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## MOTIVATION OF PERSONNEL IMPLEMENTING DISEASE PREVENTION PROGRAMS IN A HEALTHCARE ORGANIZATION: PRECONDITIONS FOR DESIGNING A THEORETICAL MODEL IN AN ORGANIZATION

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### **Abstract:-**

Currently, support of motivation in personnel working in healthcare institutions becomes highly relevant because it stimulates behavior of personnel determining efficiency of an organization and opens broader opportunities for personnel management. The conditions of present-day economics, value transformation, progress of new technologies, techniques suppose seeking the ways to personnel motivation. Since motivation measures for personnel in single organizations are not effective, organizations are seeking not separate but rather systematic models of motivation. By applying the method of meta-analysis of theoretical literature, preconditions for designing a theoretical model in an organization are revealed. The modeling of the system for personnel motivation in an organization is oriented towards three levels: macro level (organizational, social, intrinsic factors), mezo level (orientation through specificity of performance from both employee and manager's points of view) and micro level (personnel motivation through the approach to service accessibility to a patient).

**Keywords:-** Organizational management, quality of organizational performance, personnel motivation, organizational culture.

## INTRODUCTION

Especially high requirements related to assurance of sustainability of healthcare systems are set to the healthcare sector representing the public interest. Therefore, the ability to effectively adjust to the changing environment by ensuring modernity, openness, resilience, accessibility became a challenge for healthcare sector institutions (On Effective, Accessible and Resilient Health Systems, 2014). It is commonly acknowledged that “health is not only the value per se, but it is also a necessary condition for economic prosperity. Health of people influences economic results: Efficiency, supply of manpower, human capital and public expenditure” (Commission Staff Working Document Social Investment Package, Investing in Health, 2013).

In the Lithuania’s Progress Strategy “Lithuania 2030”, one of the objectives is directed towards the public sector which is delegated to provide quality and is relevant to social services, makes them closer to people through the performance focusing on the outcomes, paying attention to performance results. As a means providing conditions to reach for such results, it is suggested to ensure that managerial decisions were made while grounding on the evidence-based information. Institutions of such a type have the regulated function which is to react to constantly occurring challenges and seek sustainable solutions (Law on Public Health Care of the Republic of Lithuania, 2002). However, contemporary healthcare institutions face another problem which is the lack of healthcare specialists (Taljunaite, 2012; On Effective, Accessible and Resilient Health Systems...,

2014; Green Paper on the European Workforce for Health, 2008). Thus, the discussed institutions need not only to efficiently meet the new challenges related to provision of services, but also to retain personnel. In this context, it is highly relevant to support motivation of personnel working in healthcare institutions because this stimulates behavior of employees determining efficiency of organizational performance and opens broader opportunities for personnel management (Zaptorius, 2007). Present-day economic, value transformation conditions, progress of new technologies, techniques suppose seeking new ways to personnel motivation.

The public sector was analyzed in terms of how motivation to work correlates with personal intrinsic motivation, how motivation to work changes/ not changes depending on circumstances (Perry & Hondeghem, 2008). V. Silingiene (2000) investigated preconditions for efficiency of the model of personnel motivation, P. M. Bal, S. B. De Jong, P. G. W. Jansen & A. B. Bakker (2011), L. M. De Menezes & C. Kelliher (2016) in their research studies analyzed in depth the methods, means and criteria of personnel motivation. Summing up the practice of personnel motivation, G. I. Zwetsloot & A. R. van Scheppingen, (2007) found out that single, separate means of motivation do not benefit as expected, i.e. they will not be efficient. Therefore, organizations suggest applying not the separate means of motivation, but rather systematic models of motivation. In Lithuania, research studies on some sectors of health care related to the factors motivating personnel (in departments of resuscitation and intensive care) (Inciuraite & Zilinskas, 2010), impact of motivation on performance efficiency (a case of an out-patient clinic) (Butvilaite, 2009), improvement of the motivation system (the case of a hospital X) (Siugzdiniene, 2015) have been conducted.

Recently, as efficiency of performance is being improved through personnel motivation, more often emphasis is laid on importance of the organizational culture (Shahzad, 2012; Van Deth et al., 1998; Duden, 2013). The discussed research studies present conclusions which put it that the selection/ design of an organizational model is determined by a specific organizational culture, i.e. the models for personnel motivation which have been borrowed, replicated from another institution are ineffective. S. A. H. Naqvi et al. (2011), M. A. Chaudhry (2011) have it that in the future those organizations whose managers will understand the purpose and essence of existence of the organizational culture will perform the leading role because recently still many organizations transfer the models for personnel motivation from other organizations where these models worked or those which are not based on organizational research. In this context, it will be aimed at revealing the theoretical preconditions for designing the motivation model for personnel implementing disease prevention programs in a healthcare organization.

### 1. Research Methodology

The research employed the thematic synthesis enhanced review to point out major themes emphasized in scholarly sources under analysis (Thomas & Harden, 2008). Thematic synthesis has three stages: the coding of text “line-by-line”; the development of “descriptive themes”; and the generation of “analytical themes”. The thematic synthesis enhanced review allowed us remain close to the primary results, while synthesizing them in a transparent way and providing more favorable conditions to reveal the preconditions for designing the theoretical model.

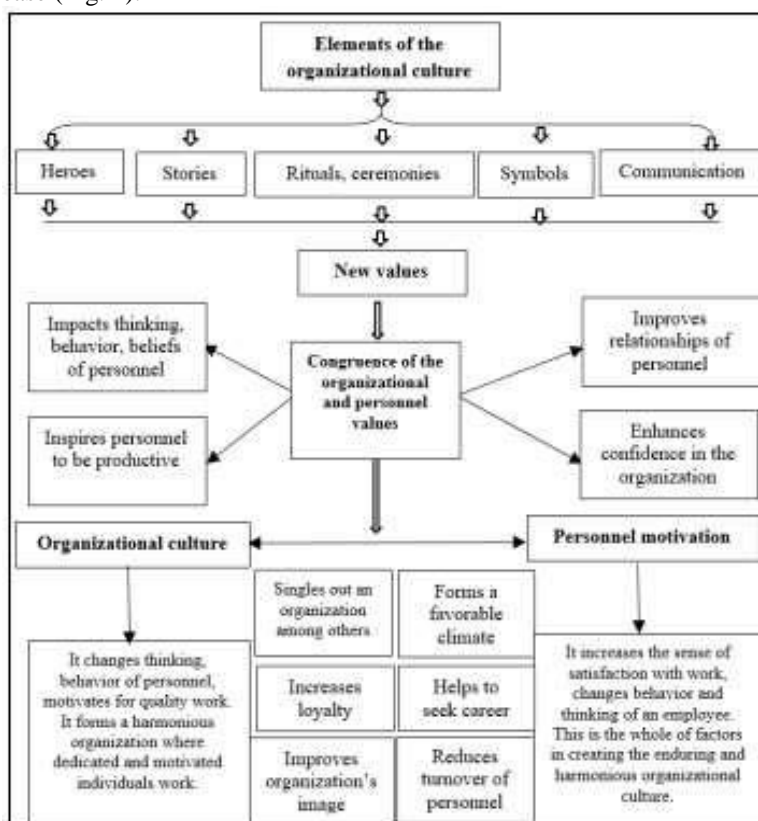
Selection of such research method supposed choosing the following principles of modeling: systematic organization, universality, hierarchy, efficiency, goal, management, adequacy, expressiveness, alternativeness and complexity (Miner, 2010; Lathman, 2011; Johnson, 2017; Olden, 2011; Ledlow & Stephens, 2017).

### 2. Theoretical Preconditions for Designing the Personnel Motivation Model

In the world of profession, individuals belong to a specific organization. Everyone is different; therefore, some factors motivate some staff members, other factors can completely demotivate. For this reason, it is relevant to stimulate personnel as favorably as possible to allow them implement their potential capacities for more efficient performance, and managers must use the motivation systems. Manifestation of them can be revealed after carrying out analysis of not only

motivation theories but also personnel motivation approaches applied in organizations (Miner, 2010; Latham, 2011). It can be stated that personnel motivation is divided into economic and social-psychological (according to the method of application) and also into collective and individual (according to the object of application). Other distributions are specific and related to a particular theory of motivation, which ground the design of authentic models of motivation in organizations (Miner, 2010). In organizational practice, there are theories which are based on the theories of needs (Maslow, in Myers, 2011; McClelland, 1985; Murray, in Wagner, 2010), factors (Herzberg, Mausner & Snyderman, 1959), behavior (Hamner, in Miner, 2003), expectancy (Vroom, 1964), justice (Adams, 1965), goal-setting (Locke, Latham, 2002), reinforcement (Skinner, 1953), determination (Ryan & Deci, 2000). The existing diversity of approaches to the concept of the very motivation creates preconditions for organizational determination because this can impact the selection and application of the principles for personnel motivation.

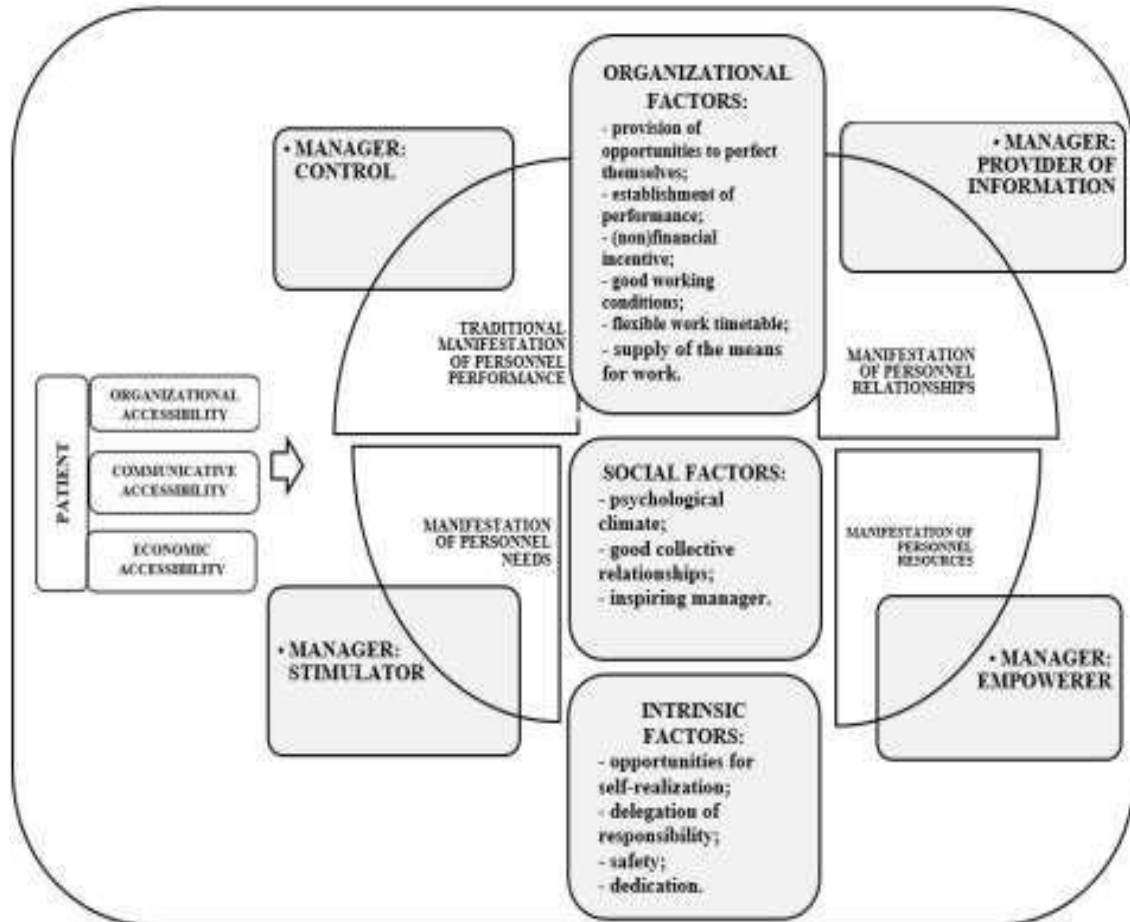
Diversity of approaches to motivation of personnel allows stating that staff members of an organization are not characteristic of the same motives. Motivation directly determines the results of personal performance (Miner, 2010). Therefore, it is necessary to design a system inside an organization to enable identification of motives of personnel and reinforce them act seeking results, especially for those who work in the healthcare sector (Johnson, 2017). Referring to contemporary organizational theories (also to healthcare organizations), we can state that the means of personnel motivation depend on the values, attitudes of principle present in a particular institution (Johnson, 2017; Olden, 2011; Ledlow & Stephens, 2017; Grubliene & Urbonaite, 2014). Many research works (Latham, 2011; Sun, 2008; Duden, 2013; Shahzad, 2012) analyzing personnel motivation deal with importance of the organizational culture. It has been proven that when strong organizational culture prevails, employees are motivated to continuously perfect themselves, their beliefs, values, customs are being formed (Burns, Bradley & Weiner, 2011; Miner, 2010; Olden, 2011). A narrow perception of the organizational culture dominates in Lithuanian organizations (Grubliene & Urbonaite, 2014); therefore, very few organizations are characteristic of responsible treatment of the organizational culture and well-being of personnel, and top managers very seldom relate organizational culture to personnel motivation. Thus, in order to perfect motivation inside an organization, organizational culture must be reinforced; also, major factors relating organizational culture and motivation must be identified. Organizational values are considered to be a major factor because through them the organizational culture and personnel motivation are interrelated (Karnieli-Miller, Taylor, Inui, Ivy & Frankel, 2011; Burns, Bradley & Weiner, 2011; Stephens, 2017). Values manifest through external elements: traditions, rituals, communication. These elements are created by managers and employees of organizations while sharing their experiences with each other (Miner, 2010; Olden, 2011; Grubliene & Urbonaite, 2014). In such a way, through values, these elements form a sense of identity to an organization, stimulate communication of all members, form their beliefs, change values, attitudes and motivate to work. One should not forget that common values strongly unite: communication, respect, trust etc. Strong manifestation of values is being developed inside an organization and there is a strongly pronounced identity of the values among personnel and organization, enhanced organizational culture forms, and the numbers of motivated personnel members increase (Fig. 1).



**Fig. 1 Correlations of the organizational culture and personnel motivation**

(Source: Grubliene, Urbonaite, 2014)

To sum up scientific research, the models of personnel motivation existing in practice are provided: traditional, relationships among employees, personnel resources and personnel needs, which are characteristic of the following motivating factors: intrinsic, social, organizational (Johnson, 2017; Olden, 2011; Ledlow & Stephens, 2017; Burns, Bradley & Weiner, 2011; Miner, 2010; KarnieliMiller, Taylor, Inui, Ivy & Frankel, 2011). Grounding on works of the authors mentioned, models of personnel motivation are also designed on the basis of specificity of performance from both employee and manager's points of view (if a manager takes a position of a controlling person, then manifestation of employee's performance will ground on a traditional approach; if a manager is a person who renders information, then manifestation of the relationships among employees will prevail and so on (see Fig. 2).



**Fig. 2 Theoretical preconditions for designing the personnel motivation model (designed by the authors)**

Personnel motivation models are designed in organizations grounding not only on manifestation of relationships between a manager and employees, but also by involving one of the major mouthpieces of interests – a patient (Karnieli-Miller, Taylor, Inui, Ivy & Frankel, 2011; Johnson, 2017; Olden, 2011), because assurance of the quality of services directly influences personnel motivation. Since the *Law on the Health System of the Republic of Lithuania* (1994) defines accessibility of health care in the following way: “accessibility to health care is the health care conditions acknowledged by the state in a set order, ensuring *economic, communicative and organizational acceptability* of personal health care to a person or society”, the design of the model will ground on the following categories of service accessibility to a patient: organizational acceptability, communicative and economic accessibility (Fig. 2).

## CONCLUSIONS

Having analyzed theoretical approaches to the model of motivation of personnel implementing disease prevention programs in a healthcare organization, we can state the following:

- Many motivation theories prevail, and they manifest in different ways or supplement each other. Therefore, when motivation principles are being set in an organization, it is important to ground on one or several theories which meet the organizational culture. The existing diversity of approaches to the concept of the very motivation also creates preconditions for the organizational determination because this can impact the selection and application of the personnel motivation principles. Favorable results can be achieved only when well-being of employees is cared for, social, economic and psychological means of motivation are applied, and both personnel and organization's interests are matched.
- When strong organizational culture prevails, employees are motivated to continuously improve themselves, their beliefs, values, customs are being formed. The research studies demonstrate that top managers in Lithuania have poor understanding of importance of the formation of the organizational culture and even more seldom they relate the organizational culture to personnel motivation.

- Theoretical preconditions for designing the model of motivation of personnel implementing disease prevention programs in a healthcare organization allowed us presenting the theoretical model which is oriented towards three levels: mezo level (organizational, social, intrinsic factors), macro level (focus through the specificity from both employee and manager's points of view) and micro level (personnel motivation through approaches to service accessibility to a patient).

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