



Degree Program in Economics and Business

Course of Management

HR Management in the
Healthcare System:
KEIT Clinic Case Study

Prof. Francesca Vicentini

SUPERVISOR

Elena Faria - 251101

CANDIDATE

Academic Year 2022/2023

Abstract

Human Resource (HR) Management is one of the key activities in every business organisation. The purpose of this research is to analyse the importance of HR management in the Health sector, starting from an excursus of the development of this branch of the Economics field and a description of the different theories and models created from the beginning of the industrial revolution. An analysis of the organizational climate of the KEIT Clinic was made, interviewing anonymously through a questionnaire some of their employees, gathering answers using a Likert scale. It is the first study on the wellbeing of KEIT's employees and the results might contribute to the improvement of its HR management.

Table of Contents

Introduction	5
1. Chapter 1: HR Management	6
1.1 Historical Background of HR Management.....	6
1.1.1 Scientific Management Era (Taylorism)	6
1.1.2 Human Relations Movement	7
1.1.3 Modern HR Management	9
1.2 Organisational Behavior & HRM Models	10
1.2.1 The Fombrun Model	11
1.2.2 The Harvard Model	12
1.2.3 The Guest Model	13
1.2.4 The Warwick Model	14
2. Chapter 2: The Healthcare System and its organisation	16
2.1 Health System Models	16
2.1.1 The Beveridge Model	16
2.1.2 The Bismarck Model	17
2.1.3 The National Health Insurance Model	17
2.1.4 The Private Model	18
2.2 Health Insurance	18
2.2.1 The Government Intervention	19
2.3 Components of the Health System	20
2.3.1 Health Service Delivery	21
2.3.2 Health Workforce	22
2.3.3 Health Information Systems	22
2.3.4 Access to Essential Medicine	23
2.3.5 Health Systems Financing	24
2.3.6 Leadership and Governance	25
3. Chapter 3: KEIT Clinic Case Study	26
3.1 Historical Background	27

3.2 The Study	28
3.2.1 Demographics	30
3.2.2 Environment	33
3.2.3 Team Work	33
3.2.4 Management Effectiveness	34
3.2.5 Involvement	35
3.2.6 Reward and Recognition	36
3.2.7 Competency	37
3.2.8 Commitment	37
4. Conclusions	
5. Appendix A: Organising Climate Questionnaire	
6. Appendix B: Answers per Item	
7. References	

Introduction

Human Resources are the foundation of every business. HR Management plays a crucial role in organizations by ensuring the effective utilization of human capital to achieve organizational goals. It encompasses various areas, such as attracting and retaining talented employees, enhancing employee satisfaction and engagement, and improving overall productivity and performance.

Moreover, effective HR Management contributes to employee satisfaction and engagement by providing a positive environment, encouraging positive relationships between employees and managers, offering an appropriate compensation and recognizing every individual's work.

HR strategies are directly related to the productivity of an organisation and recruitment, selection, and training are crucial activities to build a strong worker base.

HR Management has been the subject of many studies and theories, and many researchers proposed different models to try and describe the mechanisms behind it. It is a multidisciplinary topic, that involves not only the branch of economics, but also psychology, anthropology and sociology branches.

Human resources play a big role in the health sector since it is composed by a complex network of facilities and stakeholders. A good management of the components of this network can play the difference between an efficient healthcare supply and an ineffective one.

Chapter 1: HR Management

1.1 Historical background of HR Management

The origin of HR management can be traced back to the late 18th and early 19th century with the beginning of the Industrial Revolution. During this period, there was a shift from an economy based on handicrafts and agriculture to an industry and machine-based economy. The emerging of factories and labor movements raised the need for more efficient workforce management and control.

1.1.1 Scientific Management Era (Taylorism)

A significant phase of the history of HR management is associated with the publication of “The Principles of Scientific Management” (1911) by Frederick Winslow Taylor (1856 – 1915), engineer and U.S. entrepreneur and pioneer of the research of methods for increasing production efficiency. Taylor's purpose was to find the “one best way” to complete any task through the scientific method, observing workers and measuring the time needed to do the different tasks, eliminating the superfluous motions, and choosing so the fastest way.

The principles identified by Taylor were:

- The development of a true science in the field of management
- Scientific selection and training of the workman
- Workman’s scientific education and development

The application of these principles faced some challenges, such as the lack of education, the concept of task allocation, and the dehumanization of workers, but surely Taylor’s theory served a new point of view on the standardization and specialization of work, and the introduction of new operations such as the selection, training and rewarding of human resources.

1.1.2 Human Relations Movement

On the other hand, the mechanism of working activities and the dehumanization of workers raised some criticism among researchers.

Elton Mayo (1880 – 1949), psychologist and industrial researcher at Harvard University, showed through the Hawthorne Studies that social interactions influenced employee behavior and performance.

The key concepts of his theory were:

- The complexity of humans and factors influencing their behavior.
- Performance and output are influenced by group dynamics.
- Communication between managers and employees is essential to better understand their needs.
- Compensation is not the only way to motivate workers, but they need to find meaning in what they are doing.
- Change is more accepted when the opportunity to participate is given to employees.

Hawthorne Studies

The Hawthorne Studies, or Hawthorne Experiments, were a series of investigations driven by Elton Mayo and Fritz Roethlisberger at the Hawthorne Works of Western Electric Company, in Chicago. The goal of the study was to show how aspects of the working environment affected the productivity of employees. They can be divided into 4 parts:

- 1) Experiments on Illumination
- 2) Relay Assembly Experiment
- 3) Bank Wiring Observation Room
- 4) Mass Interviewing Program

Experiments on Illumination

Given a test and a control group, the lighting of the room where they were situated was changed expecting a correlation between lighting levels and product output. The light in the first room was increased, whereas lighting in the control room was decreased, expecting an improvement in production in the former and a worsening of production in the latter. Unfortunately, no correlation was found between lighting and production, concluding that other factors must influence industrial factors.

Relay Assembly Experiment

Given the conclusions of the previous experiment, the Relay Assembly Experiment was designed to analyze the other production-influencing factors. It was observed that productivity decreased in the afternoon making the researchers ask themselves whether there was a correlation instead between the proportion of work hours to resting periods and productivity. The test started with a test group of 6 women operators and the rest of the employees as a control group. The women were isolated in a separate room to adjust temperature, humidity, and other factors. At the beginning of the test, and every 6 weeks from then, they were subject to physical examinations to assess their health. The test was supposed to last a few months, but it was extended to several years during which were introduced 1) a male observer to provide supervision, 2) group payment rates, 3) rest periods, and 4) shortened workdays and weeks. The control group's conditions instead remained unchanged. At the end of the experiment, it was shown that the overall satisfaction of the women who had participated in the study was partly conditioned by the working conditions, but mainly by the attitude and the atmosphere created within the group members.

Bank Wiring Observation Room

The test consisted of gathering 14 men between the ages of 20 and 25 and submitting them to the repetitive and monotonous task of wiring banks and observing their behavior and their interactions. The study showed that there was no trust between employees and supervisors leading to minimum levels of production.

Mass Interviewing Program

Mass interviewing was introduced hoping to gather private and personal details of workers that might have a role in their attitude during work. They were led as conversations between researchers and employees, creating strong relationships between the two. Conclusively, the study showed instead how validation and communication are important in the working environment.

The results of the Hawthorne Study were groundbreaking at the time: surveys were introduced to analyze the well-being of workers, as well as employee counseling, personnel policies, and supervisory training

1.1.3 Modern HR Management

The beginning of World War I signed the transition into a more modern management of human resources. Women were employed in factories to fill the gap left by men going to fight. Demand for labor increased and so increased the need for new approaches to planning, recruiting, selection, and training.

Peter Drucker (1909 – 2005), Austrian economist, is described as the “founder of modern management”. He developed the idea of Management by Objectives (MBO) which consists in setting goals together with both management and the employees since it is shown that having a say in goal setting and strategic planning encourages participation and commitment. Drucker also coined the term “knowledge worker”: a new type of worker laboring through intellect instead of physical strength that needed a new type of management. Peter Drucker insisted on the ability of managers to motivate “the most valuable asset of a 21st century institution” to gain competitive advantage¹.

Nowadays, with the advent of technological innovations and globalization, payroll processing and training programs have become more efficient through automated systems. Recruitment engages individuals from diverse backgrounds worldwide,

¹ Drucker, P F (1969), *The Age of Discontinuity*, New York: Harper and Row.

allowing a broader exchange of best practices and know-how and analyzing problems from different points of view due to cultural and educational differences.

1.2 Organizational Behavior & HRM Models

Organizational behavior is the study of human behavior and the interactions between individuals, groups, and structures within an organization. It is a multidisciplinary subject, involving management, anthropology, sociology, and psychology and the Hawthorne Studies led by Elton Mayo (1.1.2) set the basis for the development of organizational behavior.

Every new employee entering an organization brings their own experience, background, and personal characteristics, aspects that cannot be ignored. That is the reason why the first level of analysis is the individual. It is proved that satisfied individuals are more productive and motivation levels are to be kept high to gain competitive advantage. Abraham Maslow (1908 – 1970), in his paper “A Theory of Human Motivation” (1943), describes the 5 important human needs:

- Physiological needs
- Safety needs
- Love and belonging
- Esteem
- Self-actualization

As seen in *Figure 1.1*, the previous elements are distributed along a pyramid, following a hierarchy. Maslow argues that basic needs must be satisfied first to be able to reach the more advanced ones. An example is a starving person who might have desires for self-esteem and respect, but they necessitate to satisfy their need for food first.



Maslow's hierarchy of needs

Figure 1.1

The second stage of analysis is the relationship between the individual and the organization. These two elements both influence each other so it becomes reasonable to study how they interact. In conclusion, the third stage consists in the analysis of how the organization-individual relationship is influenced by the external environment.

Many HRM (Human Resource Management) models describe the interactions of these elements, but for convenience, four of them are described subsequently.

1.2.1 The Fombrun Model

Developed by Charles Fombrun (1984), this model identifies four main HR processes to be performed in an organization:

- Selection (or Recruitment)
- Appraisal (of performance)
- Human Resource Development (including training)
- Rewards

These four processes contribute to organizational effectiveness as shown in *Figure 1.2*.

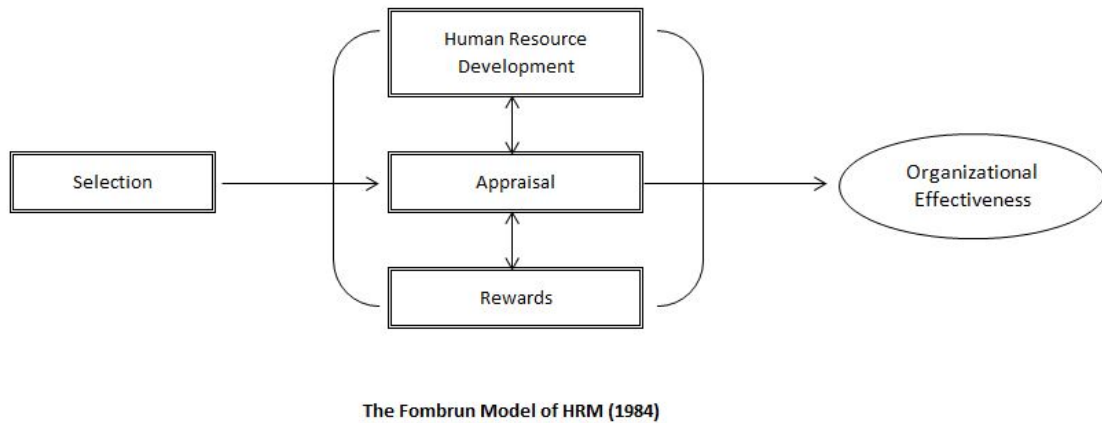


Figure 1.2

This model was an attempt to adapt organization structure to human resource management, not taking into consideration unfortunately environmental factors.

1.2.2 The Harvard Model

Developed by a group of researchers led by Michael Beer (1984), the Harvard model has 5 key elements:

- Stakeholder Interest
- Situational Factors
- HRM Policy Choices
- HR Outcomes
- Long-term Consequences

Looking at *Figure 1.3*, having a clear understanding of stakeholders' interests ensures an inclusive HR strategy that adapts to internal and external situational factors. The HRM policy choices guarantee organization across the areas of recruitment and training leading to the 4Cs outcomes (Commitment, Competence,

Congruence, Cost-effectiveness). All the steps lead to positive long-term consequences such as well-being, satisfaction, production, and profit.

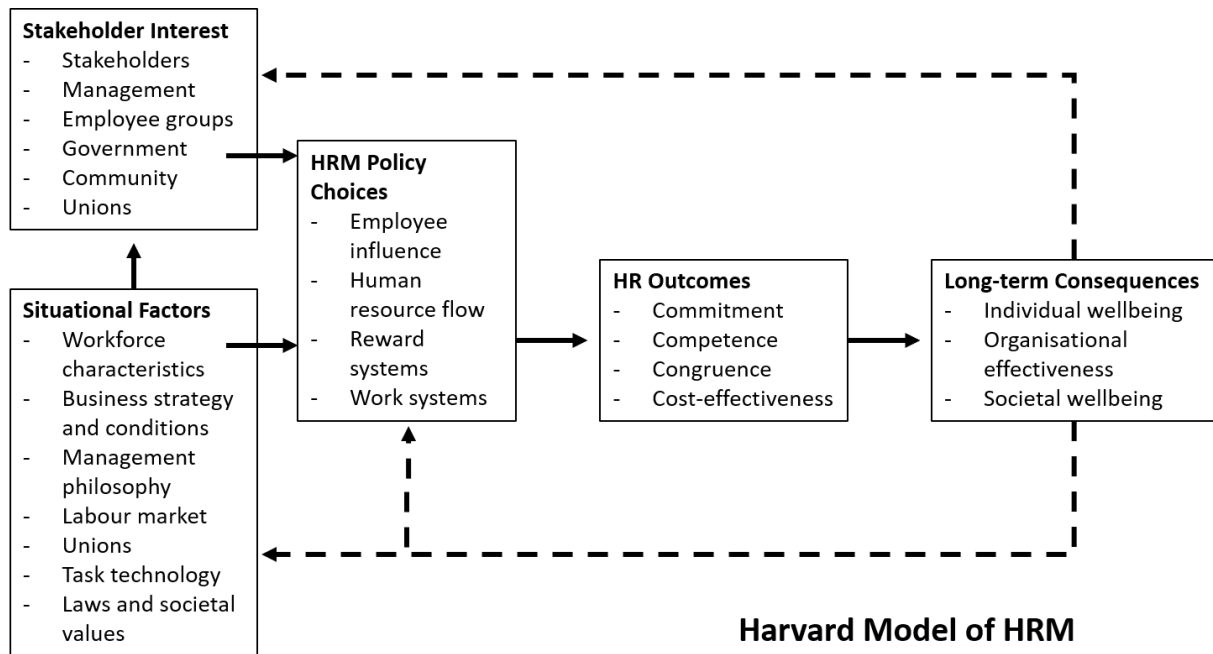


Figure 1.3

1.2.3 The Guest Model

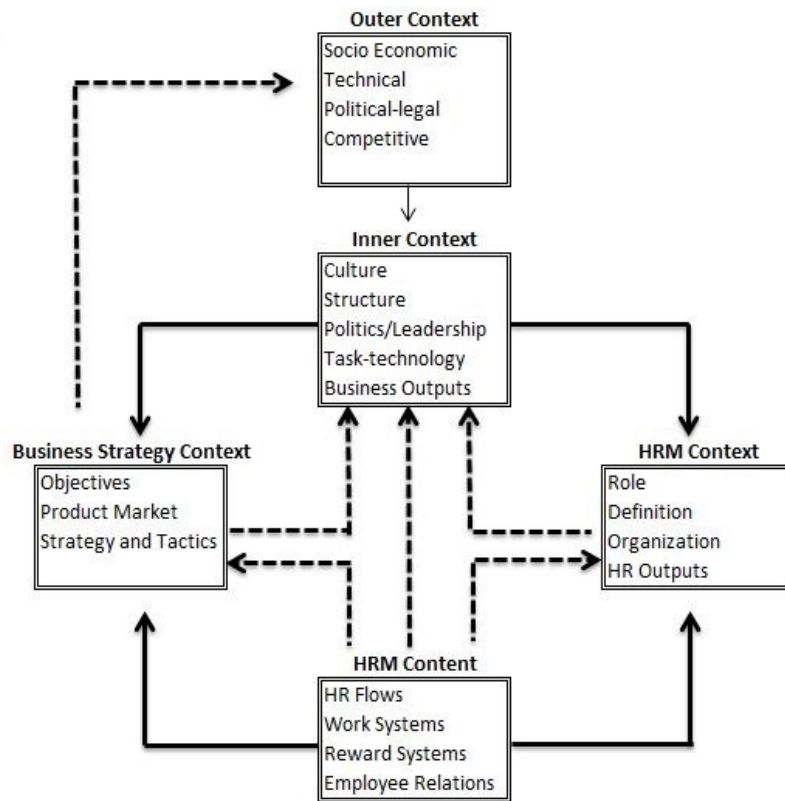
David Guest (1997) highlights the logical sequence of the components (*Figure 1.4*), meaning causality and dependence between the elements: financial outcomes depend on performance outcomes, which depend on behavioral outcomes, and so on.

<i>HRM strategy</i>	<i>HRM practices</i>	<i>HRM outcomes</i>	<i>Behaviour outcomes</i>	<i>Performance outcomes</i>	<i>Financial outcomes</i>
Differentiation (Innovation)	Selection		Effort/ Motivation	High: Productivity Quality Innovation	Profits
	Training	Commitment			
Focus (Quality)	Appraisal		Cooperation		
Cost (Cost- reduction)	Rewards	Quality		Low: Absence Labour turnover Conflict	ROI
	Job design		Involvement		
	Involvement	Flexibility	Organizational citizenship	Customer complaints Labour turnover	
	Status and Security				

Figure 1.4. David E. Guest (1997) Human resource management and performance: a review and research agenda, *The International Journal of Human Resource Management*, 8:3, 263-276, DOI: [10.1080/095851997341630](https://doi.org/10.1080/095851997341630)

1.2.4 The Warwick Model

The Warwick Model (Hendry and Pettigrew, 1990) identifies internal and external factors influencing HRM. The main elements are Outer Context (macroenvironment), Inner Context (microenvironment), Business Strategy Context, HRM Context, and HRM Content as seen in *Figure 1.5* below.



The Warwick Model

Figure 1.5.

Chapter 2: The Healthcare System and its organization

According to the World Health Organization (WHO), a health system consists of “all the organization, people and actions whose primary intent is to promote, restore or maintain health”. The healthcare system provides a wide spectrum of services, including preventive, promotive, curative, and rehabilitative interventions. These services are delivered through a combination of public health initiatives and a hierarchical structure of healthcare facilities, which are operated by both governmental and non-governmental entities.

Trained and motivated health workers, well-maintained infrastructure, technology, a reliable supply of medicines, and adequate funding are necessary for a strong health system.

There are many different health systems around the world, and each of them is developed based on each country’s needs and resources. Some countries have their health system depending on a competitive market of private health suppliers, whereas some other countries have planned a public system. In the next paragraph, 4 models are described.

2.1 Health System Models

2.1.1 The Beveridge Model

Designed by Sir William Beveridge (1948), a British economist and Liberal politician, the Beveridge Model is both provided and financed by the Government through tax payments. Healthcare facilities are owned by the Government which guarantees standardized quality across the country and equal access to healthcare to all citizens. Some of the countries adopting this system, or variations of this system, are Great Britain, Scandinavia, Spain, Hong Kong, New Zealand, and Cuba. The USA adopts this model in the Veterans Health Administration.

Since the Government acts as a single-payer, the vast majority of workers are government employees. Costs can be kept low, and patients do not have to pay when receiving medical assistance since they have already contributed through taxes.

Long waiting lists are a common criticism of this model. In fact, because the Government guarantees “free” healthcare to everyone, there is a tendency to undergo unnecessary medical procedures, increasing this way the demand that cannot be met by the supply. Another problem of this model is that in case of crisis, funds might decrease, lowering the quality of the service.

2.1.2 The Bismarck Model

Also referred to as the “Social Health Insurance Model”, the Bismarck Model was named after Otto Von Bismarck, the 19th-century Prussian Chancellor, introduced after the unification of Germany in 1883. It does not provide universal health coverage since it is available only to workers contributing financially, even though in principle this was a non-profit system meant for all citizens.

This model incorporates private and public parties that compete in the market, becoming more consumer-oriented than the Beveridge model, offering higher quality, lowering waiting times, and having higher accessibility. A further difference with the Beveridge model is the multi-payer system and providers of health insurance are private non-profit companies.

A major criticism of the Bismarck model is the provision of healthcare to those who cannot afford contributions. Some of the countries applying this system are Germany, France, Korea, Belgium, the Netherlands, Switzerland, and Japan.

2.1.3 The National Health Insurance Model

This model combines elements of the Beveridge and the Bismarck model. The funding comes from citizens' contributions as in the former and the provision of health procedures from private entities as in the latter model. Universal insurance is provided and since funding comes from the Government, marketing costs are not incurred. One of the main problems, as in the Beveridge model, are long waiting lists and delays in treatment. This model is found in Canada, Taiwan, and the Medicare Model in the USA.

2.1.4 The Private Model

Also known as the "Out-of-pocket" model, the Private model is commonly found in isolated communities in China, India, South America, and Africa. Medical procedures are completely in charge of the patient, making this model the least accessible one since less wealthy individuals cannot afford it.

2.2 Health Insurance

Insurance is a way to avoid or at least reduce risk. Some examples are Medicaid, Medicare, Social Security, and Unemployment Compensation. People are willing to pay for insurance because of two main reasons:

- Expected Value
- Risk Smoothing
- Individuals tend to be risk averse: they prefer paying more (a risk premium) in order to guarantee compensation if an adverse event occurs.

Insurance providers receive money from people who want to have insurance coverage and reallocate money in case of an adverse event. This phenomenon is called "Risk Pooling". If for example, in a population of 3,000 individuals, 10 of them get insurance, each person has a probability of 1/10 of getting sick. The total

premium is enough to cover expenses for one sick person. If this example is applied to a much larger population, the risk is substantially reduced (law of large numbers).

In real life, there are many factors that determine the health of a person, such as lifestyle, genetics, age, etc. For this reason, insurance providers apply different loading fees to different people. That means that if a person is a risk-lover or has a tendency to get sick often, their fee is going to be higher and people who are risk-averse and have a healthy lifestyle pay less. This system is thought to prevent people from taking advantage of their insurance: if all the population paid the same fee, risk-lovers would make more hazardous decisions since they pay a lower fee in proportion to their probability of getting hurt or sick, and the opposite happens for risk-averse individuals. In conclusion, only high-risk individuals would find it worthwhile to get insured.

2.2.1 Government Intervention

Government intervention is needed because of Asymmetric Information, a situation in which during an economics transaction, one party has better information than the other party. Insurers do not know each individual's illness risk, and this may lead to Adverse Selection (Akerlof, 1970). Once an individual has signed up for insurance, they may engage in opportunistic behavior and be not as careful as before, leading to Moral Hazard.

George Akerlof (1970) in his paper "The Market for Lemons" explores the phenomena of adverse selection. If an insurance company applied an average fee to all their insured, people with a higher risk of getting sick would be more willing to pay to have insurance coverage, but this leads to a big loss for the insurer. If the insurance company applied high fees to consider the high-risk people, young and healthy people would find having insurance worthless. A solution to adverse selection is adapting fees to different groups of the population based on age or family health history.

Kenneth J. Arrow (1963) in his paper “Uncertainty and the Welfare Economics of Medical Care” explores Moral Hazards in health insurance. In the case of full insurance, doctors tend to prescribe unnecessary medications or procedures since the cost is borne by the insurance companies. Obtaining insurance against an adverse event leads to an increase in the probability of that event happening because the risk is better distributed increasing an inefficient overuse of healthcare since there is an increase of risky behavior.

Some strategies to reduce moral hazard are:

- Deductibles: out-of-pocket payment of health costs and refund from the insurance company
- Co-payment: fixed amount of cost of medical procedures paid by the insured
- Co-insurance: fixed percentage of the cost of medical procedures paid by the insured.

Both adverse selection and moral hazard are considered “market failures”, and externalities of healthcare are also part of this group.

2.3 Components of Health System

According to the WHO, the main components of a well-functioning health system are:

- Healthcare infrastructure and service delivery are defined as the way inputs are combined to obtain the required output.
- Health Workforce
- Health information systems taking care of the analysis of performance data and health status, and research relevant programs.
- Access to essential medicine and technology of assured quality and safety.
- Financing has the task of raising funds and allocating health expenditures.
- Leadership and Governance providing regulations and strategic policy frameworks, accountability processes, planning, and coordination.

The International Health Partnership and related initiatives (IHP+) launched in September 2007 stimulated an interest in a common monitoring and evaluation framework of the health system. This framework is country-focused, but it also provides a basis for global monitoring. It shows how inputs are reflected in outputs, outcomes, and impact and it is designed to address the monitoring of all the elements above, the health system performance, evaluating the results of investments, and deciding the best approaches as seen in *Figure 2.1*.

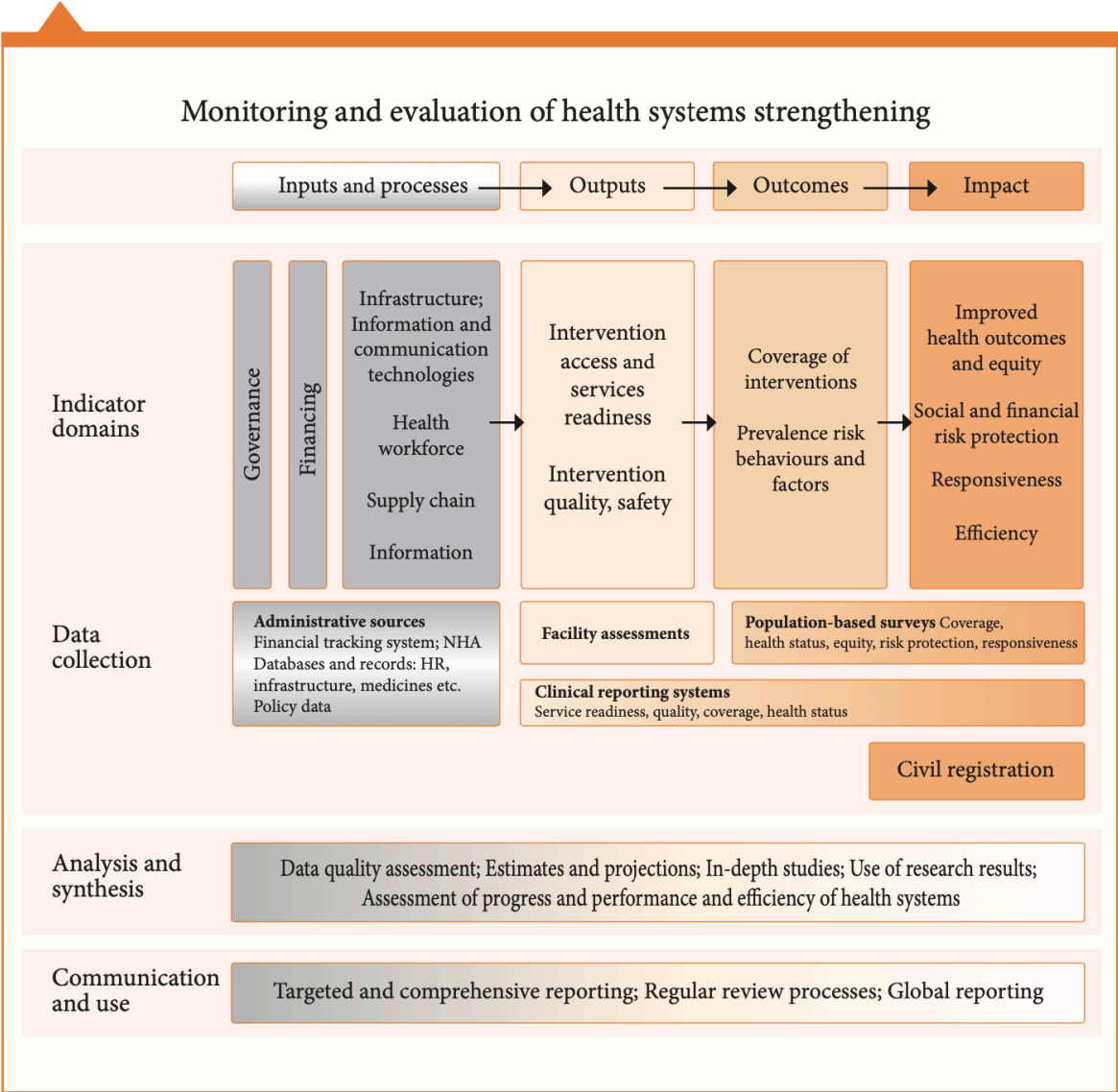


Figure 2.1. Monitoring and evaluation of health systems strengthening, WHO (2010), “Monitoring the Building Blocks of Health Systems: a Handbook of Indicators and Their Measurement Strategies”

2.3.1 Health Service Delivery

Service delivery is a fundamental input and to be efficient it should have the following characteristics:

- **Comprehensiveness:** wide range of services is provided, including curative, palliative, preventative, rehabilitative services, and health promotion activities.
- **Accessibility:** no barriers between healthcare and citizens; services provided in many places, not only in hospitals.
- **Coverage:** all population groups must be included; no discrimination based on gender, income, age, etc.
- **Continuity:** the service must be continuously guaranteed.
- **Quality:** high-quality services that are safe and effective.
- **Person-centeredness:** service should be based on people and not on the financing or the disease itself.
- **Coordination:** the structures of the network should work together efficiently.
- **Accountability and Efficiency:** assure minimum waste of resources.

2.3.2 Health Workforce

Many studies show a positive correlation between health outcomes and the number of health workers. The World Health Organization is working with a lot of countries to strengthen the health workforce that includes clinical staff, dentists, nurses, and physicians but also support staff like managers and accountants.

Some estimates show that countries with a proportion of less than 20 physicians per 10,000 people have difficulties in efficiently covering the territory. This shortage of health workers leads to stress and a higher workload for those practicing their job in clinics and hospitals. Higher stress and workload end in having a tired and inattentive employee base, leading to higher probabilities of human mistakes during procedures, longer waiting lines, and inefficient service.

The Global Atlas of the Health Workforce incorporates a classification of health workers divided into “physicians, nursing and midwifery personnel, dentistry personnel, pharmaceutical personnel, laboratory health workers, environmental and public health workers, community and traditional health workers, other health service providers, and health management and support workers” (ISCO 2008).

2.3.3 Health Information Systems

A reliable set of information systems is fundamental for decision-making in the health sector. All the other components of the sector (service delivery, human resources, medicine and technology, financing, leadership, and governance) rely on the completeness of data to introduce new regulations and efficient planning.

The information system has four key functions: 1) data generation, 2) compilation, 3) analysis and synthesis, and 4) communication and use. It gathers information from the environment and from different sectors and converts it into useful data for the health sector decision-making. This information is of different kinds:

- Health determinants
- Inputs to the health system and related processes
- Performance of outputs of the health system
- Health outcome
- Health inequities

Data is also categorized into three levels: individual level (patient profile), health facility level, population level, and public health surveillance.

2.3.4 Access to Essential Medicine

According to the WHO framework for health systems (2.3), an efficient health system guarantees access to essential medicine, and to achieve this goal the following are needed:

- National guidelines, standards, and policies
- Information on prices and international trade
- Reliable manufacturing practices
- Procurement, supply, storage, and distribution systems
- Support for rational use of medicines like guidelines and training for safe use.

The *Millennium Development Goals* under MDG 8 include access to essential medicine, specifically *Target 8. E*: “In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries”². Access is defined as “having medicines continuously available and affordable at public or private health facilities or medicine outlets that are within one hour’s walk of the population” (WHO 2010).

It is shown by recent reports of the United Nations that low and middle-income countries have difficulty in guaranteeing access to essential medicine due to high prices, low availability, and poor affordability of drugs.

2.3.5 Health Systems Financing

Financing is crucial to maintaining an efficient health system. Without funds, medicines would not be available, and employees would not get paid. Health financing is described by WHO as the “function of a health system concerned with the mobilization, accumulation, and allocation of money to cover the health needs of the people, individually and collectively, in the health system ... the purpose of health financing is to make funding available, as well as to set the right financial incentives to providers, to ensure that all individuals have access to effective public health and personal health care”³.

² Official List of Millennium Development Indicators, effective 15 January 2008. <http://mdgs.un.org/unsd/mdg/Host.aspx?Content=Indicators/OfficialList.htm>, accessed 15 April 2010.

³ WHO (2010) “Monitoring the Building Blocks of Health Systems: a Handbook of Indicators and Their Measurement Strategies”.

Health financing has three main goals: 1) raise sufficient funds, 2) provide financial risk protection, and 3) efficiency of resource use. To these goals, 3 functions are connected: revenue collection, fund pooling, and purchasing of services.

Providing financial risk protection is very important to safeguard low and middle-income individuals. As discussed in section 2.2, fund pooling is essential to spread risk and guarantee access to healthcare for everyone.

2.3.6 Leadership and Governance

One of the responsibilities of leadership and governance is ensuring that policy frameworks and regulations, system design, and accountability are combined efficiently.

Accountability takes care of the relationship between the different stakeholders in the health system, which involves patients, firms, communities, employees, and all the entities that deliver and use health services. Its functions are:

- Delegation and understanding of how services are supplied.
- Financing and ensuring resources are available.
- Monitoring the supply of services through data and information (2.3.3)
- Sanctions and rewards for performance

In conclusion, the management of a healthcare system requires deep understanding of all its mechanisms and dynamics and how the different elements of the system interact. It is very important that all these entities work efficiently and communicate with each other to deliver the best possible service. However, there are still a lot of challenges that the healthcare system faces: rising costs, aging populations and costly innovations have increased the financial burden on this sector, resulting in overcrowded facilities and longer waiting lines.

Chapter 3: KEIT Clinic Case Study

KEIT Clinic (“Kirurgjia Estetike Italiane në Tiranë” translated from Albanian as “Italian Plastic Surgery in Tirana”) is one of the brands of the Albanian company Sombrero Sh.p.k. It is one of the largest clinics in Europe to focus on plastic surgery and aesthetic medical treatments with the most recent addition of odontology services.

Its vision statement is “Përkëdhelim ëndrrat” which translates as “We nurture your dreams”. Many people turn to plastic surgery to get free of insecurities over their appearance, and lately, this phenomenon has become even more recurring.

Undergoing a major surgery is hard not only for the body but for mental health too. Because of social media, beauty standards have changed a lot and it has different effects on the psychology of people. Plastic surgery has the power to change someone’s confidence and their perception of themselves and it might become an overwhelming experience. Many patients talk about realizing their dreams, and that is why KEIT Clinic chose that slogan.

Established in 2011 by Dr. Skerdilajd Faria, KEIT Clinic has 2 headquarters, one in Tirana and one in Pristina. It counts 28 Italian ENT and plastic surgeons that take turns to operate in Albania, and 136 of the total workers only in the day hospital, not counting the employees of the supporting businesses.

The employees are divided into the following departments:

- Administration department: 1
- Analysis Laboratory: 5
- Cleaning Services: 10
- Client Service: 10
- Coordination Department: 7
- Doctors: 10
- Drivers/Maintenance: 5
- Finance Department: 4
- Hair Transplant: 5
- HR Department: 1

- Logistics Department: 3
- Marketing Department: 8
- Nurses: 19
- Operating Room: 15
- Reception: 5
- Surgeons: 28

3.1 Historical Background

When the clinic was funded in 2011, it didn't generate any kind of revenue in its first 9 months of activity. There was no market for plastic surgery in Albania, and people had rarely heard about the topic. Its headquarter was a little apartment of 80 square metres, comprehending 2 sleeping rooms, a living room and 2 bathrooms, adapted as a waiting room and visiting rooms. To operate surgeries, KEIT had the support of different hospitals around the city of Tirana, since it didn't have any operating rooms (OR).

In September 2015, KEIT moved its offices into a 270 square metres space, creating a treatments area for non-invasive procedures like laser hair removal, tattoo removals and filler injections. In 2018 it had the possibility to expand and finally open its own ward with 2 ORs, 12 beds for the patients, and a laboratory for analysis. The 1st of October another OR will be put into function with the addition of 8 more beds, for a total of 20 beds to host patients. Because of the big flow of patients, a hotel was took into management to meet the demand for spaces to allocate the people.

At the beginning, the target for KEIT Clinic was the Albanian market, but now the clinic offers full packages including surgery, flight and accommodation for the patient and a companion attracting people from all over Europe, especially from Italy.

In September 2023, the World Intellectual Property Organisation (WIPO) recognized and registered the KEIT brand.

KEIT has always chased philanthropist aspirations and has always supported the community. In 2016 it has started a collaboration with the Albanian Red Cross for an awareness campaign on donating blood. Every month the KEIT Clinic puts its spaces at disposal of the Red Cross to host people donating blood in support of Albanian children suffering from thalassaemia. It has planted 250 trees all around the city of Tirana with the support of its employees and it has funded the building of a public park. KEIT has allocated various scholarships for teenagers in need to persevere their studies in the field of technology and AI and most recently it is funding the positioning of benches around the Pyramid's Park in Tirana. In November 2023 KEIT will sponsor the ICE (Incontro Culturale Erasmus), an event organized every year in Rome by ESN Italy (Erasmus Student Network).

After the beginning of the Ukrainian war, KEIT has allocated €40,000 to support Ukrainian families in need.

During the first lockdown in 2020 due to Covid-19, KEIT had only €100,000 in its account because of the major investments it had done during the previous years. Activities were stopped and unfortunately the Albanian government did not have the resources to help private companies into paying wages to its employees. KEIT managed to do so by paying 60% of the salary to every employee that could not work because of the nature of their job, and 80% of the salary to the people working from home (especially the Coordination and Marketing Departments). In October 2020 it managed to pay the rest of the wages to all its workers. In 2021 salaries were increased by 25-30% and again by 20% in 2023.

3.2 The study

The purpose of this study was to make a general analysis of the characteristics of the employees of KEIT Clinic and to investigate the quality of the organizing climate and worker's wellbeing. Out of 136 workers, 88 of them participated in an anonymous Organising Climate Questionnaire and the results are quite positive.

The survey comprehended 59 questions divided in 7 areas, plus a demographic section, for a total of 67 questions. Answers are given following a Likert Scale from 1 to 5, where “1” means a strong disagreement and “5” a strong agreement with the statement.

In *Appendix A*, there is a copy of the full questionnaire divided by: Environment, Team Work, Management Effectiveness, Involvement, Reward and Recognition, Competency and Commitment questions.

For completeness, *Appendix B* will show the answers for every item in the survey.

Results of the survey show that the employees taking part in the study are divided in the dipartments shown in *Figure 3.1*.

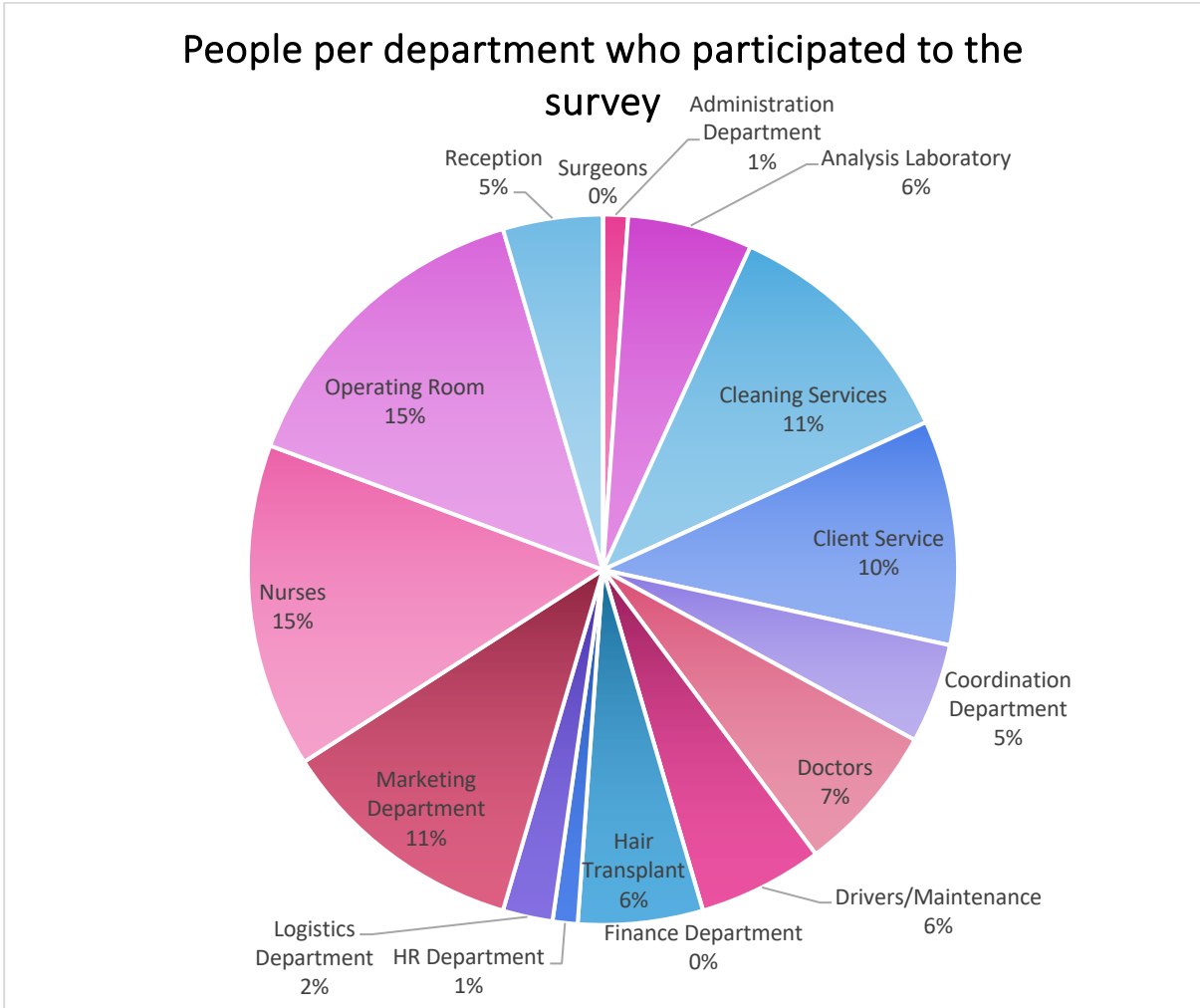


Figure 3.1. Division in departments of the employees who took part to the survey

Almost half of the employees (49%) are involved in surgical and medication activities, and 51% of them are involved in all the supporting activities of the business (marketing, maintenance, coordination, etc.).

3.2.1 Demographics

A really interesting data is the average age of the employees of the clinic (Figure 3.2).

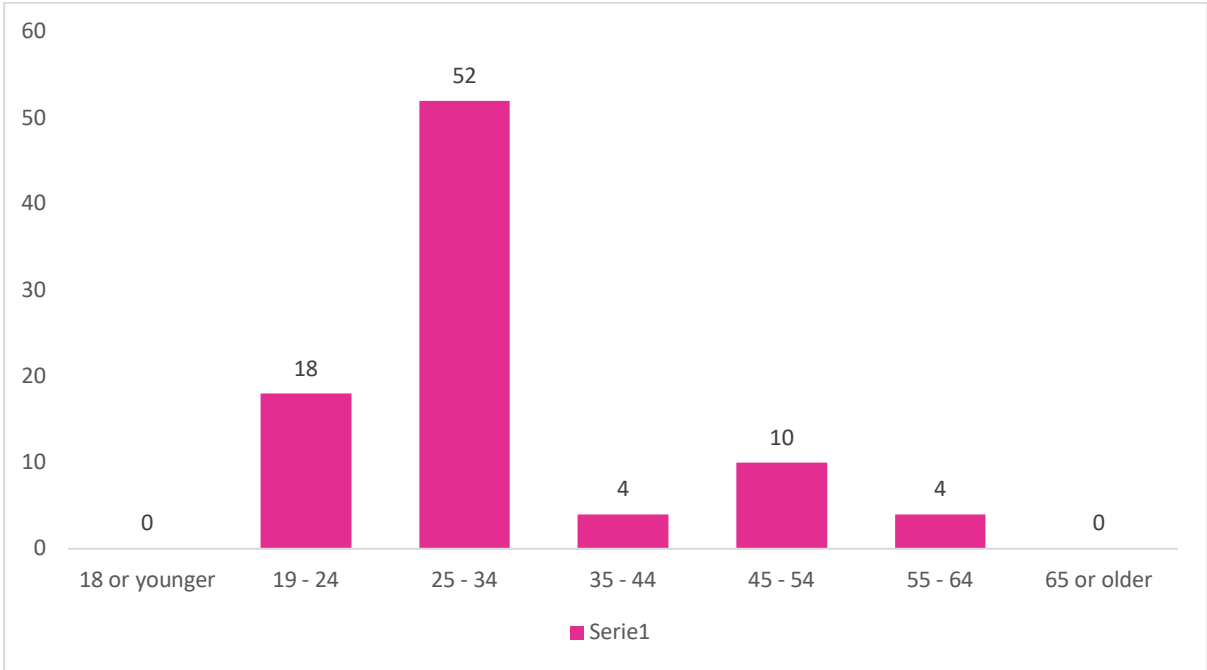


Figure 3.2. Age of employees

The great majority of employees is between 25 and 34 years old, due to the no discrimination policies of the company. In fact the goal of the HR Department is to give an opportunity to young generations. Experience of course is required for some areas such as the operating room (the age in fact is older there), but extensive formation programs are offered to all new employees. Moreover, as it is shown in Figure 3.3, more than 85% of employees are female and out of 16 managers, only the Head of the Marketing Department is male. This result might be due to the scope

of the business and the market in which it operates that might attract more females than males.

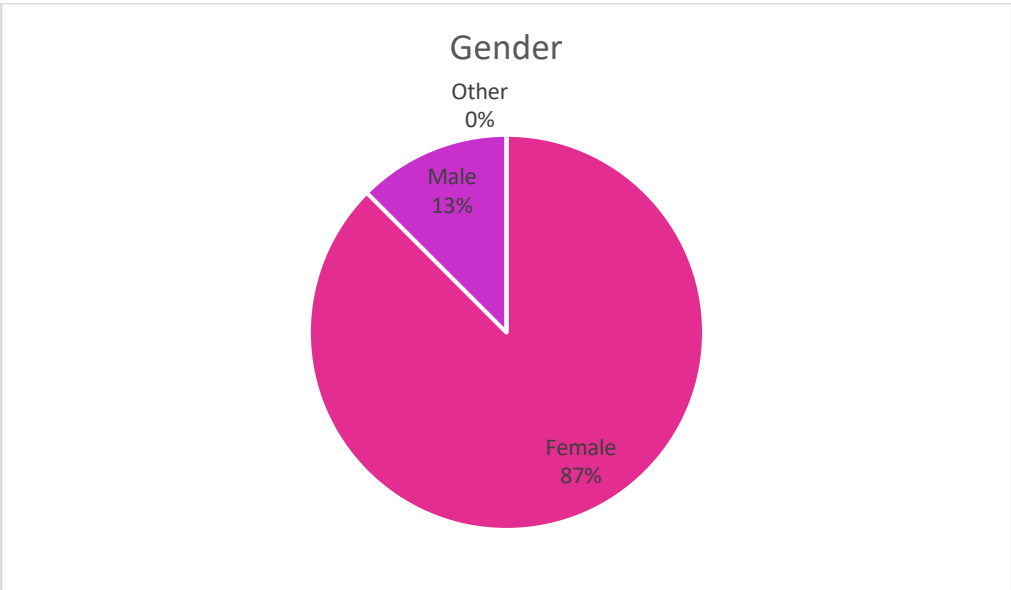


Figure 3.3. Gender

The study showed that the level of education of the employees is high, with a great majority that completed at least a Bachelor’s Degree (due to the scope of the business it is required) as seen in *Figure 3.4*.

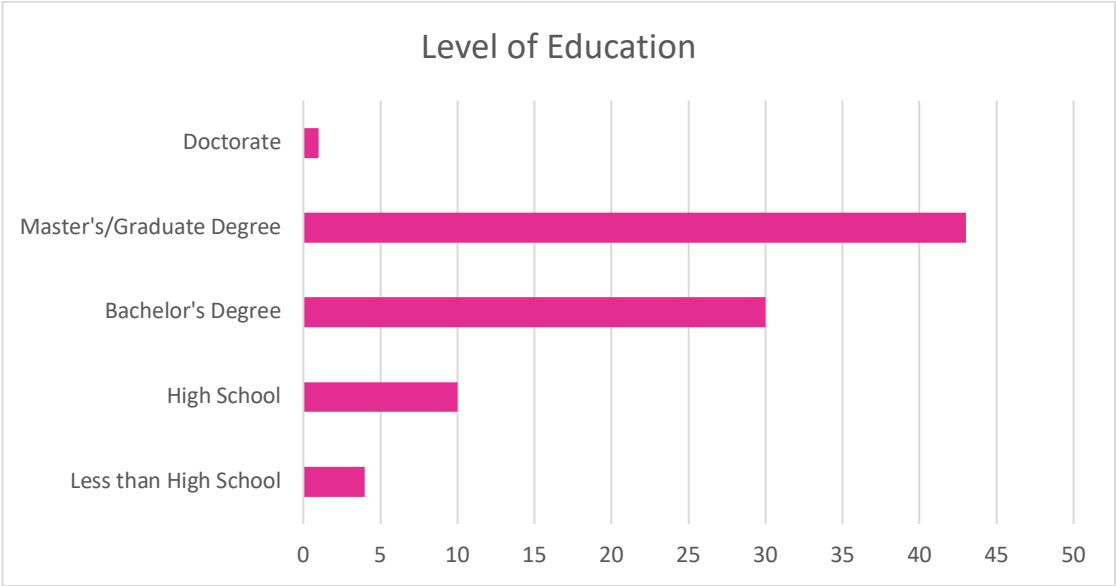


Figure 3.4. Level of Education

From the survey, all the people possessing a high school diploma or less are employees from the cleaning service or drivers and maintainers.

30 employees have children under the age of 18, and each employee gets a raise in their wage of 7000 lek (70 euros) per child per month until they become of age. Moreover, once a baby is born, the employee receives a bonus of 10,000 lek (1,000 euros). The managers instead receive a bonus of 15,000 lek (1,500 euros) and a raise of 1,000 lek (100 euros).

The last interesting data gathered in this research is the number of languages spoken by the employees. A basic requirement is to be fluent in Italian and English, in fact 45 people out of the total speak 3 languages: Albanian, Italian and English. 21 employees speak 4 ore more languages; the most common being Albanian, Italian and English, and some of them being fluent in either German, French, Spanish or Greek. *Figure 3.5* for reference.

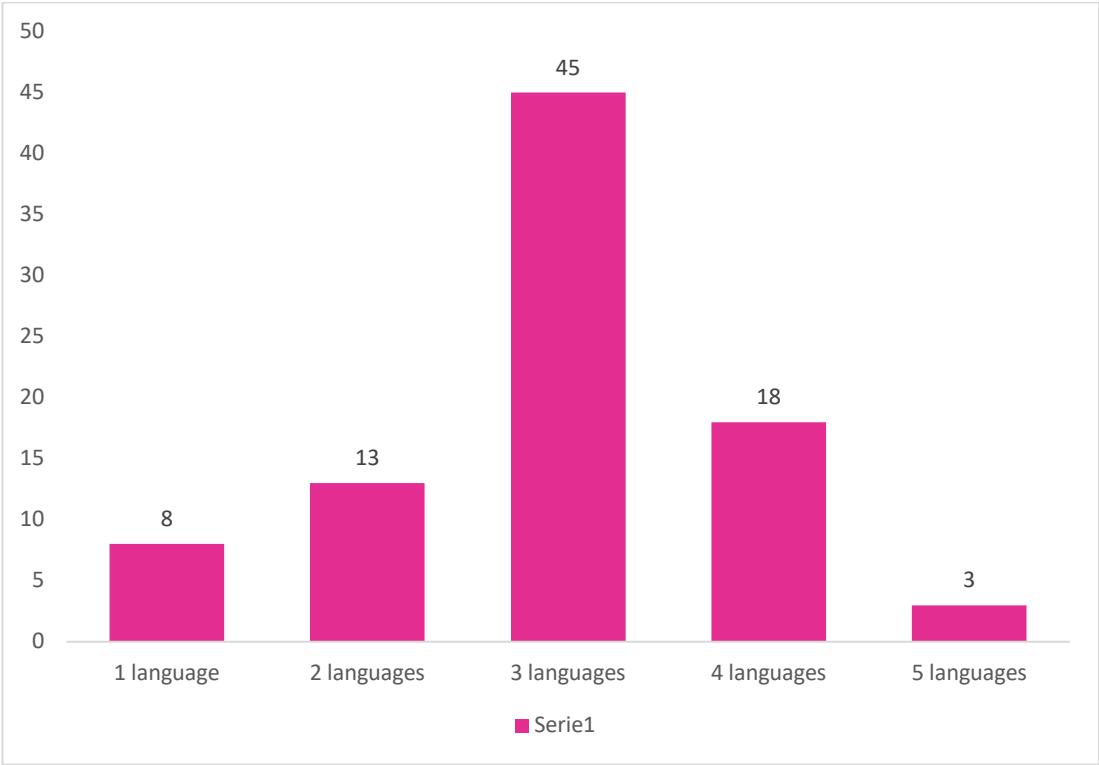


Figure 3.5. Languages spoken

3.2.2 Environment

Questions on the working environment are made to understand the quality of it, whether the resources supplied to perform the job are enough and if the working conditions are sufficient. This section comprehends 8 questions.

In *Table 3.1* the total of answers per tipology is shown.

Type of answer	Total per answer
Total of answers "5"	587
Total of answers "4"	81
Total of answers "3"	28
Total of answers "2"	4
Total of answers "1"	4

Table 3.1 Total of answers for the questions related to Environment

Focusing on the answers "1" and "2", only one employee finds the working environment stressful and not efficient.

3.2.3 Team Work

This section of the questionnaire focuses on the team working aspect of KEIT Clinic, whether there is communication between the different departments and if there is trust between employees and if they feel their job gives a valid contribution to the company.

In *Table 3.2* the total of answers per tipology is shown.

Type of answer	Total per answer
Total of answers "5"	606
Total of answers "4"	133
Total of answers "3"	43
Total of answers "2"	7
Total of answers "1"	3

Table 3.2. Total of answers for the questions related to Team Work

In this section, answers “1” and “2” are related to the question 2.9 in *Appendix A* (“I try to help in solving the problems of the other departments even though they're not connected with the job in my department”). These answers are not necessarily negative, since the skills and knowledge of one department might not be related with the work of another one, for example it is unlikely for someone in the cleaning service to help solving problems with the staff of the operating rooms.

3.2.4 Management Effectiveness

In the Management Effectiveness section, the questions are focused on the relationship between management and employees. It is important for managers to take into consideration their workers’ needs, to be consistent with their approach and treat everyone with respect.

In *Table 3.3* the total of answers per tipology is shown.

Type of answer	Total per answer
Total of answers "5"	583
Total of answers "4"	89
Total of answers "3"	21
Total of asnwrs "2"	5
Total of answers "1"	6

Table 3.3 Total of answers for the questions related to Management Effectiveness

Results from this section show that only one employee is completely unsatisfied by the management of their own department (Client Service).

3.2.5 Involvement

The Involvement section comprehends 9 questions on whether information in the company is freely shared and if KEIT Clinic involves their employees for future projects or if individual needs are considered.

In *Table 3.4* the total of answers per tipology is shown.

Type of answer	Total per answer
Total of answers "5"	557
Total of answers "4"	133
Total of answers "3"	60
Total of asnwrs "2"	19
Total of asnwrs "1"	23

Table 3.4. Total of answers for the questions related to Involvement

This might be one of the most problematic results shown by the questionnaire. 4% of employees do not feel involved in the company’s activities and 17% of the total feel that they do not know what happens in other departments of KEIT Clinic. Analysing the data more in depth, it can be shown that this fraction of employees are majorly part of cleaning services, that in most companies are not involved in operating activities.

3.2.6 Reward and Recognition

Rewarding and recognizing the work of every single employee is really important to keep the motivation high. A company should set realistic work expectations and pay their employees fairly and in proportion to their job.

In *Table 3.5* the total of answers per tipology is shown.

Type of answer	Total per answer
Total of answers "5"	518
Total of answers "4"	104
Total of answers "3"	51
Total of answers "2"	7
Total of answers "1"	16

Table 3.5. Total of answers for the questions related to Reward and Recognition

From the data can be detected a general dissatisfaction regarding the receiving of feedbacks from management for 11% of participants.

3.2.7 Competency

Having a good training program is important to develop competencies to increase the performance of human resources. Well-trained people become experts in their field and usually more independent and prone to problem solving.

In *Table 3.6* the total of answers per tipology is shown.

Type of answer	Total per answer
Total of answers "5"	538
Total of answers "4"	117
Total of answers "3"	23
Total of asnwers "2"	4
Total of asnswers "1"	14

Table 3.6. Total of answers for the questions related to Competency

5% of employees sustain that training is not a priority in KEIT Clinic and they recognize they are no excellent in their job compared to their colleagues.

3.2.8 Commitment

One of the objectives of every business organisation is to have a high retention rate between their employees. Training and updating workshops are a big investment of money and time on the employees so giving them good working conditions and opportunities is essential to keep workers' trust and commitment on the long run.

In *Table 3.7* the total of answers per tipology is shown.

Type of answer	Total per answer
Total of answers "5"	673
Total of answers "4"	73
Total of answers "3"	31
Total of answers "2"	8
Total of answers "1"	7

Table 3.7. Total of answers for the questions related to Commitment

It is not surprising that 92% of the people who took part to the survey plans on spending their entire career in KEIT Clinic. The company is really keen on offering good support to employees' families giving them bonuses and raising wages when revenues increase.

In general, the average of all answers lays between "4" and "5", and only a small percentage of employees of KEIT Clinic (5-10%) is not satisfied with their working conditions.

Conclusions

Through the data gathered through the Organising Climate Questionnaire, we can conclude that the vast majority of employees at the KEIT Clinic finds its job motivating and stimulating, and the values of the company are commonly shared between them, which is a solid base for the future of the business. Employees feel involved in the company's projects and they feel they are making a big contribution for its development. The work is well distributed between the employees and it's calibrated to their physical and mental needs. The management of human resources is effective and there is a positive climate among the departments. The economic incentives play a big role in this outcome, but it is also important to create a welcoming environment. To promote team building, KEIT Clinic organizes many activities to engage its employees: every individual is valorized. Some of the activities include the celebration of birthdays together with the senior management, dinners and holidays, everything covered by KEIT.

Human resources are between the most important resources a company can have, and KEIT Clinic knows well how to use every individual's competencies and characteristics to gain competitive advantage.

Appendix A: Organising Climate Questionnaire

Rate each of the areas below on a scale from 1 (lowest or least) to 5 (highest or most).

Environment

- 1.1) My work area is a safe working environment
- 1.2) My work area is clean and well organized
- 1.3) Diversity is appreciated in my work environment
- 1.4) Working conditions in my environment are continually improving
- 1.5) My Company does a great job of preventative maintenance, replacement and upgrading of equipment I use to do my job
- 1.6) My work environment is efficient
- 1.7) I have the resources I need to perform my job effectively
- 1.8) My work environment is not stressful

Team Work

- 2.1) I have confidence in my co-workers at my company
- 2.2) The people I work with do a good job
- 2.3) The people in my department work well together
- 2.4) All of the departments at my company work well together
- 2.5) Resources are freely shared throughout the company
- 2.6) My department communicates well with other departments in my company

- 2.7) My department makes a valuable contribution to my company
- 2.8) My department meets it's internal and external customer requirements
- 2.9) I try to help in solving the problems of the other departments even though they're not connected with the job in my department

Management Effectiveness

- 3.1) I can communicate effectively with senior management
- 3.2) My department is effectively managed
- 3.3) I trust management
- 3.4) Management has a good understanding of what goes on in my department
- 3.5) I am treated with respect by management
- 3.6) Management takes employee suggestions seriously
- 3.7) Management is consistent in their approach
- 3.8) Management assigns me an appropriate amount of work

Involvement

- 4.1) Management keeps my department adequately informed about what is going on in the company
- 4.2) Information is shared freely throughout the company
- 4.3) My company encourages me to help in developing improved work processes
- 4.4) At my company, management seeks the involvement of employees when making important decisions
- 4.5) My company trusts me with their plans for the future

- 4.6) My company relies upon me to perform important work
- 4.7) My company is sensitive to my individual needs
- 4.8) I know what is happening in other parts of my company
- 4.9) I always success in solving problems asking my superior for help

Reward and Recognition

- 5.1) My company acknowledges me for my contribution when company goals and objectives are achieved
- 5.2) I receive adequate feedback about my performance
- 5.3) My company has realistic work expectations
- 5.4) I am fairly paid for my work
- 5.5) The benefits offered me at my company are satisfactory
- 5.6) My department performs above average compared to other departments
- 5.7) I receive positive feedback at least as often as negative feedback
- 5.8) Promotions at my company are handled fairly

Competency

- 6.1) I had the skills I needed for this job when I was hired
- 6.2) I receive training to stay current in the skills I need to be effective in my job
- 6.3) Training is a priority at my company
- 6.4) I have the skills I consider most important to do my job effectively
- 6.5) My job makes good use of my abilities

6.6) I can handle the size of my workload

6.7) My company helps me to develop myself and my career

6.8) I am among the best at what I do in my field

Commitment

7.1) I am willing to work as hard as necessary to get the job done

7.2) I exceed my company's expectations of me

7.3) I am willing to put in extra effort when necessary

7.4) I like working at my company

7.5) I am loyal to my company

7.6) My morale is good

7.7) I plan to spend my entire career at my company

7.8) I am proud to say I work at my company

7.9) I have wanted this working position since I applied for this job

Demographic Questions

D.1) Which department do you belong to?

- Administration Department
- Analysis Laboratory
- Cleaning Services
- Coordination Department
- Doctors
- Drivers/Maintenance
- Finance Department

- Hair Transplant
- HR Department
- Logistics Department
- Marketing Department
- Nurses
- Operating Room
- Reception
- Surgeons

D.2) Age

- 18 or younger
- 19 – 24
- 25 – 34
- 35 – 44
- 45 – 54
- 55 – 64
- 65 or older

D.3) Gender

- Female
- Male
- Other

D.4) Highest level of education you have completed

- Less than high school
- High school
- Bachelor's Degree
- Master's/Graduate Degree
- Doctorate

D.5) How many languages do you speak?

- 1
- 2

- 3
- 4
- More than 4

D.6) What languages do you speak?

Appendix B: Answers per Item

Environment

1.1) My work area is a safe working environment

Question 1.1	Total
Total of answers "5"	83
Total of answers "4"	4
Total of answers "3"	0
Total of answers "2"	1
Total of answers "1"	0

1.2) My work area is clean and well organized

Question 1.2	Total
Total of answers "5"	83
Total of answers "4"	2
Total of answers "3"	3
Total of answers "2"	0
Total of answers "1"	0

1.3) Diversity is appreciated in my work environment

Question 1.3	Total
Total of answers "5"	67
Total of answers "4"	18
Total of answers "3"	2
Total of answers "2"	0
Total of answers "1"	1

1.4) Working conditions in my environment are continually improving

Question 1.4	Total
Total of answers "5"	78
Total of answers "4"	8
Total of answers "3"	1
Total of answers "2"	1
Total of answers "1"	0

1.5) My Company does a great job of preventative maintenance, replacement and upgrading of equipment I use to do my job

Question 1.5	Total
Total of answers "5"	79
Total of answers "4"	6
Total of answers "3"	3
Total of asnwers "2"	0
Total of asnswers "1"	0

1.6) My work environment is efficient

Question 1.6	Total
Total of answers "5"	75
Total of answers "4"	12
Total of answers "3"	0
Total of asnwers "2"	1
Total of asnswers "1"	0

1.7) I have the resources I need to perform my job effectively

Question 1.7	Total
Total of answers "5"	74
Total of answers "4"	10
Total of answers "3"	4
Total of asnwers "2"	0
Total of asnswers "1"	0

1.8) My work environment is not stressful

Question 1.8	Total
Total of answers "5"	48
Total of answers "4"	21
Total of answers "3"	15
Total of asnwers "2"	1
Total of asnswers "1"	3

Team Work

2.1) I have confidence in my co-workers at my company

Question 2.1	Total
Total of answers "5"	54
Total of answers "4"	23
Total of answers "3"	10
Total of asnwers "2"	1
Total of asnswers "1"	0

2.2) The people I work with do a good job

Question 2.2	Total
Total of answers "5"	66
Total of answers "4"	19
Total of answers "3"	3
Total of asnwers "2"	0
Total of asnswers "1"	0

2.3) The people in my department work well together

Question 2.3	Total
Total of answers "5"	65
Total of answers "4"	19
Total of answers "3"	4
Total of asnwers "2"	0
Total of asnswers "1"	0

2.4) All of the departments at my company work well together

Question 2.4	Total
Total of answers "5"	48
Total of answers "4"	27
Total of answers "3"	12
Total of asnwers "2"	0
Total of asnswers "1"	1

2.5) Resources are freely shared throughout the company

Question 2.5	Total
Total of answers "5"	72
Total of answers "4"	10
Total of answers "3"	4
Total of asnwrs "2"	1
Total of asnwrs "1"	1

2.6) My department communicates well with other departments in my company

Question 2.6	Total
Total of answers "5"	70
Total of answers "4"	13
Total of answers "3"	4
Total of asnwrs "2"	1
Total of asnwrs "1"	0

2.7) My department makes a valuable contribution to my company

Question 2.7	Total
Total of answers "5"	85
Total of answers "4"	3
Total of answers "3"	0
Total of asnwrs "2"	0
Total of asnwrs "1"	0

2.8) My department meets it's internal and external customer requirements

Question 2.8	Total
Total of answers "5"	83
Total of answers "4"	5
Total of answers "3"	0
Total of asnwrs "2"	0
Total of asnwrs "1"	0

2.9) I try to help in solving the problems of the other departments even though they're not connected with the job in my department

Question 2.9	Total
Total of answers "5"	63
Total of answers "4"	14
Total of answers "3"	6
Total of answers "2"	4
Total of answers "1"	1

Management Effectiveness

3.1) I can communicate effectively with senior management

Question 3.1	Total
Total of answers "5"	74
Total of answers "4"	12
Total of answers "3"	1
Total of answers "2"	0
Total of answers "1"	1

3.2) My department is effectively managed

Question 3.2	Total
Total of answers "5"	71
Total of answers "4"	13
Total of answers "3"	2
Total of answers "2"	1
Total of answers "1"	1

3.3) I trust management

Question 3.3	Total
Total of answers "5"	79
Total of answers "4"	5
Total of answers "3"	3
Total of answers "2"	1
Total of answers "1"	0

3.4) Management has a good understanding of what goes on in my department

Question 3.4	Total
Total of answers "5"	77
Total of answers "4"	8
Total of answers "3"	3
Total of asnwers "2"	0
Total of asnswers "1"	0

3.5) I am treated with respect by management

Question 3.5	Total
Total of answers "5"	79
Total of answers "4"	6
Total of answers "3"	1
Total of asnwers "2"	1
Total of asnswers "1"	1

3.6) Management takes employee suggestions seriously

Question 3.6	Total
Total of answers "5"	67
Total of answers "4"	15
Total of answers "3"	4
Total of asnwers "2"	1
Total of asnswers "1"	1

3.7) Management is consistent in their approach

Question 3.7	Total
Total of answers "5"	71
Total of answers "4"	12
Total of answers "3"	4
Total of asnwers "2"	0
Total of asnswers "1"	1

3.8) Management assigns me an appropriate amount of work

Question 3.8	Total
Total of answers "5"	65
Total of answers "4"	18
Total of answers "3"	3
Total of asnwars "2"	1
Total of asnwars "1"	1

Involvement

4.1) Management keeps my department adequately informed about what is going on in the company

Question 4.1	Total
Total of answers "5"	70
Total of answers "4"	14
Total of answers "3"	2
Total of asnwars "2"	0
Total of asnwars "1"	2

4.2) Information is shared freely throughout the company

Question 4.2	Total
Total of answers "5"	65
Total of answers "4"	15
Total of answers "3"	5
Total of asnwars "2"	2
Total of asnwars "1"	1

4.3) My company encourages me to help in developing improved work processes

Question 4.3	Total
Total of answers "5"	73
Total of answers "4"	14
Total of answers "3"	0
Total of asnwars "2"	1
Total of asnwars "1"	0

4.4) At my company, management seeks the involvement of employees when making important decisions

Question 4.4	Total
Total of answers "5"	53
Total of answers "4"	23
Total of answers "3"	7
Total of asnwrs "2"	2
Total of asnswers "1"	3

4.5) My company trusts me with their plans for the future

Question 4.5	Total
Total of answers "5"	63
Total of answers "4"	13
Total of answers "3"	6
Total of asnwrs "2"	2
Total of asnswers "1"	4

4.6) My company relies upon me to perform important work

Question 4.6	Total
Total of answers "5"	65
Total of answers "4"	12
Total of answers "3"	7
Total of asnwrs "2"	2
Total of asnswers "1"	2

4.7) My company is sensitive to my individual needs

Question 4.7	Total
Total of answers "5"	64
Total of answers "4"	16
Total of answers "3"	5
Total of asnwrs "2"	2
Total of asnswers "1"	1

4.8) I know what is happening in other parts of my company

Question 4.8	Total
Total of answers "5"	34
Total of answers "4"	15
Total of answers "3"	23
Total of asnwars "2"	7
Total of asnwars "1"	9

4.9) I always success in solving problems asking my superior for help

Question 4.9	Total
Total of answers "5"	70
Total of answers "4"	11
Total of answers "3"	5
Total of asnwars "2"	1
Total of asnwars "1"	1

Reward and Recognition

5.1) My company acknowledges me for my contribution when company goals and objectives are achieved

Question 5.1	Total
Total of answers "5"	77
Total of answers "4"	6
Total of answers "3"	2
Total of asnwars "2"	0
Total of asnwars "1"	3

5.2) I receive adequate feedback about my performance

Question 5.2	Total
Total of answers "5"	64
Total of answers "4"	13
Total of answers "3"	8
Total of asnwars "2"	0
Total of asnwars "1"	3

5.3) My company has realistic work expectations

Question 5.3	Total
Total of answers "5"	76
Total of answers "4"	10
Total of answers "3"	1
Total of asnwars "2"	1
Total of asnswers "1"	0

5.4) I am fairly paid for my work

Question 5.4	Total
Total of answers "5"	66
Total of answers "4"	14
Total of answers "3"	6
Total of asnwars "2"	1
Total of asnswers "1"	1

5.5) The benefits offered me at my company are satisfactory

Question 5.5	Total
Total of answers "5"	73
Total of answers "4"	10
Total of answers "3"	3
Total of asnwars "2"	2
Total of asnswers "1"	0

5.6) My department performs above average compared to other departments

Question 5.6	Total
Total of answers "5"	61
Total of answers "4"	23
Total of answers "3"	4
Total of asnwars "2"	0
Total of asnswers "1"	0

5.7) I receive positive feedback at least as often as negative feedback

Question 5.7	Total
Total of answers "5"	44
Total of answers "4"	13
Total of answers "3"	21
Total of asnwers "2"	3
Total of asnswers "1"	7

5.8) Promotions at my company are handled fairly

Question 5.8	Total
Total of answers "5"	65
Total of answers "4"	15
Total of answers "3"	6
Total of asnwers "2"	0
Total of asnswers "1"	2

Competency

6.1) I had the skills I needed for this job when I was hired

Question 6.1	Total
Total of answers "5"	68
Total of answers "4"	16
Total of answers "3"	1
Total of asnwers "2"	1
Total of asnswers "1"	2

6.2) I receive training to stay current in the skills I need to be effective in my job

Question 6.2	Total
Total of answers "5"	59
Total of answers "4"	19
Total of answers "3"	5
Total of asnwers "2"	1
Total of asnswers "1"	4

6.3) Training is a priority at my company

Question 6.3	Total
Total of answers "5"	66
Total of answers "4"	11
Total of answers "3"	7
Total of asnwers "2"	0
Total of asnswers "1"	4

6.4) I have the skills I consider most important to do my job effectively

Question 6.4	Total
Total of answers "5"	81
Total of answers "4"	7
Total of answers "3"	0
Total of asnwers "2"	0
Total of asnswers "1"	0

6.5) My job makes good use of my abilities

Question 6.5	Total
Total of answers "5"	71
Total of answers "4"	15
Total of answers "3"	1
Total of asnwers "2"	0
Total of asnswers "1"	1

6.6) I can handle the size of my workload

Question 6.6	Total
Total of answers "5"	72
Total of answers "4"	11
Total of answers "3"	4
Total of asnwers "2"	1
Total of asnswers "1"	0

6.7) My company helps me to develop myself and my career

Question 6.7	Total
Total of answers "5"	67
Total of answers "4"	15
Total of answers "3"	4
Total of asnwers "2"	1
Total of asnswers "1"	1

6.8) I am among the best at what I do in my field

Question 6.8	Total
Total of answers "5"	62
Total of answers "4"	23
Total of answers "3"	1
Total of asnwers "2"	0
Total of asnswers "1"	2

Commitment

7.1) I am willing to work as hard as necessary to get the job done

Question 7.1	Total
Total of answers "5"	80
Total of answers "4"	6
Total of answers "3"	2
Total of asnwers "2"	0
Total of asnswers "1"	0

7.2) I exceed my company's expectations of me

Question 7.2	Total
Total of answers "5"	56
Total of answers "4"	21
Total of answers "3"	9
Total of asnwers "2"	0
Total of asnswers "1"	2

7.3) I am willing to put in extra effort when necessary

Question 7.3	Total
Total of answers "5"	79
Total of answers "4"	6
Total of answers "3"	3
Total of asnwars "2"	0
Total of asnwars "1"	0

7.4) I like working at my company

Question 7.4	Total
Total of answers "5"	83
Total of answers "4"	3
Total of answers "3"	0
Total of asnwars "2"	1
Total of asnwars "1"	1

7.5) I am loyal to my company

Question 7.5	Total
Total of answers "5"	85
Total of answers "4"	3
Total of answers "3"	0
Total of asnwars "2"	0
Total of asnwars "1"	0

7.6) My morale is good

Question 7.6	Total
Total of answers "5"	82
Total of answers "4"	4
Total of answers "3"	2
Total of asnwars "2"	0
Total of asnwars "1"	0

7.7) I plan to spend my entire career at my company

Question 7.7	Total
Total of answers "5"	58
Total of answers "4"	16
Total of answers "3"	7
Total of asnwrs "2"	5
Total of asnswers "1"	2

7.8) I am proud to say I work at my company

Question 7.8	Total
Total of answers "5"	82
Total of answers "4"	4
Total of answers "3"	1
Total of asnwrs "2"	1
Total of asnswers "1"	0

7.9) I have wanted this working position since I applied for this job

Question 7.9	Total
Total of answers "5"	68
Total of answers "4"	10
Total of answers "3"	7
Total of asnwrs "2"	1
Total of asnswers "1"	2

References

- Arrow, K. J. (2001). Uncertainty and The Welfare Economics of Medical Care. *Journal of Health Politics, Policy and Law*, 26(5), 851–883.
<https://doi.org/10.1215/03616878-26-5-851>
- Bhakuni, D. R. S. (2010). Elton Mayo's Theory of Human Relation. *INTERNATIONAL JOURNAL of RESEARCH in COMMERCE, IT, ENGINEERING and SOCIAL SCIENCES ISSN: 2349-7793 Impact Factor: 6.876*, 4(7), 9–14.
<https://gejournal.net/index.php/IJRCIESS/article/view/472/437>
- Defining Health Systems*. (n.d.). www.ahrq.gov. <https://www.ahrq.gov/chsp/defining-health-systems/index.html>
- Guest, D. E. (1997). Human resource management and performance: a review and research agenda. *The International Journal of Human Resource Management*, 8(3), 263–276. <https://doi.org/10.1080/095851997341630>
- Health Care Systems*. (2022). Physiopedia. https://www.physio-pedia.com/Health_Care_Systems
- Home*. (n.d.). Italian Aesthetic Surgery Tirana. Retrieved September 21, 2023, from <https://www.keit.al/en/>
- Italy data | World Health Organization*. (n.d.). [Data.who.int](https://data.who.int).
<https://data.who.int/countries/380>
- Kabene, S. M. (2006). The Importance of Human Resources Management in Health care: a Global Context. *Human Resources for Health*, 4(1).
<https://doi.org/10.1186/1478-4491-4-20>
- O'Connor, E. (1999). Minding the Workers: The Meaning of 'Human' and 'Human Relations' in Elton Mayo. *Organization*, 6(2), 223–246.
<https://doi.org/10.1177/135050849962004>
- Pettinger, T. (n.d.). *Adverse selection explained*. Economics Help.
<https://www.economicshelp.org/blog/glossary/adverse-selection/#:~:text=Adverse%20selection%20occurs%20when%20there>

Rotondi, D. (n.d.). *La Gestione Delle Risorse Umane in Sanità: Strategie di intervento per le Aziende sanitarie Federazione italiana Aziende Sanitarie e Ospedaliere*.

Vohra, N., & Mukul, K. (2009). Relevance of Peter Drucker's Work: Celebrating Drucker's 100th Birthday. *Vikalpa: The Journal for Decision Makers*, 34(4), 1–8. <https://doi.org/10.1177/0256090920090401>

World Health Organization. (2010). *Monitoring the Building Blocks of Health Systems : a Handbook of Indicators and Their Measurement Strategies*. World Health Organization.

<https://apps.who.int/iris/bitstream/handle/10665/258734/9789241564052-eng.pdf>