



INFLUENCE OF THE MANAGER'S ATTITUDE TOWARDS STAFF ON THE JOB SATISFACTION OF HEALTH SPECIALISTS WORKING IN INTENSIVE UNITS

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ABSTRACT

The purpose of the study is to determine the influence of the supervisor's attitude on job satisfaction in health professionals working in intensive care units.

Materials and Methods: Some of the results of an anonymous survey conducted among 194 healthcare professionals working in Anesthesiology and Intensive Care Clinics in hospitals from the six main regions of Bulgaria are discussed. Some demographic characteristics were also examined while respecting confidentiality and voluntariness.

Results: Of the total number of respondents, 139 (72%) were healthcare professionals and 28% were physicians. It was found that job satisfaction was positively correlated with the manager's attitude towards employees ($r=0.517$; $p=.000$), with the participation of staff in decision-making ($r=0.276$; $p=.001$), with the feedback given by the manager on the work performed in the unit ($r=0.555$; $p=.000$), with the transparency in the management of financial resources ($r=0.506$; $p=.000$).

Conclusion: The manager's attitude towards those working in intensive care units can be considered as a basis for increasing the commitment to the organization and the satisfaction with the work of the staff.

Keywords: job satisfaction, manager's attitude, healthcare professionals.

INTRODUCTION

The main characteristics that reveal the state of the healthcare system are the satisfaction with the work of healthcare professionals and the factors that influence it. They also determine the effectiveness of employees and staff turnover. The staff is the main value of any organization. The involvement of employees in its activities determines the degree of its success (1). Therefore, every institution needs satisfied, committed staff who provide quality and effective care to patients. The professional activity of health professionals is inevitably influenced by various factors. gender, age, education, working conditions, attitude of the manager, etc. These factors can be examined both through the actual results of the work and through the subjective assessment of the impact on the behavior of employees. Scientific research shows that the influence of work

factors affects individual individuals differently (2, 3). This depends on their value system, motivation for work, and personal characteristics (4-6). The factors that affect people's behavior at work should be studied comprehensively, since they interact and their influence is not isolated. They can have both a positive and negative impact on the quality of work in healthcare facilities, which would complicate the management process. Therefore, in order for a healthcare facility to function properly, it is extremely necessary for the staff to be satisfied with their professional activities. In its structure, the healthcare organization includes on the one hand the staff and on the other the patient (7). Healthcare personnel are required to take a high degree of personal responsibility for decision-making, often in the face of limited time and resources, as well as the skills to provide quality healthcare to the patient (8).

During the treatment process, the patient evaluates the healthcare provided to him based on socio-psychological criteria such as: the attitude of the staff towards the patient, the

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microclimate, the professionalism of the staff, the organization of work, the performance of work tasks, the attitude of the manager towards the staff (9, 7).

The manager's attitude towards staff is able to build productive specialists from the team, improve the organization's culture and increase job satisfaction.

THE AIM of the study is to determine the influence of the manager's attitude on job satisfaction among healthcare professionals working in intensive care units.

MATERIALS AND METHODS

Some of the results of a survey conducted in 2022 among 194 healthcare professionals (physicians and healthcare professionals / SZG) working in Clinics/Departments of Anesthesiology and Intensive Care of public and private sector hospitals from the six main regions of the **Republic of Bulgaria (North Central, North-West, North-East, South-West, South-East and South Central regions)** are discussed. The opinion of the staff was analyzed through three subtests of the self-assessment questionnaire, containing questions revealing the attitude of the manager towards the employees:

1. Opportunity for professional development
2. Organization of the work process
3. Receiving feedback.

Some demographic indicators and the general satisfaction of the staff with their immediate supervisor were also studied, while maintaining anonymity and voluntariness.

RESULTS

The psychosocial study found that in terms of gender structure among the surveyed health professionals, women predominated 147 (76%), and in terms of age, the largest relative share was 33% (64) of persons in the age group 20 - 30, followed by the share of health personnel aged 31 - 40 - 26% (51). The smallest share was of persons over 61 - 5% (10). The analysis of marital status found that 91 (47%) of the surveyed persons were single, followed by the group of married - 81 (42%). For the majority of the participants 111 (57%) the medical institution in which they work is public, and 82 persons (42%) work in private. The ranking of participants in terms of professional categories showed that a larger relative share of 72% (139) fell to healthcare professionals and 28% (55) to physicians (**Figure 1**).

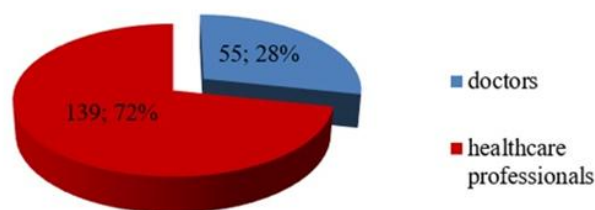


Figure 1. Distribution of health professionals by professional category

According to educational and qualification level, the largest share of health professionals is a bachelor's degree in health care - 55% (106), followed by masters of medicine - 24% (55),

with 171 (88%) of them being ordinary employees, and 23 (12%) holding a managerial position, 66 individuals (34%) having a professional specialty (**Figure 2**).

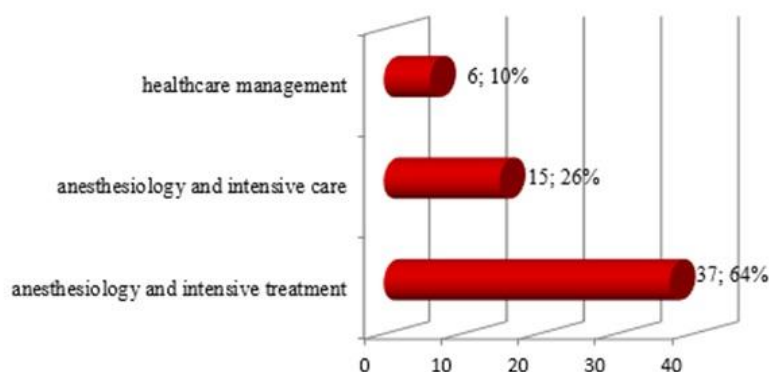


Figure 2. Distribution of health professionals by professional specialty

In order to be productive and fruitful in their workplace, a health worker must constantly be interested in the latest developments in the field of medical science. Therefore, as an element of job satisfaction among health professionals, this study examines the opportunity for professional development that the manager and the organization provide them. It is examined in several aspects: the way in which employees are selected to participate in qualification training, the correspondence of training to needs, satisfaction with the new knowledge acquired, the possibility of its application in practice and the knowledge that employees receive from their direct supervisor. The analysis of the results found that 58 (30%) of the surveyed

health professionals are moderately satisfied with the way in which employees are selected to participate in qualification training, followed by quite – 47 (24%) and completely satisfied - 44 (23%). Health professionals are mostly moderately satisfied with the correspondence of the training and qualification proposals to their needs - 65 (33.5%), and with the possibility of applying the acquired knowledge and skills in practice - 63 (32.5%). The summarized data show that almost equal numbers of respondents are quite 55 (28.4%) and moderately 53 (27.3%) satisfied with the new knowledge acquired during the additional training. The share of those who are dissatisfied remains insignificant (**Table 1**).

Table 1. Professional development opportunities – in number and relative share

	not at all	A little	moderately	A lot	completely
Satisfaction with the selection process for participation in training	20 (10%)	25 (13%)	58 (30%)	47 (24%)	44 (23%)
Satisfaction with the opportunity to apply the acquired knowledge and skills in practice	17 (9%)	24 (12%)	65 (33%)	49 (25%)	39 (10%)
Correspondence of the offers for trainings and qualifications with the needs of health professionals	115 (8%)	31 (16%)	63 (32%)	42 (21%)	43 (22%)
Satisfaction with the new knowledge acquired from additional training	13 (7%)	24 (12%)	53 (27%)	55 (28%)	49 (25%)

The summarized statistical data regarding satisfaction with professional development in the surveyed professional categories (physicians and healthcare professionals) found that the largest share of SZG are moderately satisfied with the opportunity to apply the acquired knowledge and skills in practice - 32% (45). An equal share - 29% (40) are quite satisfied with the new knowledge and skills

acquired from additional training and moderately satisfied with the selection of employees to participate in qualification training and the compliance of the training and qualification proposals. The share of fully and moderately satisfied nurses is also equal - 22% (30) with the knowledge and skills that their direct supervisor gives them (**Figure3**).

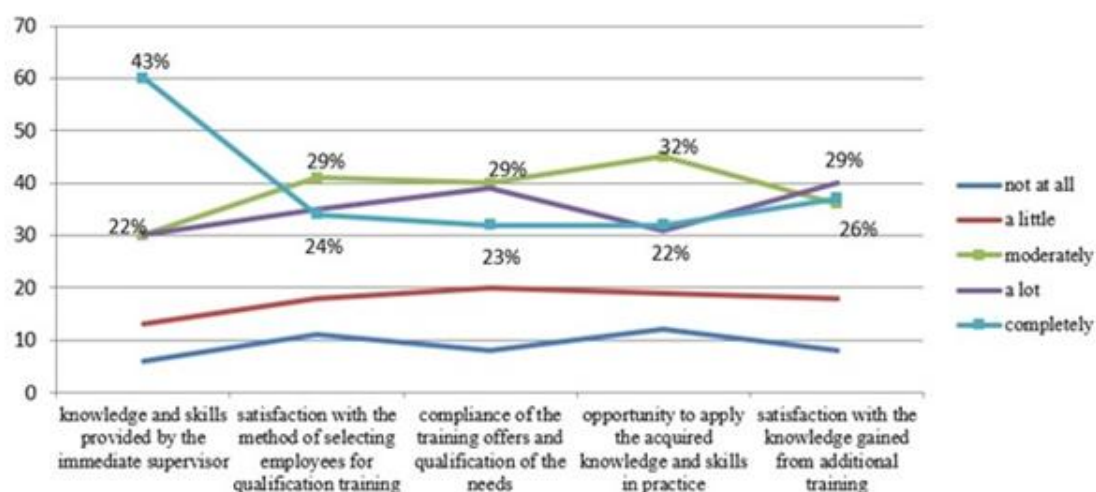


Figure 3. Satisfaction with the opportunity for professional development in healthcare professionals – relative share

Among doctors, the largest percentage are moderately satisfied with the adequacy of the training and qualification proposals – 45% (25), followed by the opportunity to apply the

acquired knowledge and skills in practice – 33% (18), the way in which employees are selected for qualification training – 31% (17) and the new knowledge and skills acquired in additional training – 31% (17) (**Figure 4**).

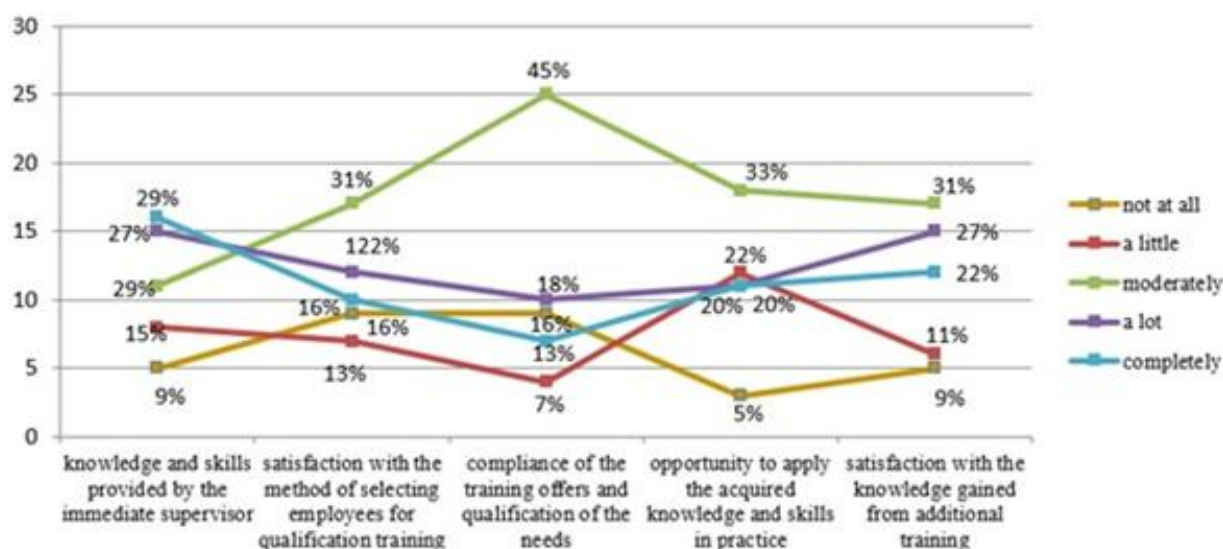


Figure 4. Satisfaction with the opportunity for professional development among doctors – relative share

The specificity of work in intensive care units requires good organization of the work process. It must be consistent with the workload, the correct distribution of working time between care and tasks and activities among team members. The analysis of the results found that 72 (37.1%) of the respondents are moderately satisfied with the workload during work, followed by the quite satisfied – 44 (22.7%).

Only 16 (8.2%) are completely satisfied. The share of the slightly satisfied and dissatisfied is not small – 16% (31) each. No differences are observed in the ranking of the satisfaction of health professionals with regard to the even distribution of work among team members and the work schedule. The share of the moderately satisfied is the largest (**Table 2**).

Table 2 Satisfaction with the organization of the work process

	Not at all	A little	moderately	A lot	completely
Satisfaction with work schedule.	12 (6%)	26 (13%)	60 (31%)	45 (23%)	51 (26%)
Satisfaction with work load.	31 (16%)	31 (16%)	72 (37%)	44 (23%)	16 (8%)
Satisfaction with the even distribution of work among team members.	17 (9%)	20 (10%)	66 (35%)	44 (23%)	46 (24%)
Satisfaction with the distribution of working time between care and tasks.	8 (4%)	29 (15%)	68 (35%)	45 (23%)	44 (23%)

The study did not find any significant differences in satisfaction with the organization of the work process among doctors and healthcare professionals. In both professional groups, mainly moderate (doctors – 49%, SZG – 38%) and full (doctors – 44%, SZG – 58%) satisfaction was observed. The opportunity for professional development and the organization of the work process are part of the management skills of the manager for motivation and

satisfaction of the staff. However, a key point in the management of every manager is to provide objective, timely and regular feedback.

In order to further analyze the influence of the manager on staff job satisfaction, the opinion of healthcare professionals on the feedback they receive from their manager on their work and the manager's assessment of their work was also studied. The summarized data show that 56

(28.9%) of healthcare professionals are quite satisfied, 50 (25.8%) are moderately satisfied and 38 (19.3%) are completely satisfied with the

information they receive as feedback on their work **(Figure 5)**.

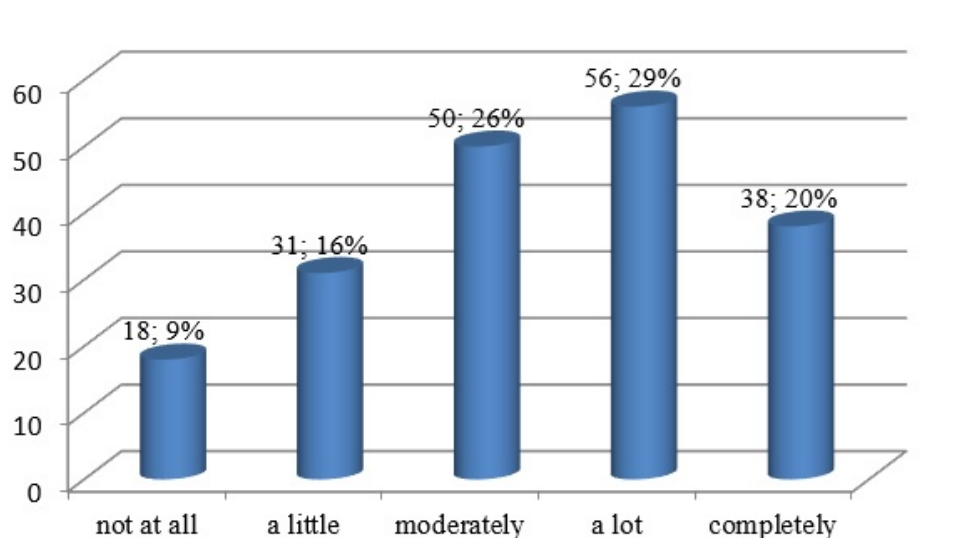


Figure 5. Satisfaction with information such as feedback on the work performed – in number and relative share

For 61 (31.4%) individuals, the assessment of the immediate supervisor completely satisfies them, 54 (27.8%) are quite satisfied, and 46 (23.7%) are moderately satisfied. The satisfaction of healthcare professionals with their involvement in decision-making and discussion of problems related to the organization of work is also investigated. The data analysis found that 79 (40.7%) of the respondents are moderately satisfied with their opportunity to participate in decision-making and discuss problems related to the organization of work. Moderate satisfaction is also observed with the information that employees receive

about the state of the department (problems, activities, financial management) – 57 individuals (29.4%). The share of dissatisfied people is also not small – 10.3% (20). When interpreting the data from the survey of respondents' opinions on the transparency of management of the hospital's financial resources, the fact that a significant part 54 individuals (28%) are dissatisfied is alarming. 43 (22%) are moderately satisfied, followed by 38 (20%) who are somewhat satisfied. Only 28 individuals (14%) are completely satisfied **(Figure 6)**.

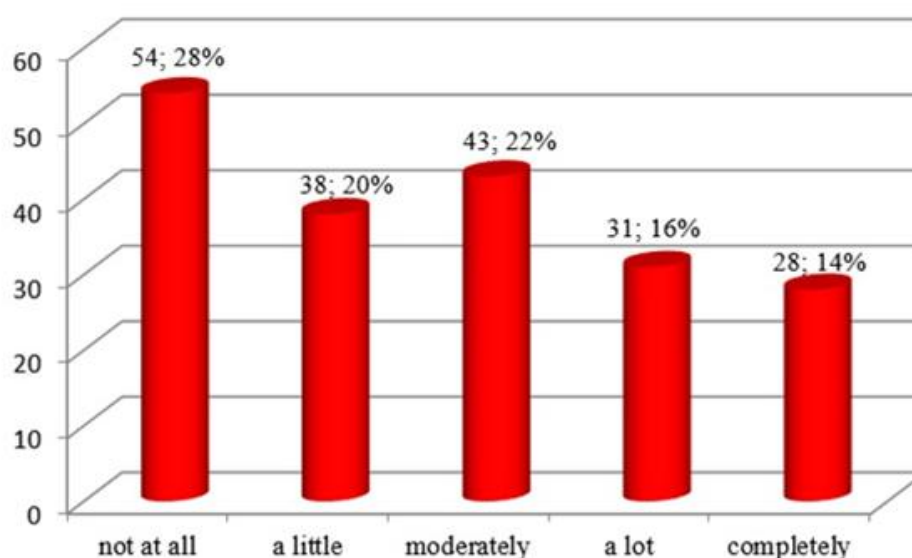


Figure 6. Satisfaction with the transparency of financial management – in cash and relative share

The analysis of the results by professional category found that the most significant differences are observed in terms of the assessment that health professionals receive

from their direct supervisor for their work and satisfaction with the transparency of financial resource management (**Figure 7 and Figure 8**).

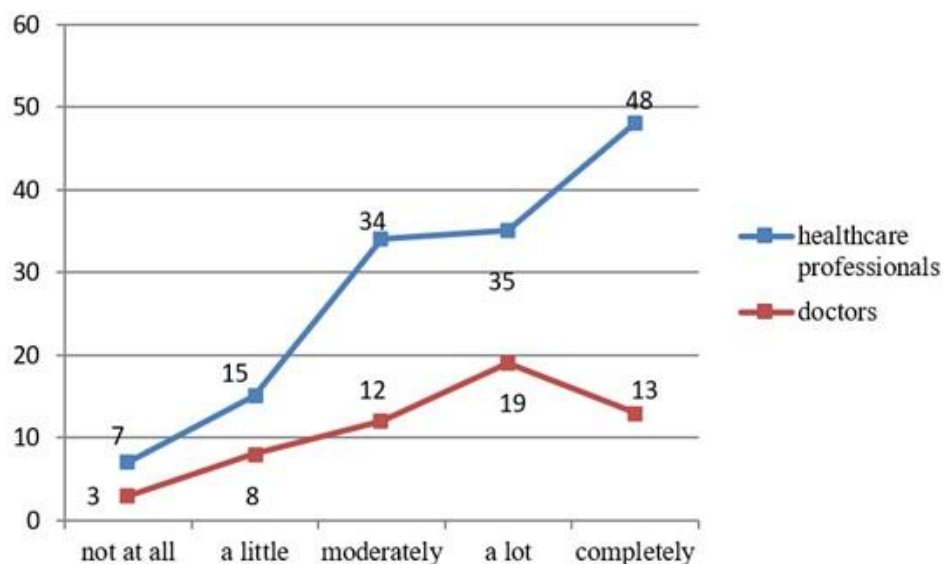


Figure 7. Satisfaction with the assessment given by the direct supervisor for the work at the healthcare professionals and doctors

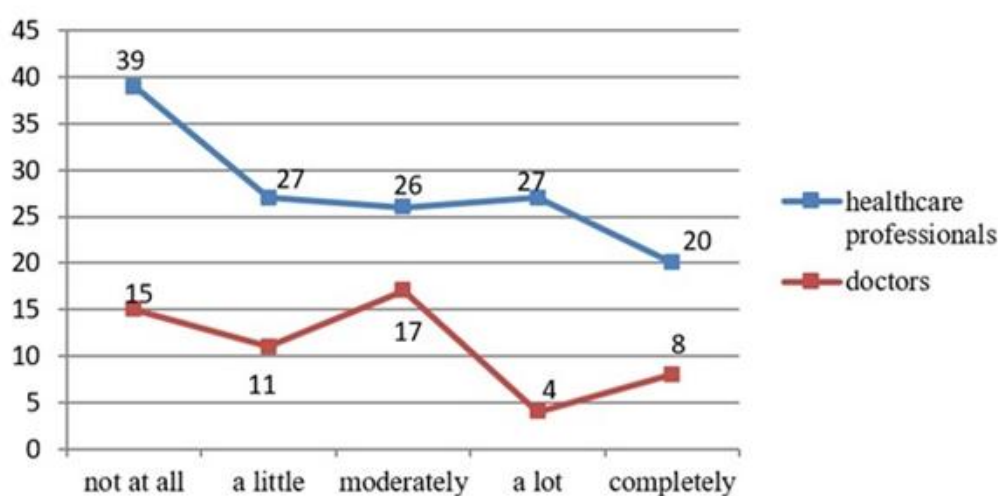


Figure 8. Satisfaction with the transparency of management of the hospital structure's financial resources among healthcare professionals and physicians

Healthcare professionals are mostly dissatisfied with the transparency of financial resource management – 39 (28%) and completely satisfied with the assessment of their immediate supervisor – 48 (35%). Physicians are moderately satisfied with the transparency of financial resource management – 17 (31%) and quite satisfied with the assessment of the supervisor – 19 (35%).

DISCUSSION

The results of the survey raise the issue of job satisfaction as a key element for behavior during work. The attitude of the manager significantly and positively affects the job satisfaction of the surveyed groups of health professionals ($r = 0.517$; $p = .000$), and with increasing age, satisfaction decreases ($r = -0.260$; $p = .0003$).

This also explains the established statistically significant relationship between the manager's attitude and the opportunity for professional development ($\chi^2=46.12$; $df=12$; Cramer, $V=0.282$; $p=0.000$), work organization ($\chi^2=41.97$; $df=8$; Cramer, $V=0.3306$; $p=0.000$) and feedback ($\chi^2=45.77$; $df=8$; Cramer, $V=0.3443$; $p=0.000$).

The most significant factor influencing satisfaction with the manager's attitude is the feedback given by the manager on the work performed in the unit ($r=0.555$; $p=.000$), followed by transparency in the management of financial resources ($r=0.506$; $p=.000$). Obviously, there are differences in satisfaction among the surveyed professional groups with regard to the opportunity for professional development. The most significant difference is observed with regard to the knowledge and skills received from the direct manager and the correspondence of the proposed training and qualifications with the needs of the employees (**Figure 3 and Figure 4**). The other factors in which a significant difference is observed for doctors and healthcare specialists are the transparency of the management of financial resources and their assessment by the direct manager (**Figure 7 and Figure 8**).

Individuals working in private healthcare facilities show higher levels of satisfaction with the opportunity for professional development and the feedback they receive. 71% of them are completely satisfied with the opportunity they are given to develop professionally, and 73% of them are completely satisfied with the organization of work.

There was no significant difference in satisfaction with the attitude of the immediate supervisor among the surveyed professional categories of healthcare professionals, regardless of the type of medical facility.

CONCLUSION

The results of the study show that the attitude of the manager towards the staff affects the professional satisfaction of the employees. The assessment of the health professionals of the attitude of the manager towards the staff in intensive care clinics and wards is undoubtedly an important aspect for any health organization. It can be considered as a basis for increasing job satisfaction, motivation, commitment and forming a good microclimate in the team. This

will inevitably affect the quality of service and the attitude of the health professionals towards work in general.

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