

# ALLOCATION OF HUMAN RESOURCES IN A HEALTH CARE ORGANIZATION WITH USING THE GOAL PROGRAMMING

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## ABSTRACT

The application of target programming to medical care planning is the subject. The paper, in particular, introduces a resource allocation model for hospital management based on goal programming. It is possible to create a dynamic multi-year resource allocation model that can be used for hospital long-term planning. However, the scope of this research is limited to a one-year planning horizon. This limited reach is thought to allow for a better representation of model growth. The basic model can be extended for a longer planning horizon by predicting parameter adjustments after it has been completed for a year. Goal Programming (GP) model as an aid to strategic planning and distribution for limited human capital in a health-care organization. The aim of this study is to delegate staff to the correct shift hours so that management can achieve the goal of lowering overall payroll costs while keeping patients happy. The data generated by a health-care organization in the Midwest is used to demonstrate a Goal Programming model. The objectives have been established and prioritized. In health-care organizations, the Goal Programming model implementation provides insight to the planning functions of resource allocation. The proposed model can be easily applied to other HR planning processes.

**KEY WORDS:** Goal Programming Model, Distribution, Health-Care Organization, Formulation, additional variables, significance, correlation.

## INTRODUCTION

Following World War II, the developed world was faced with a depression and the need to address numerous industrial issues. Industrialists put the models to the test and found that they were effective in solving their problems. Industrialists discovered that OR methods can be easily applied to solve industrial problems. Following that, various OR/GP models were created to solve industrial problems. In reality, GP templates assist managers in resolving a variety of issues that they face on a daily basis. These models are used to reduce

production costs, increase efficiency, and make careful use of available resources in order to promote healthy industrial development.

The purpose of GP is to achieve a collection of encounter goals by reducing nonconformities between aimed concepts and understood consequences. The groundbreaking goals are re-formulated as a mixture of aim theory constraints and two additional variables. Positive deviation  $d^+$  and negative deviation  $d^-$  are two supplementary variables that reflect the distance from the target value. The aim of GP is to eliminate nonconformities in a hierarchical manner, such that initial significance goals are achieved through primary significance consideration, second significance goals are achieved through secondary -priority consideration, and so on. The first importance targets are then maximized in the primary level. The secondary significance goals are reduced using the achieved possible solution resulting in the expression, and Charnes and Cooper's definition of GP is given.

GP is one of the oldest MCDM approaches, aiming to improve multiple targets while reducing nonconformity between individual goals and their desired target. The GP model was created to solve unsolvable linear programming (LP) problems and to assist with the inconsistency of many goals. Multiple targets emerge in development firms as a result of multiple separations as well as different purposes. The basic principle behind GP is that whether a goal is attainable or not, the unbiased can be achieved by optimization, which produces a result that is as similar to the goal as possible. The aim of GP is to reduce the time it takes to complete each goal stage. When a non-attainment is reduced to zero, the target has been correctly accomplished. With one exception, the formulation and resolution of a single target issue are close to that of LP. The exception is if the achievement of all targets is unlikely, in which case GP will be provided as a resolution and information to decision-makers. If the administrator is in charge of more than one goal, the goals should be prioritized by importance. The strategy for reducing deviational variables in the main significance objective and moving on to the next minor goal Nonconformity with the target is then reduced, and other goals are reflected with demand of significance, but minor demand goals are only achieved to the extent that they do not detract from the achievement of the higher significance. A variable called deviational variable is assigned target in order to reduce under-achievement or over-achievement of a particular goal. This variable represents the degree to which target amounts are not met. If the deviational variable's significance is small, the target is more easily achieved than if the significance is high, i.e. optimality occurs when the deviational variables of various goals have minimized the least promising values in command to significance.

The standard GP concept is to reduce a large number of goals into a single target. Since it may not be ideal with regard to all of the conflicting goals issue, the resultant model is commonly referred to as a competent solution. There are two methods for resolving GP issues. Both methods reduce multiple-goal conflict to a single-goal conflict. The single-objective feature in weights procedures is the weighted total of the conflicts on behalf of goal difficulties, which considers all goals sequentially within a dynamic goal confliction, including the sum of all related individualities of goals from its target levels. The nonconformities are therefore subjective, allowing

the importance of each objective to be determined. Regularization is carried out to avoid the possibility of bias as a result of the response to the modified measurement unit target (i.e. the model reduces the sum of the nonconformities from the aim). The pre-emptive strategy begins by prioritizing the targets based on their value. i.e. it is based on the rationality of some decision-making sperms, and some objectives tend to be met. The procedures hire with a common approach to all options, with a focus on higher-value targets, and continue with the next priorities until only one alternate is left. One target is then used to improve the model. A lower-priority target would never consider such an optimal value of a higher-priority goal. The two methods do not always yield the same resolution, and neither is superior to the other since each strategy is unique.

## GENERAL GOAL PROGRAMMING MODEL

A general format for a GP model is

Minimize

$$k \sum_{i=1}^k P_i (w_i^- d_i^- + w_i^+ d_i^+)$$

Where S denotes the feasible area,  $P_i$  denotes the importance of the  $i$ th target,  $c_i$  denotes the  $i$ th goal principle meaning, and  $i$ th denotes the  $k$  goal criteria goal principles. The deviational variables  $d_i^-$  and  $d_i^+$  reflect quantity achievements below and above target. The under-achievement and over-achievement deviational variables are weighted with  $w_i^-$  and  $w_i^+$ , which are comparative prominence weights.

## STEP-BY-STEP GUIDE TO FORMULATING A GOAL PROGRAMMING MODEL

A Goal Programming model can be communicated in a variety of ways, like...

- Identifying objectives and constraints based on the availability of resources (or constraints) that restrict goal attainment.
- Determine the importance of each target in such a way that those with priority level P1 are the most important, those with priority level P2 are the next most important, and so on.
- Identifying and defining decision variables.
- Formulating the constraints in the same way as LPM.
- Create a contrast for each constraint by using deviational variables  $d_i^-$  and  $d_i^+$ . These variables indicate whether the likely compliance is below or above the target significance.
- Express the target intent in terms of reducing a set of deviational variables' usefulness.

## PROBLEMS IN GOAL PROGRAMMING FORMULATION

Rosenthal divided the causes of GP issues into three groups. The first is known as weighted goal programming (WGP), in which weights are assigned to goals to measure their relative value, and then a response is generated that minimizes the skewed sum of nonconformities from the goals. The second method is known as pre-emptive target programming (PGM), which is based on rating goals according to their significance. Prior to the linked

situated target, the higher arranged out goal is seen as first. The third form of goal programming is prioritized goal programming, which combines weighted and pre-emptive goal programming.

**GOAL PROGRAMMING WITH WEIGHTS (WGP)**

Weights are correlated with each meaning in weighted target programming (WGP) to meter the overall value of nonconformities from their goal. Weighted GP manages several goals at once by creating a unique numeric objective for each of them and then come up with a solution that addresses each of these objectives. The goal aim determination of the linking targets or the probability of the associating goals is well-known choices of normalization constants.

The following is the formula for a WGP:

$$\text{Optimize } Z = \sum_i (w_i^- d_i^- + w_i^+ d_i^+)$$

**PROGRAMMING OF PRE-EMPTIVE GOALS (LEXICOGRAPHIC GOAL PROGRAMMING)**

A decision maker would be unable to determine the overall value of the targets with certainty. When using pre-emptive target programming, for example, the decision maker must order his or her goals from most important (goal-1) to least important (goal-2) (goal- m). Before moving on to the next higher goal, and so on, the pre-emptive goal programming technique begins by focusing as intently as possible on the gathering of the most important goal, before moving on to the next higher goal, and so on. The goal purposes are planned with the end goal that implementation of the first goal is unquestionably more serious than achievement of the second goal, which is unquestionably more important than the first. When this is the case, pre-emptive target programming, as proposed by Ijiri (61) and developed by many others, will become a cooperative system

The general pre-emptive GP model's target feature is as follows:

$$\text{Optimize } Z = \sum_{j=1}^m p_k (d^- + d^+);$$

k=1,2, ..... ,K

**GOAL PROGRAMMING WITH A PRIORITY**

Both weighted and pre-emptive methodologies were related to the shape of the model and the problem in this case. This occurs when goals can be organized into groups, with goals within each group corresponding to significance, despite minor differences in dimension and importance among the groups. In this case, WGP may be used within each group, while pre-emptive GP is connected to control each group according to its importance

level. There are numerous unneeded nonconformities that are incomplete at any need level (group). This implies that minimizing deviational aspects with a higher need level is thought to be much more important than minimizing deviational aspects with a lower need level (group).

### FORMULA FOR A GOAL PROGRAMMING MODEL Many SUB GOALS FOR A SINGLE GOAL

The decision maker defines a goal as an outcome. Within a given decision setting, the target can be underperformed, completely accomplished, or over accomplished. The effectiveness of forecasting with regard to success of any task determines the degree of target achievement. According to statistics, one unit of effort useful to operation  $x_j$  could contribute a sum  $a_{ij}$  to the  $i$ th target.

If the  $i$ th target's goal level is totally achieved, the  $i$ th goal is written as

$$\sum_{j=1}^n a_{ij}x_j = b_i$$

Allowing for under- or over-achievement in the target goal

Since neither the under-achievement nor the over-achievement goals can be met at the same time, one or both of these deviational variables ( $d^-$  or  $d^+$ ) can be zero in the solution, i.e.  $d^- d^+ = 0$ . In other words, if one variable in the solution has a positive value, the other must be zero, and vice versa. The deviational variables for the target must not be negative.

$$\sum_{j=1}^n a_{ij}x_j + d^- - d^+ = b_i ; \quad i = 1, 2, 3, 4, \dots, m$$

### MULTIPLE GOAL RANKING AND WEIGHTING

Nonconformities (negative and positive) from these goals are not colorant because multiple and conflicting goals are often not for equal rank (importance). As a result, a pre-emptive significance factor  $P_1, P_2, \dots$ , and so on is assigned to deviational variables in the construction of the target function to be minimized in order to achieve these goals. The  $P$ s don't have a numerical value; they're just a convenient way of indicating that one target is more important than another. Since import ranking is absolute, these significance factors are associated with the letters  $P_1, P_2$ , and  $P_3$ .  $P_k \gg P_{k+1}, \dots$ , where  $\gg$  denotes "more essential than." This means that multiplication by  $n$  cannot make a lower order goal as important as a higher order goal ( $j = 1, 2, 3, 4, \dots, k$ ), where  $n$  is a very large amount. As a result, achieving a lower priority target would never come at the cost of achieving a higher priority goal.

It's likely that an equal priority factor would be assigned to two or more targets (i.e. they are equal in importance). Furthermore, within a given priority, there can be sub-goals of insufficient value that must be prioritized (weightage). Different weights are allocated to particular deviational variables with the same priority factor in GP target determination, on the other hand. It's important to remember that deviational variables of the same importance level must have the same measurement unit (commensurable), while nonconformities of different importance levels don't have to be.

## **METHODOLOGY FOR GOAL PROGRAMMING**

The concept of goal programming was first introduced. There was computer software (or computers) available to aid in the creation of this computationally based approach. The availability of GP algorithms used to produce the primary GP problem solutions was required by the GP program. A set of supporting algorithms is also required to allow for a post-solution analysis or secondary consideration of the solutions found in the primary solution. These primary and secondary algorithms are collectively referred to as GP solution methodologies.

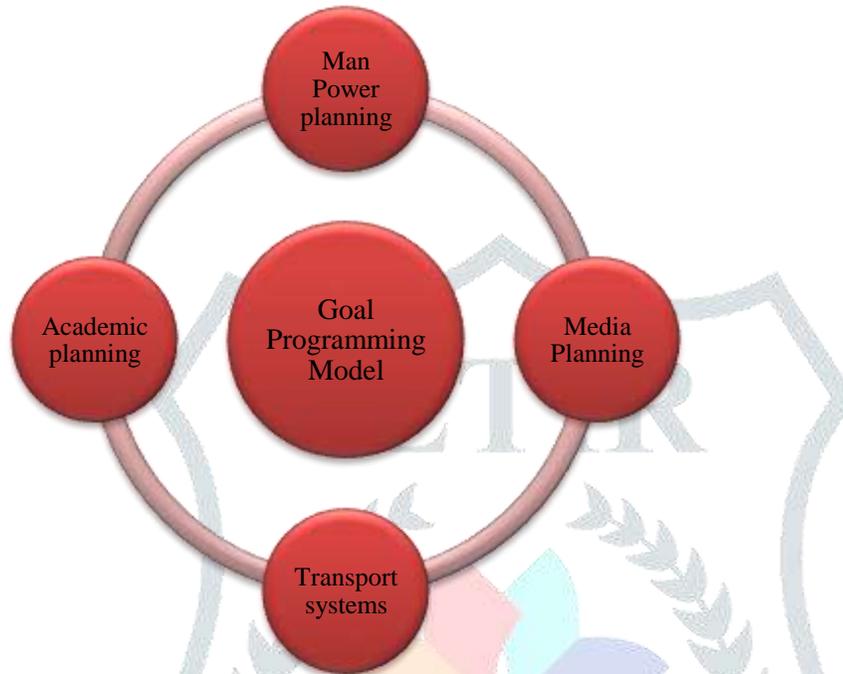
This chapter's goal is to go through all of the different types of GP solution methodologies that have been mentioned in this thesis. The primary GP algorithms and methodology used to produce linear GP, integer GP, and nonlinear GP solutions are covered in this analysis. Secondary GP methodologies for obtaining post-solution knowledge, such as duality and sensitivity analysis, will also be addressed. Methodology for Primary GP Solutions to generate solutions for GP models, a variety of methodologies and algorithms are used. We'll start by classifying them into four categories: Linear GP (which includes all linear based GP solution methods), Integer GP (which includes methodology used to produce all integer, mixed integer, and zero-one integer solutions), Nonlinear GP (which includes all nonlinear based GP solution methods), and a fourth category for all methodology that doesn't fit into the other three. Algorithms and Methodology for Linear Goal Programming

In fact, the first linear GP algorithm is an LP algorithm. Charnes and Cooper [1961, pp. 210-215] include the methodological proof for solving LP models organized as GP problems. Iziri [1965] improved preemption, the generalized inverse technique, and the illustrative use of the simplex dependent algorithm, and Lee [1972] published a software program, both of which resulted in a significant increase in linear GP research in methodological improvements. Although it was thought that Charnes and Cooper's [1961] LP proof was adequate to explain the mathematical workings of GP algorithms, Evans and Steuer [1973] provided the first mathematical proof of a simplex-based linear GP methodology.

Some GP algorithms are designed to work with a specific type of GP model, whereas others are designed to work with a broader range of GP models. This logic is taken to its logical conclusion in Ignizio's MULTIPLEX model and algorithm, which claims to be able to deal with LP, weighted GP, preemptive GP, and fuzzy GP models.

## DIAGRAMMIC REPRESENTATION OF THE GOAL PROGRAMMING MODEL'S

Marketing, portfolio selection, manpower preparation, media planning, transportation networks, product mix decisions, academic planning, production planning, telecommunication, and human resource development are all areas where goal programming is used.



GP is a strategy for solving a multi-objective optimization problem in which different objectives are balanced to achieve an optimal degree of target achievement. The issue is shown in a GP model using a process similar to linear programming. The GP model, on the other hand, accommodates a wide range of objectives, many of which are often incompatible and incommensurable.

A particular hierarchy or priority order A particular significance framework is created by rating and weighing a variety of goals and sub goals based on their importance. The importance structure aids in dealing with all goals that cannot be completely and simultaneously achieved in a way that prioritizes the most important goals over the less important ones.

A key feature of a GP is that the targets (a set of numerical goals that the decision maker would like to achieve) are met in the order that they were set. That is, resolving a GP problem entails achieving certain higher order or priority goals first, before addressing the lower order goals. Since it is unlikely that any aim or purpose can be achieved to the degree that the decision maker anticipates, attempts are made to achieve each goal sequentially rather than concurrently, up to a reasonable level rather than an ideal level.

In GP, rather than attempting to explicitly reduce or optimize the target assignment, as in LP, nonconformities from recognized goals within the specified set of constraints are minimized. Each goal and sub goal's deviational variables are represented in two dimensions, with both positive and negative nonconformities. These deviational

variables reflect the degree to which the objectives have not been met. The target occupation is to minimize the number of these nonconformities, based on the relation significance assigned to each nonconformity in the preemptive significance structure.

## A HOSPITAL ADMINISTRATION RESOURCE ALLOCATION MODEL

The method of administering in hospitals has become dynamic and demanding in modern medical sciences. In hospitals, there is a lot of space for the caring process. This is due to the need for protection in health-care institutions, as well as population growth. Furthermore, one of the causes of hospital cost increases is the rapid rise in employee wages. In addition, the difficulty of procedures has rendered the available facilities ineffective. As a result, administration is a difficult task for management to solve. It is becoming more difficult for the average person to locate hospitals that provide standardized services. For all hospitals, a suitable model must be built in uniform. Many hospitals seem to adopt similar protocols, allowing for the creation and uniform application of a standard allocation model.

### PRIORITIES AND GOALS

The administrator must determine the Goal goals in order to distribute resources in the most efficient manner. The decision should be made by a committee of high-ranking hospital officials in this process. These priorities, as defined by the administrator, are: to provide adequate care to patients through sufficient manpower. According to the administrator, existing manpower would suffice to provide services in the future; however, new or replacement equipment will be needed to provide services.

- To have a pay raise in accordance with the demand and the real economy
- To have the required funds
- To assign a category to each person
- Keeping the operation's breakdown and costs to a minimum

### MODEL FOR GOAL PROGRAMMING

The following is the goal-programming model that was developed:

The model's objective function is to

$$\text{Min. } Z = N_1d_1^- + N_2(d_2^- + d_3^-) + N_3d_4^- + N_4 \sum_{i=5} d_i^- + N_5 \sum_{i=10} d_i^- + N_6d_{27}^-$$

## RESULTS AND DISCUSSION

### GOAL PROGRAMMING IN A HEALTH CARE ORGANIZATION ALLOCATION OF HUMAN RESOURCES

In general, health-care services are experiencing rapid changes in order to compete in the industry, to investigate global resource requirements, and to meet better economic needs. The accomplishment of efficient resource allocation is both a result and a solution for addressing these challenges. Such systems are authoritative in reporting the growing needs for current resource distribution. Established health-care methods, on the other hand, are complicated by multiple priorities, multiple estimation parameters, and multiple decision-makers, with capital and cost being the primary constraints.

The health-care methods adapt to a variety of economic pressures, which often results in balancing the cost against the scope of the methods' objectives. The serious issue in health-care administration is not only financially profitable. The operating plan must be created based on the different clusters' settlements within the health-care method. As a result, an effective analysis and evaluation is needed to provide good benefits for future life and activities in order to achieve the target.

Goal programming (GP) has been used widely and effectively in the creation of a resource allocation decision-making model in business and health-care systems, but it has been limited to a single functional field, such as nursing scheduling, blood allocation, and clinic site location, as well as financial expenditure, rather than comprehensive resource allocation aspects. Management aims to reduce overall payroll costs while optimizing the use of human capital. As a result, the aim of this research is to show how a particular mathematical programming model can be used to effectively allocate scarce human resources in the health-care system. On the basis of statistics obtained from a health-care institute in Hyderabad, a target programming model is developed in this report. The target programming model is investigated and conclusions drawn. By presenting health-care management information, the GPM will aid planning and decision-making.

### SYSTEM CONSTRAINTS

**Budget Allocation:** The total amount available for pay rolls is limited in total period  $T$ , where  $BT = 5,734,000$ .

$$\sum_{j=1}^n (70A_{jt} + 30C_{jt} + 27B_{jt}) \leq 57,34,000 \quad \text{--- [1]}$$

**Nurse utilization:** at least 50% of nurses in dept.  $j$  in period  $t$  will stay in period  $t = 1$ .

$$C_{jt+1} \geq C_{jt}B_{jt} \quad \text{or} \quad B_{jt+1} \geq 0.5 B_{jt} \quad \text{--- [2]}$$

**Technician utilization:** at least 50% of technician in dept. j in period t will stay in period t+1.

$$B_{jt+1} \geq B_{jt} \bar{B}_{jt} \quad \text{or} \quad B_{jt+1} \geq 0.5 B_{jt} \text{-----} [3]$$

**Utilization of physicians**

the total number of physicians in dept. j in period t+1, plus the number of physicians employed in dept. j at the start of period t+1

$$A_{jt+1} \geq A_{jt} A_{jt} + A^0, \quad t = 1, 2, 3, \dots, t - 1$$

**CONDITIONS FOR ACHIEVING THE TARGET**

The model has five objectives.

P1: Payroll minimum target (Priority 1)

For efficient budgeting, achieve the lowest possible payroll rate.

$$\sum_{j=1}^n (A_{jt} + C_{jt} + B_{jt}) + d^-_1 - d^+_1 = 0 \text{-----} [10]$$

Goal P2: Physician Utilization (Priority 2)

In period t, achieve proper physician utilization in department j. That is to say,

$$A_{jt} + d^-_2 - d^+_2 = A_{jt} \text{-----} [11]$$

P3: The Purpose of the Physician Assignment (Priority 3)

Achieve the proper proportion of physicians. This goal can be achieved by the total number of physicians in dept. j in period t minus the target proportion of physicians in dept. j in period t times the total no. of physicians in dept. j In period t. That is

$$A_{jt} - (X^*) A_{jt} \neq d^-_3 - d^+_3 = 0 \text{-----} [12]$$

**CONCLUSIONS**

Goal programming and its applications in hospital administration, human resource planning and allocation in a health care organization, deregulated electrical system and production schedule for power plants to minimize

production cost using mixed integer programming model as a tool to deal with the problem, and analysis of H-D model use

This issue has several and often conflicting objectives: achieving energy and reserve systems, minimizing overall expense, and scheduling smooth power changes in plants. As a result, the problem is multi-objective, and it must be modeled and solved using a multi-criteria decision system. Weighted target programming was chosen as the tool.

Goal programming was introduced by Charnes et al. and later Lee and Ignizio, and it was the starting point for a lot of subsequent work, owing to its strength and versatility in modeling circumstances with conflicting goals. During those years, various target programming variants were created. In this case, weighted target programming was chosen because of its ability to aggregate in the objective function goals such as deviation from the goal (schedules) with other formulated over his actual value or deviation to the ideal and impossible goal zero (costs and smooth). Furthermore, the deviation variables will immediately identify schedule deviations in the optimal solution, and this knowledge is one of the most important in preparing bids for subsequent markets. The energy schedule of a unit, the total energy schedule for the company, the positive reserve schedule for a unit, the negative reserve schedule for a unit, the total cost for the company, and the smoothness of power changes are among the various parameters considered in this issue. Penalties associated with the goals that represent these requirements are listed below, and target restrictions are listed after that.

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