

## SUMMARY OF DOCTORAL THESIS

**Thesis title: Managing human resources in healthcare in Poland on the example of midwife's professional group**

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This thesis is specifically concerned with the area of managing human resources among the midwife profession. The importance and the influence of nurses and midwives for the proper existence of health system in Poland was outlined with the presentation of the alternative systems of management of midwife's human resources in selected countries in the European Union.

The major objective of this thesis was to investigate the possible improvements in the polish healthcare system through the described change in the technic of managing the healthcare professionals and to demonstrate new solutions of midwife's healthcare management, with the prerequisite of unchangeable restrictions in the financial supply and the basic reserves of the system are being used.

The professionally active group of midwives served as subjects in a study designed to investigate all the research hypotheses set in the dissertation. The midwives, taking part in this investigation, were employed in the public healthcare sector (hospitals and clinics) in the territory of Poland. This questionnaire consisted of two separate parts: the first one focused its attention on the assessment of midwife's life whereas the second part measured the evaluation of job satisfaction. The empirical part of this thesis was conducted in 2015. The primary purpose of this investigation was first of all to determine all set of factors that may build the life and job satisfaction of midwife and finally the practical usage of this knowledge and experience in the proces of improvement of the health care human resources management in the polish health care system.

The main research hypothesis:

*Medium-level staff in the health system in Poland is an important determinant of the quality of health services. Due to the growing problem of reproducibility of human resources, the current system requires changes in the management of these resources. Due to the existing financial conditions, these changes may relate mainly to non-financial issues affecting the satisfaction of the labour and the life of the average medical staff.*

The aim and the hypothesis of the hearing are subordinated to the work arrangement. The reflections presented in the work are covered in five chapters.

The first chapter of the dissertation describes the basic theoretical concepts of human capital management, definitions and evolution of economic thought concerning human resources. Selected human resources theories and strategies for investing in human resources, taking into account exogenous and endogenous conditions were included in the wide description in the

first chapter. The second chapter presents the structure of the organisation of the Polish health system. The objectives, the system participants and the environmental elements of the system were presented. Additionally the mechanisms for the management of medical personnel in healthcare establishments in Poland were presented. The actual health situation in our country was presented. The concepts of quality of medical services and factors affecting the quality of the medical service have been clarified with particular emphasis on the human resources factor.

The third chapter discusses: rules on the pursuit of the occupation of midwife, the specificity and professional role in the health care system and the factors affecting the motivation for the work of the medical staff. All conditions, have been identified, to guarantee the reproducibility of human resources in health care relating to methods for quantitative and qualitative planning of human resources in hospital facilities, staff selection and increasing medical staff demand. Chapter number four provides an analysis of human resources management in the health care sector in selected European countries: The Netherlands, the UK, and the Czech Republic. It includes the description of the health care systems, the organisation and functioning of basic medical care, the importance and position of the average medical staff in these countries. Moreover health policy, operators rendering health care services, organisational structure of medical institutions and the condition of their human resources have also been included. On the basis of the results of this research the analysis of human resources management in selected European countries, similarities and differences in relation to the Polish model were identified. This database indicates the possibility of applying solutions in the management of human resources in Polish background.

Chapter number five shows the methods used and the results of the study of the factors influencing the satisfaction of the lives and professional work of Polish midwifery. The comparative analysis of the determinant of the satisfaction in the lives of midwives declaring willingness and not planning to go abroad was conducted. On this basis, recommendations have been made on the need for changes in human resources management (middle medical staff) in the Polish health care system.

The summary is the conclusions of the seven specific research hypotheses put into operation. All but one have been positively verified. Quantitative analyses carried out in the context of the dissertation made it possible to conclude that the current system solutions for the management of health care personnel in Poland do not ensure its reproducibility. This is due to ageing staff and decline of professionally active midwives. Surveys have pointed to the existence of dissonance between midpoint motivations and the ways in which employers motivate them.

These data support the view that many of the respondents considered to be the most important motivators are not in the existing incentive systems. This applies mainly to non-financial motivators such as forms of recognition, praise, professional development or a sense of financial stability. The results of comparative analysis supported the expectations that in the Polish health care system there are simple system reserves for the management of medical personnel. Moreover, as a result of quantitative studies on the occupational satisfaction of midwife, it has been concluded that the factors declared by the midwife are completely

different than their actual impact on the level of satisfaction of the respondents. However, changes in the scope of non-financial motivators to a significant extent affect the satisfaction of the midlife from their professional work, and the professional situation is one of the most important determinants of their satisfaction with the midlife. On the basis of the results of this research, the recommendations were offered on the change in the human capital management system of the average medical staff (mainly midlife) in the Polish health care system. Thus, improvements have been identified and proposed in the management of human capital of medical personnel, which can be mobilized in existing legal and financial conditions in health protection in Poland.

However, similar recommendations have not been made to reduce the migration of medical personnel. The case is complex, it covers issues of individual human attitudes and a change of approach in the management of a midlife resource to better match the notion of human capital, which may be insufficient in this regard.

