

MOTIVATION OF EMPLOYEES, AND PERCEPTION OF ITS APPLICATION IN A HEALTH CENTER

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ABSTRACT

The aim of this work is the necessity of understanding, analysing and practical application of theories of motivation, use of the knowledge obtained in the university auditorium and compare how they are used in real life. For execution of this study qualitative information have been gathered and processed, as well as primary and secondary data. As questionnaire was used, while as secondary data and studies have used different works that were treated and studied topics that deal with motivation. Findings through recognition of reality, look at that as motivation theories taught in the auditorium of the university, as it applied in the organization of the health centre (anonymous for legal reasons). In this context, it may be required to consistently view the performance of the application of the theories of motivation in the context of changing work situations and dynamics in the organization. Motivation of staff is a very important factor for the organization. This affects not only the staff but also extends its impact to clients related to health centres. Health centres are very important element to health resources to be able to accomplish health in the context of the objectives of the advent of the organization as a whole. Is the benefit of the society to prevent disease than to be treated in hospital environments?

KEYWORDS: *motivation, employees, health centre, organization, behaviour*

JEL CLASSIFICATION: *M12, M51, M54*

1. INTRODUCTION

The treatment of this topic came from observations in a health centre during an outdoor learning. By direct contact it is noted that the main form of motivation is mostly monetary. This was affected by the economic situation in which there because in the overwhelming majority of cases these are the only source of income in employees' families. In support of this idea, it can also mention that in 2015 the remuneration of staff was removed for the first 6 months.

This led to lower performance indicators for the centre, as physicians with the confidence of what their performance was estimated did not send patients to the city hospitals. Fund directors, too, noticed this, as indicators of the 3rd trimester were halved. In these conditions, changes were made. So, instead of 5% to fund the salary fund provided for in budgets, it was awarded an additional fund for remuneration in the amount of an additional page for each employee.

This made it possible to motivate staff, was designated as the main mechanism for increasing the performance of employees and job satisfaction. The reason for the treatment of this topic is that organizational behaviour affects management of people who have a direct impact on the success of the organization. People are the main asset and the most important. In order to have the best possible results, it must be understood and managed as efficiently as possible. Since

we live in a world in which organizations operate in an environment with limited resources and the complexity of wishes, it is necessary that these resources be used in an efficient manner to meet these needs. People are the primary and most important function without which no organization should be properly motivated and managed for attaining high efficiency.

2. WHAT IS MOTIVATION?

Various authors give different opinions about motivation, but common is that motivation is the set of force that leads people to behave in particular ways.

Motivation can be defined as a kind of inner strength to stimulate, regulate and support the main actions obtained by the person. Motivation at work can be defined as domestic machine that leads the individual to apply to work harder. It derives from the Latin word "Movere" which means moves or stirs (Johns & M.Saks, 2005).

Being motivated means that work cannot be considered only as a source of income, but also responds to the need for self-realization, and allows an increase not only personally but also professionally. We can say that people are motivated when their goals are the same as those of the organization and establish a culture for management change (Boca et al., 2016).

The main purpose of their entry into an organization is to meet their needs, while leading the organization aims to profit. To do that we have to recognize and better understand the needs of employees, in order to interact with each party to reach each need. People's goals are proactive in nature, where they undertake initiatives and make you do things. In order to do much better things, they should be motivated and supported. Motivation is defined as a psychological process that drives behaviour (Kreitner, 1995).

A predisposition to act in a deliberate way for attaining specific unmet needs. (Buford et al., 1995).

The aim of the study is the prediction of behavioural motivation, because we know that people are the logical human beings and their behaviour can be foreseen. Motivation in itself is neither behaviour as a result, but the strength of internal and external problems affecting the choice of action by the individual.

Internal promoters have direct links between the individual and the work done, as the excitement of arrival, meeting the challenges comes from the external factors.

External factors in work environment such as salary, remuneration of the company, are realized by someone other than the person who is motivated and can often ask:

2.1. Why work in reality?

What is that force that makes us wake up every morning and run to work?

Of course to live, to eat, and to buy clothes, to pay the rent of the house, so to survive.

But not only that, we actually work to meet needs and different other aspects, not only material but also psychological, emotional, and needs you can meet with work, the more motivated people are they make it with dedication.

Motivating employees is a very important element for the development of the organization and not rarely been identified as key to success. Conrad Hilton says – "Success seems to be connected with the successful action. People are constantly in motion. They make mistakes, but do not give up" (John, 2006). Any employee is different from each other in what motivates an employee does not motivate another one.

In these conditions, and here it is the duty of the manager to identify and understand that what is important for each individual to the organization and to the broader organization to have been motivated to move forward, despite obstacles.

2.2. Why we need employees motivated?

The answer is survival (Smith, 1994). Motivated employees are needed in the workplace because they help organizations to survive. Motivated employees are more productive.

To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions that a manager performs, employee motivation is perhaps the most intricate. This is because, it motivates employees constantly undergoing change (Bowen & Radhakrishna, 1991). The health insurance scheme was established under Law no. 7870, dated 13.10.1994 "On Health Insurance in the Republic of Albania". Since its inception, covered a basic list of reimbursable drugs as well as payment of family doctors in the public system.

The scheme evolved gradually, expanding the range of services covered, moving from undifferentiated financing, and payments to health service packages.

The economically active population pays health insurance, while state budget funds (which come from general taxation), and categories covering inactive population in need, thus giving access solidarity scheme. FUND uses methods of payment for health services, to influence in increasing access, prevention and improvement of population health indicators. Implementation mechanism of the health insurance scheme are annual contracts with public and private providers of health services for the provision of health services packages.

The packages include:

1. Primary Service (except community centres);
2. Service hospital (except psychiatric hospitals);
3. The list of reimbursable drugs

Security Fund of Compulsory Health Care carries out its activity based on Law no. 10 383, dated 24.2.2011 "On compulsory insurance of health care in the Republic of Albania", a public legal entity, autonomous, based in Tirana extends its activities across the country through local offices. The Fund carries out its activity through its organizational structures, consisting of:

- a. Regional Directorates of the Fund;
- b. Department of the University Hospital Services Fund;
- c. Branches;
- d. Agencies.

The main forms of employee motivation, which is defined and the status through a special section, is through monetary reward based on the performance of gold reached that additional salary up to a year. The employee is entitled to be rewarded for work performed overtime, at night, during holidays / vacation, and in other cases under the Labour Code.

Fund employees have the right to be rewarded up to 1 month's salary per year, following the release of the annual financial results, depending on the results and performance of their work.

Detailed regulations relating to salaries and bonuses, defined in the Staff Regulations. With the aim of studying the level of employee occupational motivation at the Health Centre, we developed a questionnaire. Centre staff has been completed by the employees. The total number of staff involved in the study is 20 people.

3. RESULTS

Question 1. How many years have you worked in the health centre, responding to 20 persons, whose response are as follows: 10% of the employees are young people who have less than one year, 20% had 1-3, 35% of employees have 4-10 years and the remainder over 10 years are 35% of employees. In conclusion from this that the majority of employees, i.e. 70% of them have more than three years of work. So there is no movement of employees only in case of retirement.

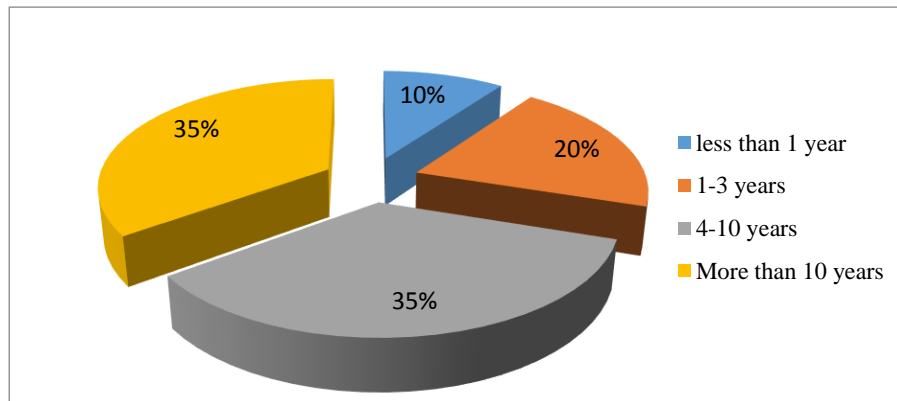


Figure 1. Respondents fidelity

Source: By authors

Question 2. What is the most important factor for motivation at work. 20 people have responded as follows. 7 employees believe that other additional benefits that can be taken are important motivating factor, while there are people thinking that work safety is a motivating factor.

Work position only three employees see as motivating factors, while wages can only be seen as motivating factors of 2 people, while promotional opportunities are not seen as motivational factors as a worker only sees it as such.

In conclusion it can be said that other benefits and job security, seen as a key factor motivating by almost 35% of the staff of the Centre, the position of labour by 15%, wages from 10% and likely to promote this institution is not very important as motivating factor, since is only 5% of the total.

That is to say in the centre there is no real possibility of health promotion, job positions are divided on the basis of clear qualification.

The institution headed by the director who is also a general practitioner, while other staff has 4 general practitioners, 13 nurses, sanitary 1, 1 ambulance driver and an economist.

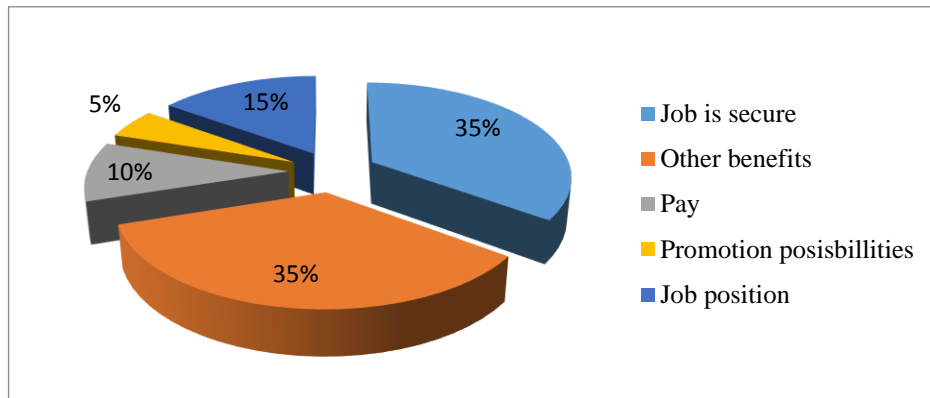


Figure 2. Motivation factor for medical staff

Source: By authors

Question 3, with which of the following statements are agreeing, I answered 20 people as follows: The work that I do I like where 4 people and believe as true, as the work they do was respond to their professional skills, this have selected 4 employed, my job is a steady job and believe as the truth 7 employees, working environment is appropriate we think 2 people like Indeed, while the statement that overloaded at work, and believe 3 employed as the truth. In conclusion we can say that safety at work, is the factor that estimated more, with 35%, work to do with like, and my job fits my profession, valued at 20% each, the working environment is suitable estimated at 10% and overload at work by 15%.

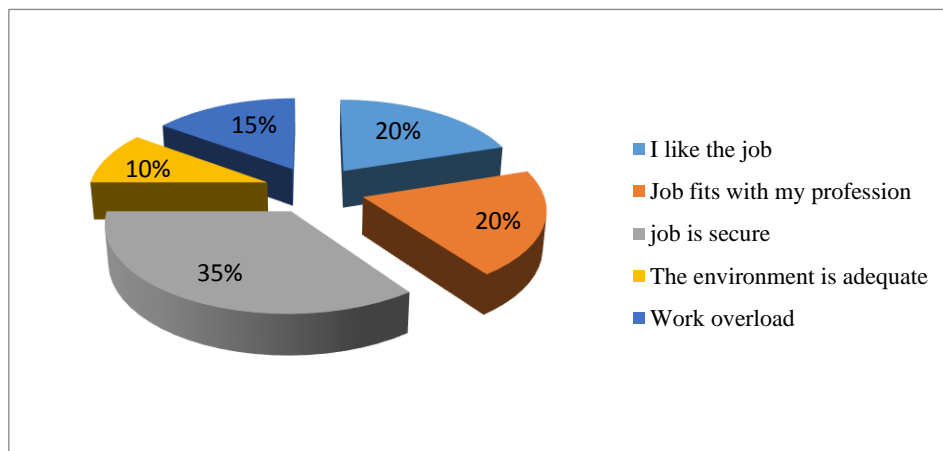


Figure 3. Work environment for medical staff

Source: By authors

Question 4. The question that the director treats all employees fairly and impartially from 20 interrogated answered as true 4 persons, 13 persons true in most cases, 2 not true in most cases and 1 person is not true. Expressed in percentage is as follows, 20% real, 65% true in most cases, 10% not true in most cases and 5% non-true. As conclusion we can say that in general is fair director and impartial treatment of employees in respect of their colleagues.

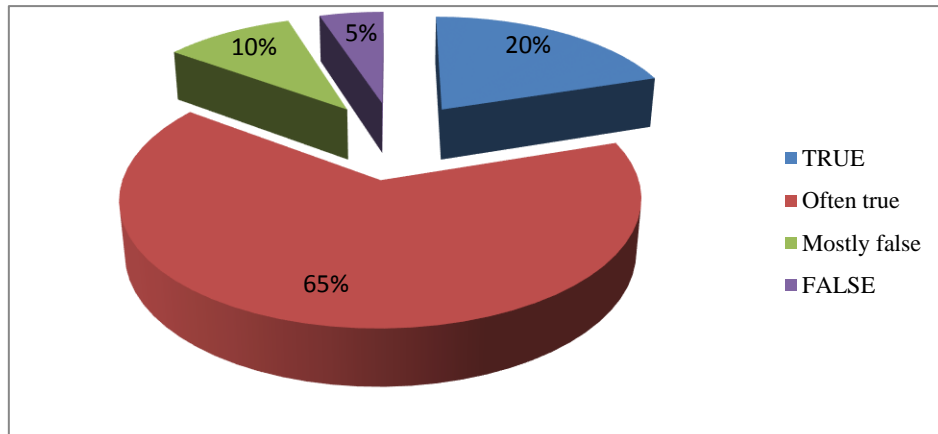


Figure 4. Measure the relation manager-employee

Source: By authors

Question 5. Whether my director is available when I have questions or when I need help, 4 people answered true, 6 people answered true in most cases, 4 not true in most cases and 6 persons are no true answer, expressed in percentage, 20% real, 30% true in most cases, 25% not true in most cases, and the other 25% believe it is not that true.

From what appears is that the availability of managers to help employees and hear it is in 50% of cases of true and so we are not true cases.

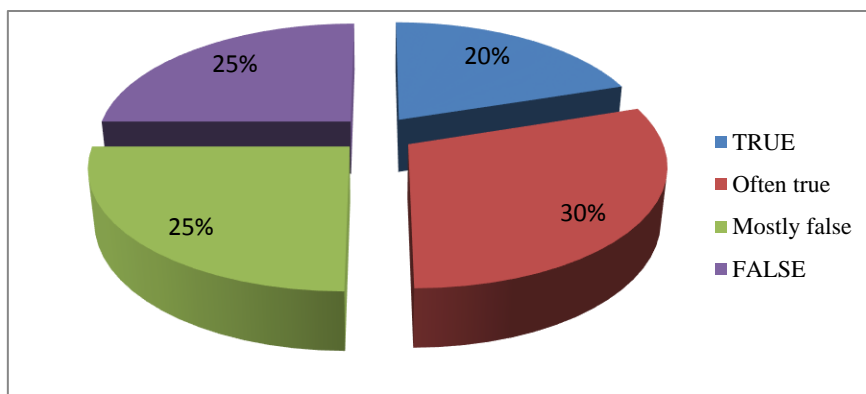


Figure 5. Manager attitude upon employees

Source: By authors

Question 6. If the director listens and takes account of my suggestions 20 have responded as follows: 3 persons answered that it is true, 5 others said that is true in most cases, 5 people they responded that it is not true in most cases, and 7 others not true. This expressed in percentage 15% true, 25% of not really.

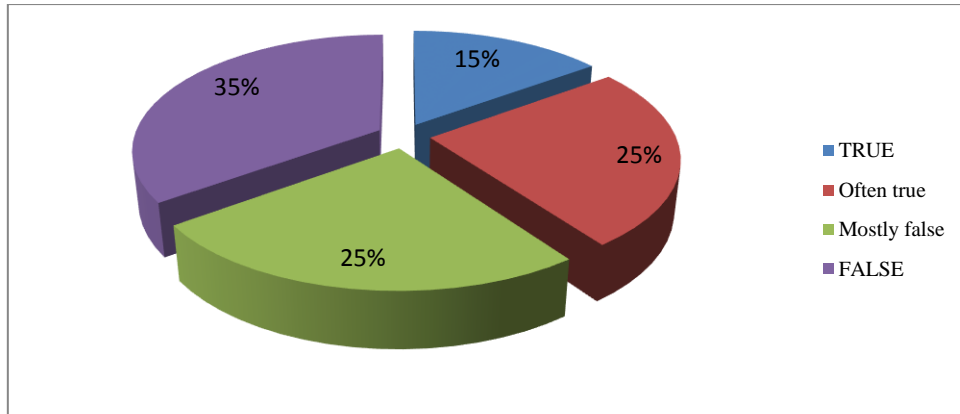


Figure 6. Manager –employees relation

Source: By authors

Question 7. Asked whether they are values about their performance was good / very good, 8 people answered that it is true, not true 10 people and two questionnaires have been more than one alternative. Expressed in percentage 40% said that it is true, and 50% believe it is not true. The remuneration of employees that applied in the centre is the monetary issue, up to one additional page during a calendar year basis for the overall performance of employees. It brings discontent to some people, because it seems an unfair remuneration. Most think that not all have the necessary performance levels and should not be equated with those who have lower performance than the rest.

Question 8. If implemented as a bank the confidentiality of information 18 people answered that it is implemented fully, while 2 others somehow. Expressed in percentage 90% fully implemented, while 10% think that this applies somewhat.

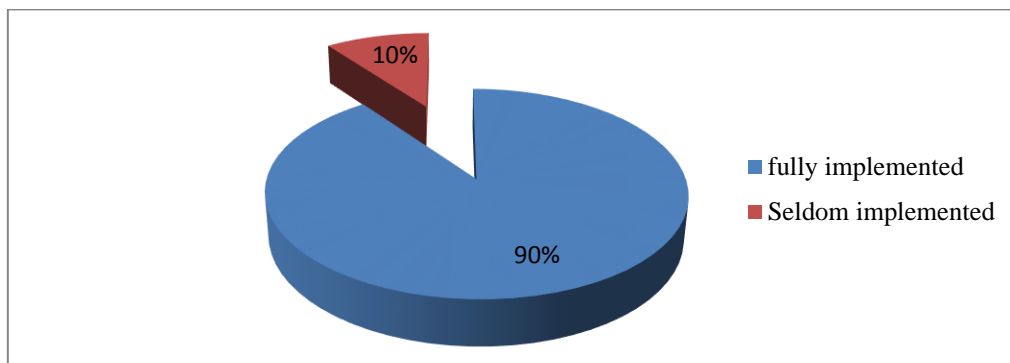


Figure 7. Confidentiality information

Source: By authors

Question 9. That in most cases the things that happened they were informed of; 9 people in conversations between colleagues or 45%, 6 people have responded in meetings with department or 30%, and 5 people answered that were informed through rumours or 25%. From this come to the conclusion that the main ways information is transmitted is informal.

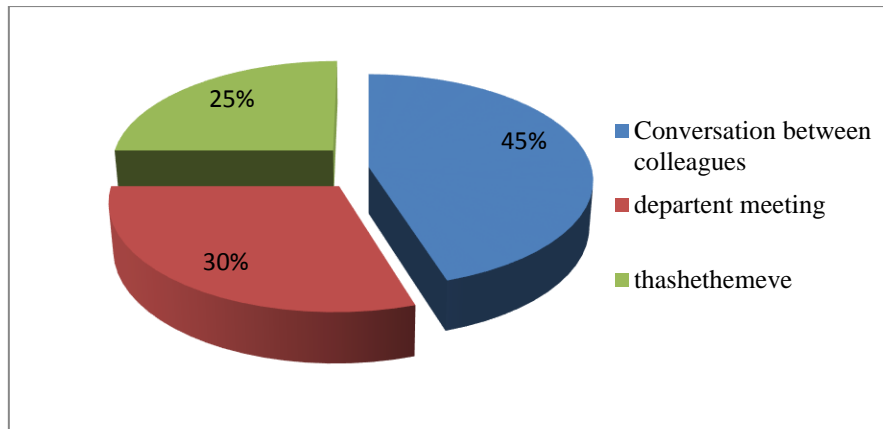


Figure 8. Communication and information type

Source: By authors

3. CONCLUSION

In conclusion we can say that motivation is essential and very important to the well-functioning of a human being organization.

People have feelings and emotions that we carry and place to work. It needs to be studied and recognized all the causes and reasons employee behaviour in the organization before it wrong to make the decisions.

That is to say outs are very costly for organizations. Nowadays due to the lack of labour market, workers are exploited and not properly motivated to continue to be part of the questionnaire developed by the organization. From what is showed to us is that additional financial benefits that can handle the work place, are considered as the main motivating factor due to the weak economy in which we are. The men seeking to meet physiological needs, as well as job security is an important element, as there are cases of removal from the workplace to the veneration of powers.

4. RECOMMENDATIONS

1. It is judged that if necessary improvement of the working environment and tools used is necessary. It's based on the data which shows that conditions do not meet the required level.
2. Managers of the institution need to be more who are available to provide additional information to employees.
3. To better take into account the views of employees and hear their suggestions more during decision making process. This directly influences in their work.
4. During communication of information and decision making process, it will be useful to use more informal ways of communication, especially through meetings with staff. Research shows that the main way of information that is used it is informally.

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