



Human Resource Management in the Group of Doctors and Nurses Employed in the Tomaszów Health Centre in Tomaszów Mazowiecki

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Abstract

Introduction: Human resource management is a key process in organisation management. Skilful management of the staff, setting the goals and motivating the employees to high-level performance of their tasks help to achieve the organisation's goals consistently.

Purposes: The study was aimed to analyse the process of motivating the doctors and nurses working in the Tomaszów Health Centre and to investigate the staff's satisfaction with the incentives used in their workplace.

Materials and methods: The study population covered fifty doctors and fifty nurses employed at four departments of the Tomaszów Health Centre. The study involved an analysis of the factors which motivate and demotivate the THC staff and an investigation of the incentives used towards the staff. The level of the study population (doctors and nurses) satisfaction with the methods of their motivation was also examined.

Results: The analysis of the results revealed that the most desired factors with the most positive impact on the staff motivation level include appreciation bonuses (40% of the respondents), good atmosphere at work (38%) and the possibility to enhance one's qualifications (21%). The stimulus which affects the effectiveness of the staff's performance of their duties is an orally expressed praise of the CEO/president, boss or superior (31%). The doctors and nurses in the study population do not feel satisfied with the incentive scheme used in the THC (69%).

Conclusions: In-cash factors play the most important role in the incentive scheme for the majority of THC's employees. Most of the doctors and nurses working for THC do not feel satisfied with the incentives used in their workplace.

Key words: motivation, human resource management, incentive schemes

Since the 1990^s, the health care system in Poland has been evolving dynamically. The health care sector has become a powerful branch of Poland's economy owing to the implementation of public health insurance, Health Care Fund and National Health Fund as well as further transformations which started when Poland joined the European Union.

The management of health care centres gained a new dimension, and the centres were supposed to become efficiently operating businesses.

One should remember that the system is not closed. It is dynamically affected by politics and economy. "The health care system does not function in a political, economic or institutional vacuum. Its structure and functions are determined by various legislative acts, starting from the Constitution through to ratified international agreements, regulations, directives and decisions of the European Union as well as acts and statutory instruments, regulations and local laws, which include the regulations issued by the President of the NHF" [1].

The management of human resources is among the key management areas of a health care organisation. Human resources are the organisation's asset which contributes to the implementation of its objectives as a company, once managed skilfully and timely [2].

According to such authors as M. Armstrong, A. Poczowski, T. Listwan and A.R. Griffin the management of human resources can express the contemporary personnel function of an organisation, emphasising some its characteristics, including but not limited to:

- approaching an employee as the source of the organisation's key asset, emphasising the implementation of an individual's specific objective,
- conceptual linking of HR matters with the economic strategy,
- management activation,
- instigating measures aimed to combine the employer's and employees' interests [3].

According to the above, management can be described as the determination of future objectives and adequate allocation of the organisation resources, ensuring an increase in the unit's employees value, including

the available knowledge and information resources, as well as more effective solutions to specific issues [4].

Human resource management shall be a planned action implementing the organisation's objectives and tasks as well as taking into account the staff's needs and development [5]. The impact on the employees has to be planned for the objectives – it develops the human resources by affecting the number of people in the staff groups; matches the staff's quality features based on their involvement and the results achieved owing to the quality and effectiveness of fulfilling their duties [6]. The execution of the function related to human resources covers the processes of the staff acquisition to satisfy the organisation's needs, adapting the number of the employees and their employment basis to the intended objectives, future staff development and making them redundant, if necessary. As part of the human resource management function, the staff carries out activities bearing in mind the abovementioned assumptions. The activities can be divided into two groups: regulatory, which include HR planning and motivating, and material, which include training and staff selection. Any decisions that are made by the management staff should be of strategic importance for the whole organisation [7].

The human resource management actors include persons who directly participate in the execution of the organisation's HR function. The actors are divided into internal and external ones [8]. The internal actors are the organisation owners and proxies, managers of the particular organisational unit, HR team, human resources, and their representatives (trade unions) [9]. Internal actors are responsible for HR management in the organisation and implement measures aimed to develop human resources [10]. The role of the external actors, such as legislative bodies, national authority bodies, supervision institutions (e.g., National Labour Inspectorate) or control institutions (e.g., Supreme Audit Office) is to develop the conditions of the organisation's human resource management execution by laws [11].

Efficient management of the organisation's human resources by the management bodies is based on logical guidelines in the form of human

resource management strategic models. The reference publications mention two basic models of human resource management: Michigan and the Harvard model [12]. The distinction was made in the USA in 1984.

The Michigan model, which is a hard, push or strict human resource management model, approaches the HR function as a concept of purely strategic management of human resources. In the model developed by a group of researchers from the University of Michigan, the organisation's strategy plays the supreme role. The management staff develops the organisational structure and manages the human resources according to the strategy. The approach to management in the Michigan model is characterised by a vision of a human – employee being a resource. That is why the model focuses on the benefits for the organisation and the costs related to human resources [13]. In this model, the human resources are managed in the same way as the organisation's other resources. The functions of such management include staff selection, evaluation of the staff's work outcomes, staff rewarding and their development. The functions matter on all management levels, including strategic, tactical and organisational level, and in combination they form a system based on the aforementioned concept.

The Harvard model, in turn, called a soft or pull model, focuses on communication, teamwork and the employee's individual determinants and strengths. In this approach, it is the creative energy of the organisation and the source of its competitiveness [14]. Humans are the Centre of attention, along with the impact they may exert on the organisation. The management offers more opportunities for the staff and welcomes proposals of new solutions. The manager's role focuses on working with the staff, motivating them, emphasising good practices, strengthening engagement, appreciation for self-reliance, initiative and creativity [15]. The Harvard model differentiates the following areas as management functions: staff participation; selection, relocation and dismissal of the human resources; employee incentive scheme and organisation of their work [16].

The management staff takes advantage of both abovementioned models in human resource management. Some managers prefer to use only

one of the models. Both approaches have their advantages and disadvantages, and both greatly affected the theory of organisation operation and management as well as the practice of human resource management. They gave grounds for subsequent research in the area.

Motivation is among the essential functions of human resource management [17]. An efficient manager will skilfully use staff motivation methods to achieve the organisation's objectives [18]. Adequate motivation, which is a set of factors which stimulate and support the staff's activity, makes the employees achieve their objectives faster and more efficiently. It is a very important growth factor of the staff effectiveness, and consequently the factor which increases the organisation's competitiveness [19]. The manager shall approach their employees individually, diagnose their individual needs and expectations, develop adequate working conditions and select the management methods that will help the organisation fulfil its objectives and see measurable results of the employee's working outcomes [20]. There is a plethora of incentives available. From the formal point of view, motivation can be divided into internal (attribute-based) and external (function-based). In the first case, the motivation results from internal processes which affect the initiation, orientation and supporting of actions and behaviours aimed to achieve the objectives. The other type of motivation (external) applies to conscious and intentional influence on the employees' behaviour by using external factors.

The literature differentiates between two types of employee motivation: material and non-material. The first one involves "development of financial conditions that enable the staff acquisition and retention and their engagement in the fulfilment of the organisation's objectives" [21]. In addition to remuneration (salary) it applies to appreciation bonuses, in-cash prizes and in-kind prizes. Nowadays organisations try to outdo one another in their ideas to attract the most valuable employees on the market to work for them and to effectively realise the company's objectives, by offering such incentives as life insurance or other fringe benefits, including fitness passes, food vouchers etc. [22].

Non-material motivation is based on offering conditions for professional development, flexible working hours, creating a good atmosphere at work and trusting the employees [23]. Non-material incentives have currently been taken more into consideration when choosing a place to work. It is an important factor which affects working effectiveness [24].

It is the management staff's role to select the types of incentives for their staff that help to achieve the organisation's objectives most effectively [25]. The ability to motivate their subordinates is by far among the most required features of a manager. "It is important to learn what factors motivate the staff to greater working effectiveness, involvement in the organisation's issues or bring satisfaction with the work done" [26].

Purpose

The purpose of the study was to analyse the primary functions of human resource management and motivating the group of doctors and nurses working for the Tomaszów Health Centre in Tomaszów Mazowiecki. The study was aimed at analysing the factors which motivate the staff working in the Centre, the incentives used and the non-satisfied needs of the doctors and nurses.

Material and methods

A survey based on original and anonymous questionnaires addressed to the staff of the Tomaszów Health Centre was carried out in the Centre in 2018.

The study population included fifty doctors and fifty nurses working in four departments: Department of General and Oncological Surgery, Department of Internal Medicine, Department of Neurology and Department of Paediatrics.

75% of the study population were females, and 25% were males. The analysis of the study material revealed (Tables 1 and 2) that over half of the study population were employees over 40 years of age. The majority of the staff were people with long job seniority.

Table 1. The age structure of the THC employees' group participating in the survey

Age of the survey participants	Number of persons [N = 100]
20–29 years	29
30–39 years	6
40–49 years	58
50–59 years	6
Over 60	1

Source: own study.

Table 2. The job seniority structure of the THC employees participating in the survey

Job seniority	Number of persons [N = 100]
Up to 5 years	14
Up to 10 years	12
Up to 15 years	22
Up to 20 years	30
Up to 30 years	20
Over 30 years	2

Source: own study.

Analysis of the study results

According to the survey (Table 3) material factors are most motivating for over half of the study population (53%). The most popular material factors among the employees included an appreciation bonus (40%) and remuneration as such (24%). The responses concerning in-cash prizes, evening rates and pay rise were given by 13%, 12% and 11% of the study population.

The study revealed that 69% of the employees participating in the survey were not satisfied with their salary.

The study population was also examined for non-salary factors (Table 4). The degree of their influence on the motivation of the Tomaszów Health Centre's staff was investigated.

Table 3. Material factors affecting the staff motivation in the THC

Material incentive	Number of persons [N = 100]
Appreciation bonus	40
Salary	24
In-cash prizes	13
Pay rise	11
Evening rates	12

Source: own study.

Table 4. Non-salary factors motivating the staff for work

Non-salary factors affecting the motivation	Number of persons [N = 100]
Good atmosphere at work	38
Training/learning at the employer's expense	21
Praises and distinctions	21
Holiday subsidies	11
Reimbursement of the costs of commuting to/from work	6
Only money motivates me	3

Source: own study.

According to the study, a good atmosphere at work was motivating for 38% of the study population. 21% of the respondents are motivated by a training scheme, and any forms of education at the employer's expense. Praises and distinctions stimulate the equivalent number of people. 11% indicated holiday subsidies and 6% reimbursement of the costs of commuting as the incentives which motivate them for work.

3% of the respondents declared that the financial factor is the only aspect that affects their motivation level.

The THC staff were also asked about the most effective non-material incentives in their work (Table 5).

Praise expressed orally by the superior and addressed directly to the employee turned out to be the most substantial incentive of all (31%).

Other motivating factors included autonomy and freedom of action (22%), praise expressed in public (16%), flexible working hours (12%), certificates of appreciation (10%) and the superior's trust (9%).

Table 5. Non-material incentives which are most motivating for work

In-kind incentives as the most motivating factors	Number of persons [N = 100]
Trust to the employer/superior	9
Individual praise expressed by the superior orally	31
Praise expressed in public	16
Autonomy and freedom of action	22
Flexible working hours	12
Certificates of appreciation	10

Source: own study.

The motivating person plays a vital role in the process of motivating the staff [24]. The study carried out in the Tomaszów Health Centre revealed that the persons who motivate doctors and nurses most include the persons of higher seniority in the organisation (35%), superiors (27%) and workmates (24%). Friends and relatives (10%) and patients (4%) were selected as the least motivating for work (Figure 1).

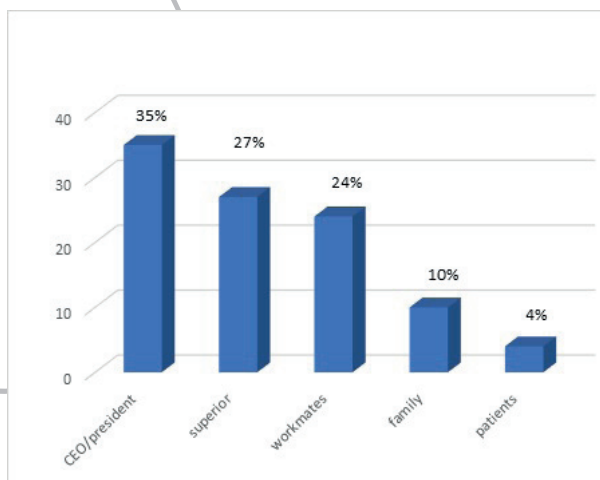


Figure 1.

The study carried out in 2018 was also aimed at investigating the in-cash and in-kind factors that reduce the staff's motivation in the THC in Tomaszów Mazowiecki to work. The questionnaire included multiple-choice questions. A lack of bonuses/in-cash prizes or their granting always to the same persons turned out to be the most demotivating in-cash factors (89%). The respondents indicated the following factors as those which reduce their motivation to work: a lack of pay rises (86%), a lack of bonuses or a low value of the bonus (79%) (Figure 2).



Figure 2.

The in-kind factors regarded by the THC staff as most reducing the motivation to work included bad atmosphere at work – as many as 90 persons pointed out this factor as important. A lack of training or development opportunities was the second most common answer selected by the employees (88 of the respondents) as demotivating them for work. The staff motivation was also reduced by a lack of holiday subsidies (66% of the respondents) and working only part-time with no possibility to be employed on a full-time basis.

The survey revealed that slightly more than half of the doctors and nurses in the study population (55%) were improving their professional skills in the last five years. 45% of the respondents did not develop their professional skills in the reference period.

According to the survey participants, the THC's staff are mainly motivated by in-kind incentives. When asked about the type of incentives

used in their workplace, 57% of the respondents indicated in-kind incentives as dominating. 29% of the study participants answered that these were mainly in-cash incentives, while 14% mentioned both types of incentives.

The final part of the survey applied to the THC staff's satisfaction in reference to their sense of being motivated by their superiors. As much as 68% of the doctors and nurses participating in the study gave negative answers – they did not feel supported by their superior's motivation.

The last question in the survey carried out in the THC referred to the non-satisfied needs of the staff (Diagram 3).

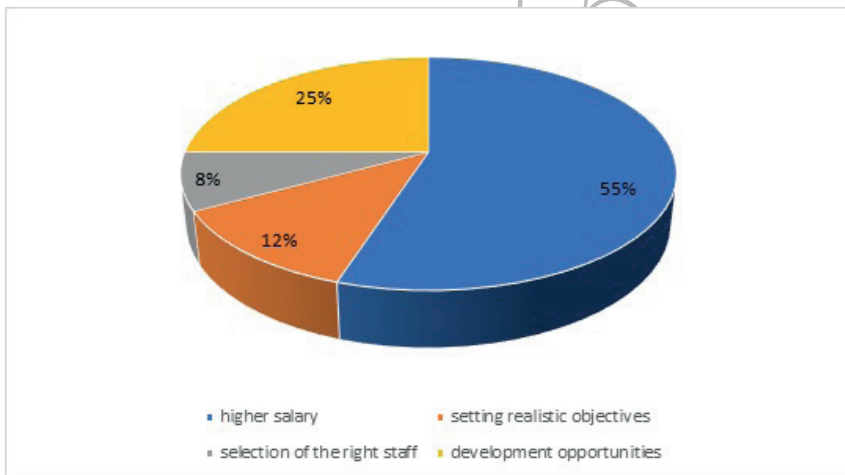


Diagram 3.

Over half of the respondents (55%) said their employer should give them a pay rise. 25% of the respondents believed that the staff's motivation would increase, if the employer offered conditions for development, by offering training and courses; 12% of the study participants answered that setting realistic objectives could improve motivation to work. Selecting the right staff was the answer given by 8% of the respondents.

Conclusions

1. Over half of the THC's staff participating in the study were motivated by material incentives.
2. An appreciation bonus is the most critical in-cash factor for 40% of the respondents.
3. 69% of the doctors and nurses participating in the study were not satisfied with their remuneration level.
4. In-kind incentives that most affect the study population's motivation include good atmosphere at work and the opportunity to improve one's skills by participating in courses and training.
5. According to 35% of the respondents, the boss or manager is the person whose praises are most motivating.
6. The factors which demotivate the THC's staff most include a lack of rewards or their limited scope, as well as the fact that the rewards are granted to the same employees every time.
7. 90% of the doctors and nurses participating in the study admitted that bad atmosphere at work demotivates them.
8. According to the respondents, in-kind incentives are the primary type of incentives used in the THC.
9. As much as 68% of the study population do not feel motivated to work.

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