



# Impact of management on employees communication in medical and hospital centers in Sarajevo

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## ABSTRACT

**Introduction:** A person's response and functioning under condition of stress and conflict is fundamentally different from its usual behavior.

**Aim:** To point out what type of attitude toward the management of healthcare institutions is worth developing as well as to determine which psychological dimensions of employed the best reflect the efficacy of the management.

**Methods:** The study included a sample of 52 subjects employed at the Clinical center at University of Sarajevo and 64 subjects employed in Healthcare clinic in Sarajevo Canton. Survey method and a method of a theoretical analysis were used in the data collection and processing.

**Results:** The study concluded that there is no statistically significant gender difference in attitude about the value of talent development at managerial level as a factor in development of attitude toward communication in healthcare. We find t-value of 2,213 for the Clinical center at University of Sarajevo and 2,210 for Healthcare clinic in Sarajevo Canton.

**Conclusion:** No statistically significant results have been found for any of the factors considered in the study with respect to the gender differences.

**Keywords:** management, gender, healthcare occupation.

## INTRODUCTION

In those relationships a person sends and receives messages, behavioral cues, in short it communicates. Communication is an integral part of human relationship process and originates from the human need to establish contacts with others and in the process to gain self-understanding and direction

about his own behavior. Also, communication generates emotional satisfaction, a result of establishing of relationships, as well as a consequence of feeling connected and being part of a group (1).

Poor communication between patients and healthcare providers frequently occurs in today's healthcare practice (2). If a patient becomes dissatisfied with a provided service, it is less likely that it will use that type of service in the future. Dissatisfied patient will more likely use services that satisfy its emotional needs than the ones that satisfy his medical needs. In addition, an unhappy patient is more likely to want

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to seek to get another physician or avoid healthcare services, potentially leading to endangering his/her own health (3).

Improvements in the area of communication are an important factor in the process of providing healthcare services. The communication improvements aspect is in a significant degree dependent on the leadership style (4).

If a manager cannot satisfactorily to address his job needs, the resulting stress and conflict will make him dissatisfied, ultimately leading to difficulties in making decisions and concentrating, loss of motivation, lack of enthusiasm and similar. If widespread such systemic deficiencies affect the healthcare system: healthcare workers and patients. Consequently, the quality of service can decline, indirectly exposing the patients to the consequences of stress (5).

Managers and those in the healthcare management roles who work with people need to understand human behavior in order to correctly address relationship challenges and better utilize human resources while striving to achieve organizational and professional aims (6).

The aim of this study is in advancement in the communication processes, especially in the domain of management psychology and organizational efficacies that could be improved through a better efficacy in managing healthcare facilities.

## METHODS

The study consisted of a sample of 52 study subjects from the Clinical center at University of Sarajevo who were at the time of the study employed at the functions of chief and/or lead medical nurse/technician. The subjects were placed in two groups, according to their gender. There were 34 (65.38%) female subjects. The second sample of the subjects was drawn from the employees from Healthcare clinic in Sarajevo Canton. 64 subjects were included. The subjects drawn were from the functional roles of chief and/or lead nurse/technician. Our sample consisted of 38 (59%) females. All participants voluntarily participated in the study that started in January 2011 and lasted until February 2012.

Survey method and a method of a theoretical analysis were used in the data collection and processing.

The Survey method is a descriptive modality that aims to collect data with help of appropriate instruments and techniques, and processes the information gathered with certain statistical processing techniques. After the conducted analysis the relevant conclusions were derived.

There are numerous sources and implementations for the theoretical analysis method. In this study the key focus was on general and the subject specific literature in the field of management psychology and the field of healthcare facilities organization and operation. Applying this method, we tried to indicate, where and when possible, the theoretical and practical importance of the key factors that arose from the realized empirical study of work practice in the investigated segment of the healthcare system.

The participants in the study did a self-assessment of the level of importance of skill developments for managers. The self-assessment consisted of 13 questions/indicators. (Appendix 1). The questions related to the influence of management on their leadership role in leading the healthcare institutions, to what type of competence such persons should have and to the communication among team members. The participants were asked to mark with "X" one of the offered answers: 'I completely agree with this' – A, 'I agree with this' – B, 'I'm not certain' – C, or 'I don't agree' – D, 'I completely disagree' – E. Typically, this kind of assessment is called a five-step process of Likert type.

The participant's categorical data type answers, in the data processing step, were converted to the following numerical values:

A = 5 points, B = 4 points, C = 3 points, D = 2 points, E = 1 point.

In 6 out of 13 statements (questions: 2, 4, 6, 8, 9 and 10), the answers were scored on a reverse scale. The maximum possible total score for this survey was 65 and the minimum 13. A high total indicates on a high and a low score on a low value of management development initiative.

Participation in the survey was voluntary and anonymous with the written consent provided by the directors of Clinical center at University of Sarajevo

and the Healthcare clinic in Sarajevo Canton. Same questionnaire and the data collection style were used in both facilities, not to introduce any systematic differences between the two study groups. Moreover, from the point of the subject of the study, there was no a-priori reason to believe that one facility is different from the other in any employment based, professional or management factor that was relevant for our study.

**RESULTS**

**Participants from Clinical center at University of Sarajevo**

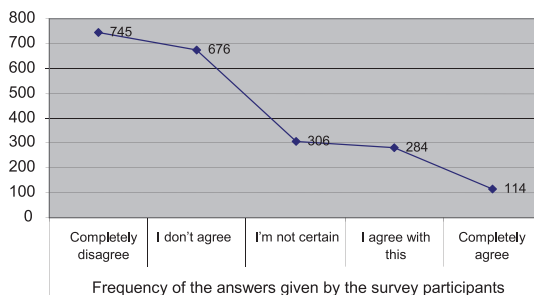
Of the total number of the participants, 52 (100%), from the Clinical center at University of Sarajevo 34 (65.34%) were females .

Based on the research conducted and the analytical data processing it was determined that there was no statistically significant gender difference about the general opinion about the value of development of managers, as a factor that affects communication in healthcare (t-test score equals 2.213) (Table 1).

The detail scores for the individual indicators are given in Table 2.

**TABLE 1.** General opinion about the value of development of managers, as a factor that affects communication in healthcare. The data given is for the Clinical center at University of Sarajevo.

Gender	N	Arithmetic mean	Standard deviation	t-test score	Significance
Male	18	3.54	1.012	2.213	0.989
Female	34	3.36	0.916		



**FIGURE 1.** Occurrence frequency for different type of answers given by the participants in Clinical center at University of Sarajevo.

The results given in Table 2 indicate the indicator 13 as the one with the highest score, at 235. The indicator suggests that the physicians and medical

**TABLE 2.** Study results for Clinical center at University of Sarajevo

Subjects from Clinical center at University of Sarajevo															
Attitude toward the value of development of managers as a factor that drives the attitude toward communication's in healthcare															
Index	Indicator	A		B		C		D		E		Σf	Total score	Rank	
		f	fx5	f	fx4	f	fx3	f	fx2	f	fx1				
1	1	19	95	21	84	6	18	4	8	2	2	52	207	3	
2	2	3	15	12	48	11	33	17	34	9	9	52	139	11	
3	3	27	135	21	84	1	3	2	4	1	1	52	227	2	
4	4	7	35	7	28	11	33	18	36	9	9	52	141	10	
5	5	0	0	1	4	2	6	18	36	31	31	52	77	13	
6	6	8	40	14	56	10	30	11	22	9	9	52	157	6	
7	7	2	10	2	8	6	18	16	32	26	26	52	94	12	
8	8	14	70	18	72	13	39	7	14	0	0	52	195	5	
9	9	9	45	12	48	11	33	11	22	9	9	52	157	6	
10	10	7	35	10	40	11	33	12	24	12	12	52	144	9	
11	11	12	60	26	104	7	21	5	10	2	2	52	197	4	
12	12	9	45	9	36	10	30	20	40	4	4	52	155	8	
13	13	32	160	16	64	3	9	1	2	0	0	52	235	1	
	Σ	149	745	169	676	102	306	142	284	114	114	676	2125		

nurses should be deciding who should lead a health-care institution. On the other hand, the lowest score of 77 goes to the indicator five, which is about the claim that the management role is a responsible and demanding job.

Figure 2 shows the occurrence frequency for the type of answers given by the participants. The answer 'I completely disagree' is the most dominant in 8.22% of the participants, 'I don't agree' in 8.49%, 'I'm not certain' in 17.99%, 'I agree' in 19.69% and 'I completely agree with this' in 45.61%. Figure 1 shows the total frequency of the occurrence of different type of answers.

**Participants from Healthcare center from Sarajevo Canton**

Among the participants from the Healthcare center from Sarajevo Canton 38 (59%) were females and 26 (41%) were male.

The study shows that there was no statistically significant gender difference about the general opinion about the value of development of managers, as a factor that affects communication in healthcare (score equals 2.210) (Table 3).

**TABLE 3.** General opinion about the value of development of managers, as a factor that affects communication in healthcare. The data given is for the Healthcare center Sarajevo Canton.

Gender	N	Arithmetic mean	Standard deviation	t-test score	Significance
Male	26	3.24	1.002	2.210	0.981
Female	38	3.39	0.926		

The detail scores for the individual indicators are given in Table 4.

Indicator No. 13 doctors and nurses should be deciding who should lead health institutions, not politics and politicians show results got the highest score at 280. The indicator number 5, 'Managerial role in healthcare is an important and a high responsibility function', ranked the lowest at 102 (Table 4).

The study shows that 12.89% participants answered 'I completely disagree' as the most dominant answer, 8.91% had 'I don't agree', 11.85% had 'I'm not certain', 19.68% 'I agree' and 46.57% had 'I completely agree with this' as the most dominant answer. Figure 4 shows the total frequency of the occurrence of different type of answers for the participants from Healthcare center Sarajevo Canton.

**TABLE 4.** Detail study results for Healthcare center Sarajevo Canton.

Participants from Healthcare center Sarajevo Canton														
Attitude toward the value of development of managers as a factor that drives the attitude toward communication's in healthcare														
Index	Indicator	A		B		C		D		E		Σf	Total score	Rank
		f	fx5	f	fx4	f	fx3	f	fx2	f	fx1			
1	1	13	65	29	116	10	30	7	14	5	5	64	230	4
2	2	2	10	13	52	24	72	15	30	10	10	64	174	8
3	3	24	120	32	128	6	18	1	2	1	1	64	269	2
4	4	4	20	10	40	23	69	14	28	13	13	64	170	10
5	5	0	0	1	4	2	6	31	62	30	30	64	102	13
6	6	5	25	13	52	14	42	15	30	17	17	64	166	11
7	7	0	0	0	0	9	27	23	46	32	32	64	105	12
8	8	5	25	17	68	22	66	15	30	5	5	64	194	5
9	9	4	20	11	44	28	84	14	28	7	7	64	183	7
10	10	3	15	12	48	22	66	18	36	9	9	64	174	8
11	11	9	45	28	112	21	63	5	10	1	1	64	231	3
12	12	6	30	15	60	19	57	17	34	7	7	64	188	6
13	13	35	175	20	80	8	24	0	0	1	1	64	280	1
	Σ	110	550	201	804	208	624	175	350	138	138	832	2466	

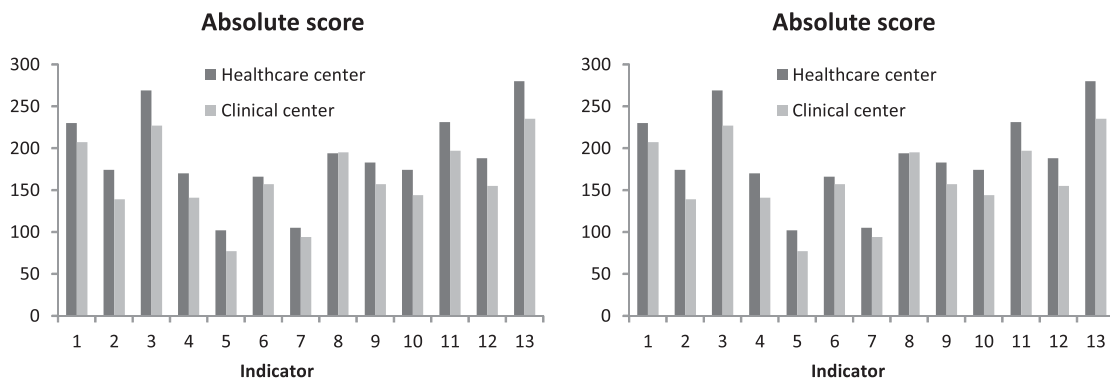


FIGURE 2. Absolute and relative score comparison of the distribution of scores across the thirteen indicators for the two healthcare institutions.

**DISCUSSION**

Communication is a form of most commonly thought about as interaction among live beings. Thus it is not very appropriate to include as a form of communication exchange of information among objects, e.g. data exchange among computer systems. A quality personal interactions and relationships, in the professional domain as well, do not form accidentally, but as a result of quality communication and mutual respect (7). A quality communication and group work generate opportunity for new ideas and problem solving, due to efficient exchange of experience and knowledge (8). Managing, as a concept, is about managing human resources and utilizing the most effective usage for those resources, as well as about making organizationally critical decisions. A number of studies show that the knowledge and skills about successful managing are universal, even though some analysis have shown that managers in healthcare filed tend to be more successful if they have some clinical experience (9). Healthcare system is somewhat specific in that aspect that most of the managers come from the ranks of healthcare professionals. Such managers can be more successful in development of healthcare practice that would champion quality communication with patients (in an indirect way) and the healthcare professionals employed in the team (in a direct way) (10).

Comparing the study results from the two participating medical institution, we determine that there is no statistically significant difference in the frequency of the ‘I completely agree with this’ answer,

while the answer ‘I completely disagree’ is higher for 4.5% for the group from Healthcare center Sarajevo Canton relative to the group from Clinical center at University of Sarajevo. The response “I agree” gave 18.28% of participants in Healthcare center Sarajevo Canton and 19.69% of participants in Clinical center at University of Sarajevo.

Comparing the results from the two healthcare institutions, we find similar response. For both groups the highest score goes to the indicator 13, with the score 280 for Healthcare center Sarajevo Canton and 235 for the group from Clinical center at University of Sarajevo, which is 11.35% and 11.06% of the total score respectively. The lowest score gets the indicator 5 for both institutions, 102 for the Healthcare center and 77 for the Clinical center, which is 4.14% and 3.62% of the total score respectively. In general, as seen in Figure 2 the distributions of the scores are very similar for both institutions with the largest percentage deviation being for the indicator 8, which scores 7.87% for the Healthcare center and 9.18% for the Clinical center.

T-test was used in investigating the gender based difference in opinion about the value of development of managers as an influencing factor about attitude toward communications in healthcare. Based on the arithmetic mean measure, the study concludes that there is no statistically significant gender difference in the opinions. Specifically, for the Clinical center at University of Sarajevo t-test score was 2.213 and for the participants from Healthcare center Sarajevo Canton t-test score was 2.210.”

**CONCLUSION**

A study about gender difference in opinion toward the perceived value of development of managers as an influencing factor about attitude toward communications in healthcare has been conducted. Based on the statistical analysis of the data collected in the study, no statistically significant results have been found for any of the factors considered in the study with respect to the gender differences.

**COMPETING INTEREST**

The authors declare no conflict of interest

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APPENDIX 1. Below statements express a range of different attitudes towards the value of dealing with the management of health institutions. We expect that in the appropriate column with an X mark the extent to which you agree or disagree with any of the listed claims:

Straight No	FACTS	Degree of agreement				
		In general I do not agree	Disagree	I'm not sure	Agree	I completely agree
1.	When I am asked, I formed a special college for the training of management in health institutions.	1	2	3	4	5
2.	Health management in our society is given too much importance.	5	4	3	2	1
3.	I appreciate very much the successful directors of healthcare institutions.	1	2	3	4	5
4.	Every successful doctor can be a successful director of health facilities.	5	4	3	2	1
5.	In health care management is a very responsible and important job.	1	2	3	4	5
6.	Be an effective director of health facilities and tolerant attitude towards the employees do not go together.	5	4	3	2	1
7.	Can not be considered successful healthcare facilities that do not have good management.	1	2	3	4	5
8.	Their targets medical institutions generate far more thanks than dirket nurses and their aides.	5	4	3	2	1
9.	I would not want my child to perform management tasks in a medical institution.	5	4	3	2	1
10.	Managerial positions in health institutions usually deal with people who do not have enough self-confidence as doctors.	5	4	3	2	1
11.	Dealing with the management of health care institutions to develop positive character.	1	2	3	4	5
12.	Today, the health institution only valid address managerial jobs.	1	2	3	4	5
13.	Doctors and nurses need to decide who will run the health institutions, not politics and politicians.	1	2	3	4	5