of hospital staff	118
		Providing adequate feedback	119
		Management of legal and administrative barriers	120
		Management of misbehavior of hospital staff that causes capable people to leave the hospital	121
		Avoiding organizational promotion due to political issues and considerations	122
		Valuing the expertise and ability and personality of individuals	123
		Considering the employment conditions of the respective ministries	124
		Facilitating the recruitment and retention of specialized personnel	125
		Highlighting the role of specialists and experts	126
		Reducing the effects of environmental pressures such as political, social and cultural with motivational systems	127
		Managing and optimizing the influence of superiors	128
		Upgrading the promotion system	129

Table 2. Selected codes: contextual factors

Selective coding	Axial coding	Open coding	Open code number
contextual factors	Demographic characteristics	City quota	17
		Based on the personal knowledge of managers in certain conditions	18
		Agreement method (between the hospital and the managers and the person)	19
		Selection based on the city climate and city	20
		Selection based on staff permanence in the organization	21
		Efficient personnel of military forces in hospitals	22
		Indigenization	23
		Gender	24
		Field of Study	25
		Elite selection according to people's backgrounds	26
	Employment policies of the organization	Holding a final employment test	27
		Interview and appropriate selection	28
		First, screening job seekers and then holding a specialized exam	29
		Observance of employment justice	30
		Having specialty	31
		Mental and physical ability	32
		Understanding the local community	33
		Familiarity and knowledge of managers about the staff of the new hospital	34
		Prominence and elitism of the person	35
		One's political views or tendencies	36
		A combination of personal advice and knowledge of the manager and the person's resume	37
		Administrative observance of administrative principles by the person	38
		Individual social communication	39
		Individual social intelligence	40
		Factors contained in the Civil Service Management Law and related regulations for recruiting people to public organizations.	41

Figure 1. Dimensions of the core or central category or code

Table 3. Selective codes: Intervening factors

Selective coding	Axial coding	Open coding	Open code number
Intervening factors	Political conditions and relations in the organization	Conflict between old and new forces	137
		Staffs that have entered the system through political relations have performed poorly.	138
		acceptance of non-specialist hospital staff	139
		Recourse to centers of administrative power	140
	Structural and organizational factors	Allocating financial resources appropriate to activities of hospital staff	141
		Permanent contract of hospital staff	142
		Boss and subordinate and dictatorial and imperative communications	143
		Effectiveness and fair participation and distribution of services and work for hospital staff	144
		Behavior building	145
		Guiding, planning, and improving processes	146
		Measuring systemic behaviors	147
		Logical communication	148
		Increasing the balance and communication of hospital staff with managers and heads	149
		Obtaining financial resources and legal permits to pay salaries and benefits to hospital staff	150
		Equal distribution of financial resources	151
		Lack of employment in higher positions based on relation and order	152
		Performance appraisal and applicable annual plan	153
		Organizational justice in all three dimensions	154
		Promotion in the direction of meritocracy	155
		Organizational stability	156
		improving the organizational structure and eliminate additional layers	157
		Monitoring and addressing the unfair distribution of achievements	158
		Flexible and friendly work environment in the organization	159
		Improving organizational culture and customer orientation	160
		Transparency in the organization	161
		Dividing tasks correctly in the organization	162
		Mechanisms to reduce the effects of restrictive rules	163
		Monitoring the commitment and responsibility of hospital managers and staff	164
		Pay attention to the hospital staff management information system	165
		Standardization	166
		Time Management	167
		cost management	168
		Idealization and intellectual motivation and idea creation in the organizational cycle	168
	Cultural factors and culture building	Institutionalization and work conscience	214
		Self-control culture	215
		Creating a proper work culture	216
		Strengthening motivation and hope for the future	217
		Strengthening self-confidence	218
		Increasing organizational integrity	219
		trusteeship culture	220
		Culture of saving and simple living and preserving public wealth	221
		Work spirit and motivation and teamwork	222
		Paying attention to the job and social status of hospital staff	223
		maintaining the dignity of hospital staff	224
		Valuation system and merit-based promotion system	225
		Observance of equality among hospital staff	226

Table 4. Selective Coding: Strategies

Selective coding	Axial coding	Open coding	Open code number
Strategies	Training and empowerment in line with job path progress	pre-service and in-service training	170
		Organizational regulation training	171
		In-service training	172
		Training for effective communication with colleagues and clients	173
		appropriateness of individual skills with assigned tasks	174
		enhancing the scientific level through training	175
		Training based on job fields	176
		Inviting scientific institutes to train hospital staff by signing contracts and...	177
		Holding various job and non-job training courses	178
		Continuation of in-service training	179
		Training and gaining experience with organizational learning and training	180
		Welfare payment during the holidays, especially during the Nowruz holidays and other assistance as much as possible	181
		Timely encouragement of hospital staff	182
		Payment of cash assistance	183
		Selection of top and superior staff and identification of superior human resources to other hospital staff	184
		Appropriate and timely feedback	185
		Sending hospital staff to conferences and exhibitions for introducing their capabilities	186
		Considering overtime	187
		Incentive tools such as overtime and missions and other affairs	188
		Promotion of hospital staff based on merit	189
		Signing a suitable contract	190
		Granting financial benefits based on the level and quality of performance	191
		Ranking of hospital staff	192
		Provide extracurricular activities to pay attention to the psychological issues of hospital staff	193
		Flexible service compensation	194
		Conditional payments	195
		Providing transportation service, providing supplementary insurance, etc.	196
		Paying special attention to mental, psychological, livelihood and hospital staff issues	197
		No discrimination among hospital staff	198
		Appreciation the hospital staff	199
		welfare amenities and facilities	200
		Motivating and creating hope for future progress	201
		Management of workplace stress	202
		Managing cultural pressures in the workplace	203
		providing a minimum subsistence according to economic and social conditions	204
	Delegation of authority and opportunity for professional development	giving responsibility	205
		delegation of authority	206
		Observing organizational justice	207
		Failure to pay fees regardless of performance	208
		Non-interference of political issues in the promotion of hospital staff	209
		Investigation of administrative violations	210
		addressing financial issues	211
		Paying attention to the health and well-being of hospital staff	212
		Fair, competitive, transparent payment (observance of justice in the payment system and compensation of services with emphasis on performance)	213
	Diversity management	Managing job conflicts and dissatisfaction	227
		Paying attention to people with different levels of education, age and work experience	228
		Identifying talented and competent people	229
		Creating job positions for people with special capabilities	230
		Work stress management	231
		Avoid monotony in the workforce and assigned tasks	231

		Participatory style	233
	Management style	Flexible and non-authoritarian managers	234
		Managers monitoring work units	235
		Elective manager not appointed manager	236
		Merit of managers	237
		The manager realizes the productivity of the hospital staff	237
		The manager pays attention to the efforts of the hospital staff	239
		Observance of justice in payments	240
		Maintaining and strengthening the physical and mental health of the hospital staff	241
		Capable manager in providing welfare issues for the individual by the hospital	242
		Management of the wrong behaviors of managers	243
	organizational innovation and creativity	Using more scientific methods of doing work	130
		A change of practice and misconceptions in a hospital that the staff of the old hospital has accepted these problems	131
		Creative and modern organizational trainings	132
		Young and educated people who have recently been recruited to the hospital are motivated to spend time for the hospital	133
		Recruitment tests and passing specialized interviews for new recruitment	134
		Putting old methods aside	135
		Better follow up of affairs with new ways of communicating	136

Table 5. Selective coding: Consequences

Selective coding	Axial coding	Open coding	No.
Consequences	Improving hospital efficiency and performance	High productivity staff	74
		Those who value the hospital	75
		Has sufficient knowledge and skills	76
		Administrative and social responsibility	77
		Accountability and respect for the clients and the citizens	78
		People orientation of hospital staff	79
		Adherence to ethics by hospital staff	80
		Interested in work and hospital	81
		legality of hospital staff	82
		Having a work conscience	83
		Having order and discipline	84
		Creating a meritocracy system	85
		General and specific competence	86
		Selection of capable people	88
		Literacy of hospital staff	87
		Familiarity with rules and regulations and job descriptions	89
		In addition to theoretical knowledge, have internships and practical experience.	90
		Responsible staff	91
		Loyal hospital staff	92
		Reliable	93
		Motivated	94
		high self-confidence	95
		Experiences and expertise of individuals	96
		Organizational commitment to increase work efficiency - Client satisfaction	97
	Improving human capital and social capital	Interactions inside the organization	98
		Interactions outside of the organization	99
		Patience of managers and staff of the hospital	10
		Strengthening communication skills	101
		Honesty and frankness in the organization	102
		Improving the participation of hospital staff	103
		Building trust in relationships	104
		Tolerating critics in relationships	105

		Coordinated communication	106
		utilizing specialized hospital staff	42
		utilizing responsible hospital staff	43
		Knowledge management of hospital staff	44
		Development of technical skills and scientific competencies of hospital staff	45
		Development of high-power analysis of hospital staff	46
		Having courage to comment	47
		Making decisions in accordance with the interests of the hospital	48
		Improved past performance	49
		Merit in hospital staff and talents	50
		Managing the experiences of hospital staff	51
		IQ of hospital staff	52
		Information processing power	53
		retaining the experience and human capital of the organization	54
	Improved internal marketing	Using most capable and skilled staff inside the hospital	244
		Improving the step-by-step path of job development and progress	245
		Increasing work experience of hospital staff	246
		Paying attention to different levels of work and personal needs of hospital staff	247
		Strengthen the self-confidence of hospital staff	248
		Increase the permanence of staff in the hospital not only to solve financial problems	249
		Building trust and confidence among hospital staff	250
		Building trust and confidence between hospital staff and supervisors and managers	251
		Creating interest and motivation in hospital staff	252
	Learning and problem solving	Ability to cope with different work situations	107
		Ability to solve job problems	108
		Ability to upgrade work knowledge	109
		Ability to share work knowledge	110
		Strengthen skills and become multi-skilled	111
		Applying the scientific findings of training courses in job processes	112
		Increase organizational innovation	113

four categories of factors, including recognition of employability", "Job adaptability", "Person-job or person-organization appropriateness" and "Improving motivational structures" were studied as causal factors of the phenomenon of effective recruitment and retention of hospital staff. Also, 2 categories of factors, including "demographic factors", "organizational employment policies", were studied as contextual factors in the phenomenon of effective recruitment and retention of hospital staff. Also, 3 categories of factors, including "Political conditions and relations in the organization", "Organizational and structural factors" and "Cultural factors and building culture" were studied as intervening factors in the phenomenon of effective recruitment and

retention of hospital staff. Also, 6 categories of factors, including "Training and empowerment in line with job path progress", "Delegation of authority and opportunities for professional development", "Diversity management", "Management style", "Organizational innovation and creativity", and "Learning and problem solving" were studied as strategies to improve the phenomenon of effective recruitment and retention of staff in hospital. Finally, 4 categories of factors, including "Improving the efficiency and performance of the organization", "Improving human capital and social capital", "Improved internal marketing" and "learning and problem solving" were studied as consequences of the phenomenon of effective recruitment and retention of staff in the hospital.
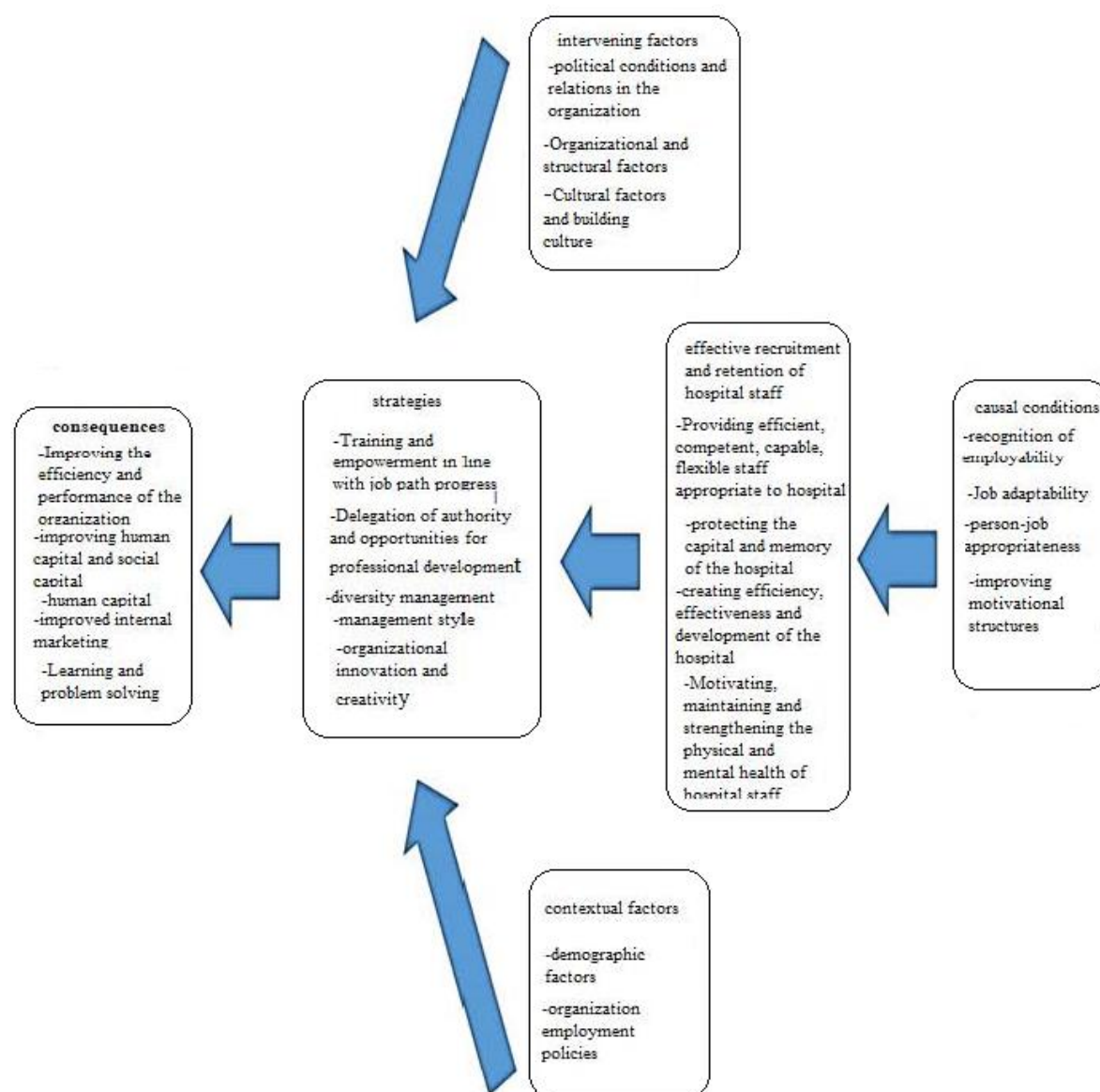
intervening factors
-political conditions and relations in the organization

-Organizational and structural factors

-Cultural factors and building culture

strategies

-Training and empowerment in line with job path progress
-Delegation of authority and opportunities for professional development
-diversity management
-management style
-organizational innovation and creativity

effective recruitment and retention of hospital staff

-Providing efficient, competent, capable, flexible staff appropriate to hospital

-protecting the capital and memory of the hospital
-creating efficiency, effectiveness and development of the hospital
-Motivating, maintaining and strengthening the physical and mental health of hospital staff

causal conditions

-recognition of employability

-Job adaptability

-person-job appropriateness

-improving motivational structures

consequences

-Improving the efficiency and performance of the organization
-improving human capital and social capital
-human capital
-improved internal marketing

-Learning and problem solving

contextual factors

-demographic factors

-organization employment policies

Figure 2. Paradigm model of recruitment and retention of hospital staff according to grounded data theory

Discussion

According to the results of this study, causal factors (recognition of employability", "Job adaptability", "Person-job or person-organization appropriateness" and "Improving motivational structures"), strategies ("Training and empowerment in line with job path progress", "Delegation of authority and opportunities for professional development", "Diversity management", contextual factors ("demographic factors", "organizational employment policies"), intervening factors ("Political conditions and relations in the organization", "Organizational and structural factors" and "Cultural factors and building culture"),

"Management style", "Organizational innovation and creativity", and "Learning and problem solving"), consequences ("Improving the efficiency and performance

of the organization", "Improving human capital and social capital", "Improved internal marketing" and "learning and problem solving")were studied as the factors of the phenomenon of effective recruitment and retention of staff in the hospital, and the researcher's initiative with the help of supervisor and advisor, for the paradigmatic model of staff recruitment and retention in the hospital, core or central category, contextual factors, intervening factors, contextual factors, strategies and consequences were presented. Then, these dimensions were tested and specific paths were monitored and approved in the model. Studies related to the present study are reviewed below.

In a study entitled Identifying and ranking the effective factors in recruitment and retention of talents using the Hierarchical Analysis Process, Taghizadeh Yazdi et al. showed that the brand and university reputation indicators and sub-indicator of being model in the university network have the greatest impact on recruitment and retention of talents at the University of Tehran (9).

In a study conducted by Motahhari Nejad, recruitment of human resources based on the score of each candidate in the desired competencies and the weight obtained for each of the professional competencies (eight competencies including: technical knowledge and expertise, reasoning and problem solving, ethics and professional responsibility, team work, establishing communication, leadership, creativity and innovation and systematic view) in job profile, the final score of the candidates in the test job was determined and then the candidates for a job were ranked based on the obtained score (10).

The results of this study can be used as an effective step to optimize the process of recruiting human resources in hospitals and companies. Factors affecting the

sustainability of knowledge-based human resources knowledge-based companies, Tavakoli Nejad et al., identified and analyzed effective factors in the form of 17 components and 3 categories, including individual, organizational and environmental. Finally, based on the results, some recommendations in this area were presented (11).

Nekoui Moghadam et al., in a study in health centers in Kerman, extracted three main concepts. The main concepts influencing the recruitment and retention of health liaison were related to the three areas of factors related to the weaknesses of the health system regarding the liaison plan, the weakness of human factors (trainers and liaisons) and factors related to society. Development of support and supervision rules by the Ministry of Health regarding the liaisons plan and allocation of appropriate budget to this project, documenting honors and appreciation of selected top liaisons and trainers of country, paying attention to the educational needs of the community and planning to train liaisons according to these needs were among the solutions resulted from this study (12).

Zarafshani et al., conducted research entitled "Analysis of factors affecting the recruitment and retention of trainees in the technical and vocational centers in Kermanshah province". The findings of exploratory factor analysis showed that the factors affecting the retention of trainees are classified into five factors. These factors in order of importance are the factors related to the instructor and the institution, organizational support, paying attention to the trainee's conditions, individual factors, and course characteristics, which together explain about 60% of the variance related to trainees' retention (13).

According to Donnagane & Schuler, argue that due to the high cost of transferring a human capital to run a business in another

country with a different culture and working conditions, multinational companies have no choice but to identify, maintain and develop human capital in the form of human capital management strategies. Since in the interview phase with the experts, the interview questions were developed based on a paradigm model, the interviewees provided their views on the components of the model specifically based on one dimension of the model (14).

Professional associations under the supervision of the ministry of health and paying attention to human skills of qualified individuals can play an important role in selecting nursing managers. Therefore, these associations should be used more. Recruitment standards and criteria in the field of nursing management requires more information clarification and factors such as education, organization, and institutionalization should be discussed and localized according to the conditions of different countries (15).

To successfully find and hire the best talent in 2021, you'll need to rethink how you approach recruitment. Both companies and candidates expect more from the hiring process than ever before, especially in a post-pandemic landscape where experiences and relationships are king. Today, you have to look beyond the resume and work to reduce friction in your recruiting. Following a few best practices in recruiting can help you attract top talent and land employees that are the perfect fit for your company (16).

Employment decisions should aim to support the achievement of the Department's vision and objectives. Job analysis is a systematic examination of the purpose, responsibilities and scope of a position in supporting business objectives. It can help you to assess whether a position is required and what you wish to achieve in filling it. The hiring manager prepares for the recruitment process by considering current and future staffing needs, undertaking a job analysis and developing a position description (17).

However, with analyses, modifications were made in the initial responses of these people. Thus, the criteria for selecting concepts in each of the dimensions of the model were as follows. In this model, causal conditions are motivating factors for the model of recruitment and retention of hospital staff in Hormozgan, factors that may have diminished or disappeared in the current situation, but once they encouraged / forced organizations towards this phenomenon. Therefore, with this approach, those factors were considered in the section that had a causal effect on the main phenomenon in terms of time priority and mandatory conditions. Contextual conditions are the internal and external characteristics of hospitals to implement the recruitment and retention of hospital staff, conditions that should be considered for better success in the implementation of these processes.

Recommendations

The researcher's recommendation for further study in this area is necessary steps should be taken to recruit staff for the hospital based on the climate and location of the city, although localization is one of the recruitment conditions in this hospital, staff should be recruited based on their competencies, the factors contained in the National Service Management Law and the relevant regulations for recruiting people in public hospitals should be considered for recruiting staff in this hospital, familiarity and knowledge of managers of newly recruited staff should be one of the employment policies of the hospital, assessing the behaviors of hospital staff and managers should be systematic and comprehensive, not

sectoral and personal, acquiring financial resources by obtaining legal permissions to pay wages and fees to hospital staff, hospital managers should adopt mechanisms to reduce cumbersome rules and create transparency, promoting a culture of self-control and self-confidence in the hospital, making an effort to create, promote and monitor an appropriate work culture. The main indicator of the hospital development is in recruiting and retaining should be competence, skill and commitment of human resources, employing human resources in accordance with the tasks assigned to the hospital should one of the most important goals of the human resources department, employing and hiring qualified human resources in this hospital should be one of the most important goals of the human resources department, in-service training and its continuation should be considered as an integral part of hospital staff empowerment.

Conclusion

Unlike contextual conditions, intervening conditions are those that affect the selection of different mechanisms for recruitment and retention hospital staff and can facilitate and accelerate the implementation of mechanisms. In the dimension of the main phenomenon, recruitment and retention of hospital staff and its dimensions, which have been the main subject of this research, were analyzed with relevant explanations and details in this section. In the dimension of strategies, actions and main activities that can be helpful in implementing the model of recruitment and retention of hospital staff in Horzmozgan were considered, but the difference between this dimension and the main phenomenon is that the concepts and categories of this dimension are not process type, but they are action type and help to implement the processes. Finally, in dimension of consequences, expected results and outcomes of recruitment and retention hospital staff in Horzmozgan are considered. These expected consequences or outcomes help hospital implement processes of mechanisms of recruitment and retention hospital staff.

Author's contribution

Sara Tavakoli and Sanjar Salajegheh developed the study concept and design. Saeed Sayadi acquired the data. Masoud Pourkiani and Hojat Babaei analyzed and interpreted the data, and wrote the first draft of the manuscript. All authors contributed to the intellectual content, manuscript editing and read and approved the final manuscript.

Informed consent

Questionaires were filled with the participans' satisfaction and written consent was obtained from the participants in this study.

Funding/financial support

There is no funding.

Conflict of interest

The authors declare that they have no conflict of interests.

References

1. Gholipour R, Amiri A, Mahdizade M, Zamanifar M. Identify the Factors Influencing the Turnover of Knowledge Workers. Organizational Culture Management. 2013;11(2):133-161. doi: 10.22059/jomc.2013.3549
2. Goštautaitė B, Amp Bučiūnienė I. Integrating job characteristics model into the person-environment fit framework, Economic and management. 2010;15(1):505-511. https://www.researchgate.net/publication/228590405_INTEGRATING_JOB_CHARACTERISTICS_MODEL_INTO_THE_PERSON-ENVIRONMENT_FIT_FRAMEWORK
3. Rahman W, Nas Z. Employee development and turnover intention: theory validation. European Journal of Training and Development.

2013;37(6):564-579. https://doi.org/10.1108/EJTD-May-2012-0015 .

4. Mirsepasi N. Strategy of Human Resources and Labor Relations. Tehran: Mir Publications. 2004;26-42. https://www.scirp.org/(S(351jmbntvnsjt1aadkposzje))/reference/ReferencesPapers.aspx?ReferenceID=1923634

5. Ghorbani G, Rezaee Rad M. The Managerial Role of Police Commanders on Police Employees' Retention. Police Management Studies Quarterly. 2011;6(1):117-132. http://pmsq.jrl.police.ir/article_92232.html?lang=en

6. Kaye B, Sharon J. Retaining keg employees. Public management process applied to employee retention. Business Process Management Journal. 2001;12(5):646-670.

7. Spector PE. Industrial and Organizational Psychology: Research and Practice. New York: John Wiley & Sons, Inc;2001. https://www.amazon.com/Industrial-Organizational-Psychology-Research-Practice-ebook/dp/B01MXMCVS5

8. Randall S, Susan E. A Quarter-Century Review of Human Resource Management in the U.S.: The Growth in Importance of the International Perspective. management revue - Socio-Economic Studies, Nomos Verlagsgesellschaft mbH & Co. KG. 2005;16(1):11-35. https://ideas.repec.org/a/nms/mamere/1861-9908_mrev_2005_01_schuler.html

9. Taghizadeh Yazdi M, Tahmasebi R, Emamat M, Dehghan A. Identification and Ranking of Effective Factors on Talent Attraction and Maintain Using Analytic Hierarchy Process Approach (Case study: University of Tehran). Organizational Culture Management. 2018;16(1):89-115.

10. Motahhari Nejad H. Competence-Based Employment of Human Resource. Journal of Research in Human Resources Management. 2017;9(1):21-50. https://hrmj.ihu.ac.ir/article_26114.html?lang=en

11. Tavakoli Nejad H, Jazani N, Memarzadeh T, Afshar Kazemi MA. Presenting a model for retaining employees of Iranian government organizations. Urban Management. 2016;43(1):291-304.

12. Nekoui Moghadam M, Khanjani N, Sepehrian R, Sharifi T. Recruitment and Retention of Health Volunteers in Health Care Centers in Kerman City in 2013: A Qualitative Study. payavard. 2017;10(5):379-392. URL: http://payavard.tums.ac.ir/article-1-6099-en.html.

13. Zarafshani K, Sharafi L, Ghambar Ali R, Poorghasem F. Factors Influencing the Attraction and Retention of Vocational Training in Kermanshash Province. Journal of Management and Planning in Educational System, 2016;9(1):115-142.

14. Donnagane S, Schuler R. Hospital Staff Management and Human Resources, translated by Mohammad Ali Toosi and Mohammad Saebi, Tehran: Publications of the Higher Institute of Management Education and Research and Planning, 2013;114-129.

15. Abdollahi A, Tabibi J, Komeili A. Selection, Recruitment and Training of Nursing Managers in Hospitals: A Comparative Study. Modern Care Journal. 2018;15(3):e81682. doi: 10.5812/modernc.81682.

16. Beales J. Top 10 Recruiting Best Practices to Help You Win Over Talent in 2021. Lever;2021. https://www.lever.co/blog/blog-best-practices-in-recruiting-win-talent/

17. Victoria S. State of Victoria Department of Education and Training The material guide has been drawn from a range of sources in partnership with EY People Advisory Services. Published in Melbourne, Victoria. Last updated 10 February;2020.