

MANAGEMENT AND LEADERSHIP IN A HEALTH ORGANIZATION FOR OUTPATIENT CARE

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Abstract: According to Bernard's classic definition, an organization is a group of people whose activity is coordinated to achieve a common goal. The most important resource of any health organization are people. Human resources management is a process of efficient utilization of staff to achieve the goals of an organization, satisfying the needs and expectations of the employees at the same time. In the organization we can distinguish both formal and informal structures which sometimes may overlap. Formal structure is based on rules, ie. it is a legitimate, legalized organization. Leading figure is the manager who holds the official position of power. The informal structure arises spontaneously and unorganized within the formal organization. This structure is built upon socio-psychological basis, sympathies and common interests. Fundamental figure in this structure is the leader who has certain qualities appreciated by employees. Various styles of management are known, confined between the autocratic and the democratic at the two poles. The choice of managing style depends on many factors, including the personal qualities of employees, the nature of the task and the personality of the manager. Team satisfaction can not be neglected as a factor in organizational efficiency. For this reason, we conducted an empirical sociological study of 54 medical specialists working in a outpatient care facility.

The aim of our study was to investigate the expectations and satisfaction of the employees of the organization and management style of their manager.

Material and Methods: For the purpose of the survey, we developed a questionnaire with demographic and specific questions built on the scale of Likert. Sociological (survey), statistical (descriptive and analytical) and graphical methods were used.

Results and Discussion: The results of our survey show that the examined consultative medical center is an organization to which the employees belong for a long time. Nearly half (48.1%) work in the same facility over 10 years. The personal goals and expectations of the respondents are largely overlapping with the opportunities offered in the organization. They are satisfied with the possibility of personal expression, acquiring new knowledge, professional recognition, security and good psycho climat. Relations with the manager are also satisfactory and liberal. The formal and informal structure of the organization largely coincides.

Keywords: management, leadership, medical organisation, diagnostic- consultative center

1. INTRODUCTION

Human resources management is a process of efficient utilization of staff to achieve the goals of an organization, satisfying the needs and expectations of the employees at the same time. The most important resource of any health organization are people. One of the topics of interest in the modern management of the organization is the organizational culture [1]. According to Bernard's classic definition, an organization is a group of people whose activity is coordinated to achieve a common goal. In the organization we can distinguish both formal and informal structures which sometimes may overlap. The formal structure is based on rules, ie. it is a legitimate, legalized organization. Leading figure is the manager who holds the official position of power. The informal structure arises spontaneously and unorganized within the formal organization. This structure is built upon socio-psychological basis, sympathies and common interests. Fundamental figure in this structure is the leader who has certain qualities appreciated by employees. Various styles of management are known, confined between the autocratic and the democratic at the two poles. The choice of managing style depends on many factors, including the personal qualities of employees, the nature of the task and the personality of the manager. Team satisfaction can not be neglected as a factor in organizational efficiency.

2. AIM

The aim of our study was to investigate the expectations and satisfaction of the employees of the organization and management style of their manager.

3. MATERIAL AND METHODS

To fulfill the purpose of the study we conducted an empirical sociological survey among medical specialists working in a outpatient care facility. We developed a questionnaire with demographic and specific questions built on the scale of Likert. The survey was conducted in September of 2017 in a Diagnostic consultative center in Sofia. We distributed 75 questionnaires and a total of 54 medical specialists -physicians from different specialties and nurses took part in the survey.

Sociological (survey), statistical (descriptive and analytical) and graphical methods were used. MICROSOFT OFFICE products are used graphic presentation of the results.

4. RESULTS AND DISCUSSION

63% of the respondents are women, and 37%- are men. There are no participants in the age group under 30 years, 11.1% are in the age group between 31 and 50 years and 77.8% are in the age group between 51 and 65 years. The respondents' profile corresponds to the general trend in the country - in the field of outpatient care [2]. All respondents have higher education and work experience over 20 years. 22.2% work in the current organization between 6 and 10 years and nearly half (48.1%) - over 10 years. Long work experience is associated with a greater sense of belonging to the organization. [3, 4]

We chose four aspects of work to ask participants in the survey- satisfaction with personal achievement, payment, career opportunities and interpersonal relationships in the organization.

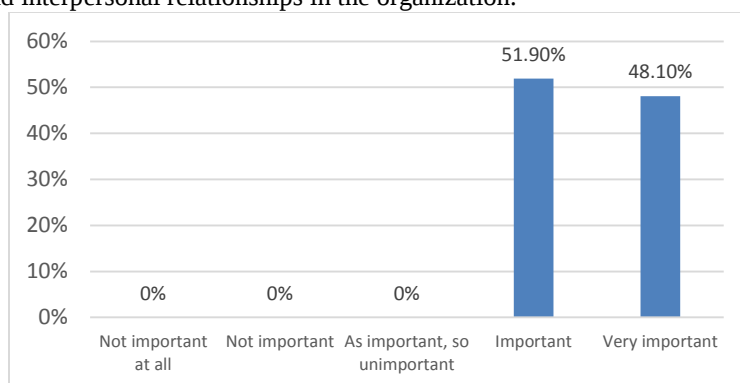


Figure 1: How important is for you that your work brings you a sense of personal achievement?

The sense of personal achievement is important for 51.9% and very important for 48.1% of the respondents. (fig. 1). Nearly half of the participants in the survey are as satisfied, so unsatisfied with their work in terms of giving them a sense of personal achievement. 11.1% say they are very satisfied with their work on this aspect. (fig. 2)

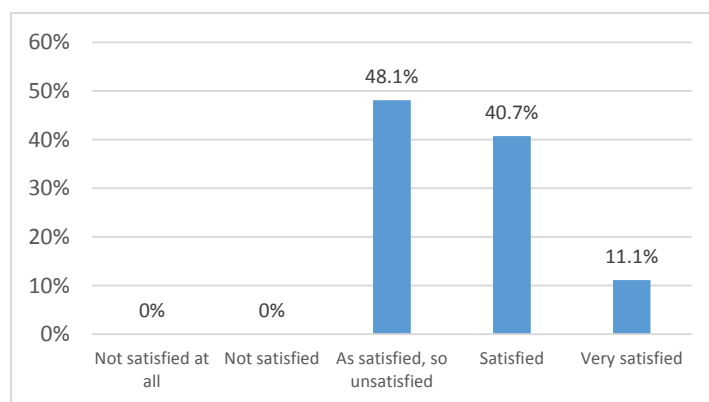


Figure 2: Are you satisfied with your work in terms of giving you a sense of personal achievement?

Another important aspect of work that interests us is the income [5, 8]. To the question “How important is for you that your job offers high income?” the majority of 77.8% answered that it is important and 22.2% - that it is very important. (fig. 3). In terms of satisfaction of the salary, 66.7% are as satisfied, so unsatisfied. (fig. 4).

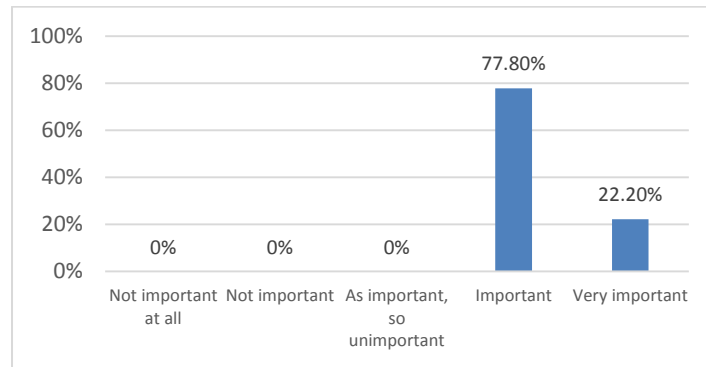


Figure 3: How important is for you that your job offers high income?

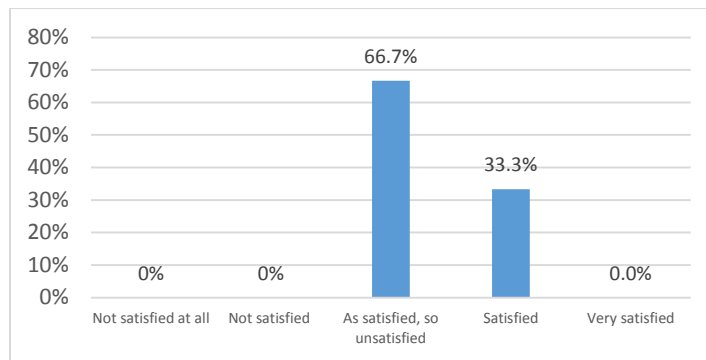


Figure 4: How satisfied are you with your income?

The opportunity for career development is important for a sense of belonging to the organization [6]. For 59.3% this aspect is important and for another 40.7% it is very important. (fig. 5) Few more than half respondents are satisfied with the career opportunities offered by the surveyed organization. (fig. 6)

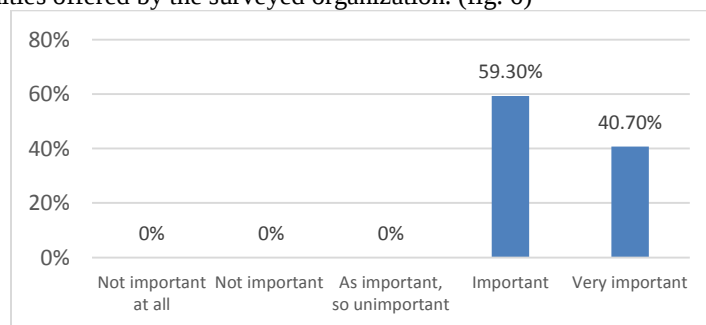


Figure 5: How important is for you that your job offers you career opportunities?

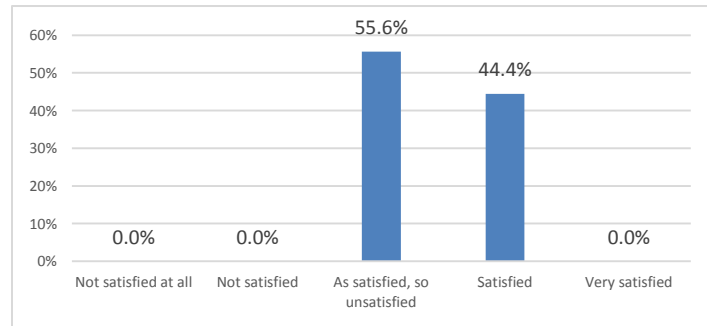


Figure 6: Are you satisfied with your work in terms of opportunities for career development?

All of the respondents say that good relationship with the colleagues as very important. The working environment is the place where employees spend a significant part of their day, so interpersonal relationships in this "second home" are of great importance [7, 9]. 63% are satisfied with their interpersonal relationships and 37% are very satisfied. (fig. 7) Positive psychoclimate is useful for the team and leads to better professional achievements.

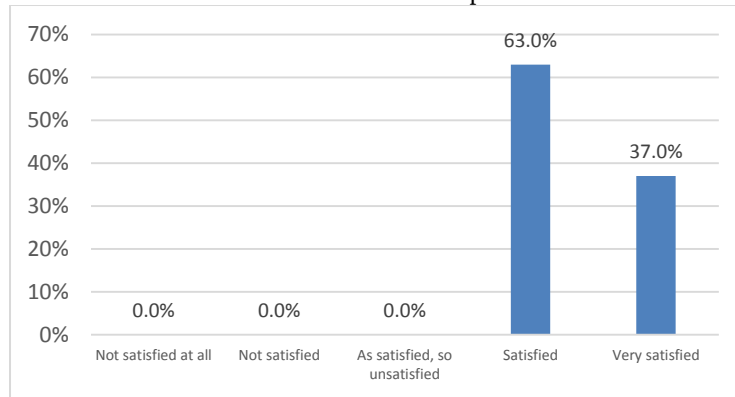


Figure 7: Are you satisfied of your interpersonal relationships with your colleagues?

There are organizations in which the role of the manager and the leader coincide. We asked the participants what kind of manager they prefer. 55.6% want that their manager set the problem and search for consensus with the employees. (fig. 8). 40.7% say that their manager corresponds to this description. 44.4% would like that the manager consults the employees about proposals, considers them and then explains his/her decision (fig. 9).

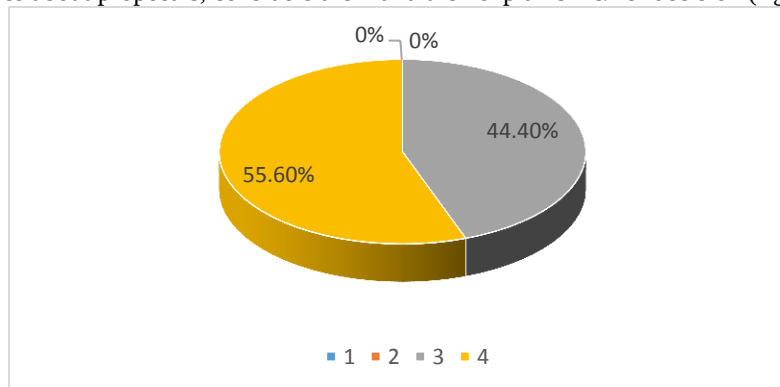


Figure 8: What kind of manager do you prefer?

Legend:

- 1- Who makes quick decisions and communicates them clearly;
- 2- Who makes quick decisions, explains them and answers the questions of the employees;
- 3- Who consults the employees about proposals, considers them and then explains his/her decision;

4- Who sets out the problem and tries to reach a common consensus with the employees.

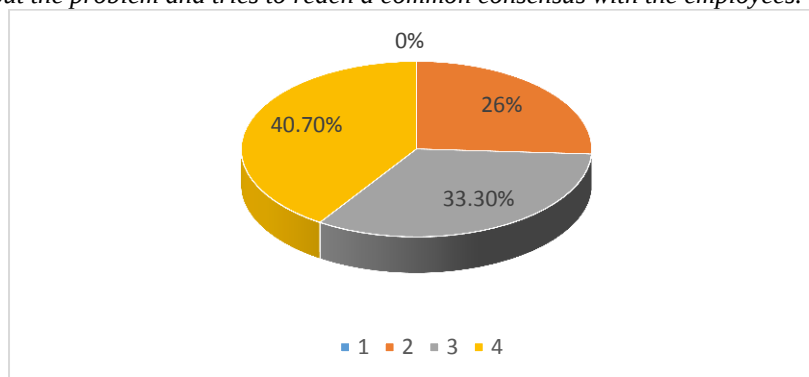


Figure 9: Which style corresponds to your manager?

Legend:

- 1- Who makes quick decisions and communicates them clearly;
- 2- Who makes quick decisions, explains them and answers the questions of the employees;
- 3- Who consults the employees about proposals, considers them and then explains his/ her decision;
- 4- Who sets out the problem and tries to reach a common consensus with the employees.

5.CONCLUSION

In conclusion the results of our survey show that the examined consultative medical center is an organization to which the employees belong for a long time. Nearly half (48.1%) work in the same facility over 10 years.

The personal goals and expectations of the respondents are largely overlapping with the opportunities offered in the organization. They are satisfied with the possibility of personal expression, acquiring new knowledge, professional recognition, security and good psycho climat.

Relations with the manager are also satisfactory and liberal. The formal and informal structure of the studied organization largely coincides.

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