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MOTIVES AND ATTITUDES OF HEALTH CARE WORKERS IN THE LIGHT OF RESEARCH

The objective of this article is to identify theoretical issues related to the process and tools for motivating and to examine attitudes and motivation of the nursing staff in healthcare facilities and hospitals. In order to accomplish the stated objective, the measures taken came down to the following: factor analysis and categorization of additive factors, determination of categories of hypothetical motives and attitudes, developing a questionnaire with appropriate scales corresponding to the abstracted types in order to measure motives and attitudes, operationalization of the obtained data and an analysis of the results of the conducted study. The test group was formed by a 98-person sample, selected from the general population of the nursing staff of healthcare organization units of the Malopolska region. In the light of the obtained results of the study, it may be noted that the structure of the dominant motives behind entering the nursing profession and attitudes towards the performed social role in the rank ordering within the highest rank (allocentrism) developed at the level of 95% and 100% respectively. A similar situation may be observed in terms of the examination of the structure of motivational-cognitive factors behind taking up and performing the socio-professional role of the nursing personnel, where allocentrism comes clearly to the fore, as indicated in case of motivation and attitudes by 98% and 100% of the subjects, respectively. Taking into account the results of the empirical research, it should first be stated that while choosing one's profession, the test group was driven by allocentric motives, inner voice and sensation seeking.

Keywords: human capital, motivation, attitudes, employee health care, social roles

1. INTRODUCTION

Management, both in theory and in practice, supports decisions on how to plan, organize, motivate and control one's own work, as well as actions of other people, so that it is possible to achieve a common goal. In fact, management involves determining a set of methods which, with the help of various planning, inspirational and control instruments, are to increase productivity of the whole resources of the business. It also teaches how to get productivity out of people by means of inducing challenges in them, with unifying actions of their combined forces as part of the achievement of overarching goals of the organization.

The most important asset of the organization are human resources perceived „(…)

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through the prism of components of the business assets, as well as the competitive factor (…)"[4], known today as human capital. Human capital, reflecting intangible values within a human[5], is frequently identified with knowledge, talents, creative activity and energy.

Human capital is a „combination of intelligence, skills and expertise, determining a distinct nature of the organization. The human element (...) is the one that is able to learn, change, innovate, act creatively and that, when motivated in an appropriate way, will guarantee a long-term existence of the organization"[6]. Human capital is thus the most important element of intellectual capital, which consists of „the knowledge that is acquired in the organization, flows through it and belongs to intangible assets, which, along with material resources (money and fixed assets) create market or total value of the organization"[7].

Without competent staff the organization will either strive for inappropriate objectives or face difficulties in achieving appropriate goals. A characteristic feature of human capital management is to treat it as „personality capital"[8] that has a specific value. This term is proposed to be understood as „a set of resources of psychological nature, including personality traits and temperament, as well as motivational – cognitive factors along with individualized strategies for their application as part of performed social roles, whose high value for the organization in a generalized form affects the level of effectiveness of human resources in the process of implementing organizational goals". It is a component of the social capital of the organization, thus determining the level of intellectual capital, or more generally, the basis for organizational capital.

The subject of analyses of this article is to identify theoretical issues concerning the process and tools for motivating and to investigate attitudes and motivation of the nursing personnel in health care facilities and hospitals. In order to achieve the study objective that was set in this way, the measures taken came down to a few stages – factor analysis and categorization of additive factors, selecting the categories of hypothetical motives and attitudes, drawing up a survey questionnaire with appropriate scales for measuring motives and attitudes that correspond to the abstracted types, operationalization of the obtained data as well as analysis of the results of the conducted study. The test group consisted of a 98-person sample, selected from the general population of the nursing staff of healthcare organization units of the Malopolska region. Surveys using the original questionnaire, were carried out in Tarnow and Dabrowa Tarnowska.

In the light of such a research perspective, an objective was to answer a few essential research questions:
  – What are the characteristics of the social subsystem of the organization?

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[4] Compare: D. Kłak, K. Mrozowicz, *Zachowania przedsiębiorcze kapitału ludzkiego organizacji (w świetle badania ról zespołowych)*, [in:] *Oblicza przedsiębiorczości*, ed. A. Postuła, B.Glinka, J. Pasieczny, Wydawnictwo Naukowe Wydziału Zarządzania Uniwersytetu Warszawskiego, Warsaw 2014, p. 222.

[5] Compare: D. Kłak, *Organizational dimension of management of human capital selection process*, [in:] *Pragmata Tes Oikonomias VIII*, ed. P. Ucieklak-Jeż, "Prace Naukowe Akademii im. Jana Długosza w Częstochowie", Czestochowa 2014.

[6] N. Bontis, N.C. Dragonetti, K. Jacobsen, G. Roos, *The knowledge toolbox: a review of the tools available to measure and manage intangible resources*, "European Management Journal" 17/4 (1999), p. 391–402.

[7] M. Armstrong, *Zarządzanie zasobami ludzkimi*, Oficyna Ekonomiczna, Kraków 2005.

[8] Compare: K. Mrozowicz, *Niektóre aspekty zarządzania kapitałem osobowościowym (na przykładzie organizacji ratownictwa górskiego*, [in:] *Zarządzanie rozwojem organizacji*, ed. S. Lachiewicz, Wydawnictwo Politechniki Łódzkiej (Publishing House of the Lodz University of Technology), Lodz 2007.

   – What factors play the dominant role in the human-cultural subsystem?
   – What are the motives that encourage to take up and play social and professional roles by the nursing staff of the Health Service?
   – What characterizes professional preferences, beliefs and passions, which   form the base of attitudes towards life and one's profession?

2. ORGANIZATIONAL DETERMINANTS OF BEHAVIOR IN SOCIAL ROLES

Organization is an ordered in a rational way socio-technical system [see 10], which is co-created by the following subsystems: a subsystem of goals and values, psychosocial, structural, technical and management ones[9]. An important role in shaping the competitive advantage of the organization is therefore played by macroeconomic and financial processes, however, organizational culture and organizational behaviors of its members are also more frequently indicated as the source of its dynamic development. The above-mentioned observation relates in equal measure to market organizations as well as to social ones. James Stoner et al. point that „the culture of the organization is a set of important notions, such as norms, values, attitudes and beliefs which are common to the members of the organization”[10]. Edgar Schein presents it a little wider, as: „a system of common basic premises, assimilated by the group while solving problems of adapting to the environment and internal integration, which functions reasonably well to be regarded as relevant, and therefore – which ought to be taught to new members as an appropriate way of perceiving, thinking or feeling in reference to those problems”[11]. An object of analysis of organizational behavior should be the fact that the member of the organization potentially has a certain group of features which make him/her a unique individual with an immanent wealth of inner experiences, accompanying the performance of specific organizational roles. A factor which integrates the culture of the organization with the behavior of its members is the social roles that are played within. The coincidence and correlation of both elements of the social subsystem of the organization are a two-way process.

The psychosocial subsystem consists of the participants of the organization, their motivations, attitudes, values, culture and bonds existing among them[12]. These are the elements of the personality system. The remark of management theorists is focused solely on cognitive factors of personality, eliminating from considerations the phenomenological aspect of human behavior, at whose grounds are also, in addition to these, biological determinants of the operation of personality. Personality is understood here in accordance with the term formulated by Ernest Hilgard, which is used to determine the organized structure of individual characteristics and modes of behavior of the individual[13]. In this perspective, characteristics define specific ways to adapt the given individual to his/her environment[14]. They are then subject to exemplification in the performed social and occupational roles. One should therefore clearly realize the fact that the social subsystem is in

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[9] H.J. Leavitt, *Applied organizational change in industry: structural and humanistic approaches*, [in:] *Handbook of organizations*, ed. J.G. March, H.A. Simon, Rand McNally, Chicago 1965.

[10] J.A.F. Stoner, R.E. Freeman, D.R. Gilbert Jr., *Kierowanie*, PWN, Warsaw 2001, p. 186.

[11] E. Schein, *Organizational culture and leadership*, Jassey Bass, San Francisco 1992, p. 25.

[12] A. Koźmiński, W. Piotrowski, *Zarządzanie: teoria i praktyka*, PWN, Warsaw 2007.

[13] E.R. Hilgard, *Wprowadzenie do psychologii*, PWN, Warsaw 1967.

[14] E.R. Hilgard, D.G. Marquis, *Procesy warunkowania i uczenia się*, PWN, Warsaw 1968.

total „a set of undertaken and performed socio-professional roles, which are played by participants of the organization according to formalized principles and standardized operating rules that a particular organization has developed and used in the process of achieving its objectives"[15].

3. THE MECHANISM OF MOTIVATION AND ATTITUDES

The underlying basis for motives and motivations are needs, conditioning specific human behavior that aims at satisfying them, as well as tasks which the individual sets to himself/herself or which are imposed from outside. A need is most often defined as the state of the body caused by some lack, which leads to the disturbance in the body's inner balance and triggers off disruptions in the process of life and development.

The concepts of motivation and motivating have no valid interpretation in the mother psychological theory, hence there is no such interpretation also in the management theory. Due to the fact that it is a sufficiently well-known phenomenon, whose understanding is common, and whose use includes actions in the area of human resources management that are grounded in organizational practices, it was decided to review the theoretical approaches to a far limited minimum.

In Pszczołowski's praxeological definition, „motivation is a system of motives or a synonym of motivating as an action in search of motives for action. Motivating is thus a method of influencing the subject's behavior through a definite set of stimuli, which will be secondarily transformed into motives"[16]. The position in the field of management psychology by Michoń states that motivation is created by „a group of forces and factors that stimulate and maintain human activity in behaviors aiming at the achievement of certain goals. Motivation is always a complex phenomenon, formed as a series of single motives, and is a determinant of activity of a working man"[17]. This approach is analogous to classical views, created in the bosom of psychology, in which it is stated that „a group of mental and physiological processes which underlie human behavior and their changes are motivational processes. These processes direct the behavior of the individual to achieve specific, important for them states of things, direct the performance of certain activities in a way which leads to the desired results. Such a result may be a change in external conditions, as well as a change within oneself, a change of one's own position. If a person is aware of the result of their actions taken, then that result will be referred to as a goal". The beginning of it shall be the needs that one feels, causing certain demands or establishing some goals, and these in turn lead to increased mental tensions (emotions connected with unfulfilled desires), and as a consequence to take measures aimed at the achievement of specific objectives (reduction of that tension, satisfaction of the need – deficiency or excess).

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[15] K. Mrozowicz, *Charakterystyka zachowań organizacyjnych w świetle badań nad współzależnością cech osobowości*, „Zeszyty Naukowe Uniwersytetu Szczecińskiego. Ekonomiczne Problemy Usług", 573/45 (2009), p. 434.

[16] T. Pszczołowski, *Mała encyklopedia prakseologii i teorii organizacji*, Ossolineum, Wrocław 1978, p. 123–124.

[17] F. Michoń, *Organizacja i kierowanie w przedsiębiorstwie w świetle socjologii i psychologii pracy*, Książka i Wiedza, Warsaw 1981, p. 120.

In order to unify the previous approaches to the understanding of motivation, it can be stated that as a psychological mechanism it determines the inner strength of the man – similar to physical strength – that enables any action. That strength is „impulses, instincts and wishes, as well as states of tensions"[18]. Motivating, on the other hand, is „understood as a process of conscious and deliberate influence on the motives behind human conduct by means of creating the means and opportunities to implement their systems of values and expectations (goals for the action) in order to obtain the incentive goal (it relates to the so-called employee motivation)"[19]. By motivation we shall understand the process which causes, directs and sustains certain behaviors of people among other alternative forms of behavior, in order to attain specific goals (the basic model of motivation[20].

We owe the emergence of the concept of attitude in its present meaning to sociologists[21], which according to the classical definition of Allport, indicates a mental and nervous state of readiness triggered by experience, having a directed or dynamic influence on reactions of the individual towards all the subjects or situations he/she is related to[22].

On Polish scientific grounds, Stanisław Nowak defined attitude as „the total of relatively stable dispositions for the assessment of a given subject and for emotional responses, as well as optionally accompanying these emotional - evaluating dispositions of relatively stable beliefs about the nature and characteristics of that subject and relatively stable dispositions to the behavior towards that subject"[23]. The model of a perfectly rational attitude expresses the thought that „the attitude of a certain man towards a certain subject is the total of relatively stable dispositions from judging that subject and reacting emotionally to it or even the accompanying emotional and evaluating dispositions of relatively stable beliefs about the nature and characteristics of that subject and relatively stable dispositions to the behavior towards that subject".

4. SOCIO-PROFESSIONAL ROLES

Social role, which was previously mentioned, is a coherent system of behavior, resulting from affiliation of the individual to certain groups and other communities. Every social role consists of respective rights and obligations, privileges and duties, regardless of whether we mean the role of a family member, friend, student, employee or retired person. The implementation of these obligations (provision, script) is the fulfillment of the provision of the role. Role is discussed both in terms of its fulfillment as well as social expectations that are addressed to it.

The scope of implementation of every social role depends on several factors, and among them are anatomical and mental characteristics of the individual, personal model accepted in a particular group or another type of social community (also organization), way of defining the given role by the person who performs it and by the community,

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[18] F. Michoń, *Organizacja i kierowanie w przedsiębiorstwie w świetle socjologii i psychologii pracy*, Publishing House Książka i Wiedza, Warsaw 1981, p. 118.

[19] S. Borkowska, *System motywowania w przedsiębiorstwie*, PWN, Warsaw 1985, p. 12.

[20] See L. Kozioł, M. Tyrańska, *Motywowanie pracowników w teorii i praktyce*, Biblioteczka Pracownicza, Warsaw 2002, p. 14.

[21] More in S. Mika, *Wstęp do psychologii społecznej*, PWN, Warsaw 1975, p. 64.

[22] More in W. Jakubowski, *Społeczna natura człowieka*, Elipsa, Warsaw 1999.

[23] *Teorie postaw*, ed. S. Nowak, PWN, Warsaw 1973, p. 23.

structure and organization of the group, and also characterization of sanctions possessed by the community towards their members who deserve positive or negative distinction.

It needs to be emphasized that the performance of roles (voluntarily or under duress) by the individual is of fundamental importance for himself/herself and for the society.

A variety of social role is professional role (due to the fact that occupational role is one of many social roles played by the individual, it was decided to call it a socio-professional role, in order to emphasize its significance for the subject and its connection with the social background), by which we mean: „an internally coherent set of powers, obligations and actions of the employee, resulting from the social division of labor and professional functions, within which the role is performed".

It is created as a result of the interaction of three factors:
- − organizational structure of the company, which includes the total of social roles, associated with certain positions in the organizational space,
- − organizational culture, which means a customary and traditional way of perception, thinking and conduct, accepted by all members of the community,
- − employee's personality, including biological characteristics and cognitive factors (motives, attitudes, value system, etc.).

When it comes to norms which define it, the socio-professional role is formed by external orders, inner beliefs and real behavior, and a way to express it lies in attitudes and employee motivation.

The effectiveness of playing a role depends on the mutual matching of requirements and behavior, since satisfaction with the role derives from the compliance of behavior and the desire for the role. Often a conflict occurs between the employee and the organization over the fulfillment of the role for reasons related for instance to the maladjustment to the requirements of the role, incorrect allocation of the role, insufficient or excessive demands, conflicting requirements imposed by different superiors, etc.. If the characteristics and desires of a given person are largely maladjusted to the requirements of the role and at variance with them, it leads to low job satisfaction, decreasing commitment and a decrease in effectiveness.

5. THE STRUCTURE OF MOTIVATIONAL-COGNITIVE FACTORS ACCORDING TO THE STUDY

In the light of the obtained findings, it may be noted that the structure of the dominant motives for entering the nursing profession and attitudes towards the performed social role in the rank ordering are as follows (tables 1 and 2):

Table 1. Modes of the structure of motivation

Rank	Modes of the structure of motivation	%
I	allocentrism (altruism, the need to help others)	95%
II	vocation (a sense of mission)	92%
III	stimulation (seeking sensations or strong emotions)	83%

Table 2. Modes of the system of attitudes

Rank	Modes of the system of attitudes	%
I	allocentrism (altruism, the need to help others)	100%
II	prestige (social image, self-esteem)	94%
	stimulation (seeking sensations or strong emotions)	94%
III	curiosity (inspiration, novelty, changeability)	89%
IV	vocation (a sense of mission)	84%

Table 3. The structure of motivational-cognitive factors behind adopting and performing the socio-professional role of the nursing staff in the light of the results of the study carried out with the use of a multiple-choice questionnaire

Category [scale] of motive and attitude	Motive (%)		Attitude (%)	
	Yes	No	Yes	No
Allocentrism	98%	2%	100%	0%
Prestige	33%	67%	94%	6%
Vocation	92%	8%	84%	16%
Curiosity	31%	69%	89%	11%
Finances	22%	78%	3%	97%
Tradition	2%	98%	4%	96%
Imitation	4%	96%	16%	84%
Necessity	36%	64%	38%	62%
Social pressure	3%	97%	30%	70%
Testing oneself	83%	17%	94%	6%

The findings concerning the ranking of motives and attitudes towards the assumed and performed nursing function in a bidirectional rank order is graphically presented in figures 1 and 2.
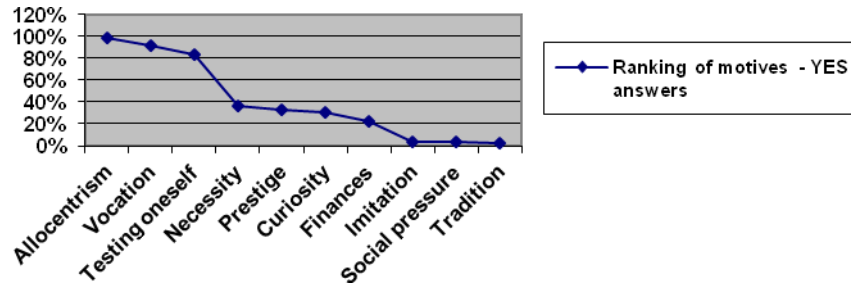
Fig. 1. Distribution of motives and attitudes towards the adopted and performed nursing function in rank order (yes)
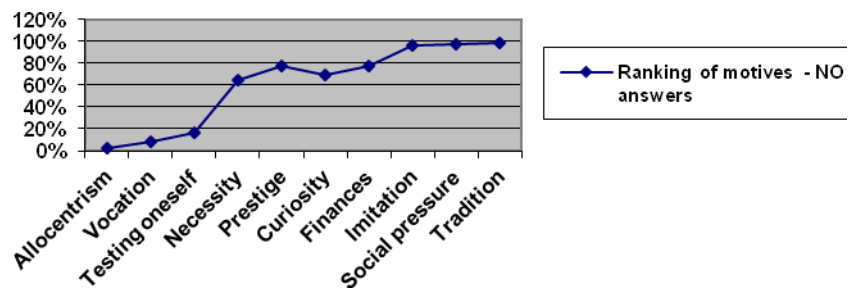

Fig. 2. Distribution of motives and attitudes towards the adopted and performed nursing function in rank order (no)

CONCLUSIONS

The obtained results of the study lead to the following conclusions:

– while choosing the currently performed profession, the test group was guided by allocentric motives (antithesis of egocentrism), inner voice and sensation seeking,

– every third subject was driven by social recognition (33%), curiosity (31%) and economic reasons (36%), which had forced them to choose this particular occupational activity (compare fig. 1),

– the subjects unanimously questioned the continuation of family tradition, the pressure of society and imitating other people, which are otherwise known to be a strong factor in modeling human behavior, created within socialization and attribution,

– nearly 80% of the subjects did not pay attention to the level of earnings, which is very hard to believe from the perspective of behaviors and defiance of this occupational group,

–   social mechanisms of shaping and protecting the group's image occurred during the study, which, to some extent that is hard to assess, have distorted the results of the research. The group clearly used attribution of the 'providing assistance, unselfish volunteer' type, which forms a very positive social image, praiseworthy associations and in this form it has been absorbed in the manner of perceiving oneself and one's image in the environment, and which does not prove the scientifically and practically verified knowledge about the motivational significance of remuneration and does not match the social behavior of the group (hunger strikes, protests of nurses).

In order to evaluate employee motivation and attitudes towards the performed social and occupational roles, it seems reasonable to consider some of the proposed suggestions that are the real conditioning of rational human functioning.

One of the most important mechanisms for shaping and modifying behavior, thoughts and feelings of the individual is social impact, while the phenomenon of behavior modification, that determines this process is referred to as social learning. As a result of this process, to put it simply, values and group norms, that have been developed by members of a particular group and as such are in effect in a given community, are incorporated into one's individual system of values, and also a specific social role, whose performance would meet social expectations contained therein, is undertaken and performed as part of it.

Roughly speaking, evolution of the concept of social learning shows that learning is possible due to a number of factors, and among them are: reinforced consequences of reactions of the individual[24], an ability of symbolization, aggregation and consolidation of experiences into cognitive schemata[25], an ability to imitate[26] and symbolic behavior modeling, an ability of self-regulation, as well as an assessment of one's efficiency, which plays a major part in human activity[27]. Beliefs about one's self-efficacy affect the way of thinking, feelings, behavior and the way of motivating oneself to actions, thus determining what one will decide to do, how much effort he/she will invest in it, how persistent he/she will be in the face of overcoming obstacles and experienced failures, whether the assimilated thinking patterns lead him/her toward discouragement, or rather to the mobilization to experience current and anticipated contacts with the environment and organization.

Psychology of individual differences and social psychology enable more profound exploration of the determinants of mental participation of the individual in social and organizational processes, that is adaptability of the members of the organization to the environment in the light of one's human capital.

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[24] Compare: B.F. Skinner, *Zachowanie się organizmów*, Polish Scientific Publishers PWN, Warsaw 1995; J. Dollard, N.E. Miller, *Osobowość i psychoterapia*, PWN, Warsaw 1967; J.B. Rotter, *Social learning and clinical psychology*, Prentice Hall, Engelwood Cliffs 1954.

[25] Compare N. Cantor, J.F. Kihlstrom, *Personality and social intelligence*, Engelwood Cliffs, Prentice Hall 1987.

[26] See M. Snyder, *On the self-perpetuating nature of social stereotypes*, [in:] *Cognitive processes in stereotyping and intergroup behavior*, ed. D.L. Hamilton, Lawrence Erlbaum, Hillsdale 1981; K.J. Tillmann, *Teorie socjalizacji: społeczność, instytucja, upodmiotowienie*, PWN, Warsaw 1996.

[27] Compare: A. Bandura, *Self-regulation of motivation through anticipatory and self-reactive mechanisms*, [in:] *Perspectives on motivation: Nebraska symposium on motivation*, ed. R.A. Dienstbier, University of Nebraska Press, Lincoln 1991/38, p. 69–164; T.L. Rosenthal, B.J. Zimmerman, *Social learning and cognition*, Academic Press, New York 1978.

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MOTYWY I POSTAWY PRACOWNIKÓW SŁUŻBY ZDROWIA W ŚWIETLE BADAŃ EMPIRYCZNYCH

Celem niniejszego artykułu są identyfikacja zagadnień teoretycznych dotyczących procesu i narzędzi motywowania oraz zbadanie postaw i motywacji personelu pielęgniarskiego w placówkach opieki zdrowotnej i szpitalach. Podczas realizacji celu badawczego przeprowadzono analizę czynnikową i kategoryzację czynników addytywnych, wyłonieniono kategorie hipotetycznych motywów oraz postaw, opracowano kwestionariusz ankiety z odpowiadającymi wyabstrahowanym typom odpowiednich skal do pomiaru motywów i postaw, operacjonalizacji uzyskanych danych oraz dokonano analizy wyników przeprowadzonych badań. Grupę badaną tworzyła 98 osób, którą wybrano z populacji generalnej personelu pielęgniarskiego jednostek organizacyjnych służby zdrowia terenu Małopolski.

W świetle uzyskanych wyników badań można skonstatować, że struktura dominujących powodów podejmowania pracy w zawodzie pielęgniarskim oraz postaw wobec pełnionej funkcji społecznej w porządku w ramach najwyższej rangi (allocentryzmu) kształtowała się odpowiednio na poziomie 95% i 100%. Podobnie rzecz przedstawiała się w odniesieniu do badań struktury czynników motywacyjno-poznawczych podejmowania i odgrywania roli społeczno-zawodowej personelu pielęgniarskiego, gdzie wyraźnie na czoło wysuwa się allocentryzm, który wskazało w przypadku motywacji i postaw odpowiednio 98% i 100% respondentów.

Biorąc pod uwagę wyniki badań empirycznych, należy skonstatować, że grupa badana przy wyborze wykonywanego zawodu kierowała się pobudkami allocentrycznymi, wewnętrznym przekonaniem oraz poszukiwaniem wrażeń.

Słowa kluczowe: kapitał ludzki, motywacja, postawy, służba zdrowia, role społeczne