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心理健康照護部門人力資源永續問題研究

—以蒙古國家心理健康照護中心為例

A Study on the Problem of Sustainable Human Resource in the
Mental Health Care Sector

--A Case Study on the Mongolian National Mental Healthcare
Center

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摘要

任何商業組織都希望穩步提高其在市場中的競爭力。組織投入大量資金投資於更多合格的員工，以確定他們的競爭力。但是，當員工出於某種原因離職時，組織將無法從他們所做的投資中受益。因此，減少人員流動並確保員工的可持續性至關重要。為了解決員工的人力資源和員工問題，本論文針對蒙古國家心理照護中心員工的工作環境和工作條件進行綜合分析，旨在找出員工離職的原因。研究發現，由於人力規劃不善，缺乏鼓勵高技能醫務人員的誘因，以及缺乏舒適的工作環境，近年來離職或轉職到其他組織的員工人數有所增加。

關鍵詞：人力資源、健康照護部門，人力資源穩定，國家心理健康中心



ABSTRACT

Any business organization seeks to steadily grow its competitiveness in the market. The organization invests a significant amount in investing in more qualified employees to determine their competitiveness. However, when employees leave for some reason, the organization does not benefit from the investment they make. Therefore, it is important to reduce staff turnover and ensure that employees are sustainable. In order to solve the problem of human resources and employees of employees, a comprehensive analysis of the working environment and working conditions of employees is aimed at identifying the causes and causes of migration and displaying them in their work in the field of sustainable work. Due to poor manpower planning, lack of motivation and motivation for the work of highly skilled medical staff, and lack of a comfortable working environment, the number of employees dismissed or transferred to another organization has increased in recent years.

Keywords: Human Recourse, Health Care Sector, Stability of Human Recourse, National Mental Health Center

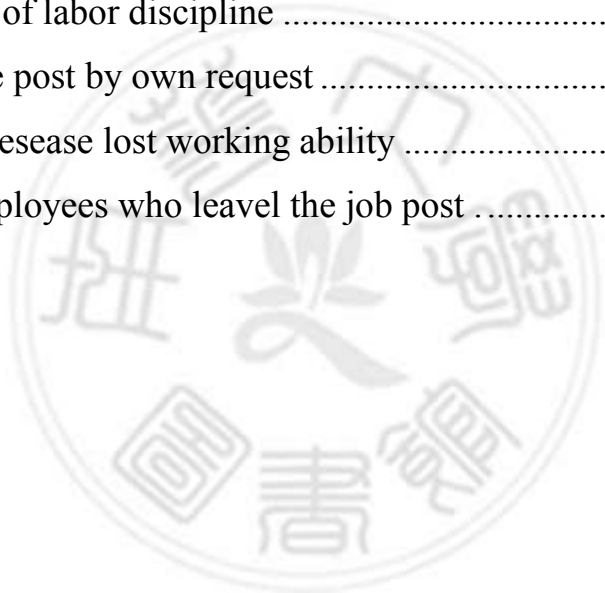
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CHAPTER I: INTRODUCTION

A person, is the main goal for successful management of any organizations, including public administrative sectors. One of the most inexhaustive prosperity is the human resource, is compared with other resources. If employees could be guided and planned correctly, they are able to work efficiency and their creativity is revealed on their work creation, then the organization can be achieve its goals and implement its diversity tasks more productively. It is required to more ability of conducting, creative power and wide range knowledge of individual intelligence from the specialist and managers of human resource, in order to implement organization's strategies and missions more productively, the organization should be recreated according to social developments.

Therefore, the topic of master thesis is chosen as "An improvement of permanency and sustainability of human resource of an organization" , which is tending to help to improvement of permanency and sustainability of human resources, besides the guidance and handbook about it will be made.

1.1. Purpose of the thesis:

The thesis is written by the based on a theory and methodology of permanency of the human resource managements, and besides it's main goal is situated to determine the methods to employees permanency and sustainability of National Mental Health Center's human resources, which came from the determination and conclusion of the survey of the human resource management acitivities of the center.

1.2.Goal of the thesis

- To gain a knowledge about policy of human resource management and to study a roles and functions of human resource managements
- To study the current status of human resource management of National Mental Health Center and to make survey about permanency and sustainability of employees, and make conclusion to it.
- To develope purposal about improvements of human resource permanency and sustainability, based on its above survey conclusion.

Research question

Based on the main and research objectives, the following two questions are centered to the study. They are:

1. How does the Mental Health Center manage human resources?
2. Why Mental Health Center staff stability doesn't work?
3. What are stability working opportunities for employees in the mental health care center?

1.3. Literature review:

There are several separated surveys revealed about the human resource which cooperated with strategy and purpose of the organization. A researcher would be studied it, but there is lack of the papers about the human resource problems of managements of human resources of the National Mental Health center.

1.4. Significance:

The issue is analyzed as a permanency and sustainability of human resource, which is the basic of recreation of outlook and the productively implementation of strategies and missions of National Mental Health Center.

The handbook is developed to keep permanency and to improve the planning of human resources, it recommends to be used for human resource of NMH Center and other organizations.

1.5. Innovative of the thesis

It can be seen from the other thesis written before, the organization's strategy and human resource permanency are revealed apparently from each other's. The advantage of this thesis is situated to coordinate the above as human resource permanency and organization's strategy (Dorj, T, 2011:2).

1.6. Hypothesis

Hypothesis 1: human resource training is affecting the sustainability of employees.

Hypothesis 2: Wages are affecting the stability of our human resources

Hypothesis 3: The further stable working environment of the staff of the Mental Health Center is related to the correct human resource policy

1.7. Method

This thesis study will be conducted using a quantitative survey questionnaire, interview and qualitative of comparing the content analysis.



CHAPTER II: ORGANIZATIONAL HUMAN RESOURCE, AND AN ISSUE OF HUMAN RESOURCE STABILIZATION

2.1. A management field of human resource

State administrative sector should be established in accordance with the policies and rules of the laws which carry out the activities and implement the purposes, specified in the public administrative sector. And "public administrative position" which is required to implementation of state purpose and requirements of the organization, should be created to in accordance with the legislation. A job description and requirements for it should be determined. And there should be build an infrastructure (job position, stationary and documentary accessories, and computers etc.), conditions to work that post and to generate asset and financial resources for the job position.

In order to establish state administrative sector and state administrative position in accordance with rules and policies of the law, there are no more exact activities for implementation of purpose and tendency of the state administrative. Whereas, a relevant employee who met the requirements of job description of state administrative job position, is hired in accordance with the rules and policies of the law for the post, there will be a legal relationship of state administrative officials, is developed and the activity which provide the state purpose and tendency of activities implementation, is being proceeded. The state administrative sector should be obtain the policy which revealed as law and rules, and the methodology which is revealed as a legal acts (decrees, decision, guidelines, rules and regulations) to its management activities. The outcomes of state administrative sector activity should be evaluated with comparison of state purpose and tendency completion that faced to the organization. In other words, the state administrative sector activities and managements cover the below logical sequences which came from origin of state purpose and tendency - "state purpose and tendency", "state administrative sector", "state administrative position", "state administrative officials", "activity", and "outcomes". The activity which implements state purpose and tendency, could be considered as an independent system, based on theoretical analyze of organizational system. Under the circumstance, the section of incoming side of activity implementation of state purpose and tendency, contains the state purpose and tendency, state administrative organization, state administrative officials, state administrative position and work condition as the infrastructure, etc. The state administrative organization and state administrative officials should be involve the implementation activity of state purpose and tendency,

based on activity factors of incoming side of system of state activities. In order to implement the above activities, the policies which revealed as law and rules and methodology which revealed as legal acts (decrees, decision, guidelines, rules and regulations) must be charged to it (Gantugs.G.2014:4-6).

The system output side would contain the activity results which came out of state administrative organization, a decision which came from the efficiency and services etc. The efficiency of system output side can be estimated, because it can be given direct influences to the interests of the citizens, public and private entities. The estimation is carried out based on customers opinions which is a subject of management, its efficiency should be estimated as a data stream to the incoming side of system, and this will create reversal connections which the condition of changing and evaluating to the state administrative organization, is further continuously developed (Gereltsolmon.J,2011:4).

The role of human resource management must be tending to achieve its goals and purposes. In other words, it would be implemented when the purpose/object will be the main duty of human resource activity and activity of human resource managers. In order to implement objection of human resource managements, to consider below question like - what kind of roles do the managers of human resources execute?

To determine the objects and activities of human resource management, which identified with its purpose and goals:

- Based on structural planning, which reflected outside and inside reforms, to determine short and long term requirements of human resource of the organization. This determination gives the answer to the question like - how many employees when and where need to the organization. What kind of occupation and ability they have?

- The structure should be came from the policy planning. A demands/ requirements would be studied to cooperate with current human resource of the organization.

The current employees should have below activities (TSetsegmaa.TS,2014:4-5).

a. To motivate continuously

b. To train and increase efficiency and give current job post

c. to fire from the job, these classification would be studied to compare with short term structure and long term policy and to optimize human resource requirements. Considering short and long term demands of human resources, there are two methods which processing the strategy planning of supply necessary human resources of the organization. The methods are: select from the

organization, and choose from the international organization and markets (Dorj, 2006, p. 4). It is effective to combine these two methods clearly under the condition of the organization.

It gives good condition to the organization atmosphere which select the employees within the organization. On the other side, the employee which select within the organization, will be able to start the job directly and have an advantages to save operational cost and time managements. If a good talented employees can be recruited from the outside, it will give the positive opportunities of innovative ideas to the organization. It can be seen from the practical management, the position of senior officers would be tending to recruit the employees from the outside.

To observe and recruit the required human resources, it must be implement based on human resource demand of the organization and definition of position. This is one of the main issues of human resource management. It needs to be solved optionally and cannot be made wrong. Because, a good and bad results of the issue is huge. The job description is crucial to the solve a problems effectively to this issue. The job description and requirements of the it give an oppertunities to avoid making wrong decision that evaluate the employees knowledge, ability and real experience.

Therefore, the job description is used as decision maker to the human resource issues. Recruitment of human resource is not a solution of human resource completion. As seen as from the real management issues, it's a just beginning (Gantumur.G,2011:5-6).

It is also not possible to recruit the employees from the markets, who meets fully to the all requirements of the organization and managers.Thus, one of the key issues of human resources managements is to train and develop the recruit employees according to job requirements.

To solve the issue, below problem should be decided.

- Newly recruited employees would be introduced to the job position, the organization and its units and practiced to the its job.
- To determine the knowledge and ability of the employees which suited its job post requirements and standards, and if there is lack of knowledge and ability to the employees which execute its job and duty, it must be determined.
- To make a training to develop the knowledge and ability to the employees which execute their job and duty.

To make contract with training institutions and to analyze its training programs to choose below three options- to make training at outside organization, to make the training on its job post or to train the employees by his/herself .

- to assess the gained ability appraisal of employees after training

- based on above appraisal, the training program should be upgraded.

To assess duty performance, and professional skill of the employees. This assessment is the key issue of human resource management. To accomplish the issue, the human resource managers should execute following requirements and steps, such as:

- The requirements of job post should be changed as an assessment which evaluate the employees. The employees' assessment is derived from the job post requirements. This must be conforming to the evaluate professional skills and job performing of the employees

- after evaluate the assessment level, it is required to determine a duration of evaluating the employees skills. And it is not good way which evaluate all employees at predetermined time. Because each tasks have got its features which are different from each other's such as complexity of coverage, a relationship between objections of other staffs to the organization, and time limits. These differences would create the time to evaluate the each job posts.

- After the determination of assessment time coverage, the managements must be decide to the issue, is how to assess employees and which way to evaluate it. The legal act such as internal rules of organization and description of job position, create an instruction to how and who should evaluate the employees(TSetseg.T.2014:6-7).

After assessment of employees job duty, the issue must be decided to the coverage of management of human resource is an promotion or reward. The promotion should be tending to strengthen ethical behavior, duty of employees, performance level, and professional skills to organization development. The main issue of management which performing the state objects or state purposes from the state administrative organization, is situated to give quality services and to make efficient decisions to public atmosphere. As you can see from it, the decision, forming from the state administrative organization and performing duties and services for public, are the productions, which produced from the administrative organization. The management of state administrative organization's final outcome/ performance should be evaluated through the above production contents, how to supply and serve to public demand and requirements. Therefore, the main content of state administrative organization's strategy of innovation and changing, is situated to increase its result of production contents. On the other word, there is a cooperation between two main contents such as "the process of innovation and changing", "the process of produce production". The issue of producing production came from the results of process of innovation and changing, and it also the good idea to improve the results.

2.1.1.Process of changing and developing.

«This activity is tending to decide the improvement issue of the quality of production (results) of state administrative organization. The issue of innovation and changing of state administrative organization, covers below processes;

- To determine the issue must be decided directly (current and future status of the organization)
- The raise the issue which decide the objection of derived problems (the strategy from the current status to future status of the organization)
- to select the methods which implement the objects/ purposes
- to estimate correctly the resources which achieve the goals
- to determine the prevision of awaiting goals which derived from after problem decision.

In the other hand, to decide the issues derived from the innovation and changing of state administrative organization, it is good way to use the management method which tending to gain goals and purposes (Buuveebaatar.SH, 2011, p. 7).

«The activity of state administrative organization is aiming to decide and implement the state objects and purposes, the resolved production (resolved decision, activity organization, and services to serve the public) of the state organization is evaluated through how resolved production meets the public requirements and demands.

A government priority, directions derived from the laws, and the laws and regulations, adopted from the State Great Khural, is essential to the develop the objection and goals of state organizations. The objection and goals of state administrative organization consists the components such as priority of organization, strategy goals, mission, main purpose of the organization.

The priority performance of state administrative organization is the one of the components of the state objects and purposes. It is essential to the priority of governments. The mission of state administrative organization is the one essential component of objection and goals of state. The mission issue gives a definition about long term innovation and changing of organization (app 15 years). This mission issue offered the general range to long term innovation and changing of organization (app 15 years). Under the general range offered from the mission, the state

Administrative organization must be determine its current status. This is the base of determine the future status of state organization» (LHaashid.D,2008:8-9)

The future status issue of organization should be contain the method which help to change the current status of the organization, near 7-10 years. The state administrative organization must be determine the strategy of innovation and changing which help to change current status to convert future status of state organization. The strategy should be divided into middle (1 year) mission, and implementation activity which develop the mission must be involved periodically. Under the strategy coverage, which help to change and develop current status of state administrative organization to reach future status, such organization management strategy (business plan) should be developed.

«To transform from the current status of state administrative organization to future status, the innovation and changing strategy project must be developed and implemented.

The strategy project of innovation and changing covers following issues.

- To change an internal structure (government position) of organization
- To locate the job position (government position)
- To develop the methods of managements

In other hand, the innovation and changing of the organization constantly consider the issues which cooperated with the internal structure changing, job position, and other methods.

The innovation and changing of the organization is essential to the development of human resource, so its impossible to take these issues separately from each other's (Buuveebaatar.SH,2011:10).

Thus, to give successful decision to the issue of the innovation and changing of the organization, it is needed to organize good trainings, the content of the innovation and changing of the organization should be understand to government officials, finally, new method which adapted to the new internal structure of organization must be needed to reclaim to the government officials/staffs. In case of the conformity of the innovation and changing of organization and development of human resource, the strategy which achieve and transfer the future status from the current status of the organization, must be implemented successfully for improve the production quality (decision made, work done, and serves for the public) and increase the results of state service implementation.

«It is required to implement the changing and innovation strategy, which help to transfer the current status to future status of the state administrative organization. This kind of strategy is revealed like a change the internal structure of organization (job position), and locate the job post

(governmental officials). Following activity must be performed to implement the management strategy of the organization.

- The structural units derived from the management strategy (business planning) of the organization, the strategy of these structural units should be determine the job post and vacancies.
- The description of job post of the organization should be developed regularly through the internal law and
 - the description of job post and its requirements are provided through the government staffs who must be chosen to make labor movement and placements.
 - Each state administrative officials/staffs who work on governmental job post must be have management planning (performance contract), it covers implementation of objects and purpose of job post.
 - The development of human resource planing which is suited to the goal and purpose of management planning, would be implemented through the trainings and retraining.
 - Accomplishment of management planning (performance contract) and the professional skill and management level of the state administrative staffs are checked and evaluated by every year and every season.

According to the sequence of management state administrative organization which implement the management strategy of organization, it is evident with human resource management development which implement the innovation changing strategy of the organization, it means to transfer its current status to future status of the organization.

The organization management, specially human resource management is aiming to reveal required connections, empowering staff's talent and skills, and give good direction to them and finally should respect the value and ethics of civil services. To achieve the organizational vision and mission, the organization should reveal the staff's mobilization and professional skills, also every staffs must understand and obey the organization's vision and mission.

Specially, staffs must understand organization short term mission which covers near several years, and they realize to understand organizations future ambition, and how they accomplish their tasks to conformity with organization's ambition.

2.1.2. Ethnic behavior and management value

The management is aiming to decide the decision which respect democracy principles, and to satisfy the professional, ethical, and humanitarian values. A right authority will be expressed to decision making.

- To accountable with responsibility sharing should be clear and not duplicated.
- Everyone must recognize the responsibility of each other for all stages
- To set the mission which situated to quality and productivity.
- To set the regular system which covers registration, reporting and evaluating.
- The organization have to identify by the government.

The human resource management is expressed as contribute to implementation of general assignments, sharing its own experiences, and besides learn others successes. As well as the human resource management is situated to reflection of value of public sector to reflect on individuals, the reflection of value should be fully absorbed to its decision making level and its management method. The organization must respect everyone's contribution and cultural diversities.

Also the organization must be separated from the political and formalism's involvement. The value is one part of system of human resource management and management activity. The individuals and working groups who work on every part of organization, they must work on together to task accomplishment, and obtain the law and regulars flexibility to achieve the tasks most efficiently.

A managers must get supports and helps for supply the human resource requirements and demands. The experiences which employ the human resource, is met the requirements of Law of Public Services. The management method of human resource which processing the recruitment, and permanent employment, should be fair, equitable and transparent. Justice: it has been the experience to practice which making decision without politics and any bureaucracy and should communicate fairly with employers and applicants. Equity: The content of regulation which hiring employees, contain equity of opportunity or working, and no more prohibition to the hiring process and covers all employees equity. Transparency: it means to make transparent communication with employees, and applicants, through decision and method of management of human resource. The employees must be supplied required and proper equipment, system, application and convenient job condition for aiming to perform customer centered service and work their high capacity.

The organization must prepare a good condition to the employees who can work by own high capacity, and to support the making good connection between employee's personal life and work.

Personnel right should be respected, the diversity of custom and culture of workforce should be recognized. And it is good to give an opportunity which initiate new risky decision and operation in proper level. It must be provide to the employees with diversity programs and training and policies to save balances between work and personal life. And employees have the rights to participate the performance which influence the quality of their life. The human resource management must encourage the employees to be justice, equity and impartial. Employees have served the mechanism of repair compliant and they able to use it regulated policies. Managers and workers behavior is aiming to communicate the public properly and transfer the culture of work position, and receive the information in a way to understand organization's mission, vision, priority. Managers should be clear the conflict directly, and expecting to be aware any discrimination of job post. And workers must be understand their tasks and communicate any thoughts freely through the direction of horizontal and vertical. The material environment of workplace is suitable to the health and productivity of the workers. The policy which supply safety condition and health condition of mental and physicals, is implemented and the special program must be developed.

The constant work force is the planned work force which develop vitality of the organization, based on energy, skills, knowledge of employees. The demand and requirement of human resource of the organization is the most important to the planning of strategy and activity. Managers and works have to possess the ability and knowledge to extend vitality of the organization. The workers have a chance to training, developing, work on another task, and opportunity to making progress successfully. The managers and related executive staffs have to constantly learning and training to improve their skills. Also there is management developing programs to accessible for the staffs.

The managers and workers have to possess the general skills which can be used every units of organization for the any period. The organization have the mechanism which operate following tasks. To supply special demand and requirements of the organization, workers must took any training, especially, the process of learning must be situated to the organization's demand, and the developed new thoughts and ideas related to the process of learning, must be recognized.

Also, Work load management needs more financial resources to accomplish the desired results.

To support the ascend career processing, it should be estimate work requirement, work load, develop work schedule and professional skill of staffs. After determine the priority, new work load would be estimated at the current priority and then rescheduling the reverse resource at required condition. To arrange work load, the work group and individuals must determine the it's priority and then performing tasks. To take appropriate risk management measures. The employees have got the knowledge about the promotion which they can possess.

To improve the productivity, the supplementary promotion can be used more productively. And it is needed to supply the standard service which help to possess supplements and promotions (TSetsegmaa.TS, 2011, pp. 12-13). This is how does the leader can implement and introduce these approaches, the organization's development can be increased through the approaches. To execute the mission, vision, and directions of the human resource, the main issue of the direction and activity of HR department is studied like that. The human resource management is integral to the planning of the human resource.

2.2 Human Resource Planning

The human resource planning is the planning process where as the organization is committed to use properly the resources, developing and utilizing the skills which can supply the quantity and quality requirements of the mission and vision which come out the organization's changing and developing policy.

«The approaches of human resource is the proper method to develop planning which convenient for the demand of work force of the organization. The method called from down to up is logical quality method. The mission must be determine the demands. However, the best side of the logical quality not suited to the implementation process. Some organization have got the mission that is unclear, conflict and more general. Sometimes, it is difficult to convert the missions as a demand of human resource (number of work force).The another approach which contribute to the planning of human resource is called from down to up. This approaches should concentrate to the workers or employees. After determination of working capacity of employees, then the employees work volume is measured. Then, from above approaches, it is needed to determine how many employees do need to accomplish organization's mission which faced it. The planning is the attempt to correct condition of inequity, and find the way which able to possible implement and receive. It is more valid to combine these two approaches. Firstly, to determine the organization's mission and then estimate the employment number which needed human resource. Even it is hard, the attempt

must be try. If not do this attempt, technical method win the mission, finally the mission will be forgotten? When planning human resource, it must be estimate future supplement of the employees.

2.3 The factors of sustainable human resource and to determine of human resource planning

There are internal and external features to determine the employees of administrative organization and these features should be considered through the management. The external features to influence the management are:

- a) The condition of such country's economy
- b) financial condition of the country
- c) a volume of the labor market
- d) a population development and growth

The external features indirectly influence to determine requirement of employment. For instance, if the country's economy has sharp growth, there is the possibility which the state administrative organization's daily performance is steady and less, so it can be possible to check and control the employment number who work at state administrative organization.

Internal features:

1. Organization of the administrative (job allocation, improvement of task results, priority methods, and introducenew techniques and technology)etc.
2. Legal environment of the labor regulations /internal regulation of labor, work hours, collective agreement of the labor etc./
3. Resource of current employees (structure of age, planning of the job post, health condition, promotion system and human resource rate etc.)

The internal features of the management is influence directly to determine the demand of employees. To determine the demand of employees, it is essential to involve the condition of politics.

For such organization:

- a) to determine the demand of substitute and replace employment which related to the mobilization and variable of the employees.
- b) It is also essential to determine increased demand of employees/staffs which revealed from the new responsibility. it is needed to reveal the normative index about yearly mobilization and

variability of employees, based on the survey of 5-10 years statistic indication of employees for determine demand of employees/ staffs.

The employees who moved outside, is estimated to contain the employees, who have retired, fired, child born leave, transfer another job, died and fired through own request.

To determine newly revealed mision and vision, and changed mission of the organization, first, it have to determine following problems such as how many mission is newly revealed and how many employees do they need to determine these missions, and what kind of change it will be need to determine it. The employment management planning issue will be experienced based on the expectation of employees age, professional skill, and ensuring the requirements for the job post. » (Sambalhundev.TS, 2011, pp. 14-17)st important resource of the organization is the human resource. Because all organization , especially, state administrative organization want to implement successfully its mission and vision results of the administrative reforms, they have to organize new and right policy and correct management of human resource. As human develops, they mind is also developing, to think over, increase their productivity and performance, and task performance is also increased. Otherwords, the human resource is the immortal resource through the other resources.

The main condition to use the human resource successfully, it is the improvement of the scientific basis for the planning activities. The planning activity of the human resource is starting to evaluate current condition of the state administrative organization. Any leader must determine required job posts number which can implement the mission and vision of the performing strategy of the organization, that is essential to develop new leader of the government, good policy, development policies, and changing of the state administrative organization. This is a main root to reveal the current status of human resource, and future opportunities of the human resource of the state administrative organization. Based on strategy of which tending to achieve future status of the all level of state administrative organization, the leader able to predetermine and preplanning to number of job post which can implement organization's mission and vision. To plan the human resource, it is needed to real assessmeant for the current and future status of the organization, and give estimation external features which influence strongly to the future demands, then it is required to preplanning and estimation for the features. Generally, the demand is the mission or goal of the organization. The main method to achieve the mission is any programs. The program have contain the resource of revealed demand of human resource, and the issue of how many employees need to accomplish the mission of the state administrative organization. In other hand, the planning of the

human resource is to give the opportunity to employees express their whole professional skill and ability, who work at state administrative organization.

Considering from the one side, the planning of the human resource is aiming to predetermine the demands of the employees and pre planning what kind of job post we need to performing future tasks. Theoretically, it compares current human resource of state administrative organization to future demands, and it also the base of developing program planning to recruiting, training, and deploying the staffs. An optimal human resource planning is to ensure that required tasks will be accomplish through qualified employees at exact time. «Human resource planning would help the state administrative organization which decide following issues, such as:

- Hiring a new employee
- Cut vacancy
- to train
- develop new management
- to estimate employee's expense
- increase productivity

Influence of external and internal changing, human resource planning need continuously new template and treatment. At the condition of this treatment, it is needed to determine the features which influence the human resource planning, and it is required to make the human resource planning which suitable to the organization's specialty. The human resource planning must be connect to the services for the public and mission of the organization. From the theorotical science of leadership, the human resource planning which is accomplished by the leader of state administrative center organization, is suitable to the mission of the organization. The planning is divided into 2 features such as long and short term. In other hand:

- To reveal the list and survey of current employees mobilization;
- To check the job post description which is essential to the current activity strategy of state administrative organization;
- To determine the number of employees, occupation, knowledge, work duration and professional skills of the current employees who work on current job position;
- To determine main problems and disadvantages for performing activity
- To reveal the unit and tasks which needed more attention to during the planning process;

The preplanning issue do an important role in the planning of human resource. For making preplanning, following tasks should be required.

- before the making preplanning, to determine the activity mission, vision, and direction of the every units of state administrative organization;
- before estimation of human resource number, the volume and direction of tasks should be inserted to the mission and strategy of the organization;
- To recieve the possible offers and insert it to the pre planning;

2.3.1. Identify the requirements of pre-planning

The state administrative central organization would determine the number of high skilled and good qualified staffs which needed to the units. Firstly, it is needed to specialized to required human resources which need high expanse to train and too difficult to achieve these resource.

In other hand, the leader of state administrative organization who determine its mission, besides the leader must be plan required resource which need to determine its mission. During the process of the planning, some mistake come occur which focusing primarily on raw material, equipment, and financial items, and less focusing the human resource planning. The mission could not be achieved to without special planning of human resource through the theory and real life experience.

2.3.2. Making Job Analysis

For the making new recruitment, the leader of the all stage of state administrative organization have the high knowledge about the social and private features of the task performing. The knowledge must be obtained by the content of task performing. There is no this kind of knowledge, it is difficult to implement the leadership mission and direction. In other hand, it is good to estimate all occupations in many ways, which give good results to make decision for the employ staffs, choosing, determine the salary level, assess the performance, and promote higher position in the future.

Performing the supply of pre planning is divided into 2 methods. Such as:

- a) Reserves for the internal human resource
 - b) Reserves for the external human resource
- a.** To determine the employees who can equal to its professional skills and professional levels to the level of units and state administrative organization, and during the planning process, how many

current working employments would be remained after planning, following features should be related to this decision. Therefore:

- The employees who have high profession skills and ability, should be classified via job position classification, and to choose the how many employees able to locate the which unit of the organization and what kind of job position;
- Classification and mobilization of the staffs are created via ages
- to create the working hours to execute performing activity via working results;
- To reveal the training and planning requirements to give professional skills and ability to current employments;
- To determine the mobilization direction, allocation and future developing of the current employments;
- To determine the required employees who needed to any position via ages of employees
- To compare the workers of the organization through the demand of human resource and organization mission;
- Under the condition to lack and exceed of human resource for the any unit of the organization, special training should be used to the mobilization of the employees;
- Following classification must be surveyed - hiring to another job task, give retirement, fire from the job post .

b.- under the condition which can not supply via internal resource, the external resource must be used. If this condition is occurred, give attention to following features.

- aiming to study and possess the professional skills and ability;
- competitive ability with other unit and section's employees;
 - Also need to obtain reflection of governmental training plans to study this direction.

At the western high developed countries, the human resource planning took more attention, thus several well designed models are developed to the human resource planning.

The management of the human resource, especially model of human resource planning are divided into following 3 section. Such as:

1. General coverage's – To determine the connection between internal and external features of state administrative organization.
2. Under the organization coverage- To determine the connection of internal features of all stages of state administrative organization.

3. Under special coverage- to determine special human resource policy for the outside condition of organization. For instance:

The section of general coverages : it consists models of Harvard and Collins, developed by Beep, Spector, Laurence, and Mills. The Harvard model is the first model to the planning human resource management and it developed at 1985. The human resource policy is determined via following 4 main features. Such as:

- Influencement of the workers
- flow of the human resource
- Promotion system
- System of work and task (Shuuraw.SH.2011:118).

But this model has the disadvantages which could not supply the connection of activity performing and equation of policy of human resource planning. Thus the organization coverage could be determine the special connection between strategy structure and policy of human resource.

The model named "Shuler 5P" is developed by the Devenna and Promdrun at 1984. The model reveals and develop the connections between strategy, structure and policy of human resource. Therefore, the Shuler 5P model determine properly 5 human resource activities which is used to improve internal communication of the organization.

Such as :

1. Philosophy of human resource – the official statement regarding how organization related to the its human resource;
2. policies of human resource– cooperative value which is expressed properly through the performing activities that related to the problems of employees ;
3. Programs of the human resource– the recognized approaches which reveal the strategy mission of organization and strategy of human resource;
4. Practical activities of the human resource- the human resource practical activity is contain such 3 function such as developing, managing, and leading. To strengthen communication of organization;
5. Activities of human resource – it reveal the above activities how implemented and expressed (TSetsegmaa.TS,2011:18-19).

For the Shuler's vision - possibility of the succession of human resource management. contribute to the determination of bussines strategy demands and substitute oppertunity of demand and activity of strategy of human resources to strategy equation. It is best way to choose the right method from the many human resource planning methods which related to the organization's

strategy mission. For the organization, it is essential and efficient to use the methods such as estimate, recompense and make analyze to the human resource demand. While predetermination came out to estimate human resource demands, variable features influence must be determined to study a development direction, strategy, policy and mission of such organization.

Therefore, normal mathematical and statistical methods are used to predict the future demands of human resource of the organization. The example of the normal method is, to determine the executive staff's idea and thoughts and make assessment to the current resource. And the statistical methods used widely to predict and plan the human resource demands. For instance, to make regressing survey, and to determine index of the labor productivity etc. For determine to the future vision of human resource, it is necessary to combine the financial capacity to organization's activity coverage extention and decreation. And to make predetermination of demand, it is necessary to determine the employee's professional experience and required skills of job post. The planning method of the employment numbers, which making estimation based on science, it is expressed as a social and financial significant to the departments. While planning the numbers of staffs, it is also required to base on the salary that confirms the working hours and wage arrangements. Because there is no opportunity to normalize every jobs, above two salary methods are used to every departments and organizations. Also workers plan is divided into two features.

«These two planning is the main mathematical warrant for the managers of human resources, which help to plan the real numbers of organization's staffs. And it is easy way to utilize at practices.

The numerical planning for the hourly paid employees. This planning is started from the determination of balancing the working hours.

The work hour balance has 2 levels:

- to estimate the numbers of real working day, it is the average of periodical planning
- to estimate the average duration for the working day
- To estimate the real foundation of the one staffs of the periodical planning via the time manner.

Level I is started from the determination of calendars of working hours and named foundation.

The calendars of the working hours is the numbers of calendar day during periodical planning.

In the other hands, 365 days for one year, 90, 91, 92 days for the one season etc. Named foundation of the working hour is the remained days, it means through the law of periodical planning, days of ceremony and holidays should be minus from the number of calendar days.

The named foundation of the working hours is the same to normal performing organizations, if

it has continuously operation, named foundation of the working hours is revealed according to graphs from the foundation of calendar hours. The numbers of the real working days during the periodical planning, is determined to minus the not working days, which related to the external holidays, illness day, maternity day etc.

Level II Average duration of working day is decreased through our country have got working 5 days. For instance, at 1991, via the Law of labor, there are 46 hours for 7 days, and at the 1999year, it is adapted to the law as up to 40. This is 30 hours for the 14-15 ages, 36 hours for the 16-17 ages, it means the average duration of working hours is decreased to comparing old regulations. Especially, western European countries, USA, Japan, and South Korea have got relatively higher working hours.

Level III it is required to determine the working hour foundation of one staff or periodical planning staff through the timely manner. This is determined by the multiplication of the numbers of total person day of the year and average duration of working day came out the graphs (TSedev.D,2011:20-21).

When calculating number of employees who required to the organization, the person day and cost (thousand tugrugs) must be estimated correctly, it is a base condition to supply the balance of work force and number of job position, and planning properly for the number of employees. To achieve the optimum compatibility of actual working force and number of job position, it supply the smooth and efficient working activity and it is give the condition to work high labor productivity than reducing number of working position. The main criteria of the balancing of the work position and work force, is aiming to use human resource of organization fully and lack of working force.

When using a reconciliation method, it must be determine the staffs of organization via their ages and genders. Especially, to estimate how many employees who have 50years for today. After 10years, how many employees will be retired etc, this is the predetermination method to predict the demands. When use this method, it is good to study the numbers of employees who go out and came in.

The employees who go out:

- a/ retired;
- b/ attend military service;
- c/ attend high post and promotion ;
- d/ work in another organization;

e/ attend training;

f/ died;

j/ temporary employed by contract;

h/ temporary leaving by child birth.

The employees who came from outside:

a/ came after finished military service ;

b/ came from another organization ;

c/ came from after child birth leaving

d/ return from the long term training etc.

The analytical method is difficult to use without exact survey of implementation. To determine the each staffs working hours of the year to transfer it to minutes, it is possible to reveal the working capacity of workers of the organization and their job post capacity. When the yearly work hour of the staffs is estimated, the demand of employees who can decide the mission faced to the organization, is also estimated correctly. If the human resource planning is organized correctly, the following results must be revealed.

- To determine correctly required human resource through its performance direction and mission
- To create the employees who work at public sector;
- To overcome the barriers that lack of human resource;
- To supply professional demands and to organize training and developing programs;
- To decrease to employment mobilization of public sector who have good professional skills and ability;
- To monitor for the human resource from civil service;
- To make decision which use properly financial resources (Sambalhunde.V.TS,2011:21-22) etc. It is convinient to use the combination of these approaches.

CHAPTER III: THE CURRENT STATUS OF HUMAN RESOURCE STABILIZATION AND SETTLEMENT

3.1. The Current Status of Human Resource of National Mental Health Center

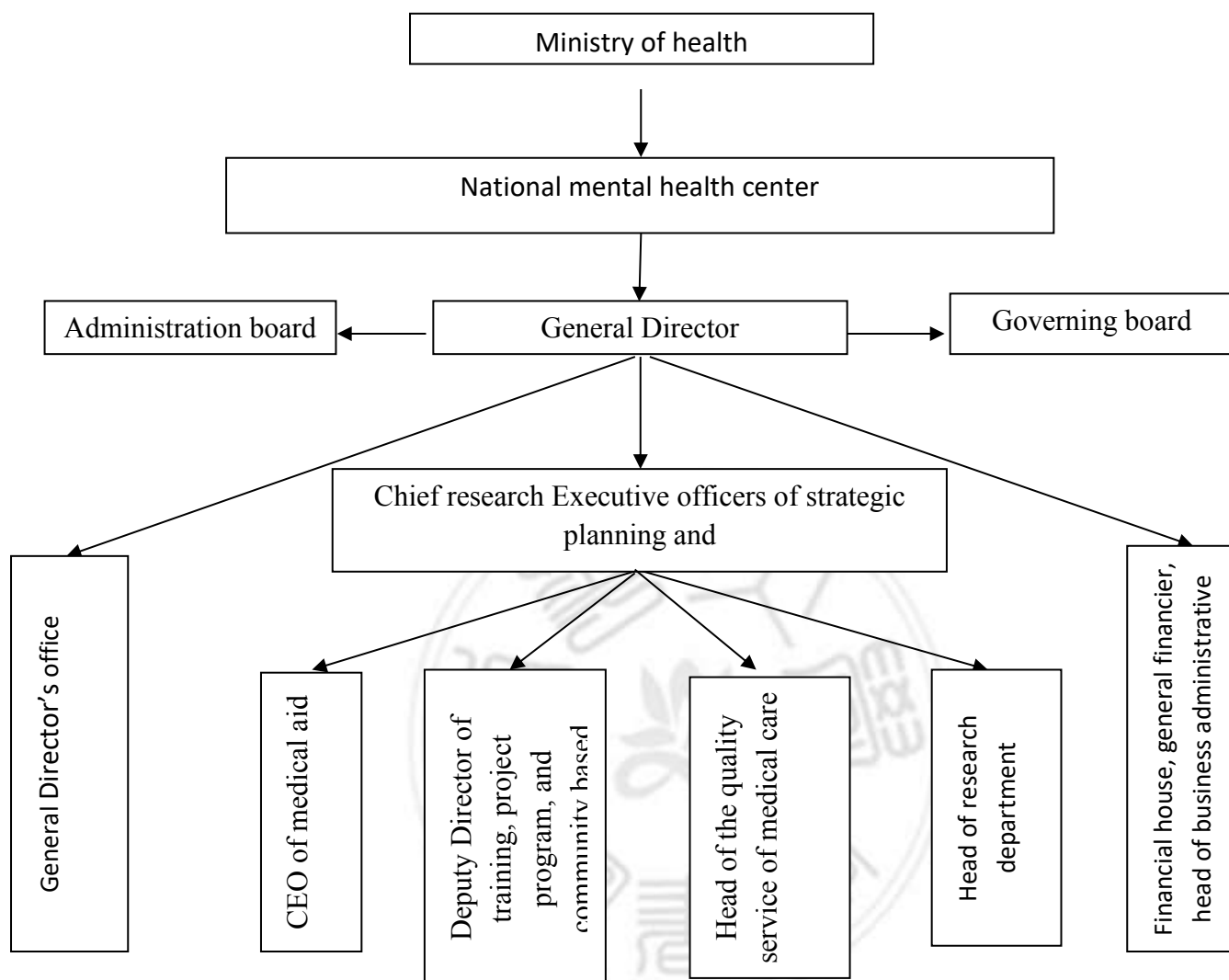
National mental Health center is one of the oldest national hospital, it is operating in its 85th year since, its establishment at 1929, under the name of "Hospital of Mental study". According to the 39th article of Health law of Mongolia, and 331th statement of Minister of Health Department, It is newly organized subsidiary under Ministry of Health, named by National Mental Health Center.

The Mental Health Center provides total 12 kinds of Mental Health service over nationwide, now it is operating as a 12 treatment clinics and overall 450 beds at the hospital.

A structure of organization: The national mental health center is a 3rd level national center which provides specialized mental health service for nationwide. National Mental Health Center 's operational structure scheme:

Currently, it is operated via total 434 doctors and staffs: there are 80 physicians, 33 non medical bachelor staffs, 3 laboratory workers, 3 quacks, 107 nurses, 4 pharmacists, 129 assistant nurses, 75 non hospital staffs, 15 contracted staffs. Integrated medical service department is designed to provide outpatient and inpatient medical aid service.)

Table -3.1.1 The national mental health center's internal structure is approved by the 420th statement of Minister of Health, 2013



Source: Dorj.D:2006 human resource management framework

3.1.1. Outpatient medical aid service:

It provides the early detection and diagnosis of mental disorders, inpatient active control, assess loss working ability, prevent losing work ability, make training and project through public, serve free psychology drugs, make psycho and psychological examinations.

3.1.2. Inpatient aid service:

Inpatient hospital is designed as whole 450 beds, 11 main clinical departments, and 6 units. And it is providing 2 typical services which is an emergency service and inpatient with mental illness (pharmaceutical, psychological, psycho-social rehabilitation, and physiotherapy).

3.1.3. Administration and human resource department:

Fulfill the human resource transparency by implementing short and long term planning, cover professional skill trainings to whole physician and staffs, operating with control to implementation of internal labor regulation, implement and manage the direction of daily emergency services of general director, and provide human resource transparency.

3.1.4. Public health, research, training and foreign relation department:

It will be responsible to foreign relationship of the mental health center, improve professional skill training for physicians, after graduation trainings, research conferences, cooperation work with state and non-state organization, make training to patients and their family, implement mental health national wide programs and other projects.

3.1.5. Medical aid quality department:

it conduct with diagnostic treatments and operations in accordance with stable operation to continuously quality improving, monitoring and evaluating through standards and controlling.

3.1.6. Nursing department:

It provides the whole activities of nursery staffs and nursing and emergency aid services.

3.1.7. Financial and business administrative:

It provides to spend efficiently financial allocation by approved funding, ensure that financial discipline is up to date, provide required materials and equipments, implementing activities with no financial obligation under the law and regulation, and give regularly financial reports.

3.1.8. Strategy mission of the organization

Operational strategy mission

It is designed to operate under 6 operational strategy mission which is reported vi 340th article of ministry of health.

1. To provide professional guidance to implementation of first, second and third level aid of mental health to public and nationwide.
2. To adhere to operational standards of structure of mental health organization which working at nationwide.
3. To provide continuously training of after graduation and grant qualification of specialized mental health professional skill training.
4. To organize the activity which promote the proper usage of alcohol and psychotropic substances.
5. To improve primary medical care forms of NMHC in accordance with 10th international classification.

6. To organize formal and informal training to support the implementation of policies and programs of preventing aid care service of NMHC with government and non-government organization.

3.1.9.Environmental analysis

It is aiming to determine the evaluate the current status of the organization in accordance with estimation of internal and external features of NMHC. Besides, A SWOT analyze is revealed to determine organization's strengths, weakness, threats and opportunities under the aid of National mental health center staffs. The staffs were asked via several questions about disadvantages, advantages, opportunities and threats of the organization. And their answers were reported to the board, and the answers were classified by their direct involvement and then it is listed through the importance.

Table -3.1.2 internal structure analysis of the organization

Internal structure analysis of the organization /SWOT analysis/	
Strengths	Weaknesses
<p>It is only monopole organization which funded by 100% state budgets, and it delivers specialized professional aid of mental health.</p> <p>It is also base institute to implement research and training programs, mental health aid, service and diagnostic treatments and preventing through nationwide.</p> <p>It is centralzed organization which is operating during 85th years under desicion of state government, 1929./The organization is divided into following 6 departments- human resource administrative, united treatment unit, quality department of treatment and service, nursery unit, aid department based on social and community and 434 physician and staffs. There are 80 physicians, 33 non medical bachelor staffs, 3 laboratory workers, 3 quacks, 107</p>	<p>The construction of center is too old, less volume, non dedicated, no connection to central heating, and hot cold water system. /According to the standards of organization activity and structure of specialized profession, the inpatient must be use 7 square meter, but in real condition the inpatient use 2.2 square meter, it can be seen the hospital have less space and more loaded. /</p> <p>There is no after graduation training system to prefer specialized employees in the country. (For instance, Nationwide, there are professional doctors for chronicle pathology, children psychiatrist, pediatician, sexual pathologist, and elderly psychiatrists, is required mostly.)</p> <p>Service payment is limited to the national hospitals, so there is limited opportunities to increase self-incomes. / Patients, who have</p>

nurses, 4 pharmacists, 129 assistant nurses, 75 non hospital staffs, 15 contracted staffs. /

It control the mental health first and second level aids via professional methods. It has got professional physicians of mental and addiction over all provinces and districts.

The mental health unit of university of health science has the best cooperation with NMHC.

It's also the base hospital to provide specialized professional mental health training of all university of Mongolia.

It's operational activity of mission is clear and operation of all departments are planned.

Already introduced to customers and trusted ventures.

In accordance with 39th item of law of health, 3th item of 7 classification of Mental health law, and 331th statement, reported at 16th Oct, 2006 by Ministry of Health, The national mental health center is organized newly and subsidiary of Ministry of Health. There are 3 organizations, have got similar operations are united to implement mental health aid and service easily. /The center of mental disorder and addiction, the clinic of mental disorder, the labor and treatment center of deep mental disorder at Maanit, which all 3 centers are untied to one center, named National mental health center. /

The national mental health center has the 6 capital building covers 2284 square meters,

mental health problems have the rules which they must take no payment service of hospitals according to the 277th command of ministry of health and the law about mental health problems/

There is deficient financial ability for the organization, so insufficient costs of factory operation is increased for the operation of boilers, deep wells, reservoirs and sewages.

Last 20 years there is no updates to the equipments for kitchen, toilets so equipments and beds of hospital is getting old. Required equipment's are 42 percent's which must be located at 3rd stage of specialized profession. /A diagnostic and treatment facilities and equipment's are lack to emergency aid section. There are no such specialized diagnostic equipment's - cardio monitor, torsos, breathing apparatus, blood separating apparatuses, apparatus of Bevor, defibrillator, and transmissometer./

The aid of mental healthness is given 3 ways, but there is no more sharp development of first and second way of aid mental healthness, National Mental health center has increased workload./ There are no professional doctors of mental health to some provinces such as Umnugobi and Henie. Also there are no beds to mental health clinics of below provinces - Tub, Selenga, Henie, so the patients of second way of aid mental health could not have such aid. Therefore the patients who got 3rd way of

<p>and owned land of 84900 square meters.</p> <p>It is accredited for 2.5 years until 2015, and certified with 96% of specialized professional operating structure standards.</p> <p>The Mental Health law is the main legal document to obey, was renewed in 2013. The National Mental Health First Program is activated at 2002, the mental health second program, implement at 2010-2019 is activated at 2009 respectively. The National Mental Health Center is the only organization which implement the national program of mental health at nationwide.</p> <p>Abnormal labor additives./ 6 work hours which is reduced labor hour. It has right to assess retirement for female 50 years, mal for 55 years. They have 150000 tugrugs additive to its main salary which are food, transport, and additional payment every month/ It is a lever to work steady and stibility.</p> <p>Physician and other professional staffs have skill to work over internet area, and other computer programs.</p>	<p>mental health, is increased continuously and crowded./</p> <p>Total 54.2% of inpatients are homeless, no committee persons, and chronicle mental health problem, therefore, bed occupation cyrcle is relatively slow and there are difficulties to give an clinical aid to patients who are threatening mental problems and intermediary sharp mental problems.</p> <p>However, a working groups are appointed to work on some nationwide programs such as “Mental health -second nationwide program”, “ A National program for fighting against alcoholism”, but there is still deficient human resources for implementing these national programs.</p> <p>The organization activity is poor, because there is no incentive system to work health activity volunteer employees and there is a deficient budget to organize training and give information about education of mental health problems to public.</p> <p>Self help groups of in patients are not sufficiently formed in the first an d second stages.</p> <p>There is also no attempt to develop preventive care service for service and aid of mental healthness.</p> <p>Also there is no budget to organize a internet/cyber clinic, a supplement of required equipments and necessary application are lack.</p> <p>Lack of mental health education of</p>
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	population, there is a discrimination of mental illness, is very common in public.
Opportunities	Threats
<p>There is an opportunity to stable activity based on law of mental health, and national program of mental health. Other legal acts and rules were also adopted.</p> <p><u>Other legal documents</u></p> <ol style="list-style-type: none"> 1) Mongolian law of “Alcohol abuse law” is adopted at Jan28, 2001 2) Mongolian state Parliament resolution -181 of the guided State Policy of public health problem, Nov 8, 2001 3) Regulation of Mongolian state parliament - 148 of “national program to preventing and ruling the alcoholism (2003-2012)” Nov 20, 2003 4) The Mongolian law of special fund of Government, Jun 29, 2006 5) “Law of ruling the smoling” is newly adopted at Jul 24, 2005. 6) According to the government regulation -246 of Mongolia, national program of ruling and preventing non communicable diseases has been approved at Dec 14, 2005. 7) “law of controlling the circulation of narcotic drugs and psychotropic substances” is adopted at Nov 28, 2002 8) Regulation -196 of Government of Mongolia on “the measurements of implementing the circulation of narcotic drugs and psychotropic substances” at 2006 	<p>The mental health problems and harmful situation of mental health is increased sharply by unemployment, alcoholism, social disorderness and negative movements. /Mental health problems and harmful situation of mental health is increase continuously last years. Due to politic developments and economy covers all level of public of our country, certain part of the population loss their guarantee of livelihood and employment condition, besides the negative social phenomena is increased constantly as a poverty, unemployment, criminals, alcoholism, violence, and bribery, which creates the mental problems and increasing anxiety, depression and nervousness among the public. As the result of last decade, internal causes of mental disease which caused via mental deficiency and shizoalrics, is increased continuously. Specially, among women and young ages who have psycho social disorder is also increased constantly among the public. In recent years, youngsters have got drunken problem and drug addiction, it is named by behavior disorder. At present, A person of the 5 people in the world population, who have faced mentally disorder once in their life. Besides, One in every two cases of lost working ability, who have got mental disordered. From this condition, beds of National mental health center were total 360</p>

<p>9) Government regulation of 303 approved the second national program as Mental health at Sep 30, 2009.</p> <p>The source of budget is guaranteed because vulnerable people of public have provided aid and service.</p> <p>It has an opportunity to having support and implement programs jointly, because there is a cooperation between international and non-governmental organizations.</p> <p>Before, 2percents of total health budgets are spend to the mental health, but from the 2012, 2.5 percent would spent to mental health, and since 2016, 3% is spent to the mental healthiness, accordance with the second national program of mental health.</p> <p>The government and state parliaments focused on problem of mental health, a new clinical complex is newly built with 450beds at 2013. And the construction is given to the public.</p> <p>2 percents of excise duty of smoking is spent to the propaganda about harm influence of using alcohol and smoking and training to increase the public health education. Further the financial source of implementing the programs against the smoking and drinking is formed.</p>	<p>pieces will be increased to 450 pieces at 2003.</p> <p>Due to no budget and far from the city center, there is no opportunity to connecting cyber clinic and internal connection of the hospital.</p> <p>From the decision makers, the issues of the mental health problem is limited to them, the receiving support is likely less than other health branches.</p> <p>According to the law about Mental Health, patients who have chronicle mental problem which harm to himself and public, must be take in patient treatment directly, so usage of bed source is crowded. /at the 2009, National mental health center's bed source usage is 107.3 percentages because constantly excess 30-40 people have in patient treatments daily. /</p>
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Source: Dorj.D:2006 human resource management framework.

3.2. The survey of human resource and staff stabilization of NMHCcenter

The human resource development department of the National mental health center is tending to develop employees professional skill and knowledge through implementing training programs as

a "training for state administrative employees" and "training regulation" for managing its plan of human resource. From the current situation of activity which stating to improve professional skill and give knowledge to the doctors and health workers, the complex policy will be needed to this center for improving knowledge and skills for health workers, short term internship of special direction for young employees and nurses. Therefore it is required to discover the current situation and future demands for the activity which stating to give specialized training and knowledge to whole doctors and health workers. Besides strategy of implementing plan of the center is able to organized under the results of the after training condition of workers who should be supply the demand of the organization and daily activity.

«The main mission of the program is aiming to implement the center's further mission and vision, and to provide and serve 3rd stage health aid which have good activity ability of professional, to the public. Under these mission, below intentions would be implementing now.

1. Total doctors and nurses had the specialized training about mental health problem on their exact job position.
2. Newly entered employees had the training to give direction.
3. To establish non stoppable learning organization and improve center's activity under the control of implementing annual training programs properly, that needs demands of training and define to direct requirements for such year. Managers of the organization have an responsibility to supply above three mission and to establish required sources for achieving its high level of involvement and its leadership of managements.

Activity direction of the organization for implementing the intention of the program should be organized through the whole organization. Activity direction must be cover the annual training requirements and demands which express the good circumstance and optimal form of the training for employees, overseas relationship for the trainings and training budgets and defined term of the trainings. If this program is able to implemented, below result should be achieved: The human resource ability of the organization is tending to fulfill the activity direction of the center successfully through monitoring and evaluatin the strategy planning of developments and implementing policy for the mental health center, to forming state administrative leadership and providing all way of help and advices. The opportunity which supply the training to develop whole doctors and health workers of the center, would be developed. The complex system would be developed which give the opportunity to their health workers who is able to express its professional ability and knowledge and is able to implement their whole professional mission and vision. Also

the system covers the employment training and preferring specialized employments and non-stoppable activity of the organization. The regulation of the training would be achieved through the organization's mission but the organization mission and intention should be implemented through highly skilled professional doctors and qualified health workers of the center to meet the required standards. Therefore, the annual Training plan is needed to the organization to improve employee's knowledge and professional skills, preferring new high skilled employees by organization costs, and performing an order of the organizations. The training plan should be approved by the general manager of the center, if it is needed, management board and secretariat meeting should be discuss.

Training would be organized below scheme.

1. Intern on job post
2. Training to specialize (1.4-2 year)
3. Medium term training (1-2 months)
4. Training to preferring new occupation
5. After graduation non stoppable training
6. Complex term training
7. Training to give direction for new employees

From the current survey for total employees who is now working at this organization, there are fluently of new young employees who work well and if specialized training is given to them, professional ability employees are continuously increased and formed sustainably.

Table -3.2.1 Survey of human resource of NMHCenter

Items		Numbers	Percentage
Total employments		434	100
Gender	Male	71	16
	female	363	84
Ages	21-30	82	19
	30-39	161	37
	40-49	89	20
	50-54	63	15
	55-59	39	9
Education	Secondary education	72	30
	High education Bachelor	143	60

		Master	21	9
		Ph., D	1	0.2
Training	Ph., D		3	
	Master		19	
	Bachelor		123	
	Second level training		33	
	Total	International and foreign country		3
Domestic		33		
Occupation	Physician		80	
	Nurse		107	
	Qualified training		10	
	Other high education		33	
	Other		201	
Total working time	Total	Under 10 years	164	
		11-25 years	134	
		Up to 25years	136	
	Work for NM Center	Under 10 years	158	
		11 -25 years	98	
		Up to 25 years	100	

Source: N.Narantuya:2019 *administration of human resource*.

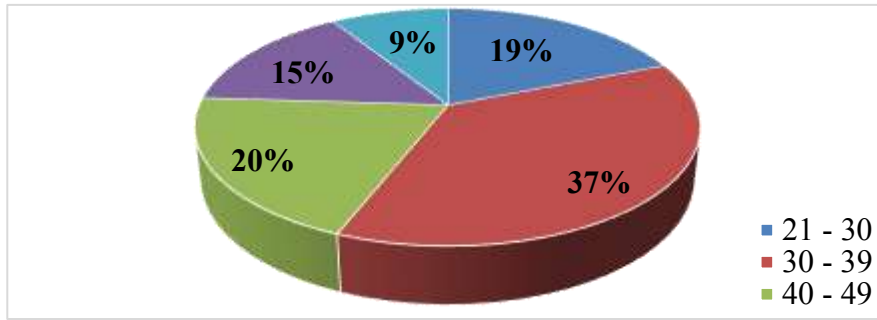


Chart -3.2.1 Ages of the participants

Source: N.Narantuya:2019 administration of human resource.

21 – 30 ages	82
40 – 49 ages	89
55 – 59 ages	9

30 – 39 ages	161
50 – 54 ages	63

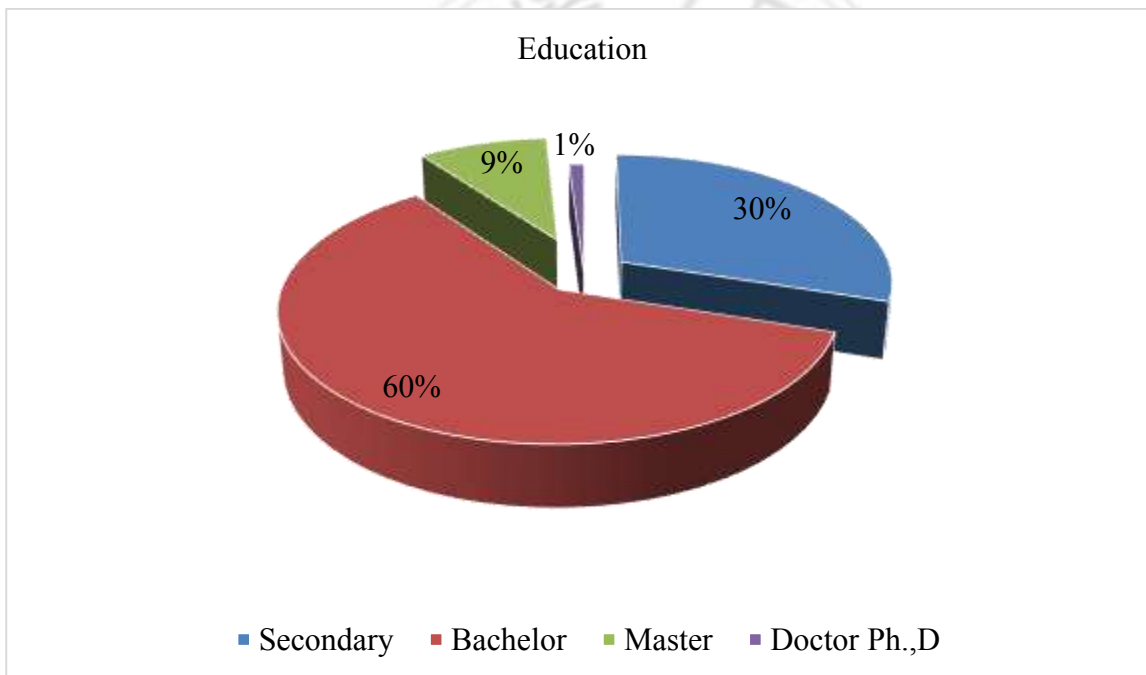


Chart -3.2.2 Education degree

Source: N.Narantuya:2019 administration of human resource.

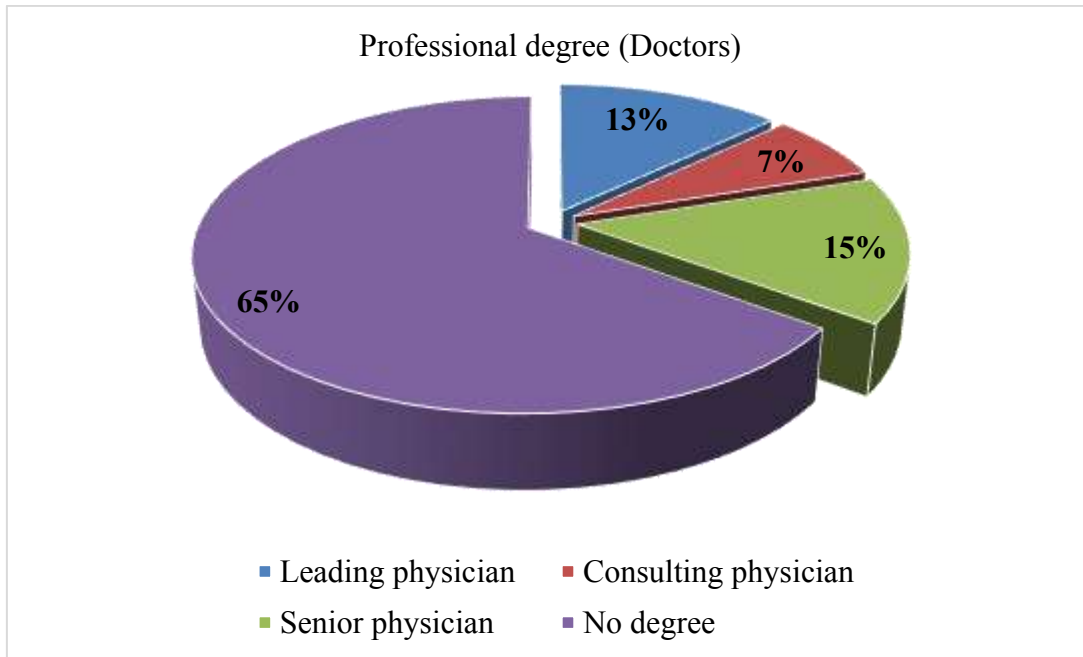


Chart -3.2.3 Professional degree (Doctors)

Source: N.Narantuya:2019 administration of human resource.

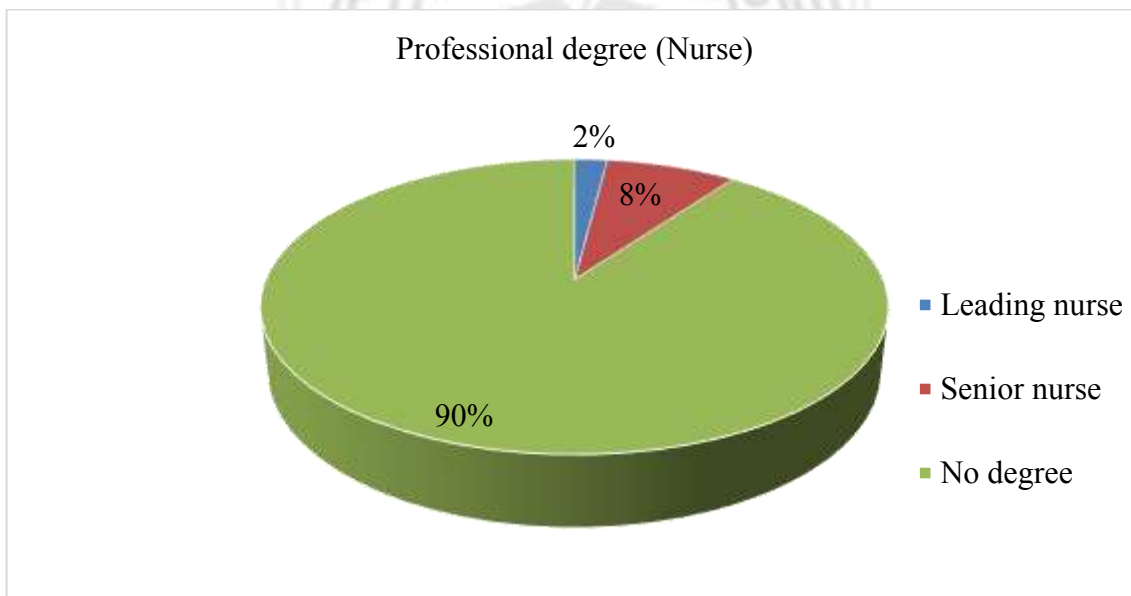


Chart -3.2.4 Professional degree (Nurse)

Source: N.Narantuya:2019 administration of human resource.

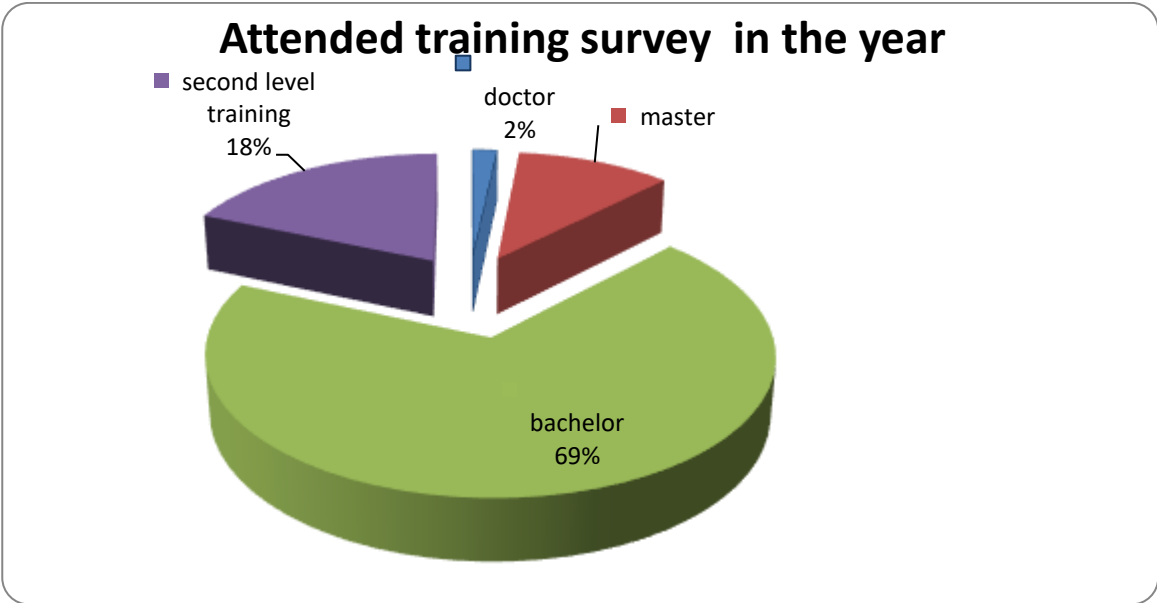


Chart -3.2.5 Attended training survey in the year
 Source: N.Narantuya:2019 administration of human resource.



Chart -3.2.6 Specialized training
 Source: N.Narantuya:2019 administration of human resource.

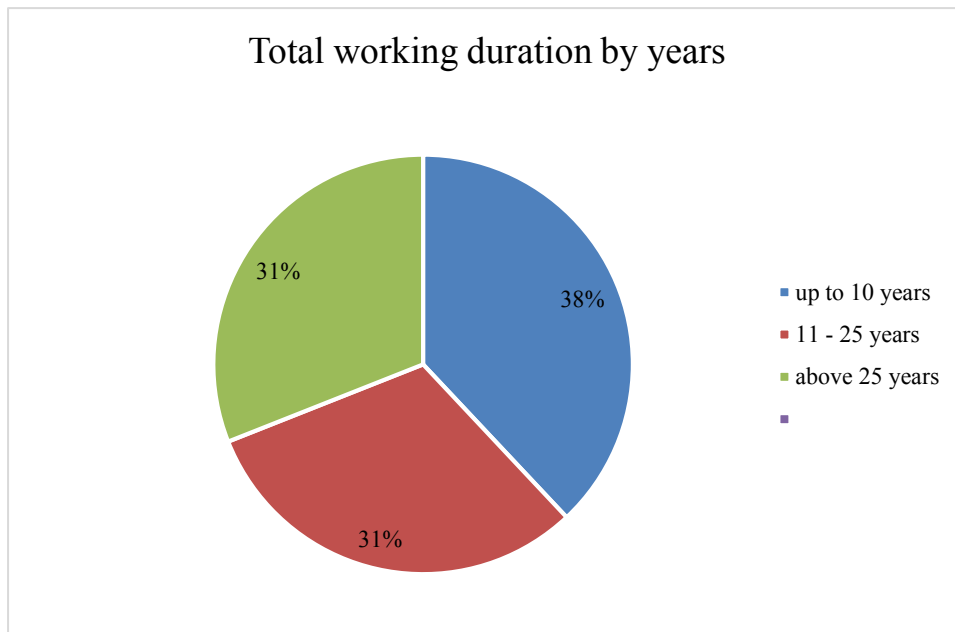


Chart -3.2.7 Total working duration by years

Source: N.Narantuya:2019 administration of human resource.

Total working duration by year Working duration at national mental health center

From the total working years, 44 percentages of the workers who works until 10 years. Young employees who have supplied very well, from the survey, most of them are employed directly after graduation, further it is required to them after graduation training of profession. From this result, the problem is formed which the after graduation training is required or already specialized employees had to employed. The planning of human resource is covered the decision to decide these problems successfully.)

Table -3.2.2 The reason of firing

№	The reason of firing	Years			
		2010	2011	2012	2013
1.	Retirement	5	5	7	8
2.	Violation of labor dicipline	1	3	1	2
3.	Leave the post by own request	5	4	12	13
4.	Others /desease, lost working ability/	1	-	2	1
Total		12	12	22	24

(Source: N.Narantuya:2019 administration of human resource.)

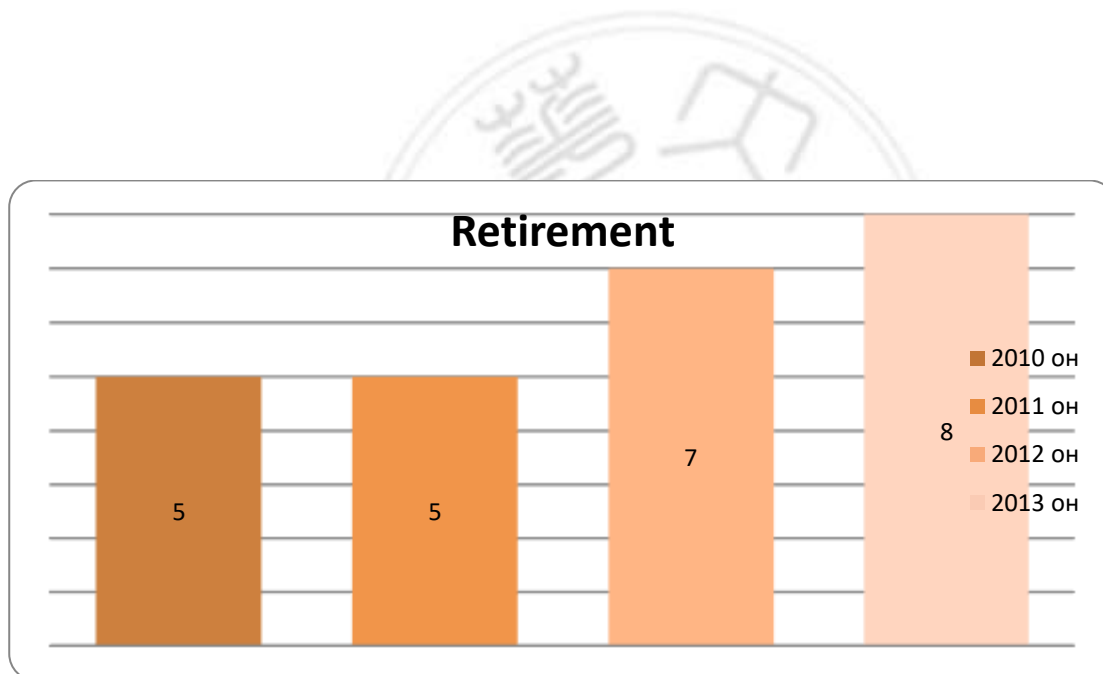


Chart -3.2.8 Retirement

Source: N.Narantuya:2019 administration of human resource.

As a result of above graph, since the old socity, workers were working stable, so at the present they are starting to have their retirements, besides new employees and youngsters are needed to employee.

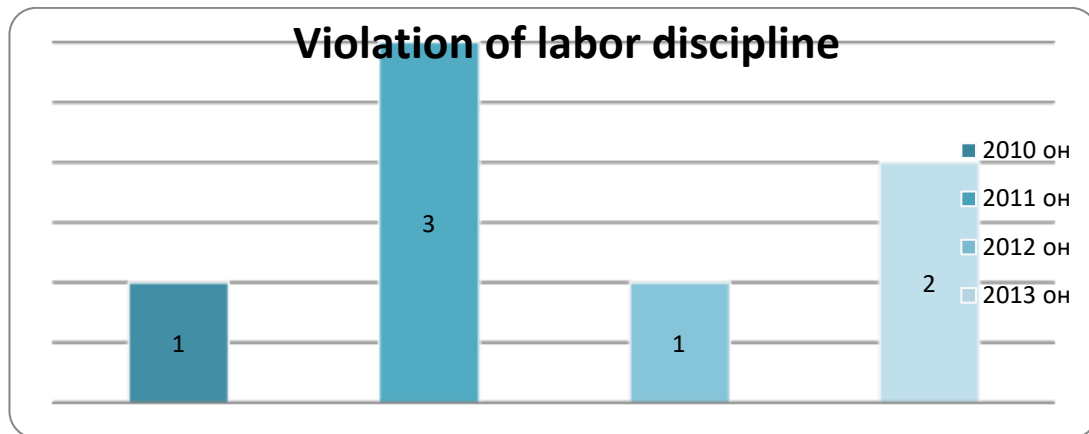


Chart -3.2.9 Violation of labor discipline

Source: N.Narantuya:2019 administration of human resource.

Violation of labor discipline:As this chart, workers who violate labor discipline is increased at some years, it is required to the implementing some activities to the policy of the human resources which improve workers responsibility systems and preventing violate labor disiplines

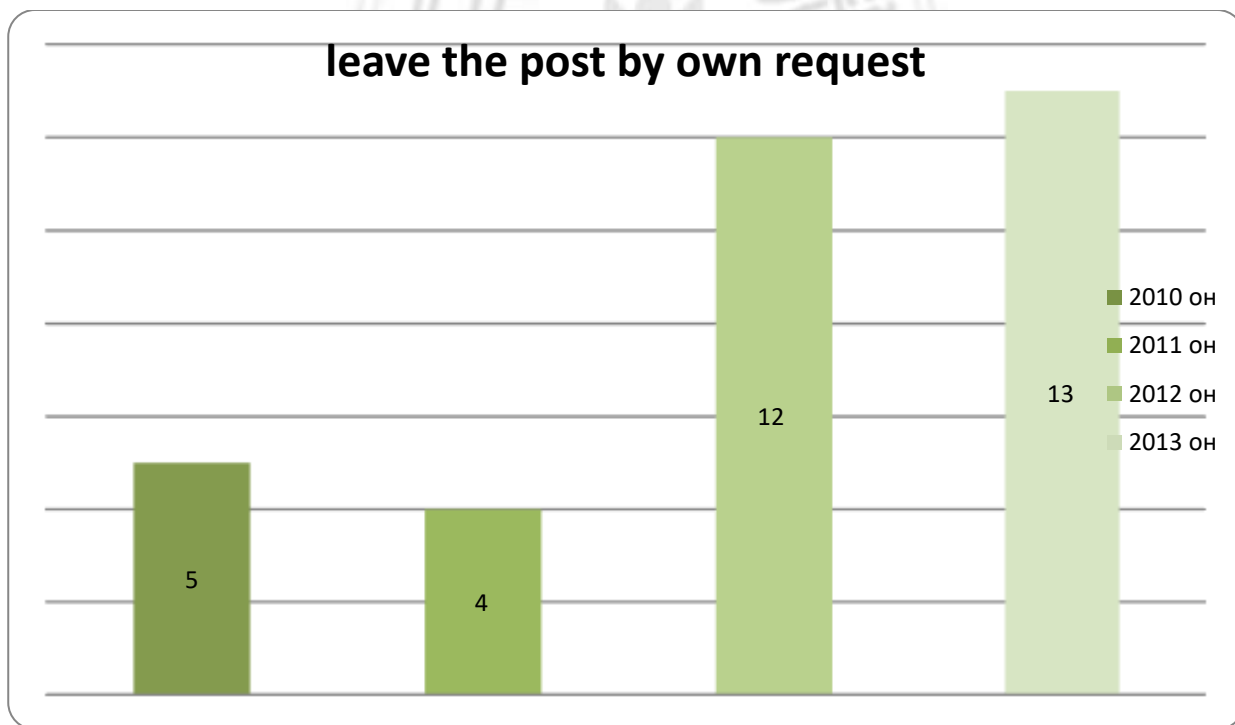


Chart -3.2.10 leave the post by own request

Source: N.Narantuya:2019 administration of human resource.

leave the post by own request: Last years, workers who fired own will and go to private hospitals, are increased, it is given negative condition to human resource stability.



Chart -3.2.11 Others disease lost working ability

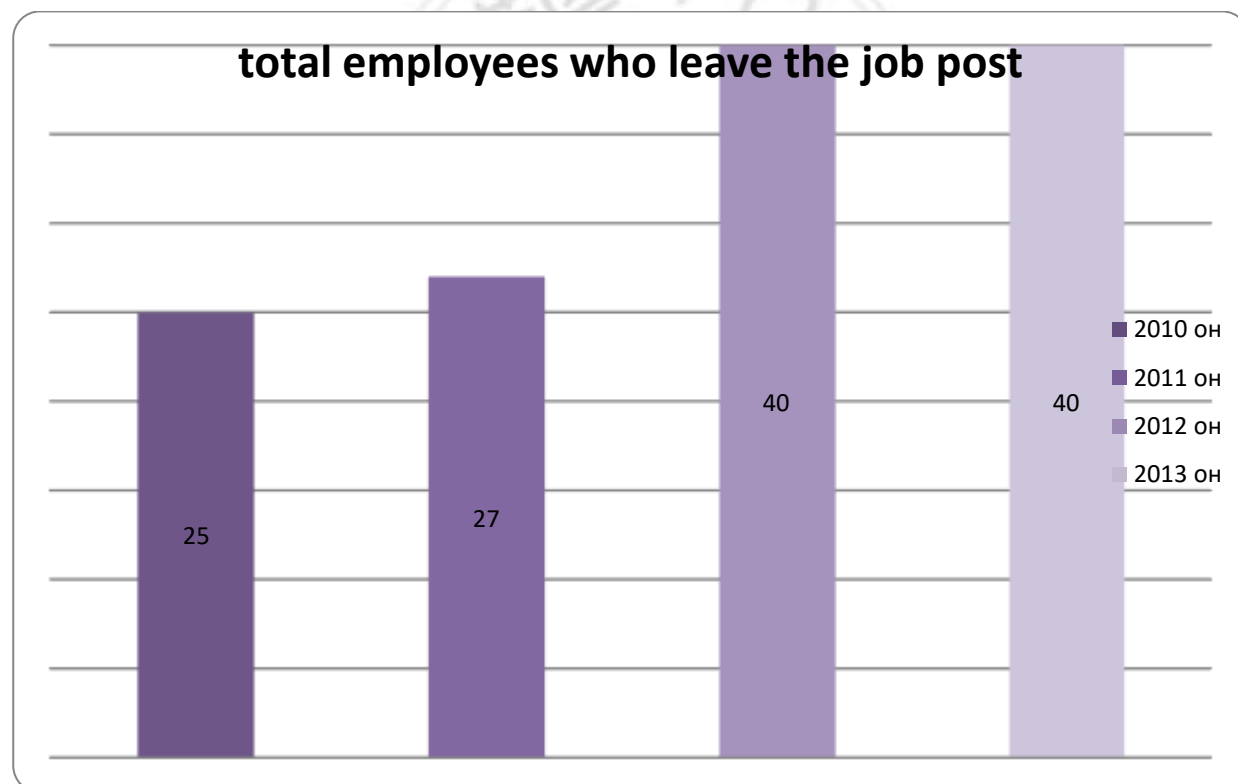


Chart -3.2.12 Total employees who leavel the job post .

Source: N.Narantuya:2019 administration of human resource

Workers who fired from the center is increased sharply at 2012 and 2013 years. From this result, the issue of employment stability of the human resource policy must be improve and change more effectively and able to choose more resultable policies.)

CHAPTER IV: THE METHOD WHICH HELP TO EMPLOYMENTS AND HUMAN RESOURCES MORE STABLE OF NATIONAL MENTAL HEALTH CENTER

4.1. The Method Which Improve Stability of Human Resource and Employments.

The second main question is - how does the managers of the organization supply the mission and further vision successfully via their managing method? The reflection of the human resource is culture and climate of the organization. If the organization have good human resource management, work performance is also tending to be good. There are 5 main questions in it. Does the workers could be managed properly? Does the workload is high? Does the work condition influence the proper side of the workers? How does the results of the training which the organized by the organization?

Below list gives the backgrounds of above directions and subdirection. (TSetsegmaa.TS, 2011, pp. 40-43).

4.2. Background of human resource managements

Leadership

- Main mission and further vision
- Managements, which tending to obtain results
- Values and ethnics
- Result able relation

Working enviroment

- Culture of giving support
- Respect individuals
- Relationship
- Stay safety and healthy

Powerful workforce

- Give service
- Special responsibility and roles
- Work organization

- Strategy of employment

Stable workforce

- Analysis and planning of human resource
- Learn and develop
- Management of workload
- Compensation

4.3.To define the possible source value of the assets.

While finish the plan of human resource, it is clear to issue of available resource of the organization should be most efficient. When organize the strategy of the planning, it should be monitored high level of management, and to determine the main mission/goals and further vision of the organization, and also determine the policy which could stop and destroy the missions. The mission/goal of the organization is supplied the available resource of budgets to implement its current and further mission/goals.

However, the problem still available to allocation of budgets properly at the sections of the organization. In fact, this budget problem is not human resource problem, while the processing of human resource planning, the allocation budget problem is revealed, the senior manager should be known and re decide this problem.

4.4.Predict and plan any possible changes while working.

To determine any possible changes of the organization activity. It is necessary section while planning the human resource.

For instance, if extra roles and responsibility or another kind of work is probably raised on strategy planning, it is results must be monitored to the human resource. How does it influence the employers of the organization? How will the change of the imagination before influence the previously identified gaps and excess budget problems? What kind of strategy and methods will be needed to improve and develop employers when new direction of job would introduced?

4.5.To develop comprehensive plan of investment to the human resource, while answering problems.

The main problems will be clear and highlighted when understanding the organization's structure, culture, climate and changes which is expected soon. For instance, need the employees who have special professional skills, older employers have their retirement same time, the firing workers number would be high in some section of the organization, work performance is low, and male and female employers number is not equal.

These problems should be decided via the human resource planning and required complex decision must achieved through the experiences. However, in time, the organization and the workers are able to decide less prior intentions or goals and possible to absorb to changes of proper level. Therefore it must be decide the special and prior problems firstly and the decision makers have support from the organized planning which covers and gives the opportunity to decide other and second problems.

Following problems would be decided via the planning of human resource investment.

4.6.Re-training/Second level training

Re training is covered to learning and process of training. From this document, learning is the informal process of learning that enhance its ability, experience and knowledge on workplace. Above situation should be decided when proper condition of learning and self-education, would be formed while employers are performing their job tasks. This includes following issues - workers would receive to their working condition, in participant the process of decision making of the working section, make decision under their professional skill and knowledge and to understand the condition which controlling of managers.

Human resource planning should be designed any kind of models and versions. The issues and items of human resource planning would be written differently through the organization's current condition, goals and volume of organization. Although, the main base of planning should not be changed.

It is required to consider each items and issues which covered at planning and proposals. Whether, the answer is immediate, it's challenged, or brief and it is needed detailed analysis, they are depended on special condition and situation of the organization.

Whether the organization have resource of authority to supply the demands and requirements of the organization, or whether the organization follow the restriction of the investment and other restriction which is formed by the governments. All these situations are depending on such organization current situation. Making this research survey and study to choose this topic, it is helpful to managers and human resource managers of the organization. And the suggestion and recommendation is developed to coordinate the human resource stability with activity strategy of organization.

4.7. Proposed requests:

1. The organization should be implement proper human resource planning in line with its goals and mission of the organization strategy. Also the organization is required to introduce and develop new method of management to its activity processing of the organization.

3. It is required which workers must be known the goals and nearly missions of the organization which would be implemented coming years, therefore, workers would be realized their tasks to achieving the organization goals and mission;

4. To activate internal information exchanging among the workers and make team to cooperation

5. To improve the incentive systems to motivate the worker's encoenragements

6. To focus the social problems of the workers and organize planned activity to them

7. To increase the number of physician and nurses, so the number of patients to per of physicians and healthworkers, would be decreased and work load would be also decreased and quality of service should be increased.

4.8. Working stability condition

The work stability of the employments is related directly to the working condition of the organization. What activity needs to implements in this section depending on the answers of the stage 3 questions is there any needs to change the methods and policy of the human resource management to build the highly qualified and healthy condition?

Is there any problem which would be decided to changes of management.

After answering these questions, the organizational activity will be developed properly. And after determination of prior intention, the decision should be made to direct the internal power of

the organization. It is easy to start the changes more easy conditions. In other hands, if the external policy that forming out coming condition is making challenges to the work condition, related workers should be connected to change such policy.

4.9. Take steps to measure value of planning human resources

When organizing the human resource planning, it is helpful to note the measurement application for the human resource improvement. Following results must be given or it covers below results. Includes:

- Organized the training according to the plan,
- Employed more skilled and more professional employees,
- The problem that employment stability is decided more efficiently,
- Satisfaction of employees is increased,
- Save the time and budgets,
- The quality of service is increased and satisfaction of customers are also increased
- Reducing the accidents of work place, a positive indicators are increased.

CHAPTER FIVE: CONCLUSION

The goal of human resource is tending to the purpose of human resource policy is to preserve the legal requirements of the organization and to maintain the quality and quantity of human resources, situated. The human resource stability is related to its strategy planning of the organization. Therefore, the research survey is made on National mental health center. When the survey is studied, national mental health center is performing its organizational activity accordance with law of health, At 2005, it has got total 250 number of employments, and now it increased to 434 employments. It could not be improve its human resource planning, the specialized and skilled physicians and health workers, fired by own will, is increased gradually last years, which social issues, workers encouragements, and work conditions are not decided through the organization's human resource managements. These problems must be previewed to planning and included in the planning via the managements of the human resource. Nowadays, the organization is focusing and concerning the training to improving skill and knowledge of its workers, and the some programs which training on workplace, are implemented and the regulation of the training is also developed to improving their professional skills. It is good to the organization, but its strategy planning of human resource policy would be not covered the items of human resource stability.

- 1..Re-organize the human resource policy of the organization and to relate it with strategy planning.
- 2.Strengthen the training policy which would be related to the human resource, and take steps gradually to upgrade the professional skills and ability of the employers.
- 3.The most important solution and method to human resource stability is the state support to improve workers social issues immediately. The salaries of the physicians and health workers should be increased firstly and supply the lower interests of loan to accommodating and housing to them.

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APPENDIX: Questionnaire

1. Personal information: This section aims to identify the age, gender, occupation, education, and work experience of the survey participants, and this is intended to encourage the extent to which all potential beneficiaries are involved.

- | | | |
|----------|-------------|-------------------------|
| 1.1.Age: | 1.2.Gender: | 1.3.Educational status: |
| a) 21-30 | a. Male | a) Doctor Ph(D) |
| b) 30-39 | b. Female | b) Master |
| c) 40-49 | | c) Bachelor |
| d) 50-54 | | |
| e) 55-59 | | |

2. Your profession.....

3. How many years have you been working in the health sector, including the years you have been working in the organization

- a) Up to 10years/ _____ years
- b) 11-25 years/ _____ years
- c) More than 25 years/ _____ years

4. Is there any external factors that will influence to your duty in your job?

- a) Yes
- b) No

4. Do you prioritize the factors that can lead to ethical violations when you are in charge of your thinking?

- a) Financial and economic situation _____
- b) Employee request and begs _____
- c) The instability of the legal environment _____
- d) Classmates and acquaintances request and begs _____
- e) Political and social situation _____
- f) Pressure of senior officials _____
- g) Begs and compressions from family and relatives _____
- h) Public provocation and incision _____
- i) Other border inspection staffs request and begs _____

6. Please select the appropriate number in the answer field.

1- Fully agree

2- Agree

3- Do not know well

4- Disagree

Issues	1	2	3	4	Comment
Individual behavior is directly related to the person's ethics.					
Individual ethics influence the personal role of their duty.					
The Written Code of Ethics is essential for civil service.					
The situation of the family influence to the role of the office.					
The political and economic situation is directly related to the ethics of civil servants.					
Other people's relationships can influence in civil servants ethics and their duty.					
Education has an important role in personal morality.					
The current situation, psychological instability, and stress affect the individual's conduct of ethical misconduct					

7. Have you ever had any suspicions or criticisms related to your job performance?

a) Yes

b) No

8. When you work, were there any external ethical factors?

a) Yes

b) No

If so, tell us what happened

9. What course did you take?

a) Doctor

b) Master

c) Bachelor

d) specialization training

10. Select the components you belongs to.

- a) Officers
- b) Doctor
- c) Nurse

11. Which of the following is important for a physician's medical staff? (several answers can be selected)

- a) Be honest and faithful
- b) Be independent and independent of others
- c) Confidentiality of state and personal information
- d) Ability to take responsibility
- e) Ability to organize
- f) Hard-working
- g) Humanity and kindness
- h) Integrity
- i) Be innovative
- j) Be able to attract people
- k) Others

