

ANALYSIS OF MOTIVATION AND SATISFACTION OF MEDICAL PERSONNEL

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Abstract: The performance of an organization that provides health services is directly linked with the satisfaction of its clients (employees and patients). Maintaining the personnel in the organization and increasing their involvement in work are depending on the human resources policies based on the employee satisfaction. The employee satisfaction has to be measured periodically and, based on the results, must be implemented strategies targeting the needs identified in order to meet the expectations, motivational factors and organizational resources. The main objective of our study was to put in evidence the level of hospital employee satisfaction and motivation, starting from the hypothesis that individual expectations are linked with the motivation, and real rewards obtained from the work done are linked with job satisfaction.

The study was conducted in the Oradea Emergency Clinical County Hospital, between October and December 2016. The target group was formed of 530 employees, doctors and nurses from the wards and compartments of the hospital. As instrument for data collection we used a questionnaire comprising the major socio-demographic data of the respondents and 20 specific items. The employees were asked about: work conditions, security at the workplace, available hospital equipment and workplace fittings. Another aspect that we analyzed was the hospital policy regarding the professional development, the quality and usefulness of the instructing activities and professional training courses, the degree in which employee competencies and abilities are capitalized and how much they like their work. Other questions have targeted: the direct employee – manager relationship, existing collaboration and communication between employees, direct manager and hospital management. At the end we request to note their complaints and also suggestions to improve the activity.

The mean age of the employees from the target group was $41,97 \pm 2,43$ y.o., 49,67% have higher education, 47,33% have secondary education. 84,67% were women and 15,33% men. There is a greater openness from women for aspects regarding motivation and job satisfaction. 85% of the employees are pleased working in this hospital and 58% considered that there is place for improvements in the hospital. The level of satisfaction regarding the safety given by the existence of specific equipment and materials necessary for the activities is as following: 47% are feeling safe and 42% consider that the safety must be improved. The fittings of the workspaces are considered to be very good (32%), good (41%) and satisfying (12%). 53% of the employees believe that the hospital has a promoting policy and this is considered to be very convenient (31%) and satisfying (57%), 67% of employees declared that they are using all their knowledge and skills for optimal work. A percent of 75 from the employees questioned recognize that there is communication and collaboration between them and their superiors and 58% are frequently communicating with the hospital management. The direct manager listen, appreciate and analyze the ideas and proposals of more than a half of the employees (57%).

The majority of the employees from the target group consider that the activity within the hospital can be improved, even if most of them are satisfied of their workplace. Regarding security and safety at work, almost half of them believe that the provision with materials and equipment is satisfactory, but a considerable proportion believes that it should be improved. More than a half of employees feel that there is a policy to promote them; most of them believe that professional development within the hospital is satisfactory and they are using all the knowledge and skills for the optimal activity in the institution. A

large proportion of employees recognize the quality and usefulness of training courses as good and very good and a smaller proportion of employees is satisfied with the attractiveness of the labor and with the way of putting in value their professional skills.

Most respondents collaborate and communicate with their bosses, subordinates and management of the hospital, and they acknowledge the expectations that their superiors have about their work.

Knowing the factors that ensure employee satisfaction, the hospital, through its management, can influence it and can remove the aspects that could lead to job dissatisfaction.

Keywords: employees, medical personnel, hospital, satisfaction, motivation

Introduction

The performance of an organization that provides health services is directly linked with the satisfaction of its clients (employees and patients) [1,2,3]. Maintaining the personnel in the organization and increasing their involvement in work are depending on the human resources policies based on the employee satisfaction [4,5]. This satisfaction has to be measured periodically and, based on the results, must be developed strategies of improvement to target the needs, expectancies, motivational factors and organizational resources [6].

Unfortunately, many employers do not realize what could be the repercussions of ignoring employees satisfaction and this could be a key factor to guarantee their success [7,8,9]. It's a known fact that when employees are satisfied and patients are satisfied, at their turn, which inevitably contributes to the provision of quality medical services, respectively to a performing activity of the medical organization.

Therefore we need some tools to measure employee satisfaction through which it's possible to determine the motivational factors, needs and expectations that employees have at their workplace [10,11,12].

The main objective of our study was to put in evidence the level of hospital employee satisfaction and motivation, starting from the hypothesis that individual expectations are linked with the motivation, and real rewards obtained from the work done are linked with job satisfaction. An objective analysis of the results highlights how much the employee is satisfied at the workplace and enables the medical organization to develop measures to increase the satisfaction of the employees.

Material and method

The study was conducted in the Oradea Emergency Clinical County Hospital, between October and December 2016.

Our sociological research was based on a quantitative survey, questionnaire type, conducted by an interview operator. The selection of participants was partly randomized. The target group was formed of 530 employees, doctors and nurses from the wards and compartments of the hospital.

As instrument for data collection we used a questionnaire comprising the major socio-demographic data of the respondents and 20 specific items. The questionnaires were given to respondents, after explaining the purpose of the research and emphasizing the confidentiality of the information.

The questionnaire was structured in questions that targeted to find out information about:

- work conditions, security at the workplace, available hospital equipment and workplace fittings;
- the hospital policy regarding the professional development, the quality and usefulness of the instructing activities and professional training courses, the degree in which employee competencies and abilities are capitalized and how much they like their work;
- the direct employee – manager relationship, existing collaboration and communication between employees, direct manager and hospital management;
- general data regarding the repondent.

At the end we request to note their complaints and also suggestions to improve the activity.

Results and discussions

The mean age of the employees from the target group was 41,97±2,43 ani, 49,67% have higher education, 47,33% have secondary education. 84,67% were women and 15,33% men (table 1-2). The number of women who answered was higher than the number of men and we observed a greater openness from women for aspects regarding motivation and job satisfaction.

Table 1. Distribution of study group by age and gender

Age	20-29 y.o.		30-39 y.o.		40-49 y.o.		50 y.o. and over	
Gender	Men	Wome n	Men	Wome n	Men	Wome n	Men	Wome n
No. subjects	15	83	24	112	26	138	16	116

Table 2. Distribution of study group by professional degree and gender

Professional degree	Doctors		Nurses			
Instruction level	Higher education		Higher education		Secondary education	
Gender	Men	Women	Men	Women	Men	Women
No. subjects	62	77	5	119	14	253

The first category of questions targeted work conditions, security at the workplace, available hospital equipment and workplace fittings.

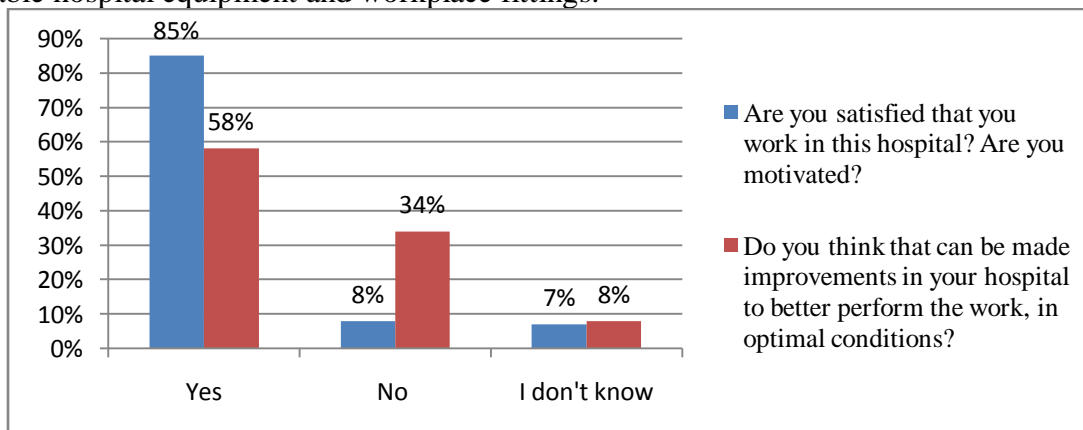


Fig. 1. Employees satisfaction that they work in the hospital and the reason for improving the conditions

85% of the employees are pleased working in this hospital and 58% considered that there is place for improvements in the hospital. (fig.1). The degree of satisfaction with the workplace is much lower than the satisfaction with their own profession and it's influenced especially by the work conditions and the way of organization.

The level of satisfaction regarding the safety given by the existence of specific equipment and materials necessary for the activities is as following: 47% are feeling safe and 42% consider that the safety must be improved. (fig.2). Employees feel the need to equip the hospital respecting the current demands, to improve the work conditions and work safety.

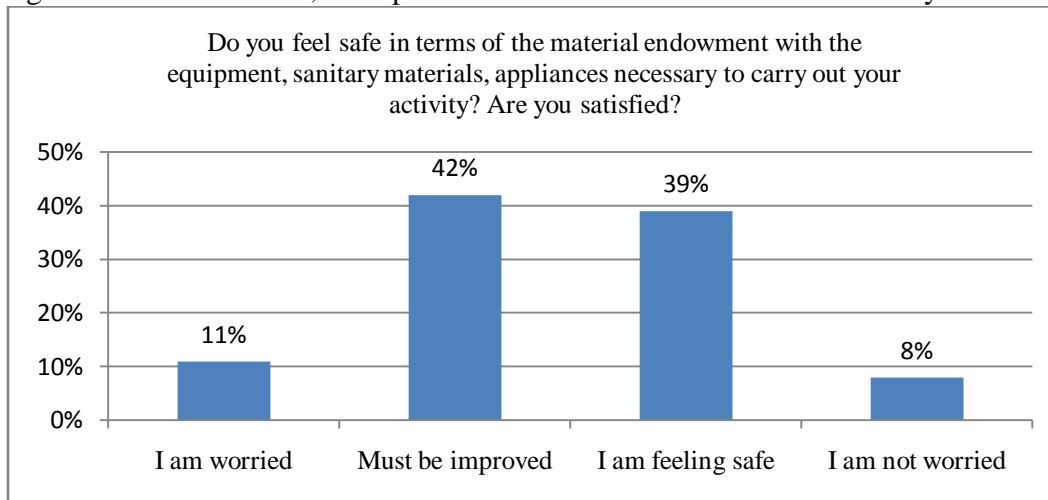


Fig. 2. Employees satisfaction with the safety offered by the material endowment with equipment, appliances, sanitary materials

The fittings of the workspaces are considered to be very good (32%), good (41%) and satisfying (12%).15% of employees are not satisfied with this, pointing out the need to identify extra spaces for locker rooms and relaxation (fig.3).

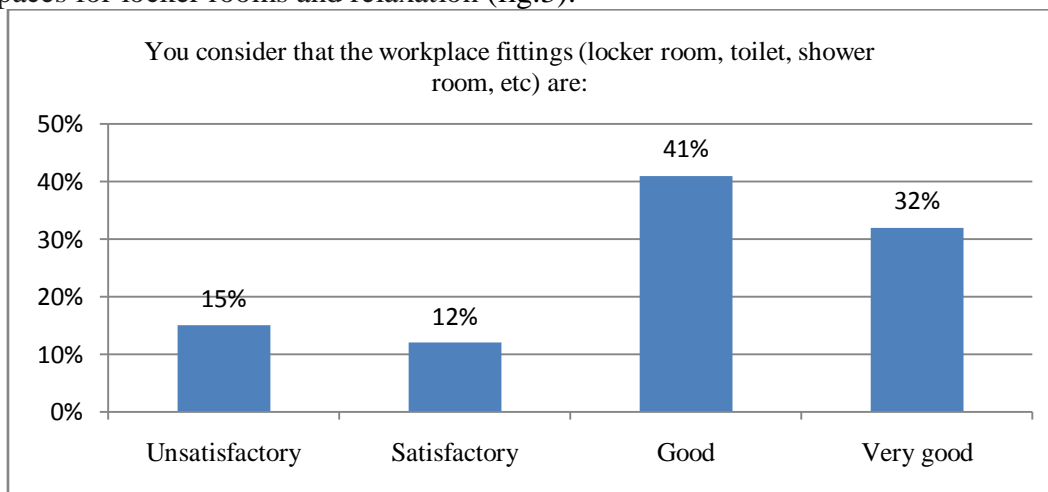


Fig. 3. Employees satisfaction with the workplace fittings

Another set of questions targeted the hospital policy regarding the professional development, the quality and usefulness of the instructing activities and professional training

courses, the degree in which employee competencies and abilities are capitalized and how much they like their work.

The development of human resources is a basic component of the human resources management system. This component includes both institutional arrangements and behavioral processes, aiming to accumulate general and job-specific knowledge, qualifications, abilities, attitudes and values [13,14,15]. From organizational perspective, employees are helped to acquire and develop skills to fulfill the various functions associated with the workplace [16,17].

53% of the employees believe that the hospital has a promoting policy (fig.4) and this is considered to be very convenient (31%) and satisfying (57%) (fig.5).

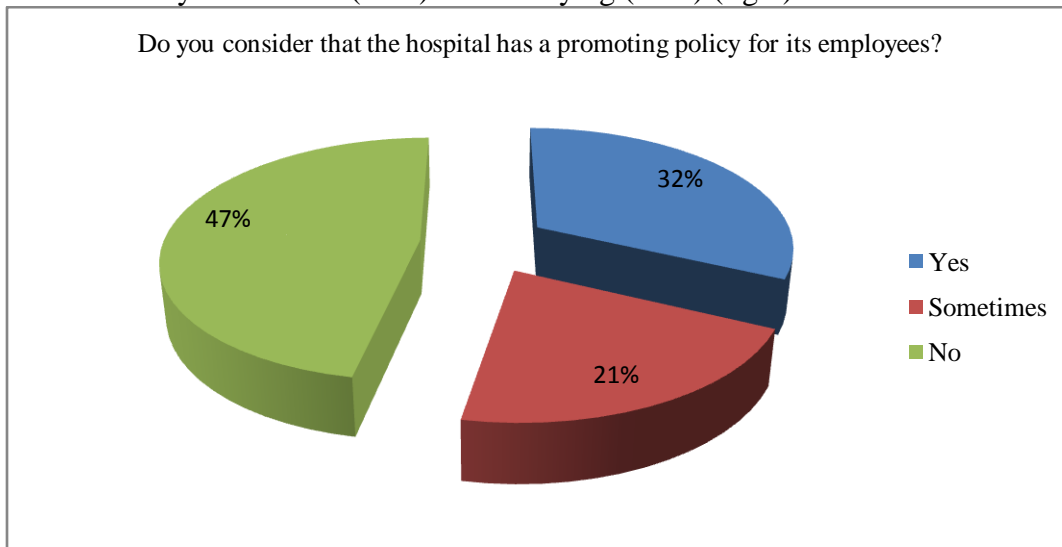


Fig. 4. Employees opinion on the existence of a promoting policy

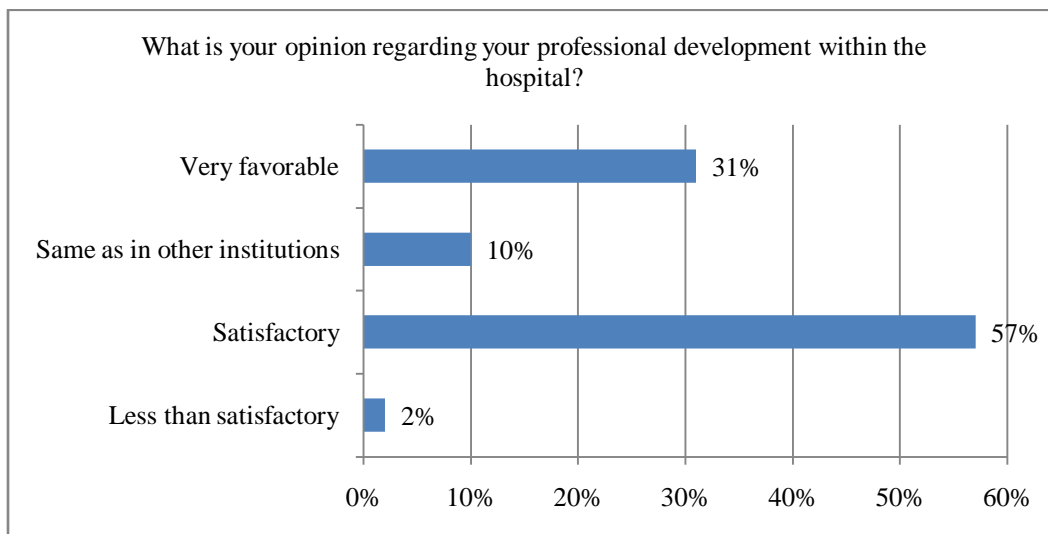


Fig. 5. Employees opinion on the existence of a professional development program

Regarding the employees opinion on the work done, 67% of them declared that they are using all the knowledge and skills for optimal work, 89% considered the professional training useful and the work done is considered to be very attractive by 18% of employees (fig.6-8).

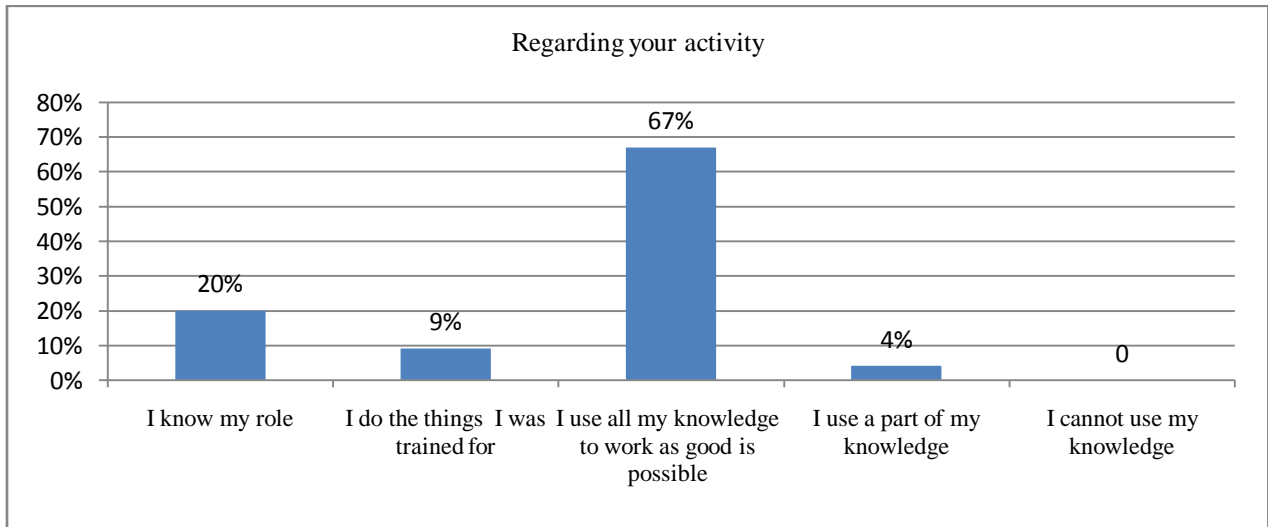


Fig. 6. Employees opinion regarding the using of their knowledge during work activities

The way employees perceive the activities they are carrying out in the hospital, in relation to responsibilities associated with their job, is different: 13% of the employees would like other responsibilities that correspond to the level of competence achieved. The results show that the manager needs to identify solutions to improve processes or to give employees greater freedom in making decisions.

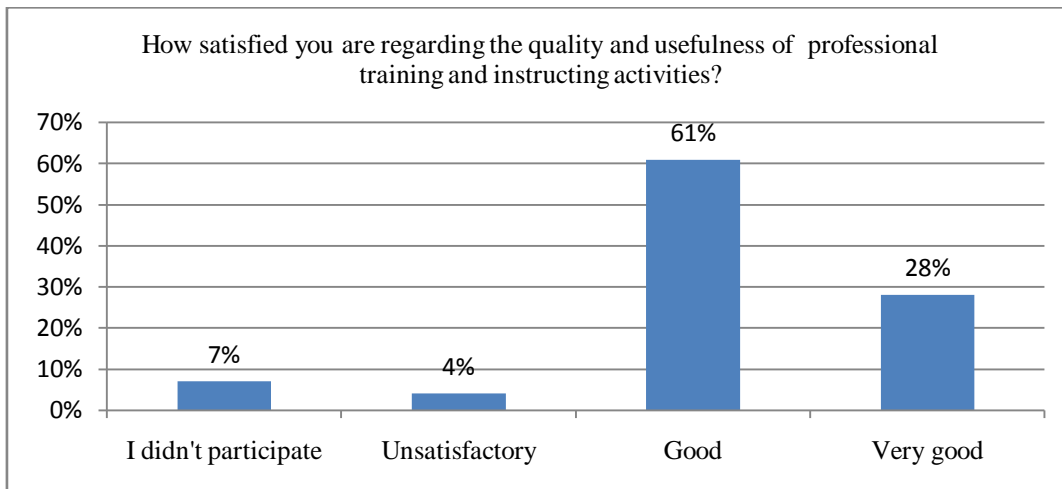


Fig. 7. Employees opinion regarding the quality and usefulness of professional training

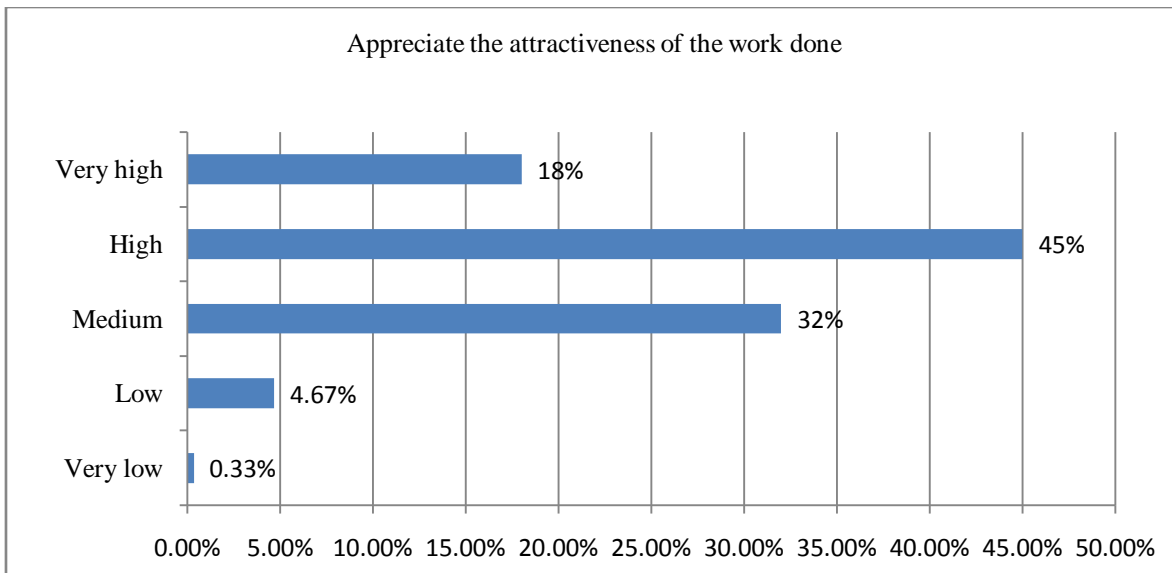


Fig. 8. Employees opinion regarding the attractiveness of the work done

The last group of questions targeted the direct employee – manager relationship, existing collaboration and communication between employees, direct manager and hospital management.

A percent of 75% from the employees questioned recognize that there is communication and collaboration between them and their superiors and 58% are frequently communicating with the hospital management (fig. 9).

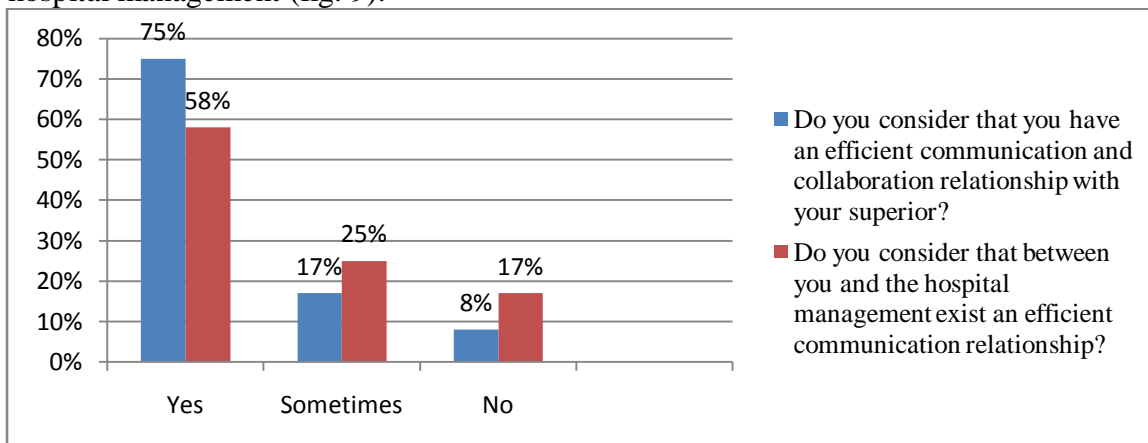


Fig. 9. Employees opinion regarding communication with their superior and hospital management

The direct manager listen, appreciate and analyze the ideas and proposals of more than a half of the employees (57%) (fig. 10).

The perception of those who are satisfied with the recognition of their professional achievements, given by the superiors and leadership, is reduced compared to the ideal level. The communication with the direct manager is easier than the one with hospital management, although one of the main motivation methods is to recognize the results obtained by employees.

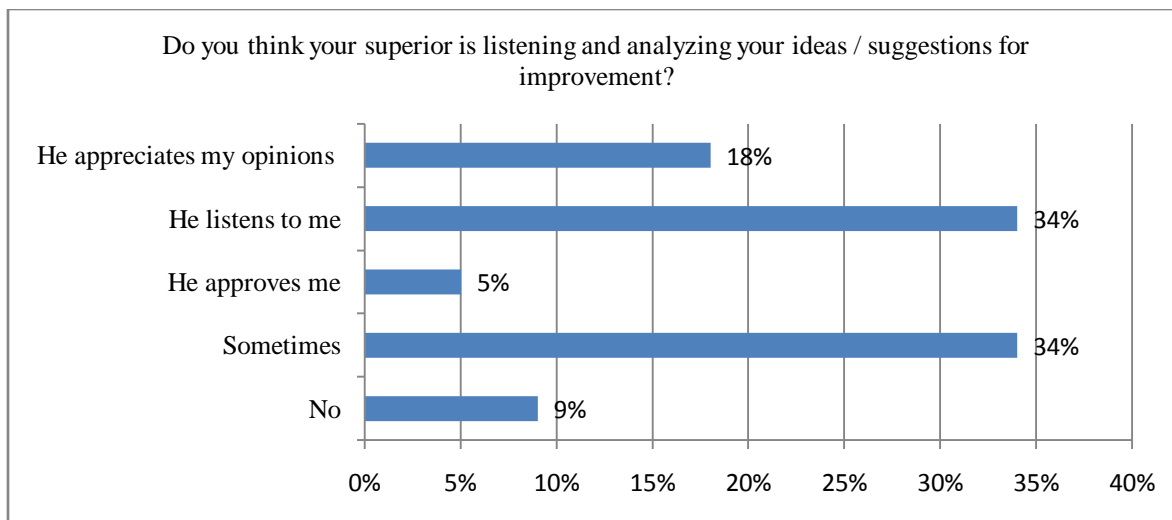


Fig. 10. Employee appreciation by the superior

Conclusions

The majority of the employees from the target group consider that the activity within the hospital can be improved, even if most of them are satisfied of their workplace. Regarding security and safety at work, almost half of them believe that the provision with materials and equipment is satisfactory, but a considerable proportion believes that it should be improved.

More than a half of employees feel that there is a policy to promote them; most believe that professional development within the hospital is satisfactory and they are using all the knowledge and skills for the optimal activity in the institution. A large proportion of employees recognize the quality and usefulness of training courses as good and very good and a smaller proportion of employees is satisfied with the attractiveness of the labor and with the way of putting in value their professional skills.

Most respondents collaborate and communicate with their bosses, subordinates and management of the hospital, and they acknowledge the expectations that their superiors have about their work.

Knowing the factors that ensure employee satisfaction, the hospital, through its management, can influence it and can remove the aspects that could lead to job dissatisfaction.

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