



**10th Annual Conference of the
EuroMed Academy of Business**

**Global and national business theories and practice:
bridging the past with the future**

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FOREWORD

The Annual Conference of the EuroMed Academy of Business aims to provide a unique international forum to facilitate the exchange of cutting-edge information through multidisciplinary presentations on examining and building new theory and business models for success through management innovation.

It is acknowledged that the conference has established itself as one of the major conferences of its kind in the EuroMed region, in terms of size, quality of content, and standing of attendees. Many of the papers presented contribute significantly to the business knowledge base.

The conference attracts hundreds of leading scholars from leading universities and principal executives and politicians from all over the world with the participation or intervention of Presidents, Prime Ministers, Ministers, Company CEOs, Presidents of Chambers, and other leading figures.

This year the conference attracted over 270 people from over 50 different countries. Academics, practitioners, researchers and Doctoral students throughout the world submitted original papers for conference presentation and for publication in this Book. All papers and abstracts were double blind reviewed. The result of these efforts produced empirical, conceptual and methodological papers and abstracts involving all functional areas of business.

ACKNOWLEDGEMENT

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It is acknowledged that a successful conference could not be possible without the special co-operation and care of the Track Chairs and Reviewers for reviewing the many papers that were submitted to this conference. Special thanks to the Session Chairs and Paper Discussants for taking the extra time to make this conference a real success.

The last but not the least important acknowledgment goes to all those who submitted and presented their work at the conference. Their valuable research has highly contributed to the continuous success of the conference.

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BOOK OF CONFERENCE PROCEEDINGS

HRM-PATIENT ORIENTATION AND TEAMWORK CLIMATE LINKAGE IN HEALTH CARE INSTITUTIONS: THE ROLE OF CALLING AND PROSOCIAL MOTIVATION

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ABSTRACT

INTRODUCTION

Although a weak patient orientation and a poor teamwork climate among healthcare professionals may have far-reaching implications, such as increased medical error and patient mortality (Sexton et al., 2006), their antecedents have been rarely studied in management research. This issue can be analyzed from organizational as well as from individual perspectives.

What are the organizational and individual mechanisms which lead to teamwork climate and patient orientation of healthcare professionals? Research covering individual and organizational factors influence on healthcare-relevant work outcomes such as teamwork climate and patient orientation has been scarce.

In this study we aim to analyze the role of human resource management system and healthcare professionals' calling and prosocial motivation in fostering teamwork climate and patient orientation in health care institutions.

THEORETICAL APPROACH

From the organizational perspective, we propose that team-oriented human resources management practices may play an important role in hospitals through strengthening the teamwork climate, as providing of healthcare is based on a complex multidisciplinary collaboration in teams (Ang, Bartram, McNeil, Leggat, & Stanton, 2013; Leggat, Bartram, & Stanton, 2008). We rely on the configurational human resource management approach, which suggests that strategically designed human resource management systems with specific human resource management practices supporting and reinforcing each other, generate synergistic effects and lead to targeted employees' attitudes and behaviors (Subramony, 2009).

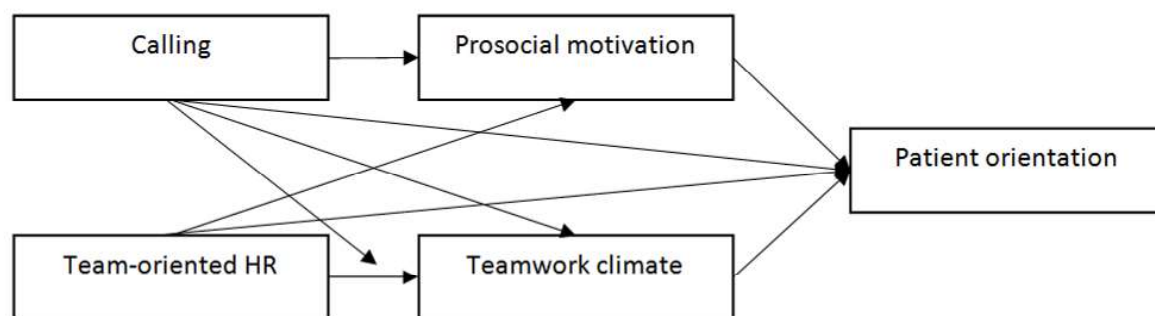
From the individual perspective, healthcare professionals' job is associated with personal calling, i.e. "work that a person perceives as his purpose in life" (Hall & Chandler, 2005, p.6), that satisfies his core values (Schabram, K. and Maitlis, S., 2017). Its source is an internal motivation (Hall & Chandler,

2005) and this work is expected to be intrinsically enjoyable, meaningful (Berg, Grant, & Johnson, 2010) and itself should lead to higher patient orientation.

Another important individual factor for patient orientation may be prosocial motivation. Prosocially motivated employees are driven not by inherent interest in the work itself, but rather by the need to expend effort to benefit other people (Grant, A.M., 2008) i.e. patients or colleagues. Therefore, prosocial motivation may have a positive impact on teamwork and patient orientation. Consequently, we can suppose that calling and prosocial motivation could be two important individual factors affecting healthcare professionals' patient orientation.

In our theoretical model (See Figure 1) we propose that prosocial motivation of healthcare professionals and team-oriented human resources management both increase patient orientation. We further suggest that the relationship between team-orientated human resource management practices and patient orientation is mediated by teamwork climate and moderated by calling.

Figure 1. Theoretical model



We test following hypotheses:

- H1. Team-oriented HRM will be positively related to patient-orientation.
- H2. Calling will be positively related to patient-orientation.
- H3. Teamwork climate will mediate the relationship between team-oriented HRM and patient-orientation.
- H4. Prosocial motivation will mediate the relationship between calling and patient-orientation.
- H5. Calling will moderate the mediated relationship between team-oriented HRM and patient-orientation.

RESEARCH DESIGN AND APPROACH TO DATA ANALYSIS

We conducted a survey of healthcare professionals (physicians and nurses) in 4 hospitals in Lithuania. A multiple regression analysis with MPLUS was calculated to test the proposed moderated-mediation model (Preacher, Rucker, and Hayes, 2007).

FINDINGS

The results of the regression analysis showed that both calling and team-oriented HRM had positive effects on patient-orientation (H1 and H2 supported). Further, teamwork climate and prosocial motivation were also positively related to patient-orientation. Teamwork climate mediated the effect of team-oriented HRM and prosocial motivation mediated the effect of calling on patient-orientation (H3 and H4 supported). An investigation of direct and indirect effects revealed, that both direct effects were non-significant, indicating a full-mediation. Additionally, we observed a small but statistically significant indirect effect of team-oriented HRM on patient-orientation through prosocial motivation. An interaction of calling and team-oriented HRM had a negative regression coefficient, indicating that for employees with strong perceptions of calling the impact of team-oriented HRM on patient-orientation was weaker than for employees with weaker perceptions of calling (H5 supported).

ORIGINALITY/CONTRIBUTION

The current research provides new insights into the linkage between human resource management practices and positive healthcare-related organizational outcomes, such as teamwork climate and patient orientation by illustrating the effects of individual prosocial motivation and calling. We contribute to the human resource management literature by shedding light on healthcare industry which is very specific and which has been under researched in previous studies.

THE PRACTICAL SIGNIFICANCE

This research has profound managerial implications suggesting that teamwork climate in hospitals as well as patient orientation of healthcare professionals can be enhanced by team-orientated human resource management practices.

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Keywords: patient orientation, human resource management, calling, prosocial motivation, health care institutions, health care professionals.

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