BACKGROUND. MOTIVATION.

We consider that human resources account for the most important capital in the health system, because the effective and efficient use of all the other resources within the medical care delivery, the quality of services provided and patient satisfaction in their relationship with healthcare providers, depend to a large extent by the personnel. In health care organizations, main influential factors related to personnel and human interaction are as following: education, professional experience, competence, motivation, age, professional ethics, personality and behavior at work, team role, load with tasks and activities, coping, stress endurance, quality of communication with team and patients, attitude towards change, adaptability, support – giving, asking, receiving [1].

The medical personnel working in public hospitals in Romania is affected by a series of factors: significant migration of doctors and nurses to private sector and abroad, causing deficits especially in certain specialties and areas, with negative effects at national level; lack of or inaccessibility to modern medical equipment, inappropriate work and safety conditions, old infrastructure; financing mechanisms with no incentives for effectiveness and efficiency; fixed, low salaries – incomparable at UE level; informal payments; partial, inefficient information management system; poor communication with patients; and other issues. However, the right measures to counteract these phenomena and their negative effects, have always been delayed. In 2010 austerity measures have been decided in Romania including for hospitals, affecting both contracting – by decreasing the revenues from the social health insurance fund, and also the hospital staff – by cutting their salaries off 25%, resilient after three years. While current hospital accreditation system does not influence directly the quality, safety or performance in hospitals. It is known the fact that managerial team could be a locomotive for the medical professionals and a bond for the entire hospital staff, toward performance and recognition, or could be a disruptive, inhibitor factor for organizational progress, despite the reputation or professional performance of certain doctors in hospital.

Gunderman contemplates that leaders of medical academic and health organizations have to comprehend in-depth financial and non-financial motivation of physicians and to promote their professional fulfillment [2]. Otherwise, doctor performances in the organization will be far from their potential, and their patients will be affected. A provative argument could be the visible effects of demotivation of the medical personnel on the health systems from former socialist countries of Europe (Semashko), hardly transiting to other organization and financing models, but the results and performances of those systems are not at the level of developed nations yet.

Hospital leadership might be a challenge in any health system, especially after the economic crisis and in the context of recent health reforms. Leadership tools and models used in hospital sector are characterized by a great variety. Saltman et al observed the changing role of hospitals and their governance accordingly, considering that hospital leaders, by their abilities, knowledge, aptitudes, personality and acting, represent the main reason for the organizational success, despite deficiencies of different financing mechanisms and market adversities [3].

According to Dye and Garman, very effective leaders in healthcare field manifest certain characteristics in decision making: a good judgment and reasoning, assessing the best approach, decision analysis, keep the track of time, act with integrity, personal development. But in the same time, there are challenges for the effective leaders too, especially related to: fear to make wrong decisions and also fearful of admitting it, unavailability to take high risks, oversized self-confidence, lack of or difficult to use appropriate methods and techniques for decisions making, overanalyze when make decisions [4].
Therefore, drawing in the best professionals, supporting and motivating them as a team, is a priority for the Clinical Hospital “St. Maria” management, by: creating working conditions as good as possible, facilitate continue medical education and professional development, extend the area of medical services offered by the hospital, approach complex medical cases, create a supporting environment based on trust, and value each team member. Assessment level de professional satisfaction became the more important as the Clinical Hospital “St. Maria” transits an unprecedented development process: complete consolidation of hospital building refurbishment and modernizing, including remarkable medical equipment, top medical services provided such as hepatic and pancreatic transplant – accreditation since February 2014 as second center in Bucharest and, for the first time in Romania, accreditation for pulmonary transplant – March 2016, and the approval for a multi-organ transplant center of regional importance in South-Eastern Europe. In two years since accreditation, the surgical team of clinic already performed 40 successful hepatic transplants.

AIM
The purpose of this research to improve the human resources management and working conditions in Clinical Hospital “St. Maria” Bucharest, within a larger set of tools, measures, processes and decisions. On short term, study aims to find the level de professional satisfaction of hospital employees – medical and nonmedical. On the other hand, findings of professional satisfaction assessment, based on a questionnaire self-administered, were also useful for the hospital evaluation process in order to get the accreditation from the National Authority for Health Quality Management [5].

METHODOLOGY
One of the tools developed and used to assess the level of professional satisfaction of hospital personnel is the questionnaire, periodically distributed to be filled in by all the employees. The tool was conceived to respond both to hospital objectives and accreditation criteria. Questionnaire contains 21 variables regarding the following aspects: age and gender; personnel category; hospital department / service, management position; knowing their tasks, responsibilities and expected results; working conditions, equipment, safety; participating in courses, trainings, professional development; communication and relationship with their hierarchical superior, hospital management, the other hospital departments and services; hospital policy for professional development and promotion; proposals to improve department activities; general level of professional satisfaction in the hospital; suggestions to improve their working conditions and work results on their department / hospital.

Questionnaire has been applied in March 2016 to all the employees, excluding the doctors who provide only paid watch and the resident physicians. Human resources staff distributed the questionnaire, in respect for confidentiality, and for collection a box was used.

Note about the particular structure of personnel in this hospital: catering, security and medical tests laboratory are externalized, therefore nonmedical personnel count for a smaller percent in total number of hospital employees, while the number of physicians and nurses is increased according to the medical development of hospital services provided.

RESULTS
A number of 332 employees, out of 350, filled in the questionnaire, implying a very good response rate of 94.9%. Only 5.4% of respondents were in a management position. Distribution of respondents presented the following features: 290 responding persons are medical personnel (physicians, nurses, pharmacists etc.), representing 87.3% of total respondents and the other 42 respondents (12.7%) belong to the nonmedical category (from accounting, technic-administrative, human resources, statistics, judicial, archive etc.).

Gender distribution indicated preponderance of women, 79.8% towards only 20.2% men. From the age groups point of view, 27 respondents are young of \(\leq 30\) years old, while 162 persons (48.8%) belong to 31-45 years and 143 (43%) to the age group of 46-65 years. A special attention should be further paid to the third age group, especially doctors approaching their legal retirement age.

Fig.1. Distribution of the respondent medical personnel on hospital departments
and relationship with hospital management team is considered appropriate by 85% of respondents. Collaboration with other hospital departments, sector and services is declared just relatively or partially appropriate by 24% of the study participants, and this particular aspect should be further analyzed in detail in order to improve the situation. In terms of hospital policy for professional development and promotion of employees, majority of respondents (65,4%) find it adequate, 26.5% of them mark it as relatively appropriate, 1.5% declare it inappropriate while 6,6% respondents do not know it. This situation indicates actions for a better documentation and promotion within the entire hospital team.

Analysis of department improvement initiatives denoted that half of the employees (55%) actually mentioned such proposals, and 44% out of these were taken into account by the hospital management, which is an important motivational factor for progress. On the other hand, the study displayed that 84% of staff and even 93.3% of managerial personnel use their professional competence, abilities and aptitudes to the greatest extent in daily hospital activities, while 51 employees think they use their abilities to a certain extent, so this aspect should be further investigated and remedied in short time.

The level of general professional satisfaction in the hospital has been rated by respondent personnel as following: 84.6% of medical personnel and 90.5% of nonmedical personnel (totalizing 279 persons) declared to be very satisfied and satisfied; but the hospital management is concerned by the reasons of dissatisfaction of the medical personnel – 15.4% and of nonmedical personnel – 9.5%, in order to act for an objective remedy of the situation.
Fig. 4-5 Aspects regarding the communication, relationships and collaboration within the hospital

- Your collaboration with other hospital departments?
  - 76.2%: Appropriate
  - 23.8%: Inappropriate

- Your communication and relationship with hierarchic superior?
  - 99.9%: Appropriate
  - 6.1%: Inappropriate

Fig. 7 Extent of using their competence and abilities in daily activity

- Hospital policy for professional development and promotion of employees?
  - 65.4%: Appropriate
  - 26.5%: Inappropriate

- Communication and relationship of management team with hospital employees?
  - 79.9%: Appropriate
  - 18.5%: Inappropriate

- Your communication and relationship with hospital management team?
  - 84.8%: Appropriate
  - 14.6%: Inappropriate

Fig. 8 Extent of using competencies and abilities in current work

- % managerial: 93.3% to the largest extent
  - 84.0%: to a certain extent
  - 6.7%: to a very low extent

- % nonmanagerial: 38.9% to the largest extent
  - 40.5%: to a certain extent
  - 2.6%: to a very low extent
In regard of suggestions and proposals made by the personnel for improvement of the working conditions and activity results at department/service/hospital level, the study relieved the following findings: 37 respondents (11.1%), both satisfied and unsatisfied professionally, have written such proposals and their suggestions indicated: supplement the number of medical and ancillary staff in surgery, transplant unit, and ICU; better media visibility for the hospital, according to complexity and effectiveness of clinical activity performed; proper locker-rooms for all medical staff; medical offices for consultations and proper bandage room on surgery; IT equipment for ICU; pharmacy: cleaning and working personnel, decrease the time between issuing the order for medicines in pharmacy and their sending to providers, more space for medicine storage, continuous development courses; new medical equipment for rheumatology department; modernize, buy medical endowment, additional medical instrumental, availability of CT and MRI during the night, larger space for health materials and a dining room for the emergency department; new offices for doctors on internal medicine, rheumatology, surgery departments for interdisciplinary consulting of hospitalized patients, so this activity would not be just the responsibility of watch doctor; improve the communication between doctors and nurses; available for training activities in the hospital.

DISCUSSION, CONCLUSIONS.

As the management team of public hospital is not allowed to influence the financial motivation of employees within the current legislative context, professional satisfaction of the medical personnel might and has to be influenced by other measures such as: medical equipment as modern as possible; safe and decent working conditions; as highest as possible employment coverage with medical and health personnel; supporting the personnel to regularly participate in continuous professional development training provided by the best experts at national, European or international level if possible; adopt a modern managerial style according to specific hospital organization needs, mission, activity and team; value, appreciate and validate each person of the team; creating an climate of mutual trust, collaboration, and respect; assessing the professional satisfaction of employees and act to improve the situation according to problems and causes correctly identified; organizational lobby, promoting the hospital and constant participation development projects, including with the support of community and local administration.

The study proves the importance of yearly assessment of professional satisfaction of the hospital personnel, a valuable source for learning: the personnel opinion on their working conditions of every job; signaling the problems and deficiencies; perception over interrelationship within the organization and change process; proposals and feedback that employees not always have the chance or intention to send to hospital management. The findings indicate a high general level of professional satisfaction among the hospital personnel, reflecting the radical changes of general and specific working conditions made during last years in this hospital. On the other hand, dissatisfaction, complaints and proposals mentioned by the respondents will be the subject of further analysis aimed to document objective decisions for improvement where feasible. Questionnaire administration and data analysis indicated some changes for future improvement of this assessment tool. It also appears useful to correlate the study results with findings from other research regarding patient opinion performed within the same period of time. In conclusion, professional satisfaction of public hospital personnel should be a constant concern of hospital management because of incontestable importance of the hospital team and each employee in achieving the organizational performance. While consulting the hospital team for critical decisions making, is an ace ready at hand of modern, effective leaders.

References

*** Rapoartele statistică privind personalul spitalelor
*** Ordinul nr. 972/2010 al Ministrului sănătății pentru aprobarea Procedurilor, standardelor și metodologiei de acreditare a spitalelor