

Motivational Aspects within Healthcare Units

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Abstract

Much of our life is dedicated to labor and because of that job satisfaction is a very important aspect of our professional life with important consequences at personal level and for the organization where work is carried out. The main purpose of this paper is the research of motivation and job satisfaction among employees in Affidea Constanta, explaining the relationship satisfaction-motivation-involvement in work because these concepts are often confused, and finally a questionnaire of 32 questions was applied to know the importance of job satisfaction factors within employees through a study composed of 25 people, including 8 men and 17 women.

Key words: motivation, satisfaction, wage

J.E.L. classification: J24, J28

1. Introduction

Motivation is the effort aimed at achieving a target and comes from inside of the employees. A manager can not ask its employees to be motivated, but it can do everything possible to create a climate that motivates stronger. Although it is difficult to measure organizational climate, observing his symptoms (labor movements, presence at work, employment relationships) may indicate problems which are signs of low motivation of staff. (Constantinescu *et al*, 2000, p.98)

To succeed to motivate employees, every manager must provide an answer to the question: "why they work and why some are more eager to have good results in work than others?". Knowing these things, he can give each employee those benefits to motivate him best. Besides, are important advantages from an employee motivation: increased quality of products and services; greater effort to please the employer; positive attitude towards the company; closer compliance with deadlines; low turnover of personnel; lower rates of absenteeism, creativity and assuming responsibilities. (Constantinescu *et al*, 1998, p.74)

All management and employees can prioritize in their vision a series of motivational factors such as salary; opportunity for professional development, good pension, recognition for their work, the chance to earn a high salary after a certain period, interesting work, opportunity to use the potential available, a job in a developing company, participation in decision process, light job tasks, lack of physical work, taking part at social work, good working conditions, independence in the job or impressive benefits package. (Maynard, 1970, p.47)

Factors that increase motivation are psychological factors that bring additional satisfaction sought by employees at work. These factors are oriented mainly in the positions filled by employees and when they are present satisfaction tends to increase. Motivators factors vary from one employee to another and from one moment to another. Usually what motivated an employee in the past no longer motivates today. (Mărăcine, 2000, p.108)

2. General presentation of Affidea Medical Center Constanța

Diagnostic and Treatment Center Affidea Constanta was the second successful project of Affidea Romania on the market. Affidea Romania is part of Affidea International Group, one of the largest investors and operators in Public Private Partnerships (PPP) in the health field in Europe.

Affidea Center's mission is based on the premise that "*health is more important than all*", which is why Affidea Romania medical personnel is prepared to the highest international standards.

Opened in November 2003, Diagnostic and Treatment Center Affidea Constanța is located in Constanța County Hospital courtyard, accessible to patients across the country, but mainly serving the need of medical services for the population of Constanta county and neighboring counties (Tulcea, Brăila). The medical services of the highest quality are offered outpatient homes in contracts with health insurance, under contracts with hospitals and privately.

Located in the center of Constanta, Center for Imaging Diagnostic and Treatment Affidea Constanța offers Medical Imaging and Nuclear Medicine, Clinical and laboratory services and Day hospitalization. The treatment center has the training and experience necessary to tackle the most complex interventions, Constanța Affidea's team doctors has one concern: *patient condition*. Affidea Constanța doctors are doctors with experience within state system and private sectors and are at the disposal of patients with health information and services of the highest quality.

3. Case study on employee satisfaction within Affidea Constanța

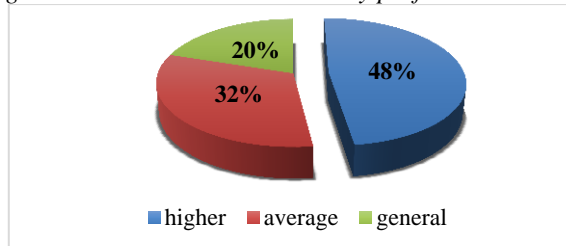
The best way to achieve the study is based on questionnaire survey, which turns out to be one of the techniques most commonly used in social and human sciences. (Popovici, 2010, p.89) The questionnaire conducted within Affidea Constanța tries to emphasize these aspects, being completed by a total of 25 people, 8 are men and 17 are women.

The first three questions of the questionnaire gives us information about employees who participated in this study: age, sex, education and occupational category. Thus, according to the results it could be seen that the human resources integrated into the company's activity are presented in a heterogeneous structure with components having different skills and different hierarchical positions.

Affidea Constanța center staff is divided into the following age categories: 20-30 years, 31-40 years, 41-50 years, 51-60 years. It is noted that the staff structure is balanced by age, yet diversified, medical center having young staff eager to assimilate as much information as possible and employees with experience, faithful to the center, where they developed their careers.

If we analyze the personal regarding their professional training we can see that of the 25 employees participating in this study, most have higher education.

Figure no. 1. Personnel structure by professional training

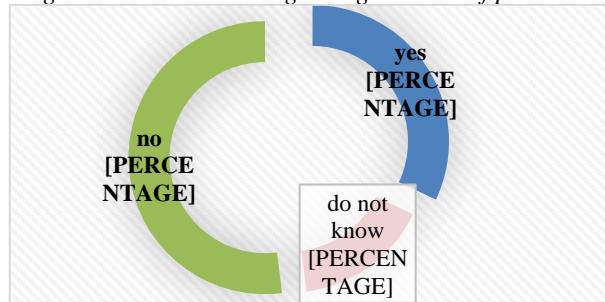


Source: own processing

Quality service offered by Affidea Constanța depends largely on training courses which employees followed and in this case we can see from the graph that 48% of the personnel have higher education.

Two of the questionnaire refer to promotion possibilities, whereas the promotion and satisfaction at work are closely linked. Thus, at the question "*Are you assured chances of promotion?*", more than half of respondents, 52% answered that they do not have chances to promote, while only 32% of employees from Affidea Medical Center Constanța believes that the current job offers advancement opportunities.

Figure no. 2. Answers regarding chances of promotion

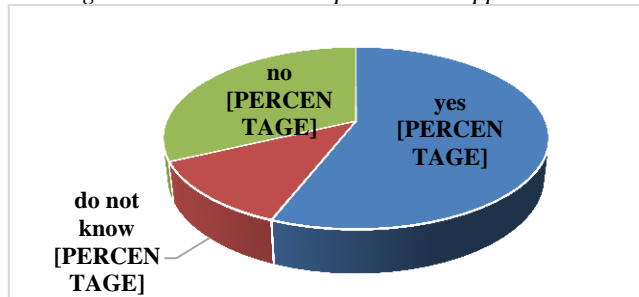


Source: own processing

A primary way to exploit the results of the staff evaluation is to promote it. In essence, by promoting we understand all the processes through which are assigned personnel within a company (medical center) posts located on a higher level and graduations or larger classes in the same post.

When asked "Do you know your possibilities for promotion?" more than half of respondents knew their promotion possibilities, their share was 56%, while 46% are unaware of the opportunities for promotion, or were not interested in this aspect, choosing as variant of answer "do not know", share of the latter representing only 12% of the total number of participants in this study.

Figure no. 3. Answers on promotion opportunities

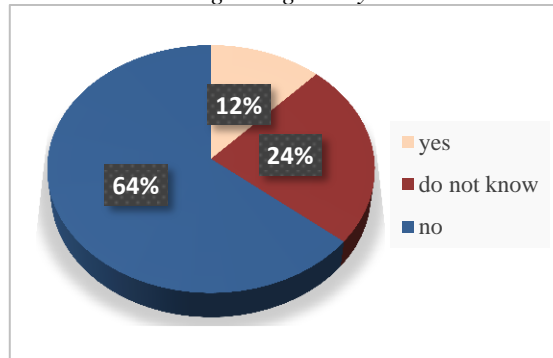


Source: own processing

Employees should be aware that the promotion involves changing position but also acquiring new responsibilities by raising skill levels, increased salary and moral satisfactions. Ability to promote is based on a fundamental criterion - personal merit, namely performance and capacity to meet the best conditions for work tasks associated with a higher post.

When asked "Salary received is correct in relation to the activity performed?", 64% of respondents believe that they are not rewarded adequately, while only 12% consider that work within Affidea Medical Center Constanța is rewarded correctly relative the work.

Figure no. 4. Answers regarding salary - submitted work report



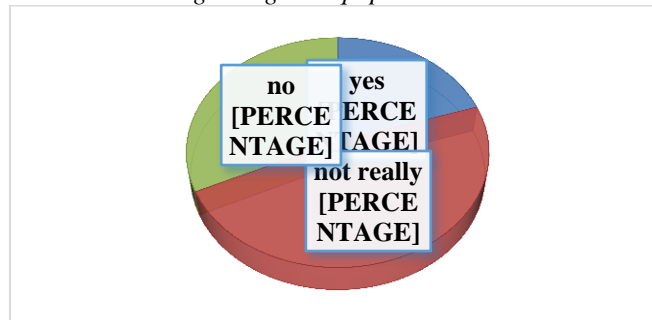
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As a general definition, we consider that salary is "a sum of money paid by an individual (placed on a leading position) to another individual or group of individuals (placed on the executive

functions) as a reward for their work." Also, after many specialists in human resources and management, salary paid to each employee designates a reward in exchange for its contribution to organizational success. If the first definition focuses on the effort to be rewarded, the second definition specifies that only results are rewarded.

The following question "Are you satisfied with the level of equipment with material, equipment, tools necessary to conduct business?" tries to identify desired working conditions. According to the results, it can be seen that 80% of respondents gave a negative answer to this question, the medical center was not fitted with the equipment and material necessary for the activity.

Figure no. 5. Answers regarding the equipment level with materials



Source: own processing

The percentage of those who believe that Affidea Center is equipped enough is low, their share representing only 20% of the employees participating in the study. Because the bulk of the time is spent at work it is very important that the employee have the necessary conditions to achieve maximum productivity of their labor.

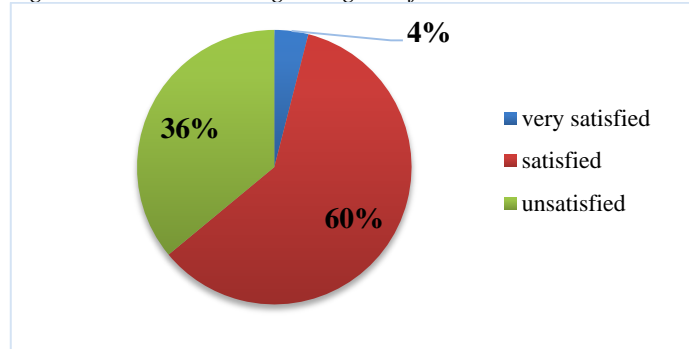
One of the questions allows the employee to comment or make suggestions to Affidea management to improve working conditions and ensure the attainment of satisfaction at work by employees. Out of the 25 participants in the study only 6 employees do not reported or proposed suggestions to superiors. The rest of the 19 respondents had the following comments and suggestions, listed in order of importance:

- *salary increase* - this suggestion was most frequently mentioned by participants. Complaints about wages and other forms of reward lead to feelings of dissatisfaction and hence the lack of employee motivation in the workplace;
- *improving working conditions* - employees frequently mentioned the need to improve current working conditions by purchasing equipment working properly, equipping treatment rooms, providing the work with the latest equipment;
- *hiring a qualified and responsible personell* - existing employees consider it necessary to extend the current work teams by hiring a responsible personal and providing jobs for young graduates eager to learn and gain more experience;
- *promotion at work* - another suggestion of employees refers to promotion opportunities at work by mentioning the conditions for promotion. It is important that Affidea offer the possibility of promotion within the medical center.

These results are consistent with the ERG theory of Alderfer according to witch existential needs are met by decent working conditions, safety or adequate pay. Also, the results show that within Affidea Center most employees are more interested in financial rewards, promotion opportunities, improve working conditions than working relationships with colleagues and superiors.

When asked "Overall, how satisfied are you're working in our hospital?" 60% of respondents are satisfied that operate within Affidea, while 36% are dissatisfied with their work. The lowest percentage, 4% is held by those who consider themselves very satisfied with the location where they apply their knowledge and share experience.

Figure no. 6. Answers regarding satisfaction with their own work



Source: own processing

Due to the fact that most of our life is dedicated at workplace, job satisfaction is very important, both at individual and organizational levels. Satisfaction coming from work is a positive state resulting from employee's attitude at work.

Within questionnaire regarding employee's satisfaction, they were asked to mention three aspects pleases them about work. Of the 25 participants, 15 did not complete this box, which can translate that currently are not satisfied with their work. The other 10 participants mentioned aspects shown in the figure below.

Figure no. 7. Answers regarding aspects that pleases employees at work



Source: own processing

In this case the results are consistent with the ERG theory of Alderfer but with reference to relational needs involving informal and formal relationships with colleagues, friends and bosses; and development needs relate to the needs of growth, development, the mere possibility of practicing the profession itself.

When asked "Indicate on a scale from 1 to 5 (1-most important, 5-least important) what you think are the main motivators" we drawn a table which includes motivating factors. In the table below are included motivating factors in order of importance:

It can be seen that the employees surveyed the main motivator is the salary because it has the lowest average, respectively 2.12. The level of salary is seen as a measure of importance in the organization of an employee, especially for employees at lower hierarchical levels, whose main source of motivation is the prospect of higher wages.

Table no. 1. The main motivators factors

No.	Motivator factors	Average
1.	Salary	2,12
2.	Safety at workplace	2,76
3.	The possibilities for promotion	2,92
4.	Work conditions	3,40
5.	Team	3,64

Source: own processing

Another motivating factor for employees is the job security, a fact highlighted by this study since this criterion average is 2.76. The working team turns out to not be as important for all employees, whereas the mean value of 3.64 is the highest value and also the nearest to five, criteria allocated to the least important motivators.

4. Conclusions and recommendations

After quantitative processing results and their qualitative interpretation, some conclusions can be drawn:

- within the medical center, more than half of employees know their chances of promotion, which reflects a positive thing. This means that management of Affidea Treatment Center identified this need of employees and managed to introduce in the working process ways of satisfy the employee's need for effort recognition, thus creating the prerequisites for high job satisfaction.
- the most important source of motivation for employees is represented by the salary and benefits received. If they are sufficient, productivity will increase considerably. This is already known within companies coming into our country to take advantage of labor, which is why their managers often granted salary increases or bonuses to keep a positive attitude and focus on the rewards for those who work for them. According to the results, 64% of respondents consider that the salary is not properly received, which reflects a negative aspect.

From data described during the analysis, some recommendations for Affidea Treatment Center management can be made:

- creating a motivational policies with long-term goals for employees and organization;
- consideration the complex array of needs that people have related to work;
- acceptance that the contractual relationship with employees requires involvement and commitment from both parties of the contract;
- rigorous analysis on needs of employees before implementing a remuneration system. Management organization should pay high attention to the needs of employees related to wage and organizational climate to obtain interest for quality standards and achieving a productive work.

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