

# Employee motivation in health care

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**Abstract:** Employees of any organization are the most central part so they need to be influenced and persuaded towards task fulfillment. Examinations connected with medical services were carried out using the Servqual method. It was stated that care of employees and their motivation to work is a very important factor regarding employee engagement but also about the overall success of an organization.

**Key words** – factor, employees, motivation

## 1. Introduction

Every organization and business wants to be successful and has a desire to constantly progress. The current era is highly competitive and organizations, regardless of size, technology and market focus, are facing employee retention challenges. To overcome these restraints a strong and positive relationship should be created and maintained between employees and their organizations. Medical centres in Poland are trying recently to change the style of management, the method of human and material resources management, change the corporate image to be more positive for the client/patient, primarily for the reason of slowly increasing competitiveness on the market of medical provisions in Poland, as well as ensuring the desire for higher quality of medical provisions.

Client/patient satisfaction is one of the most important factors regarding health care. Other factors

include competency of physicians and nurses and also the quality of services associated with health care.

Successful organizations need both inspirational leaders and sound managers. In order to achieve increased and sustainable results, organizations need to execute strategies and engage employees (BORKOWSKI S., ROSAK-SZYROCKA J., 2012, BORKOWSKI S., ROSAK-SZYROCKA J., 2010).

## 2. The notion of motivation and employee motivation

Motivation at work is widely believed to be a key factor for performance of individuals and organizations (HORNBY P., SIDNEY E., 1988).

Employee motivation has become a determining factor of organizational success in recent years. Motivation of working activity is much more complex since

different people have different needs and desires which means they are differently motivated. Understanding employee activity goals and motivation of their economic behavior is closely connected to personnel management and greatly influences the enterprise performance.

Motivation is the process of initiating human activities which is directed at attaining certain goals. Employees who have unclear objectives tend to work slowly, have bad results, lack interest and perform less tasks than the employees who have clear and challenging goals. Employees with clearly defined goals are more energetic and productive (MILJKOVIC S., 2007).

The key motivation principle states that performances are based on the level of abilities and motivation of the person. This principle is often shown by the following formula (ARMSTRONG M. A. 2001):

$$Performance = f(capabilities \times motivation) \quad (1)$$

According to such a principle, none of the tasks may be successfully completed if the person in charge of that task is not capable of doing it.

Motivation is the accumulation of energy and behavioral targeted to achieve a particular purpose, depending on the value or the expected rewards and punishments (HASSANZADEH R., MAHDINEJAD G., 2013).

### 3. Gender motivation

The satisfaction of stereotypical masculine needs such as economic success, autonomy and achievement is more typical for men (Fig. 1).

As it can be seen from Figure 1 for men, earnings, freedom, advancement, challenge, possibility to use skills etc. are more significant performance motivators.

According to a gender stereotypical model, women should fulfill family needs and care of the quality of their family life (Fig. 2). So, as it can be seen from Figure 2, for women interpersonal relationship, security, fringe benefits, environment etc. should be more important.

Men's economic behavior motivation can be characterized as a tend to:

- earning,
- autonomy of work,

- promotion,
- recognition,
- success and
- training.

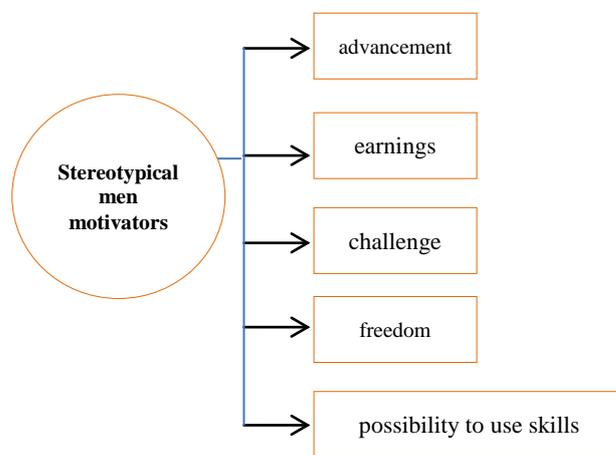


Fig. 1. Stereotypical men motivators.

Source: own study basis on: ARNANIA-KEPULADZE T. 2010

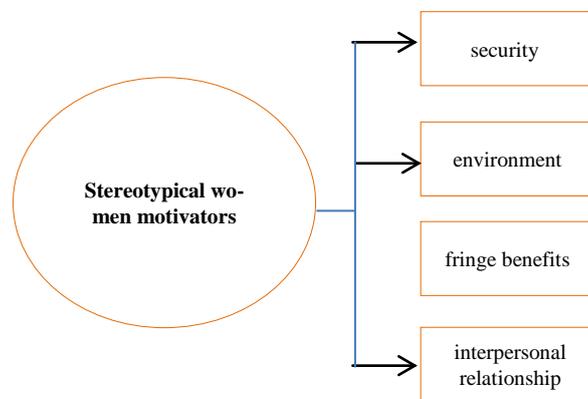


Fig. 2. Stereotypical women motivators.

Source: own study basis on: ARNANIA-KEPULADZE T. 2010

Alternatively, women's motivation could be characterized as:

- aiming to co-operation,
- working conditions,
- a good living area,
- fringe benefits, etc. concerns.

Hofstede (2001) came to the conclusion that while men's concerns are mostly earnings, promotion and responsibility, women value a friendly atmosphere and usually concern prestige, challenge, task significance, job security, co-operation and their work environmental conditions (HOFSTEDE G., 2001).

Bigoness (1988) found out that men usually emphasize salary while women's emphasis is on professional growth (BIGONESS W.J., 1988).

### 3. Characteristic of examinations

A group of 60 public hospitals possessing various levels of the reference, providing various types of medical services and located in different areas of Poland were included in the examinations. The Servqual method was used in examinations. The method was elaborated by Parasurman A., Zeithaml V.A. and Berry L. in 1983 - 1985. This is one of most popular methods, utilized by numerous organizations (academic institutions, the health care, banks, hotels, as well as offices legal). Examinations referring to the quality estimation of the stationary medical treatment were resistant to the following models (MAJOR B., KONAR E., 1984, ROSAK J., CZERNIEC E., 2005, BORKOWSKI, 2004):

$$S = P - O \quad (1)$$

where: S - Servqual result,  
P - perceiving the service by clients,  
O - expectation clients with respect to the service.

According to examinations conducted by 2400 client/patients and 2400 workers of hospitals by means of the Servqual method, the group of twenty determinants shaping the quality of medical services at Polish hospitals was separated (ROSAK-SZYROCKA J., BORKOWSKI S, ROSI B., 2013, ROSAK-SZYROCKA J., BLASKOVA M., BLASKO R., 2013). They are the following:

- Y<sub>1</sub> - modernization of the equipment,
- Y<sub>2</sub> - attractiveness of the halls to sick people,
- Y<sub>3</sub> - cleanness and personnel's neatness,
- Y<sub>4</sub> - keeping promises put together,
- Y<sub>5</sub> - availability,
- Y<sub>6</sub> - reliability,
- Y<sub>7</sub> - duration,

- Y<sub>8</sub> - looking after of the patient's opinions,
- Y<sub>9</sub> - safety,
- Y<sub>10</sub> - ability of help for patients,
- Y<sub>11</sub> - engagement of personnel,
- Y<sub>12</sub> - recognizing of needs for patients,
- Y<sub>13</sub> - protection,
- Y<sub>14</sub> - honesty,
- Y<sub>15</sub> - personnel's responsibility,
- Y<sub>16</sub> - communication,
- Y<sub>17</sub> - understanding peculiar needs for patients,
- Y<sub>18</sub> - individual approach to the patient,
- Y<sub>19</sub> - recognizing constants and loyal patients,
- Y<sub>20</sub> - politeness.

From the list of presented determinants one was chosen Y<sub>11</sub> - engagement of personnel. This factor was chosen as a factor determining employee motivation for work. The chosen factor was evaluated through patient.

### 4. Results of examinations

Perceiving engagement of personnel (Y<sub>11</sub>) in patient estimation by the Servqual method was presented in the Figure 3. In Figure 3 it is shown the perceiving engagement of personnel (Y<sub>11</sub>) by patient estimation. As it can be seen from Figure 3 engagement of personnel was evaluated very highly in 8 research objects which possesses number: 10, 17, 20, 27, 32, 38, 49 and 57. It is worth noting that no hospital has obtained the highest value equal parts 7. Said object reached a level higher than 6,5 point. From the presented Figure 3 it can be also be seen that there is one research object in which engagement of personnel reached very low level (P = 1). This situation is able to be seen in hospital with number 60. It means that medical personnel are not adequately involved in the duties performed in patients' opinion.

### 5. Summary

Gender-role stereotypes are often used to explain why female and male are motivated differently and why they behave in a certain way. Understanding of gender features of motivation becomes very important.

Gender stereotypes play a significant role in the processes of gender motivation evaluation.

Intensifying the engagement of employees should be one of the most important trends in human resource management.

Interactions between healthcare employees and patients can often determine the patient satisfaction measures that influence this reimbursement.

The process of building employee engagement is a key element of a personnel policy. Knowledgeable, and most importantly, effective employees, not only have specialist knowledge and skills, but also a high level of motivation.

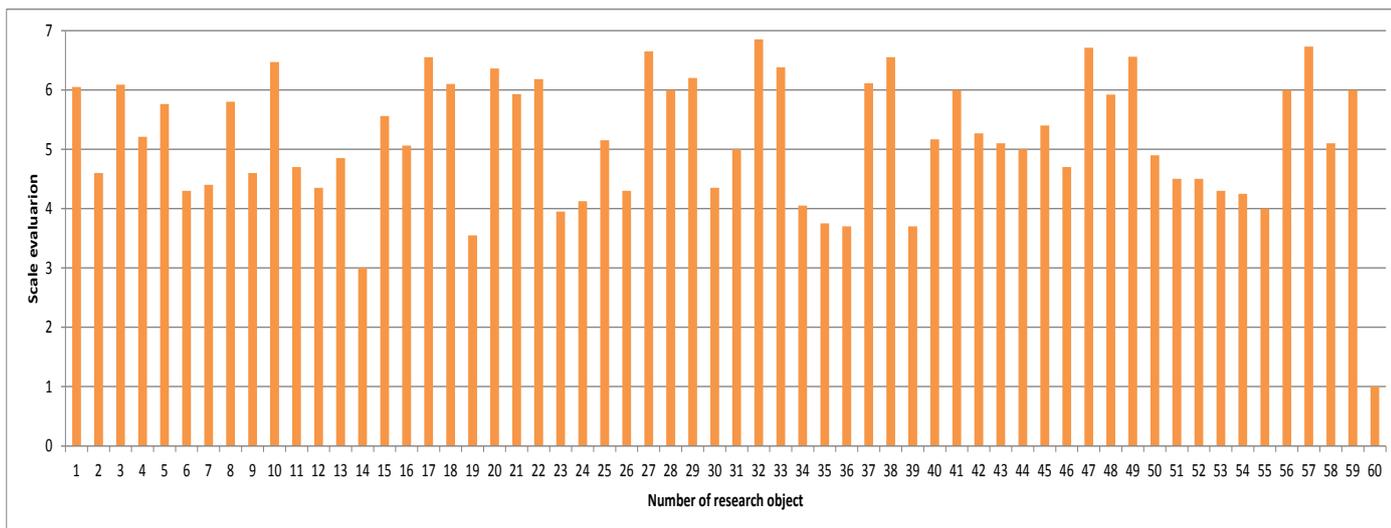


Fig. 3. Perceiving engagement of personnel (Y<sub>11</sub>) - patient estimation. Servqual method result.

Source: own study

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