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### INNOVATIVE TRENDS IN HUMAN RESOURCES MANAGEMENT: EVIDENCE FOR THE HEALTH CARE SYSTEM

**Abstract.** *The article focuses on the area of innovative trends in human resources management in selected health care organization in Slovakia. The labour force management has a significant impact on the results of business activities. The content of the article is an overview of the theoretical knowledge from the field of human resources management and evaluation of the data of the; own survey carried out in selected health care organization. The basis of the article is the set assumptions aimed at the division of employees by age and their influence on the application of the manager's will and the two-way communication with the manager. The research part of the article is aimed at obtaining and evaluating the data obtained by the questionnaire survey on the application of the leading methods in health care organization. The result of this article is hypothesis verification using a chi-square test and subsequent assessment of the style of leadership in the examined health care organization. At the significance level of  $p < 0.05$ , and a statistically significant correlation between all pairs of analysed methods was revealed. Statistical methods have found that there is a statistically significant relationship between employee age and perception of managerial will. A statistically significant relationship was also confirmed between the age of employees and the bilateral style of communication between the manager. From a more in-depth examination of these relationships, we note that younger employees are more sensitive to the behaviour of managers to employees, and younger employees are more inclined to communicate with the management on both sides. To evaluate the whole research, we can say that it is important to involve employees in business activities and pay attention to innovative trends in human resources management. We can state that there is no proper way of guiding people, but businesses should also seek to involve employees in decision-making. The possibility of subordinates participating in the company decision-making process may bring forth efficient directions and thereby help achieve higher company performance proving as positive contributions for stockholders, managers but for the employees, as well.*

**Keywords:** leadership, management, health care organization, human resources, innovative trends, research.

**Introduction.** The effective instructional designs, intellectual development and innovations are fundamentally based on the research and artefacts (Upadhyay, 2017). In general, we can recognize that the health and hygiene area is made up of individual companies (Kosikova et al., 2019). In current dynamically changing and by information and technologies supersaturated environment becomes creativity an important determinant of the success of organizations because of its ability to generate new/innovative ideas, products, and solutions (Tej et al., 2015). In today's challenging and constantly changing the competitive environment, businesses operating in the private and public sectors have to respond flexibly to ever-changing conditions, in particular by employing managers who are able to bring the greatest value to the organization and manage it as effectively as possible. Human capital is considered as a very important factor of technological change, so improving the ability of humans

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(Prokopenko et al., 2018; Laguna, 2013). According to the need of being flexible and adaptable at the same time, managers continuously face the challenge to balance their leadership style between improving efficiency on the one hand and for increase creativity on the other hand. In the present day, an increasing number of scientific papers identify this concept of ambidexterity towards as a key driver for organizations to fulfil company targets in handling with these environmental impacts (Kraft, 2018; Onuferova and Cabinova, 2018). Effective human resource management is a key factor in ensuring competitiveness. The principles of personnel management, as the basic ideas of management activities, undergo changes over time (Nenkov et al., 2017; Dobrovic et al., 2018). The performance of the organization is evaluated by each interested entity differently – the owner expects the return on the investment, the employees expect a higher quality of working life, the customers evaluate the service provided according to his/her requirements, the price, etc., suppliers and financial institutions focus on the ability of the business to repay its obligations. Successful communication is rooted in the knowledge of customers, competitors, colleagues and the ability of a business entity to generate profit (Bacik et al., 2017). The decision is an essential element of the management, its specific expression instrument being the most important. The decision making is the essence of the management. The business leader may have to convince the board of directors, CEO, CFO (especially), and shareholders that it is in the long-term self-interest of the company to be a socially responsible and sustainable one; but that is one aspect of leadership, that is, to show the way! (Cavico and Mujtaba, 2018). Managers must be able to manage effectively, choose the appropriate leadership style, as well as to make sure that businesses can improve their performance under the leadership of competent managers. The behaviour of each manager depends on three characteristics that are determined by heredity, education, and mentality. Managers need to adapt their behaviour to the group or team of employees they lead in industrial firms to create a pleasant and effective workplace atmosphere, and it is necessary to adhere to certain rules of behaviour towards subordinates (Pop and Rus, 2019; Batt and Colvin, 2011). It is therefore mandatory to look for a management tool that will connect business strategy with set objectives and will also help with the continuous improvement of day-to-day activities. Our article focuses on leadership in the healthcare sector. The professional development educator plays a crucial role in developing, implementing, and evaluating potential leaders for succession within a health care organization. This responsibility requires partnering with human resources and other stakeholders, determining and levelling competencies, ensuring evidence-based content, and evaluating impact (Bleich, 2019; Stefko et al., 2018). Nontechnical skills (e.g., communication, leadership, and teamwork) are essential for well-functioning interprofessional teams to ensure patient safety (Tamas et al., 2019; Mitrikova et al., 2018). Traditional approaches to leadership education and to the applications of leadership in health care are no longer adequate to address the issues leaders are confronting in the contemporary health care environment. Traditional operations and financial management foundations of executive education are no longer sufficient to meet the growing demands of health networks with their web of collateral intersections, interfaces, interdependency, and their collective dynamics (Ackerman et al., 2019). The main target of the article is to focus on the influence of leadership that affects the proper performance of employee work.

**Literature Review.** Most research works of the first half of the 20th century were focused on managers and the abilities they should have. The basic and underlying notion was the concept of «the great man» – that great leaders are not formed but born. Researchers have tried to identify the physical, mental, and behavioural characteristics of different leaders. Based on these studies, the theory of «the great man» has lost its merit, especially in relation to the development of behavioural psychology (Adair, 2005). Many studies began to emerge focusing on the characteristics of managers. From these studies, the physical characteristics, intelligence and abilities, personality traits and social characteristics that the manager should meet were identified (Gallo and Mihalcova, 2016). What is leadership? Most definitions

assume that leadership is about influencing people in certain situations and is aimed at achieving a specific goal or goals. Leadership influences individual decisions (Klein et al., 2019). Members of the academic community prefer the critical evaluation of empirical research and are sceptical of practical applications. Practitioners, on the contrary, ask for answers as to how to solve problems that affect people and HR management (Fry, 2003; Reave, 2005). Leadership prerequisites. These are several different prerequisites, however, we outline only four which are the most crucial:

1. Know yourself.
2. Familiarize yourself with and understand employees.
3. Knowledge and ability to use management methods and procedures.
4. The behaviour to match the situation.

Know yourself. There is a certain relationship between knowing oneself and leadership. This can be expressed as follows: it is challenging to successfully lead others without understanding oneself. «Know yourself» was a lifelong task of the ancient Greeks. Today's managers want to speed up this process – they undergo one or more psychological tests and think they have done more than enough to know themselves (Armstrong, 2002; Vodacek and Vodackova, 1999). From the point of view of leadership, it is important to pay special attention to the notion «know yourself»:

- own value system (values express generally the preferences that are reflected in the decision-making process of each individual, that is, the manager. We refer to the concept of acting in accordance with own values as integrity. Integrity is a prerequisite for a subordinate to consider a manager as a reliable person. Integrity also means taking responsibility for your own actions and decision-making);
- self-perception (some managers think that people have to be forced to work, and therefore use a fundamentally directive and autocratic style of leadership; other managers are of the opinion that they should be sensitive and receptive to the needs of their employees, and therefore apply the democratic style of leadership (Koontz, 1993).

Leadership styles play a key role in achieving positive employee outcomes (Huertas-Valdivia et al., 2019). Approaches to leadership can be defined in several ways. The management theory recognizes three main approaches to defining effective leadership, namely: the person who may be the leader in terms of personal qualities – i.e. the approach based on personal traits and characteristics of the leader; how the leaders use their influence – i.e. a behavioural approach and the associated leadership style; the way in which the manager performs his/her function in relation to the specific situation (Blaha et al., 2005).

There are several theories that focus on leadership styles. The three classical leadership styles are based on Lewin's approach which today differ from his approach only slightly:

1. Autocratic (authoritative) style is based on the will of the leader regardless of the views of the subordinates. Such a person enforces his/ her decisions by means of power. The leader decides, issues orders to the subordinates and awaits their fulfilment. This is a one-way communication from top to bottom. The leader decides on remuneration as well as punishments all by himself/ herself. The autocratic style of leadership is characterized by the following features:

- does not allow a subordinate to participate in decision-making processes;
- decides without asking for an opinion of his/ her subordinates;
- governs with «iron» hand;
- is uncompromising;
- refuses to explain his/her behaviour;
- changes obligations of the subordinates without them agreeing to such changes;
- meticulously determines tasks and methods, does not allow for any independence of his/her subordinates.

2. Democratic (participative) style is characterized by two-way communication between the leader

and the subordinate. A leader is a person with a more understanding attitude towards his/ her subordinates. Such a leader discusses with subordinates their roles and decisions as well as their tasks. He/ she consults his/ her decisions with subordinates and carefully considered their views, coordinates the progress of works, assists in fulfilling the duties, and the results are discussed with the subordinates. Participation of subordinates is also used in their evaluation. The democratic style of leadership is characterized by the following features:

- subordinates are involved in decision-making processes;
- the manager discusses changes with subordinates before they are introduced;
- invites subordinates to discuss their work issues;
- informs subordinates about issues concerning them, of their progress, of relations with other groups, etc.;
- explains to the group his/her intentions and the situation;
- finds time to listen to group members;
- informs about the feelings and ideas of the group members;
- welcomes criticism;
- tries to support the active involvement of subordinates in the decision-making process;
- encourages members to express their thoughts and opinions;
- tries to put into practice proposals that subordinates proposed;
- allows subordinates to work in a way that they consider to be the best;
- stimulates and strengthens interpersonal relationships within the group.

3. Liberal style – leaders use their power only rarely and allow their subordinates great freedom of action, so they are largely independent. Such a leader relies on subordinates to define and develop the objectives of their activities, the means to achieve them and to choose the way such actions are carried out. The manager helps his/her subordinates to obtain the necessary information and to ensure contact with the outside environment. He/she acts as a team representative. The liberal style of leadership is characterized by the following features: the manager only sometimes uses his/her power; subordinates have a lot of discretion in decision-making; the manager relies on subordinates to determine the means to achieve the set goals by themselves; ensures cooperation between the outside environment and subordinates; provide the necessary information; the manager acts as a representative of the team. These leadership styles are just a simplified outline. In practice, there is usually no manager who would use only one of the above styles but rather tends to use a particular style with slight changes or modifications (Koontz, 1993).

**Methodology and research methods.** As a primary method of data collection for the research was chosen a questionnaire. The questionnaire research is currently the most common method of data acquisition. It is used in social, economic and human sciences for mass and rapid identification of facts, opinions and attitudes. The questionnaire research was carried out in selected health care organization. Questions in the questionnaire were formulated to meet the standards of the Likert scale. The Likert scale consists of a claim and usually a rating scale containing five responses. To evaluate the obtained data we used descriptive statistics, contingency tables, comparisons, synthesis, selection, induction and deduction. To evaluate the obtained data, research methods were used as (descriptive statistics, contingency tables, etc.), using analysis, comparison, synthesis, selection, induction and deduction. To verify hypotheses, we have a quadratic method of independence test. Verification of the hypothesis using the chi-square test was done in Statistica by the StatSoft software company version 5.5 edition. Development of questionnaire research was based on the hypotheses formulated as follows:

H0: We assume that there is a statistically significant relationship between the employee age and the application of manager's will.

H1: We assume that there is no statistically significant relationship between the employee age and the application of the manager's will.

H0: We assume that there is a statistically significant relationship between the age of employees and the two-way style of communication between the manager and the subordinate.

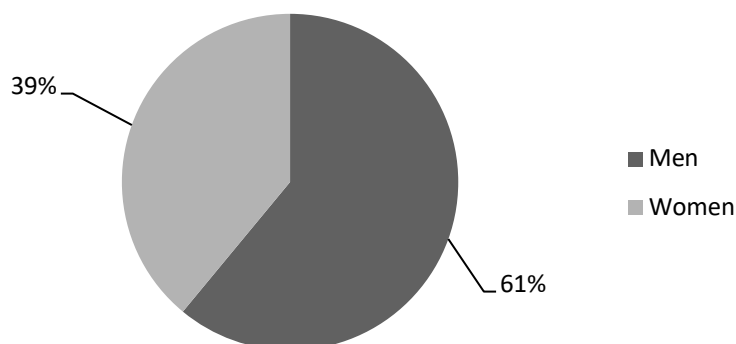
H1: We assume that there is no statistically significant relationship between the age of employees and the two-way style of communication between the manager and the subordinate.

**Table 1. Equations for hypothesis verification**

<b>Pearson's chi-square independence test:</b>	$\chi^2 = \sum \frac{(f_e - f_t)^2}{f_t}$
<i>f<sub>e</sub></i> is the empirical frequency of the phenomenon examined; <i>f<sub>t</sub></i> is the theoretical frequency of the phenomenon examined; $\chi^2$ is the value obtained – a chi quadrate – which we will compare with the table value according to the chosen error probability.	

Sources: processed according to (Marcheova et al., 2011).

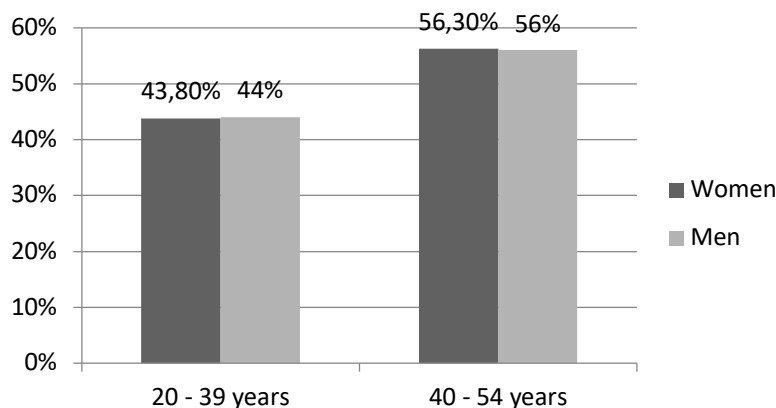
**Results.** The subject of the research was a selected health care organization that provides health care services according to Act no. 448/2008 Coll. on Health care organizations services, as amended, and performs professional services and other activities, ensures the performance of these activities or creates conditions for their implementation to the extent stipulated by the law. Health care services in the facility are provided with year-round during the patient's stay. The capacity of the facility is currently 250 patients (facilities for seniors – 110 clients, the health care organization – 100 clients, specialized facilities – 40 clients). The facility employs 41 employees. Figure 1 shows the distribution of the respondents by sex and Fig. 2 shows the age categories of employees.



**Figure 1. Gender of the respondents**

Sources: own processing based on the questionnaire research.

From the data obtained we can state that there is a greater presence of male staff in the facility, which accounts for up to 61% of the employees, compared to the women, which is 39%. We also divided the employees in health care organization from an age perspective. By age, the sample was mainly older respondents aged 40-54, of which 56.3% were women and 56 were men. At the age of 20-39, 43.8% of women and 44% of men were male.



**Figure 2. Age of the respondents**

Sources: own processing based on the questionnaire research.

Verification of the hypotheses. By questionnaire, we tried to find out how the age of employees is affecting the perception of the manager's will in the selected business. We tried to find this information by verifying hypotheses that were focused on this issue and were as follows:

H0: We assume that there is a statistically significant relationship between the age of employees and the perception of the manager's will.

H1: We assume that there is no statistically significant relationship between the age of employees and the perception of the manager's will.

In the research, we focused on the question of how perceived the application of the manager's will to employees divided according to different age categories. The answer «I completely agree» was chosen by as many as 75% of employees between 20 and 39 years of age, the remaining age category chooses this option only in 20% of cases. On the contrary, the answer «I disagree» was selected by employees between 40-55 years of men and 25% of employees between 20 and 39 years. We accept the H0 hypothesis and reject the H1 hypothesis: at the 5% significance level and the degree of freedom 1 we get a critical value of 4.0514, which is lower than the test criterion of 16.9899. Using the Cramer's V, we arrived at 0.64380 dependence strength, which represents a mean dependence approaching a strong dependence (table 2). By mathematical and statistical verification of research results, we found that the research results are statistically significant. Based on a comparison of the results, we can say that there is a statistically significant relationship between the age of employees and the perception of the manager's application. From the responses we received from the respondents, we can say that younger employees are more sensitive in perceiving the application of the manager's will. In the category from 20 to 39 years, 80% of employees strongly agreed, compared to the category 40-55 years, where only 25% of the employees indicated this possibility. Thus, we can say that younger employees perceive the application of the managers will much more sensitively and would like his decisions to be consulted with them in advance. In the questionnaires, we also tried to find out how the two-sided style of communication in the selected business perceives individual age categories. We have also tried to find this information by verifying the hypotheses that focused on this research problem:

H0: We suppose that there is a statistically significant relationship between the age of employees and the two-way style of communication between the manager and the subordinate.

H1: We assume that there is no statistically significant relationship between the age of employees and the two-way style of communication between the manager and the subordinate.

**Table 2. Test criterions for hypothesis**

<b>Really multiplicity:</b>			
	<b>Yes</b>	<b>No</b>	<b>Sum</b>
<b>Women</b>	13	3	16
<b>Men</b>	5	20	25
<b>Overall</b>	18	23	41
<b>Expected multiplicity:</b>			
	<b>Yes</b>	<b>No</b>	<b>Sum</b>
<b>Women</b>	6,8547	9,1453	16
<b>Men</b>	10,143	14,857	25
<b>Overall</b>	17	24	41
<b>Chi-square test:</b>			
	<b>Yes</b>	<b>No</b>	<b>Sum</b>
<b>Women</b>	7,0636	2,7331	9,7967
<b>Men</b>	4,0204	3,2928	7,3132
<b>Overall</b>	11,084	5,9059	<b>16,9899</b>
<b>Testing dependence:</b>			
$\chi^2 > \chi^2(r - 1) \times (c - 1) \times 0,05 \Rightarrow 16,9899 > 4,0514$			

Sources: own processing based on the questionnaire research.

Tab. 3 contains test criteria for established hypotheses related to the age of respondents and the perception of the two-way communication style.

**Table 3. Test criterions for hypothesis**

<b>Really multiplicity:</b>			
	<b>Yes</b>	<b>No</b>	<b>Sum</b>
<b>Women</b>	9	7	16
<b>Men</b>	5	20	25
<b>Overall</b>	14	27	41
<b>Expected multiplicity:</b>			
	<b>Yes</b>	<b>No</b>	<b>Sum</b>
<b>Women</b>	5,3634	10,636	16
<b>Men</b>	8,6366	16,364	25
<b>Overall</b>	14	27	41
<b>Chi-square test:</b>			
	<b>Yes</b>	<b>No</b>	<b>Sum</b>
<b>Women</b>	2,3893	1,0871	3,3763
<b>Men</b>	1,5652	0,6597	2,2249
<b>Overall</b>	3,8545	1,7467	<b>5,6012</b>
<b>Testing dependence:</b>			
$\chi^2 > \chi^2(r - 1) \times (c - 1) \times 0,05 \Rightarrow 5,6012 > 3,9415$			

Sources: own processing based on the questionnaire research.

On the basis of statistical hypothesis verification, we can say that we accept the H0 hypothesis and reject the H1 hypothesis at the 5% significance level and the degrees of freedom 1 we get a critical value

of 3.9415, which is lower than the test criterion of 5.6012. Using the Cramer Pivot Coefficient  $V$ , we found 0.3629 test dependence strengths, representing a moderate dependence. From these calculations, it follows that there is a statistically significant relationship between the age of employees and the two-way style of communication between the manager and the subordinate. In the questionnaire, there were other questions related to this communication issue, from which employees most often indicated the possibility that communication between the senior manager and the subordinate employee would allow a more effective solution to the problems in their work activities and help to improve the working atmosphere. In the hypothesis, we focused on the age of employees and we determined the assumption for two age categories. With a more detailed focus on the positive response, we can see that this was more often referred to by younger employees in the range of 20 to 39 years, with the difference between the two research samples being quite large. It follows that older employees in the 40-55 age category try to solve problems even without consulting the manager, but younger employees in the 39-40 age category prefer the communication with their superiors to a greater extent, as they solve problems.

**Conclusions.** However, corporations are also becoming aware of the importance of people working for them. Businesses have realised by now that their success largely depends on their employees. Human resources have some distinctive peculiarities that make it different from other resources and thus more valuable (Machova et al., 2018; McClean and Collins, 2019). Through the survey and its evaluation, we found out how the performance of the manager's work and the style of communication between the subordinates and the manager on the employees in the selected health care organization in Slovakia are affected. Based on the data we have received from the employees and their subsequent statistical processing, we can state that in the selected health care organization, with the increasing age, the employees are less sensitive to the application of the manager's will. This means that younger employees want to take part in decision-making in the company and not just listen to what the manager tells them. In addition, our survey found that the two-way style of communication favours younger employees, meaning that they want to communicate with management on a day-to-day basis in the company and seek a rational solution. Examining the differences between age categories in each field of activity shows that the way people are behaving in the enterprise affects more people in the younger age group than older employees. The main purpose of our research in a field of innovative trends in human resource management was to analyse the age perceptions of people's leadership and to point out that employees who belong to the higher age category are less sensitive to communication and leadership by management. Like any research, our research has certain limits, and within these limits, we can guess why older employees are more willing to respect the will of senior managers and are less sensitive to two-way communication. It is possible that younger employees come to businesses with a certain amount of enthusiasm and try to establish an ideal state, with older employees resigning on these efforts. In conclusion, there is no right way to lead people, but businesses should strive to introduce innovative trends in human resource management. The highest job satisfaction seems to be in organizations where the top management propagate and enforce high ethical standards (Kowal and Roztock, 2018). The effect of human resource management practices on performance takes place through the establishment and support of exchange relationships with employees (Allen et al., 2013). Globalization is a driving force that can change the whole concept of leadership because it's ever changing variables. Human resources are probably the main direct beneficiaries of the process, therefore leaders cannot and should not ignore the needs of the ones they lead, especially in an evolving society (Jaradat and Iurian, 2019). The ability of employees to take part in the decision-making process in an enterprise can bring effective direction and help to achieve greater performance, which will bring positive benefits for shareholders, managers and all employees.



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**Інноваційні тренди в управлінні трудовими ресурсами: на прикладі системи охорони здоров'я**

У статті проаналізовано інноваційні тренди в управлінні трудовими ресурсами в словацьких організаціях системи охорони здоров'я. Авторами зазначено, що ефективність управління трудовими ресурсами впливає на ефективність діяльності будь якої організації. У рамках даного дослідження проаналізовано та систематизовано науковий доробок щодо управління трудовими ресурсами в організаціях. На основі власних емпіричних результатів дослідження визначено фактори-впливу на ефективність управління трудовими ресурсами на прикладі організації у сфері охорони здоров'я. Основними гіпотезами дослідження були: визначення взаємозв'язку між віковою структурою персоналу, прийняттям рішень керівниками та двосторонню комунікацію працівник-керівник. Інформаційною базою дослідження є результати анкетування щодо застосування різних типів лідерства в організаціях системи охорони здоров'я. Методологія даного дослідження заснована на перевірці гіпотези за допомогою  $\chi^2$ -квадрат тесту та подальшої оцінки типів лідерства досліджуваної організації системи охорони здоров'я. Так, авторами зазначено, що на рівні  $p < 0.05$  виявлено статистично значущу кореляцію між усіма факторами-впливу. Таким чином, виявлено статистично значущий взаємозв'язок між віком працівників та прийняттям рішень керівником. Крім цього, статистично значущий взаємозв'язок підтверджується між віком працівників та ефективністю двосторонньої комунікації працівник-керівник. При поглибленому дослідженні вищевведених взаємозв'язків, авторами виявлено, що молодші співробітники є більш чутливими до поведінки керівника по відношенню до них, а також, більш налаштовані до двосторонньої комунікації. При цьому результати дослідження дають підстави стверджувати, що важливо залучати співробітників у бізнес діяльність, а також брати до уваги сприйняття ними обраного стилю керівництва. Авторами відмічено, що єдиного вірного методу управління трудовими ресурсами не існує, однак, суб'єкти господарської діяльності повинні залучати співробітників у процес прийняття рішень. Отримані результати дослідження свідчать про те, що забезпечення можливості працівникам брати участь у процесі прийняття рішень сприяє більш ефективним настановам, і як наслідок, зростання результативності діяльності організації, що підтверджується позитивними ефектами для акціонерів, менеджерів та співробітників.

Ключові слова: лідерство, менеджмент, система охорони здоров'я, людські ресурси, процес прийняття рішень, дослідження.

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