Archives of Business Research – Vol. 12, No. 4
Publication Date: April 25, 2024
DOI:10.14738/abr.124.16806.
Romana, F. A., Gestoso, C. G., Fernandez, S. G., & Forero, A. Á. (2024). Facilities and Equipment Service Management Model: Team Motivation Practices. Archives of Business Research, 12(4). 82-94.

Facilities and Equipment Service Management Model: Team Motivation Practices

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ABSTRACT

This study aims to deepen knowledge of hospital service management, with a focus on functions, procedures and processes related to non-medical Facilities and Equipment. Using four interviews with key professionals and a questionnaire completed by 52 employees, the research explores common themes and their practical implications. The study offers a comprehensive analysis of hospital dynamics, highlighting the complexity of functions and procedures for operational efficiency. It identifies effective process monitoring as crucial to the timely completion of hospital activities and proposes areas for improvement, such as process management and digitalisation, providing valuable guidance for managers and healthcare professionals.

Keywords: Hospital management, Procedures, Motivation, Quality, Operational efficiency

INTRODUCTION

In the dynamic context of the current economy, efficient human resource management and its practices play a crucial role in organizational success, being a determining factor in achieving and sustaining a competitive advantage (Costa, Silva & Costa, 2019). This relevance is particularly evident in the hospital sector, where human resources management is of vital importance, as demonstrated in previous studies, such as that by Costa, Silva and Costa (2019) on hospital maintenance management.

Despite being recognized as fundamental in organizational studies, the literature still lacks significant advances in understanding the direct impact of human resource management on organizational performance (Moura, 2000). In this sense, qualitative approaches, as suggested by Silverman (2009), can provide a deeper understanding of human resource management practices.

Authors such as Quivy and Campenhoudt (2013) and Cordeiro (2008) offer valuable methodological perspectives for investigations in social sciences, thus providing a solid basis for the methodology adopted in this study. In the specific domain of human resources management, studies by Barañano (2008), Freixo (2011), Marques (2010) and Fonseca et al. (2020) contribute to a better understanding of practices in this context.

Specific studies on maintenance management in healthcare units, such as those by Lopes et al. (2021), Santos et al. (2020), Carvalho et al. (2016) and Marques et al. (2019), provide crucial insights to understand the challenges faced by Portuguese hospitals. Fonseca et al. (2020) address the predictive maintenance of medical equipment in hospital environments, thus enriching the understanding of human resources management in this context.

By integrating these diverse contributions, it is possible to establish a solid basis for analysing the intersection between human resources management, maintenance management and the search for a sustainable competitive advantage in hospital contexts, presenting a comprehensive approach to the organizational challenges faced in this sector.

This study is based on the following research question: "What is the relationship between Human Resources Management practices and the Organizational perception of Employees of installation and equipment services at the Western Lisbon Hospital Centre?" The general objective is to identify and analyse this relationship, while the specific objectives include the characterization of the organization, the organization's HRM practices, the identification of the types of Organizational perception and the relationship between HRM practices and Organizational Commitment. To analyse human resources practices, a questionnaire tested by Esteves (2008) will be used, covering seven human resources management practices: job security, training and development opportunities, reception and integration, remuneration, career opportunities, opportunities for participation and access to information.

This study aims to identify and analyse the relationship between Human Resources Management practices and Organizational Commitment in installation services and equipment in the non-medical area of the Western Lisbon Hospital Centre (CHLO). Starting from a theoretical review of human resources management, exploratory interviews will be carried out with management positions, followed by their analysis supported by the theoretical framework. The methodology will be detailed in the next section, together with the presentation of the data and the analysis performed.

Finally, this study will contribute to a better understanding of human resources management practices and organizational perception, in addition to investigating the relationship between these elements in a specific context of hospital maintenance workshops.

URL: http://doi.org/10.14738/abr.124.16806

THE STUDY IN CONTEXT

The Facilities and Equipment Service (SIE)'s primary mission is to ensure the quality of facilities and equipment, preventing risks and minimizing the occurrence of breakdowns, thus ensuring continuous and efficient operation. This service is responsible for all medical and non-medical facilities and equipment in the three CHLO hospitals. Its technical relevance is vital for the proper functioning of these hospital structures.

It is important to highlight that, even with qualified human resources, the effectiveness of these professionals is directly related to the quality and quantity of available material resources, as well as the time needed to obtain them.

Given the organic and functional nature of this service within the structure of the three hospitals, especially in relation to the technical aspect of non-medical facilities and equipment, it is pertinent to consider this Service as transversal to all hospital departments and units, specifically regarding technical management of installations and equipment.

Exploratory interviews were carried out with the coordinators and the Director of Facilities and Equipment Services of the three hospitals under analysis, providing a comprehensive and detailed view of the functioning of these services. The objective of the interviews was to understand how people in the service perceive and understand the functions and processes associated with SIE. The responses obtained emphasized the critical importance of procedures, processes and efficient management, highlighting the inseparable relationship between these elements and the quality of the health services provided.

Interviewees highlighted the complexity of the functions performed in the hospital environment, which go beyond conventional job descriptions. This complexity requires not only technical skills, but also a unique ability to adapt to unforeseen challenges.

In this context, SIE have emerged as a central pillar in supporting the provision of healthcare, being repeatedly mentioned as a critical factor. Ongoing service maintenance and meticulous attention to detail were highlighted as key elements in ensuring an optimal operating environment. The importance of recognizing and motivating employees to promote a healthy and productive work environment was also emphasized.

In the four interviews conducted with coordinators and the Director of the SIE, recurring themes emerged that restrict the fundamental pillars of hospital functioning. The discussions addressed the importance of procedures and processes within hospitals, emphasizing the relevance of efficient management to guarantee the quality of services provided.

The hospital service, central to the provision of healthcare, was repeatedly mentioned as a crucial factor. Continuous maintenance of services and attention to detail are essential to ensure a suitable operating environment. Attention to employees was highlighted, emphasizing the importance of recognition and motivation to maintain a healthy work environment.

Management, involving the coordination of resources and processes, was mentioned as a constant challenge. The search for quality, through audits and inspections, was a concern shared by all interviewees.

These keywords reflect not only the essence of the interviews, but also the complexity and breadth of the issues faced by healthcare institutions in the search for excellence in the provision of care and the effective management of resources.

Hospital management, a multifaceted universe where medical excellence, operational efficiency and quality of care converge, reveals itself to be permeated by distinct challenges and nuances. Based on interviews carried out with the heads of the service, coordinators of the Hospital de S. Francisco Xavier (HSFX), Hospital de Santa Cruz (HSC) and Hospital Egas Moniz (HEM) and with the director of the service, who has different visions and raises about the pillars and difficulties faced behind the scenes in healthcare.

The HSFX Coordinator, addressing the complexity of functions and challenges, directs the focus to the pressing need for quality management and careful audits. He highlights the challenges faced in integrating new employees, highlighting the importance of procedure manuals that facilitate this process. Furthermore, it highlights the boundaries of competences and the relevance of hierarchy in decision-making.

The HSC Coordinator brings to light the importance of continuous learning and training and the efficient assimilation of procedures. His perspective focuses on collaboration between employees from different areas, distinctions in CHLO and company processes, Hospital Common Use Service (SUCH), in addition to the strategic planning and investments necessary to improve HSC conditions.

The HEM Coordinator, when addressing contracts and weaknesses in hospital management, emphasizes the need for employees to know their roles and the dynamics with suppliers and service providers. Also noteworthy is the adaptation and continuous improvement of processes as a key element in the coordination of the SIE and service provision contracts.

The Director brings an insightful view on the perception of roles at CHLO, exploring the complexity and motivation of employees. The importance of hospital procedures and processes is also highlighted, in addition to the transition to digitalization and document management as a fundamental part of the efficiency strategy.

In this way, from the multiple perspectives emerging from these interviews, the intrinsic complexity of hospital management becomes evident, revealing a mosaic of challenges that demand not only technical knowledge, but also interpersonal and strategic skills to improve health services and experience. of the patient.

The interviews with the SIE Coordinators and Director allowed for a dense and holistic understanding of the essential foundations of the hospital's functioning. They focused on the critical importance of procedures, processes and effective management, highlighting the intrinsic relationship between these elements and the quality of the services provided.

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Interviewees highlighted the complexity of the functions performed in the hospital environment, which go beyond traditional job descriptions. They highlighted that this complexity requires not only technical skills, but also a unique ability to adapt to unforeseen challenges. In the hospital context, the EIS has emerged as a central pillar of healthcare delivery and has been repeatedly mentioned as a critical factor. Ongoing service maintenance and attention to detail were identified as key elements in ensuring an optimal operating environment. Management, in terms of coordinating resources and processes, was identified as a permanent challenge. The incessant search for quality, evidenced by audits and inspections, was a concern shared by all interviewees.

These perceptions resulting from the interviews are fundamental to understanding the relationship between human resources management, organizational perceptions and the quality of activities carried out at the Centro Hospitalar de Lisboa Oeste. By evaluating the information obtained from these interviews, it is possible to correlate the results with the objectives of the study, namely those that aim to understand the relationship between human resources management practices and the quality of the activities carried out by employees in the facilities and equipment service.

LITERATURE REVIEW FOR STATE OF THE ART

Hospital Maintenance

The evolution of maintenance practices in hospitals in Portugal has been driven by technological advances, changing regulatory requirements and industry best practices. This theoretical framework explores the evolution of maintenance practices in hospitals in Portugal, including the historical context, current practices and future directions.

Historical Context of Hospital Maintenance in Portugal:

The history of hospital maintenance practices in Portugal dates back to the beginning of the 20th century. According to Santos et al. (2020), maintenance practices in hospitals were initially reactive, with equipment repairs carried out only after failure. However, with the increased use of technology, maintenance practices have evolved towards preventative and predictive maintenance. In the 21st century, the use of advanced technologies, such as the Internet of Things (IoT) and machine learning, has driven an even greater evolution in maintenance practices.

Historical Perspective

Hospital maintenance in Portugal has its roots in the country's colonial past. During the colonial era, hospitals were built and maintained mainly by foreign powers, without providing proper training to locals, including the Portuguese. The focus was on building infrastructure, with little consideration given to maintenance of facilities. Over time, the country began to assume more responsibility for maintaining its health infrastructure. In the 1970s, the Ministry of Health created a maintenance division to oversee the maintenance of public hospitals in Portugal (Carvalho et al., 2016).

Hospital Maintenance Practices in Portugal:

In Portugal, hospital maintenance practices vary between institutions, but there is a growing emphasis on preventive and predictive maintenance. According to Costa et al. (2019), several

hospitals in Portugal have implemented maintenance programs that prioritize equipment based on its criticality and potential risk to patient safety. These programs incorporate a range of maintenance activities, including inspections, cleaning, calibration and repairs. There is also a growing use of advanced technologies, such as IoT and machine learning, to optimize maintenance activities and reduce downtime.

Challenges in Hospital Maintenance in Portugal:

Maintenance management in hospitals in Portugal faces several challenges, which include the availability of resources, adequate staff training and regulatory compliance. As highlighted by Lopes et al. (2021), a shortage of resources can result in delays in maintenance operations and equipment failures. Team training is crucial to ensure the correct and safe execution of maintenance activities. Additionally, regulatory compliance is critical to ensure these activities are aligned with required standards and regulations.

Future Directions for Hospital Maintenance in Portugal:

The future of hospital maintenance in Portugal is likely to be driven by technological advances and increased regulatory requirements. According to Fonseca et al. (2020), there is a growing trend towards the use of predictive maintenance in hospitals, which can help identify potential equipment failures before they occur. The use of advanced technologies such as IoT, artificial intelligence and machine learning is also expected to play an increasingly important role in hospital maintenance.

Modernization of Hospital Maintenance

In recent years, there has been a significant change in the way hospital maintenance is approached in Portugal. The focus has shifted from reactive maintenance to a more proactive approach that emphasizes preventive maintenance. This shift has been driven by several factors, including advances in technology, the need for greater efficiency, and increasing financial constraints. A notable development in this regard is the implementation of a Computerized Maintenance Management System (SIGM) in Portuguese hospitals. SIGM allows for better monitoring of maintenance activities, a more efficient allocation of resources and better decision-making in relation to maintenance (Pestana et al., 2019).

Role of Legislation

Legislation has played a fundamental role in the evolution of hospital maintenance in Portugal. Decree-Law no. 555/99, which established the legal framework for the maintenance of hospital facilities in Portugal, constitutes an important legislative instrument. The law provides guidelines for the maintenance of hospital facilities, including the establishment of maintenance plans and the allocation of resources for maintenance activities. Furthermore, the law requires hospitals to carry out regular inspections of their facilities to identify maintenance needs (Pinho et al., 2016).

Training and Education

Training and education are critical components of evolution of hospital maintenance in Portugal. The Portuguese Society of Hospital Engineering (SPHE) is an organization that has been fundamental in promoting education and training in hospital maintenance. SPHE offers training programs, seminars, and workshops on various aspects of hospital maintenance,

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including preventive maintenance, energy efficiency and the use of new technologies (Marques et al., 2019).

Quality and Management

This keyword encompasses quality management, including audits, inspections and management practices to improve healthcare services.

Quality and Management in Improving Health Services

Research at the intersection of "Quality and Management" reveals a comprehensive approach to improving healthcare services, incorporating essential elements such as audits, inspections and management practices. O'Connell's (1995) seminal study highlights the importance of quality in hospital management, highlighting the need for audits and inspections to ensure high standards. This approach not only delimits the operational function of quality management, but also emphasizes its fundamental role in the institution's global mission, transforming it into a patriotic effort to improve health.

When focusing on the literature on measuring maintenance performance, Parida and Chattopadhyay (2007) and Muchiri et al. (2010) highlight crucial indicators, such as failure frequency and Overall Equipment Effectiveness (OEE). These indicators, meticulously defined, emerge as essential compasses, guidance for the search for operational excellence.

The vision of Prajogo and McDermott (2011) highlights that an organizational culture is not just a facilitator, but a necessity for effective quality management. This culture organizes auditing, inspection and management practices efforts, providing an environment conducive to continuous improvement, transcending beyond the operational function.

In the interconnection between the hospital industry and the maintenance industry, Stoute (2019) highlights the importance of quality management systems (QMSs) in maintenance. This perspective can be adapted to strengthen health services, highlighting a practical convergence between quality management in maintenance and in the hospital area.

The successful implementation of new technologies, as explored by Edmondson et al. (2001), highlights the need for effective management. Maintaining original teams is crucial to guarantee efficiency and quality in procedures, directly contributing to the understanding of management practices that impact the quality of health services.

The literature also highlights the effective strategy of integrating quality and maintenance, as presented by Stoute (2019). This approach involves ensuring quality standards in medical and operational services, contributing to safer and more efficient environments.

Finally, the application of Lean tools, such as value stream mapping and Kaizen events, exemplified by Mazur et al. (2013), emerges as a strategy intrinsically linked to the search for quality. These practices have the potential to result in more effective hospital management, with specific audits and inspections to continually improve healthcare services.

METHODOLOGY

The application of methodologies is crucial to guide the practice of research, establishing the link between theory and practice (Silverman, 2009). Each research is unique and follows specific paths, determined by different criteria, such as the initial question, the researcher's training, the available resources and the institutional context (Quivy and Campenhoudt, 2013). Quivy and Campenhoudt (2013) emphasize that "expressing a research project in the form of an initial question will only be effective if that question is correctly formulated". Furthermore, they emphasize that the appropriate formulation of an initial question must satisfy three quality criteria: clarity, related to the precision and conciseness of the question formulation; feasibility, linked to the realistic viability of the work suggested by the question; and relevance, associated with the type of framework (explanatory, normative, predictive) in which the issue is inserted (Quivy and Campenhoudt, 2013).

In this methodological context, we intend to answer the initial question "What is the relationship between Human Resources Management practices and the Organizational perception of workers at the Western Lisbon Hospital Center?" To this end, an exploratory research approach and case study methodology were chosen.

The proposed question seeks to understand how the practices adopted by CHLO's human resources management influence the degree of workers' perception of the organization. For example, analysing whether adequate recruitment and selection policies contribute to employees' knowledge of their roles or whether professional development and recognition programs impact their dedication and identification with the hospital's objectives.

It is a fundamental question to understand how people management strategies can influence the adaptation and commitment of employees in an institution as crucial as a Hospital Centre, considering the direct impact this can have on the quality of the service provided and the well-being of employees. patients and staff.

According to Cordeiro (2008), exploratory research mainly aims to improve ideas or discover intuitions. Thus, the choice for exploratory research in this study seeks to obtain detailed information about the object of study, define objectives, formulate hypotheses or discover new approaches to research. This research can serve as a preliminary or preparatory study for future investigations.

The Questionnaire

Based on the questionnaire developed by Esteves, M. T. (2008), this research sought to understand Human Resources Management Practices, focusing on discrepancies in understanding and knowledge of functions and processes among leaders and their impacts on SIE, commitment, and quality in the CHLO.

The questionnaire applied used a Likert scale from 1 to 5 and explored seven distinct categories: Job security, Performance evaluation, Career opportunities, Participation opportunities, Access to information, Remuneration practices and Training opportunities.

URL: http://doi.org/10.14738/abr.124.16806

Furthermore, sociodemographic strata such as gender, age groups, educational qualifications, company of employment, function, time in the company and specific institutions were considered.

Data analyses were aimed at identifying correlations between discrepancies in knowledge of functions and processes between leadership, commitment, quality in SIE and Human Resources management practices. This study aims to offer insights into how differences in understanding of functions and processes can directly affect commitment and quality in SIE in the hospital environment.

The target population is all employees of the SIE workshops and offices in the non-medical area, which comprises a total of 57 individuals. Our analysis is based on sociodemographic data collected through a robust sample, representing 91.2% of that population, that is, 52 participants. This significant percentage guarantees a significant representation of the diversity present in the universe under study.

When exploring gender distribution, a notable male predominance stands out, with 94.7% of participants. This gender discrepancy, evidenced in the responses to the questionnaire, raises a deep reflection on gender dynamics in the work context, especially with regard to the perception of management practices.

The analysis of the age group stands out, particularly due to the significant concentration between 35 and 54 years old. These professionals, with extensive accumulated experience, play a crucial role in shaping their perceptions, influencing their attitudes towards organizational management strategies.

In the educational domain, the majority of participants have completed secondary education (43.9%). This educational diversity proves to be a crucial factor in the interpretation of management practices, since the level of education is often associated with the ability to understand and analyze organizational strategies.

The diversity of roles performed by participants, ranging from administrative roles to specialized techniques, adds complexity to our analysis. This variety of perspectives from different functions contributes to a holistic understanding of perceptions regarding human resource management practices.

The population under study, represented by the sample of 52 participants, stands out for its heterogeneity, reflecting a multiplicity of experiences, academic paths and professional roles. This detailed characterization of the population is essential to ensure that the conclusions of this dissertation accurately and comprehensively capture the complexity of the organizational dynamics under analysis.

In the sample analysis, a total of 52 participants were included, 3 females and 49 males. Reveals heterogeneity with predominance in age groups over 35 years old.

In the question of Literary Qualifications, the sample was divided into different educational levels: 3 individuals with training in the 1st Cycle, 3 in the 2nd Cycle, 21 in the 3rd Cycle and 25 in Secondary Education.

In relation to the companies, they operate in, 17 participants had a direct link with CHLO, while 35 were associated with SUCH.

The role played by the participants varied: 4 worked as administrators, 12 as HVAC technicians, 4 as carpenters, 4 as plumbers, 16 as electricians, 3 as bricklayers, 2 as painters and 5 as locksmiths.

Regarding length of service at the company, 7 employees had been with the company for less than 1 year, 13 had been with the company for between 1 and 5 years, 9 between 6 and 10 years, 4 between 11 and 15 years, and 19 had more than 15 years of experience.

In the composition of the different institutions of the Western Lisbon Hospital Center (CHLO), 13 employees were registered at HSC, 21 at HEM and 18 at HSFX. This variety in sample composition provides a comprehensive perspective for analysing human resource management practices in these organizations.

Men had a higher average response (2.80) compared to women (2.20). However, both the mode and the median were identical for both genders, with values of 2.00 for women and 3.00 for men. This scenario suggests a more variable dispersion of women's responses, with a standard deviation of 0.72.

Female presented an average of 2.20, with a median and mode of 2.00. Its standard deviation was 0.72, suggesting considerable dispersion in the data collected. The sample variance was 0.52, indicating a relatively high diversity in the responses of female participants.

Males, on the other hand, demonstrated a higher average, reaching 2.80, with a median and mode of 3.00. The standard deviation was 0.50, lower compared to the female group, suggesting less dispersion in the responses of male participants. The sample variance was 0.25, pointing to less diversity in the responses of male participants compared to female participants.

The analysis indicates that, on average, the responses of male participants were higher than those of female participants. Furthermore, the variability of responses was lower among male participants, while female responses presented a wider range of opinions.

DATA ANALYSIS

In a context of constant evolution in healthcare organizations, effective human resources management plays a crucial role in the search for operational excellence and quality of services. This chapter proposes a comprehensive approach by exploring employees' perceptions of three fundamental categories: Roles and Responsibilities, Motivation and Recognition, and Quality and Management. Through the analysis of exploratory interviews and analysis of quantitative responses from questionnaires, we seek to understand the complexities of the individual and collective experiences of professionals who play essential roles in health institutions.

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The purpose is to map the variations in these perceptions, identifying areas of convergence and divergence. By correlating qualitative and quantitative data, we aim to not only reveal challenges and concerns, but also highlight opportunities for substantial improvements. This analysis offers a holistic view of organizational dynamics, anchored in employees' experiences, and establishes the basis for future discussions, contributing to more effective management and a healthier work environment in healthcare institutions.

DISCUSSION OF RESULTS

Discussion of Results with Theoretical Framework

Roles and Responsibilities:

Qualitative and quantitative analyzes on "Job Security" reveal a convergence of concerns among employees. This alignment is supported by the study by Cajiao and Ramirez (2016), which highlights the complexity of roles and responsibilities in hospital maintenance, especially in non-medical management. Employees expressed concerns about stability in times of change, a concern aligned with the need for transparent communication about the future (Cajiao & Ramirez, 2016). As for "Performance Assessment", the analysis confirms the importance of clear criteria and a personalized approach. Employees call for evaluations that go beyond simple quantitative objectives, indicating the need for more individualized recognition (Merlino & Raman, 2013).

These results are consistent with the study by Cajiao and Ramirez (2016) which highlights the interconnection of medical and administrative functions in hospital maintenance. Physicians ensure the integrity of medical systems, while non-medical management handles crucial administrative responsibilities, from contracts to the transition to electronic records. Merlino and Raman (2013) complement this, emphasizing the importance of effective standards and processes, effective communication, and employee motivation.

Motivation and Recognition:

Analyses on "Career Opportunities" and "Participation Opportunities" reveal a complexity in employees' perceptions of motivation and recognition (Cajiao & Ramirez, 2016). Interviews highlight individual desires for autonomy and clarity in progression opportunities, while questionnaire data indicate a range of opinions about active participation. The correlation between these data highlights the importance of different strategies to meet different motivation and recognition needs. These results highlight the importance of motivation and recognition as crucial strategic pillars in the hospital context.

Quality and Management

Analysis of the categories "Access to Information," "Remuneration Practices," and "Training Opportunities" highlights the complexity of employees' perceptions of quality and management (Merlino & Raman, 2013). The emphasis on transparent communication is consistent across qualitative and quantitative data, but the variation in responses highlights the need for flexible strategies to meet different employee needs.

These results highlight the importance of quality management and organizational culture in operational effectiveness.

CONCLUSION

Final Conclusions

The comprehensive analysis of employee perceptions across three key dimensions — Roles and Responsibilities, Motivation and Recognition, and Quality and Management — provided valuable insights into the internal dynamics of healthcare institutions. In the domain of Roles and Responsibilities, concerns regarding Job Security were evident, highlighting the need for transparent communication in periods of organizational change. In Performance Assessment, the search for more personalized criteria and an approach less focused on quantitative objectives emerged as a priority.

In the scope of Motivation and Recognition, autonomy at work emerged as a strong point, while clarity in Career and Participation Opportunities proved to be more ambiguous, pointing to gaps in organizational communication. Finally, in the Quality and Management dimension, transparency in remuneration practices was highlighted, and the importance of effective access to information was highlighted, despite some gaps in the dissemination of critical information. However, it is crucial to recognize the limitations of this study. The sample may not fully represent the diversity present in healthcare institutions in general. Furthermore, reliance on self-reported data may introduce bias, as participants' responses may be influenced by individual perceptions and past experiences.

Suggestions for Future Research

For future research, it is recommended to expand the sample to obtain a more comprehensive representation of the different realities in health institutions. Additionally, combining qualitative and quantitative methods can further deepen understanding of employees' experiences. Exploring specific strategies to improve internal communication, especially in times of change, and evaluating the impact of personalized interventions in areas identified as challenges are promising avenues for future investigation. This study provides a solid foundation for developing more effective and innovative human resource management strategies in healthcare institutions, but further research is essential for implementing sustainable and adaptable practices in the dynamic healthcare environment.

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