

ORIGINAL PAPER

Human Resources' Satisfaction in the Healthcare Sector: a Case of a Specialized Not-For-Profit Hospital in Greece

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Abstract

Background: In the healthcare sector, a traditionally resource-intensive sector, Human Resources stand at the centre of the discussion on efficiency and performance improvement, and, ultimately, improved quality of care provided to patients and citizens. In the light of their important role in the internal development of the organisation and the externally realized “added value”, employees are the targets of various communication efforts, either upwards or downwards, by human resource departments, which aim primarily at asserting the satisfaction employees get from their job.

Aim: This paper presents the findings of a satisfaction survey conducted among healthcare employees in a specialized, not-for-profit hospital in Greece.

Methodology: To conduct this research and measure healthcare employees' satisfaction, the authors created and used a novel questionnaire in 244 employees of a hospital. The hospital, although a part of the Greek National Health Service (NHS), enjoys a unique legal status, which gives room for manoeuvre and managerial flexibility.

Results: The survey showed that, despite the fact that employees lack the benefit of permanency of the public servant status that the rest of the NHS staff enjoy in Greece, they are quite satisfied with their jobs. They all, irrespective of grade and specialization, expressed satisfaction with the following: (a) the working environment, (b) the working hours and (c) the anxiety caused by work. Nonetheless, with the exception of higher-level medical personnel, employees seemed dissatisfied with their salaries, promotional opportunities and education. It appeared as well that an employees' satisfaction survey: (a) can support the efforts of a healthcare organisation to get ISO certification and (b) enhances the communication between the management team and the employees.

Conclusions: It is open for discussion whether these findings would be either valid in a longer term perspective or transferable and directly applicable to different organisational settings.

Keywords: human resources, job satisfaction, satisfaction survey, employees, health sector