

THE EDUCATION OF EMPLOYEES AS A MOTIVATION FACTOR IN THE MANAGEMENT OF CLINICAL CENTER OF SERBIA

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EDUKACIJA ZAPOSLENIH KAO MOTIVACIJA U ORGANIZACIJI KLINIČKOG CENTRA SRBIJE

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ABSTRACT

With more than seven thousand employees, KCS is the largest provider of health services in Serbia and one of the largest in Europe, which has more than one million patients per year. The aim of the research is to determine the assessment of employee satisfaction by various factors of motivation, various education programs at the Clinical Center of Serbia, which to some extent contribute to motivation in the workplace. This cross-sectional randomized descriptive study was performed from April 1st to 30th 2016, and included 151 health care professionals in Clinical Center of Serbia. Study included employees both gender and various years old, with different qualification and formal education. The anonymous survey about motivation of employees covered a total of 15 questions with responses (questions of closed type). Based on our results, we can conclude that despite subjectivism attributed to the survey as a method of research, in this case, we got a result that fairly objectively shows the situation in the Clinical Center of Serbia. From all of the above, we can conclude that the organizational culture is not weak in the Clinical Center of Serbia, but certainly it is necessary to work on strengthening its strength, which can be connected with the insufficient development of organizational culture as a scientific discipline in the academic community in Serbia.

Keywords: *motivation, continuous medical education, health care professionals, Clinical Center Serbia, survey.*

SAŽETAK

Sa više od sedam hiljada zaposlenih, KCS je najveći pružalac zdravstvenih usluga u Srbiji i jedan od najvećih u Evropi, koji godišnje ima više od milion pacijenata. Cilj istraživanja je da se utvrdi procena zadovoljstva zaposlenih korišćenjem različitih faktora motivacije i različitih obrazovnih programa u Kliničkom centru Srbije, koji delimično doprinose motivaciji na radnom mjestu. Ova unakrsna dijagnostička slučajna deskriptivna studija odradena je od 1. do 30. aprila 2016. godine, a obuhvaćen je 151 zdravstveni radnik u Kliničkom centru Srbije. Studija je uključivala oba pola i različita godišta, sa različitim kvalifikacijama i formalnim obrazovanjem. Anonimno istraživanje o motivaciji zaposlenih pokrivalo je ukupno 15 pitanja sa odgovorima (pitanja zatvorenog tipa). Na osnovu naših rezultata možemo zaključiti da uprkos subjektivizmu koji se pripisuje upitniku kao metodu istraživanja, u ovom slučaju, smo dobili rezultat koji objektivno pokazuje situaciju u Kliničkom centru Srbije. Iz svega navedenog možemo zaključiti da organizaciona kultura u Kliničkom centru Srbije nije slaba, ali svakako je potrebno raditi na povećanju njene snage, koja se može povezati sa nedovoljnim razvojem organizacione kulture kao naučne discipline u akademskoj zajednici Srbije.

Ključne reči: *motivacija, kontinuirana medicinska edukacija, zdravstveni radnici, Klinički centar Srbije, anketa*

ABBREVIATIONS

KCS - Clinical Center Serbia



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INTRODUCTION

With more than seven thousand employees, KCS is the largest provider of health services in Serbia and one of the largest in Europe, which has more than one million patients per year (1). In the stationary activity of KCS, more than 90 000 patients are treated annually, more than 950 000 patient days are treated, performed over 50 000 operations and more than 7 000 births. In day-care hospitals 25 000 patients are treated annually and perform over 5,000 operations (2).

Education for healthcare workers and healthcare associates at the Clinical Center of Serbia is organized in order to continuously improve professional knowledge in order to maintain and improve skills and competencies in providing health services to patients (3). The goal of organizing education of employees is the continuous monitoring of new scientific and professional knowledge and skills, which in synergy with generally recognized and already applied doctrines and methods, enable the development and improvement of professional potentials on an individual and institutional level, within the Clinical Center of Serbia as a high specialized medical institutions of tertiary health care, and teaching bases of the Medical Faculty of the University of Belgrade (3, 4).

Education within the Clinical Center of Serbia is carried out in the form of professional meetings organized for healthcare workers and healthcare associates. Lecturers at professional meetings are healthcare workers and medical associates employed at the Clinical Center of Serbia, then lecturers by invitation from other institutions. A very developed and significant form of education is the organization of professional meetings within the association of the Association of Physicians of Serbia, the Serbian Medical Society, where the regular and successful participation of doctors of the Clinical Center of Serbia, all specialties, within the work of individual sections was noticed.

The reports about continuous medical education for health care professionals bring to us the next information: for nurses were organized 6 courses and for technicians were organized 123 expert meetings with lecturers from 23 Organizational units of the Clinical Center of Serbia (5, 6). In 2014, a total of 18225 participants attended the meetings. During 2015, 22.254 certificates were awarded, of which 7302 for doctors and 14952 for nurses of the Clinical Center of Serbia, who attended educational programs organized at the Clinical Center of Serbia (7-9).

In that sense, the aim of the research is to determine how certain methods, as well as continuous education of employee motivation, become the driving force of a certain, desired human behavior, and how they lead to the effective realization of the goals of the organization. Also, the aim of the research is to determine the assessment of employee satisfaction by various factors of motivation, various education programs at the Clinical Center of Serbia, which to some extent contribute to motivation in the workplace.

PARTICIPANTS AND METHODS

Study population

This cross-sectional randomized descriptive study was performed from April 1st to 30th 2016, and included 151 health care professionals in Clinical Center of Serbia. Study included employees both gender and various years old, with different qualification and formal education.

Instrument

The anonymous survey about motivation of employees covered a total of 15 questions with responses (questions of closed type). Questions in the survey were closed type, i.e. the answer is chosen from the offered answers, according to the principle of the highest level of matching of the offered answer with the opinion of the participants in the survey (Table 1). The results of the survey were analyzed for specific issues with accent on those on which it is possible to draw a reliable conclusion from the answers (1, 8).

RESULTS

Demographic characteristics of study population

This study included 151 participants. Of the total number of female respondents, 119 are female, while 32 are male respondents. The research involved doctors (25 doctors) and nurses (126 nurses). Also, the most of participants were between 20-30 years old (48.43%), than between 31-40 years old (31.13%) (Figure 1).

According to duration of working experience, all participants were divided into groups: the most of participants were with 5-10 years working experience (37.09%), than with less than 5 years experience (34.44%), 10-20 years working experience (20.53%) and with 20-30 years working experience were in the smallest percent (7.95%) (Figure 2).

The attitude of the participants about motivation at work (Questions 1-6)

Question 1: A fifth of respondents (20.5%) consider their work only as a means of securing material conditions for life, 7.9% of respondents consider their work a way of achieving professional preferences and interests. The largest number of respondents opted for one and the other, i.e. believes that through their call, financial security and professional satisfaction can be achieved (71.5% of respondents). Observing the relationship between the age of the respondent and the attitude towards the work they perform, it can be observed that patients aged between 21-30 years ($p = 0.000$) and persons who have up to 10 years of working experience ($p = 0.023$) only perceive their work as a means of securing material conditions (37% of the 20-30-year-olds have this attitude, as well as a quarter of respondents who have up to 10 years of working experience).



Table 1. Structured Survey for analyses of motivation, educationa and communication skill of healthcare professionals

<p>General information: Position: a) Physician b) Technician Gender: a) male b) female Years: a) 20-30 b) 31-40 c) 41-50 d) 51-60 e) >60 Working experience: a) 0-5 b) 5-10 c) 10-20 d) 20-30 e) 30-40</p>	
Question 1: Is the job you are currently doing at the Clinical Center of Serbia for you?	a) the only way of securing material living conditions b) achieving professional tendencies and interests c) both
Question 2: Are you familiar with what is expected of you at work?	a) completely b) partially c) no d) I have no definite position on this
Question 3: Are you satisfied with the amount of total remuneration for your work?	a) I am very satisfied b) I am mostly c) I'm not satisfied at all d) I have no definite position on this
Question 4: What kind of personal stimulation, in your opinion, has the most effect on employees?	a) monthly stimulation b) quarterly, semi-annual or annual bonus c) Commendation or public recognition d) I have no definite position on this
Question 5: Do you think that your work, performance and commitment are permanently praised and evaluated objectively and fairly?	a) yes b) partially c) no d) I have no definite position on this
Question 6: In your opinion, does the reward system in the Clinical Center stimulate the quality of work, dedication, creativity and innovation?	a) completely b) partially c) no d) I have no definite position on this
Question 7: A grade of 1 (not at all important) to 5 (very important) assess the importance of education and professional development for the work you do on your workplace.	1 2 3 4 5
Question 8: Is, in your opinion, the level of investment in the professional development of employees (professional meetings, seminars, medical education, postgraduate studies...) such that it enables successful work?	a) completely b) partially c) no d) I have no definite position on this
Question 9: Do you think that in the Clinical Center of Serbia you have all the conditions for advancement in the profession?	a) completely b) partially c) no d) I have no definite position on this
Question 10: Are professional competencies, responsibility and ethical values, in your opinion, dominant for advancement within the hierarchical structure of the Clinical Center of Serbia?	a) completely b) partially c) no d) I have no definite position on this
Question 11: Evaluate your general opinion on the relationships between associates in the Clinical Center of Serbia by a full grade of 1 (unsatisfactory) to 5 (excellent).	1 2 3 4 5
Question 12: Assess the degree to which you are satisfied with the attitude of your immediate manager in everyday business communication with an integer score of 1 (non-honest) to 5 (very correct)	1 2 3 4 5
Question 13: Do you perceive yourself as a member of a team that participates in the achievement of common results?	a) completely b) partially c) no d) I have no definite position on this
Question 14: Assess the degree to which, in your opinion, the views and suggestions of employees are taken into consideration by an integer score of 1 (ignored) to 5 (extremely important)?	1 2 3 4 5
Question 15: Do you feel good, safe and accepted in your work environment?	a) completely b) partially c) no d) I have no definite position on this

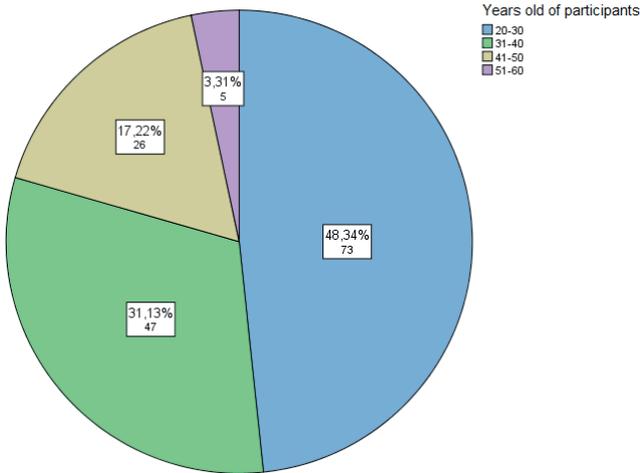


Figure 1. Distribution of participants by age

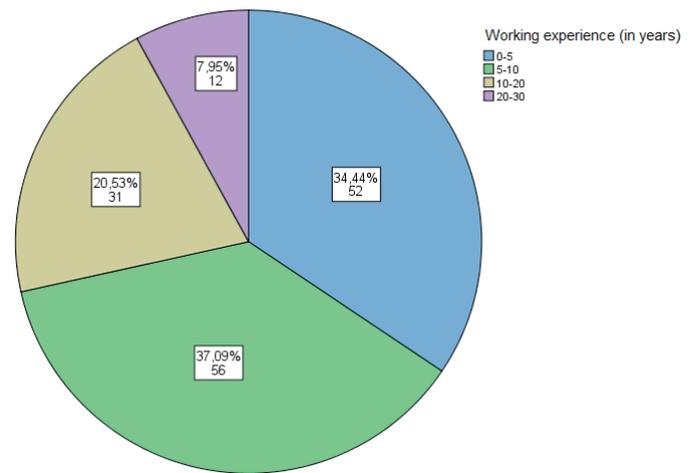


Figure 2. Distribution of participants by working experience in years

Question 2: The largest number of participants, 51.7% of them stated that they were fully acquainted with what is expected of them at work, 40% are partially familiar, while 7.1% are not familiar.

Question 3: 64.2% of respondents are not satisfied with the amount of material income, and a 19.2% are mostly satisfied, 12.6% expressed their satisfaction and 4% there is no definite position on this.

Question 4: The largest percentage, 58.3% of them consider monthly personal stimulation 27.2% believe that the quarterly, half-yearly or annual bonus is the best form of stimulation, while 12.6% of employees are praised and publicly acknowledged, while 2% do not have a defined attitude about it.

Question 5: Participants who believe that their work is evaluated objectively and fairly in the majority, 47.7%, a large number of respondents thinks that they are partly 36.4%, while 15% of those who think that their work is not valued in the right way.

Question 6: With the reward system in KCS stimulating the quality of the work, almost all participants consider

that it is completely compatible with this (47.7%) or partly (49.7%). Only 4 respondents disagree or do not have an attitude related to this topic.

The attitude of the participants about education at work (Questions 7-10)

Question 7: 97.3% of participants consider education very important (Likert scale-grade 5) and important (Likert scale-grade 4). No respondent stated that education is not important at all (Likert scale-grade 1) and does not matter (Likert scale-grade 2).

Question 8: With 95.3% of participants agreeing that investment in professional development of employees enables successful work, 57.6% of them are completely satisfied, while 37.7% agree in part.

Question 9: The majority of participants fully believe that the CCS has conditions for promotion of 68.9%, partly 22.5%. There is no statistically significant difference in responses among participants with different length of service and age ($p > 0.05$).

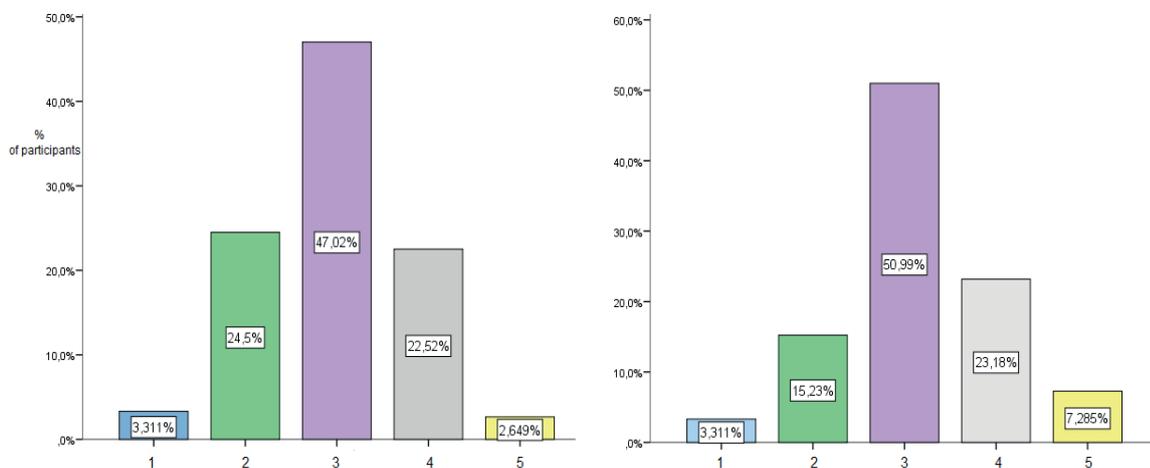


Figure 3.

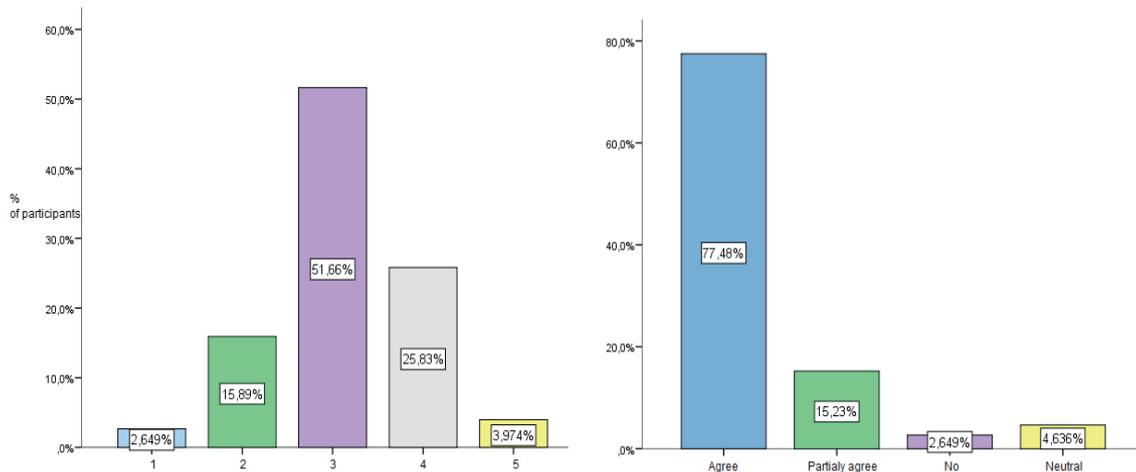


Figure 4. Graphic distribution of the answer to Question 14: Assess the degree to which, in your opinion, the views and suggestions of employees are taken into consideration by an integer score of 1 (ignored) to 5 (is extremely respected)? and Question 15: Do you feel good, safe, and accepted in your work environment?

Question 10: Professional abilities, responsibility and ethical values are the dominant ones for progress within the hierarchical structure of the Clinical Center of Serbia in full, according to opinion, close to 50.3% of participants, and partly according to 44.44%. 2.6% does not exist such compliance, and also 2.6% have no defined position on this.

The attitude of the participants about communication skills and team work in organization (Questions 10-15)

Question 11: The highest number of participants is the assessment of the relationships between associates in KCS grade 3, close to half of respondents (47.02%). Points 2 and 4 rated 24.5% and 22.52%, while rating 1 and 5 rated 3.3% and 2.6% respectively (Figure 3).

Figure 3. Graphic distribution of the answer to Question 11: Evaluate your general opinion on relationships among associates at the Clinical Center of Serbia by a full grade of 1 (unsatisfactory) to 5 (excellent) and Question 12: Assess the degree to which you are satisfied with the attitude of your immediate manager in everyday business communication with a full score of 1 (incorrect) to 5 (very correct).

Question 12: The participants assessed the satisfaction with the attitude of their immediate manager in their everyday business communication with a score of 3 (51% of subjects). About a fifth of participants rated the relationship as correct (4) 23.2%. Points 2, 5 and 1 rated it (15.2%, 7.3% and 3.3% respectively). There is no statistically significant relationship between age or work experience and satisfaction with the attitude of your immediate manager in everyday business communication ($p > 0.05$) (Figure 3).

Question 13: The participants perceive themselves as members of the team participating in the achievement of the common results, a total of 94% of the respondents, of which 60.9% are completely, 33.1% partially. The small share of participants, 4%, does not perceive themselves as

a team member, while 2% of the participants have no opinion about it. There is no statistically significant correlation between age or years of service and experiencing oneself as a team member ($p > 0.05$).

Question 14: Recognizing the attitudes and suggestions of employees can greatly motivate to work and give new proposals in order to improve the functioning of the institution in which they work. A large share of the respondents considered that consideration of attitudes and suggestions of employees could be estimated with a score of 3 (51.66%). A quarter of the respondents said they believed that the grade for appreciation was 4 (25.83%), while 15.89% were rated as 1, 3.97% by grade 5 and 2, 65% by grade 1. There is no statistically significant correlation between age or years of service and an opinion on the degree to which the views and suggestions of employees are respected ($p > 0.05$) (Figure 4).

Question 15: The atmosphere in the collective is very important for the productivity of an individual. The majority of the respondents stated that 77.5% were fully accepted, 15.2% were partially accepted, while those who do not have the opinion about this were 2.6% and 4.6%. There is no statistically significant correlation between age or years of service and the attitude of acceptance and security in the collective ($p > 0.05$) (Figure 4).

DISCUSSION

The aim of this research is to determine how certain methods, as well as continuous education of employee motivation, become the driving force of a certain, desired human behavior, and how they lead to the effective realization of the goals of the organization. Workforce motivation as an important function within the human resources management process requires careful and detailed research, therefore special attention is devoted to the study of this phenomenon, its methods and factors (5-8). Also, the aim



of the research is to determine the assessment of employee satisfaction by various motivation factors, various education programs at the Clinical Center of Serbia, which to some extent contribute to motivation in the workplace.

The fact that the majority of respondents (71%) think that the job is something that will equally provide them with material conditions for living and achievement of professional affinity and interest, proves that the employees of the Clinical Center of Serbia are assigned to positions that suit them to a large extent, both in terms of income, and according to the possibilities for achieving professional preferences and interests.

The issue of material income is always a sensitive topic. A very high percentage of employees who are not satisfied with material income, which can be explained by the recent salary reduction, both in the Clinical Center of Serbia and in all health institutions in Serbia. The fact that work is not compensated for by just the amount of earnings can be troubling, because the insufficiency of employees in health institutions can negatively affect the quality of the services they provide, which would be very bad for citizens, users of health services (9).

The fact that 58.33% of respondents indicated monthly stimulation as the type of personal stimulation that has the greatest effect on employees, can be supported by the logical assumption that the employees most of the price for this type of stimulation is the price for the simple reason that it is short-term, that is, its effects are quickly noticed in the monthly level. Namely, in the case of quarterly, semi-annual or annual bonuses, for which 28.70% of respondents answered, it is necessary to wait for the reward for the invested effort much longer, which employees do not really like.

Furthermore, permanent monitoring of the work, performance and commitment of employees for the objective and fair evaluation is one of the basic tasks of management in the application of the employee reward system (11, 12). In that sense, most respondents think that their work is evaluated objectively and fairly, encourages and points to the existence of an extremely qualitative system of rewarding (10). Also, the reward system applied at the Clinical Center is contemporary, universal, motivating and focused on stimulating the quality of work, advocating employees, creativity and innovation. With this conclusion, close to 44% of the respondents agreed. In this respect, we can say that the reward system is such that it exclusively motivates employees to work more valuable, with more commitment and interest.

Regarding to education in healthcare systems and organizations, our results indicate that education and professional training are very important for all medical staff, both for doctors and for medical technicians (Figs. 3 and 4). A small percentage of those who think that education is only partially important are employees who carry out desk services and do not provide any medical services. Also, high attention is paid to continuing education, with special emphasis on the education of doctors. In this sense, as a confirmation of this, as many as 53.70% of respondents consider that the level of investment in the professional

development of employees is such that it enables successful work. Finally, the most of respondents believe that the company has all the conditions for promotion.

Finally, in this study we evaluated communication skills and general communication entire the organization (Fig. 4). If relationships between associates are disturbed for any reason, this will have a negative impact on the results. Most respondents, giving grade 3, confirm that only with good employee relationships can work become a pleasure. Since most of the time is spent at work, it is extremely important that the employees feel good and that a positive atmosphere is in place (2, 14). A good relationship with the direct management is very important, and can greatly affect the fact that employees do not do their job in the right way or within the stipulated deadlines (12, 13). Of great importance is the so-called two-direction communication that should be everyday, exhaustive and comprehensive, with clear and precise tasks, but also with the space for employees to be creative, innovative and free to propose, give suggestions and their opinions. Even 45.37% of respondents believe that the relations of employees and their direct managers are good, with the tendency to further develop further cooperation.

Forming teams or working groups is another way for employees to contribute to the overall success of the Clinical Center of Serbia. Team spirit and feeling that they are part of one successful team is a special pleasure and a strong motive (15-17). All employees are different, but about these differences, they are talking, harmonizing and working perfectly (18, 19). In the Clinical Center of Serbia, mutual help, team decision-making, and consensus are cultivated. Team spirit and community that employees feel at work in the team, if judging by these 58% of the respondents who fully perceive themselves as members of the team involved in achieving common results, evidence is that there is a high percentage of employees who are extremely motivated to give their maximum in achieving common results. Recognizing attitudes and suggestions can be a great motivation for employees. According to the results of the survey, 47.22% of the respondents believe that at the Clinical Center of Serbia, the attitudes of employees are appreciated to a considerable extent, which indicates that employees are respected and appreciated their contribution to the overall success of this health institution.

Over 75% of participants think that they feel fully, well and accepted in their work environment, and 15.74% in part. Undoubtedly it feels 3.70%, and 5.55% does not have a defined attitude about it. Acceptance of employees, especially young people, of newly employed workers is of great importance for their overall satisfaction and motivation. Employees at work should not feel insecure, unadjusted, and dismissed, both from their associates and from direct managers. In the Clinical Center of Serbia, this is paid great attention, with a special emphasis on newly employed workers, as well as those who move from one position to another. That 75% of the participants testify that this is largely successful.



CONCLUSION

Well, based on our results, we can conclude that despite subjectivism attributed to the survey as a method of research, in this case, we got a result that fairly objectively shows the situation in the Clinical Center of Serbia. From all of the above, we can conclude that the organizational culture is not weak in the Clinical Center of Serbia, but certainly it is necessary to work on strengthening its strength, which can be connected with the insufficient development of organizational culture as a scientific discipline in the academic community in Serbia. Only by encouraging internal factors such as education and upgrading it can be increased employee motivation in order to encourage creativity and innovation. Also, the management of the organization should plan and develop a model of organizational culture, which will enable the professional potential and the overall intelligence of the collective to be used in the best way. Generally, it is important that the system being applied maintains the culture of an organization and is trained to achieve goals and, if that is not the case, it should be changed.

CONFLICT OF INTERESTS

None.

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