



Together

Building the future of worker participation
in health service sector

TRAINING MATERIAL of the Project

***“TOGETHER BUILDING THE FUTURE OF
WORKER PARTICIPATION IN HEALTH
SERVICE SECTOR”***



WITH SUPPORT FROM THE EUROPEAN UNION

SUBJECT 1: Health workers' rights and systems of participation in decision-making in the workplaces

I. European regulations on the right of workers to participate in decision-making in companies

In order to establish the right of workers' participation in the European Union, we start from two precedents: The Community Charter of Fundamental Social Rights of Workers of 1989 (the so-called *Social Charter*) stresses: „the desirability of promoting employee participation“. However, these „desires“ will not be realised until the *Treaty of Amsterdam* and a first important directive (94/95/EC) concerning the European Works Council.

The second antecedent is to be found in the Charter of Fundamental Rights of the European Union, which recognises collective rights of workers' participation, such as the right of workers to participate in the labour market:

- freedom of assembly and association, both political and of the trade union (Art. 12);
- workers' right to information and consultation within the undertaking or the Occupational Sector, which is carried out through the Workers' Representatives or Trade Unions (art. 27);
- or the right to negotiate and conclude collective agreements at the appropriate levels, including strike action (art 28).

Furthermore, the Treaty on the Functioning of the European Union (TFEU) regulates all matters concerning workers' participation in decision-making through information and consultation systems in Title X on Social Policy (Articles 151 to 161).

Accordingly, the European Parliament has adopted several Directives and Resolutions. It calls for workers to be guaranteed their right to participate in decision-making in companies and workplaces, both in national and transnational companies and on various issues. These Directives on Information, Consultation and Involvement of Employees in Decision-Making in their Undertakings can be grouped into three blocks, depending on how they deal with various aspects.

a) Information and consultation at the national level: This first block, consisting of three directives, concerns workers' right to be informed and consulted at the national

level on several issues related to the economic performance and future development plans of companies that may affect, fundamentally, employment.

- ❑ **Council Directive 98/59/EC** of 20 July 1998, on collective redundancies (amending and repealing Council Directives 92/56/EC and 75/129/EC), according to which, in the event of mass redundancies, the employer must enter into negotiations with the workers to determine how and by what means redundancies can be avoided or the number of workers affected reduced.

The directive establishes the concept of collective redundancies according to *the number of redundancies*, although its definition is left to the discretion of each Member State and regulates the obligations of the employer (and, in return, the rights of the worker, through his representatives) before proceeding with such redundancies:

- the employer shall provide, in writing, to the workers' representatives, all the necessary information on the redundancy plan: reasons for the redundancies; categories and workers who would be made redundant; criteria for choosing candidates and calculations of compensation. It shall also communicate this information to the competent public authority;
 - the employer must consult the workers' representatives to reach an agreement to avoid or reduce redundancies or mitigate their consequences by implementing social measures to retrain or redeploy the redundant workers.
- ❑ Council **Directive 2001/23/EC** of 12 March 2001 on duty to inform employees in the event of transfers of undertakings and on the safeguarding of rights in the event of transfers of undertakings;
 - ❑ and **Directive 2002/14/EC** of the European Parliament and of the Council of 11 March 2002 **establishing a general framework for informing and consulting employees in the European Community**, setting minimum procedural standards for the protection of these rights; and to which we will refer specifically below.

These three directives were assessed by the 2013 *Fitness Check*, which found them both to be: „*relevant, effective, coherent and mutually reinforcing*”; although shortcomings are acknowledged, such as:

- lack of application to public administrations, SMEs and crews of seagoing vessels;
- and, the need to promote a culture of information and consultation in States with less developed traditions in order to enhance the effectiveness of these directives, assessing factors such as the country and its industrial relations system, the size of the workplace, the culture of social dialogue and the attitude of social partners or support of workers and the sector of action.

b) Information and consultation with a transnational component:

- ☐ **Directive 2009/38/EC** amending Directive 94/45/EC on the establishment of European Works Councils and the establishment of general rules to ensure that employees are informed and consulted on matters such as a company's performance, prospects or working practices or its restructuring and human resources policies and working environment,
- ☐ **Directive 2004/25/EC** of 21 April 2004 on takeover bids, laying down general rules on information and consultation on job offers,
- ☐ and **Directive 2011/35/EU** of 5 April 2011 concerning mergers of public limited liability companies.

c) Information and consultation on partial participation rights with a transnational component: In this third block, three other directives establishing various forms of employee participation in company decision-making are integrated:

- ☐ **Directive 2001/86/EC** of 8 October 2001 supplementing the Statute for a European company concerning employees' involvement, not only through information and consultation but also by providing workers participation on boards of directors,
- ☐ **Directive 2003/72/EC** of 22 July 2003 supplementing the Statute for a European Cooperative Society concerning employees' involvement,
- ☐ and **Directive 2005/56/EC** of 26 October 2005 on cross-border mergers of limited liability companies and containing rules on employee participation in such mergers.

Alongside and complementing these directives, there are cross-sectoral social partner agreements (such as Directive 97/81/EC on part-time work; Directive 1999/70/EC on

fixed-term work; or Directive 2008/104/EC on temporary agency work), with implicit information and consultation provisions, such as the obligation for the company to inform fixed-term workers about permanent job vacancies.

Finally, in this normative review, we must mention ***the European Pillar of Social Rights***, made up of 20 key principles of a „binding” nature for the whole of the Union, whose objective is to serve as a guide to achieving efficient social and employment results, as well as to guarantee better regulation and application of social rights. In this sense, it establishes in its principle 8:

the right of all workers in any sector to be informed or consulted on matters of concern to them, particularly on the transfer, restructuring and merger of undertakings and collective redundancies, to improve workers’ protection in such situations.

This *Pillar* goes beyond the existing Union *acquis*, as it is applicable regardless of the number of workers concerned. It provides for workers’ right not only to receive information but also to be consulted on such business operations.

II. The application of the participation, information and consultation systems, through Directive 2002/14

Directive 2002/14/EC, which entered into force on 23 March 2002 and had to be transposed by 23 March 2005, is the reference on employee participation in decision-making, incorporating the Information and Consultation systems as elements of this participation, in the following terms (cf. Article 2 (f) and (g) of the directive):

- **information** is defined as ***transmission by the employer to the employees’ representatives of data to enable them to acquaint themselves with the subject matter, examine it***, and affect human resources policies, pay and employment trends, developments in the company’s economic sector, etc.;
- **consultation** means ***the exchange of views and establishment of dialogue between the employees’ representatives and the employer***. It affects the organisation of the employees’ work and professional activity: restructuring of the workforce, reductions in working hours, total or partial transfers, merger processes, takeovers, vocational training plans, etc.

These same regulations on information and consultation are reproduced in other directives we have already mentioned: Directive 2001/86/EC, 2003/72/EC and 2009/38/EC.

A general framework with the following procedural rules is established for both participation systems:

- both information and consultation are carried out on aspects such as the company's economic situation, the structure and probable evolution of employment, and decisions that may lead to substantial changes in work organisation or contractual relations.

This is without prejudice to Article 9(3), which states that „*This Directive shall be without prejudice to other rights to information, consultation and participation under national law*”.

- The timing of the information and consultation should be appropriate to allow for a debate on the issue.
- The information provided by the employer should enable the workers' representatives to be aware of the situation and to develop a response (consultation phase) on the issue raised.
- Information and consultation are carried out through workers' representatives (works councils or bodies representing civil servants) or directly through the trade unions.
- Consultation aims to reach an agreement on decisions that could lead to substantial changes in the way work is organised or in contractual relations. It is compulsory for *restructuring of the workforce, reductions in working hours, total or partial relocation of premises, mergers or takeovers, measures affecting the volume of employment, training plans, revisions of organisational systems, the establishment of incentives and job evaluation.*

In addition, the directive aims to ensure the confidentiality of information provided by the employer to trade unions by introducing the **duty of stealth and confidential information**. Workers' representatives and their advisers must not make public any information they have received in confidence from the company. Also, employers need not inform or consult with representatives where this would seriously harm the company's operation.

Participation, information and consultation on health and safety in the workplace:

In the field of occupational health and safety, there are also several regulatory provisions governing the procedures for worker participation, which are listed below:

❑ **Framework Directive of the European Union 89/391/EEC** on the introduction of measures to encourage improvements in the safety and health of workers at work includes:

- worker information (art. 10), following national laws, customs and practices and on the existence of risks, their assessment and protective and/or preventive measures and actions;
- consultation of workers or their representatives (Art. 11);
- balanced participation in accordance with national laws (art. 11);
- adequate and sufficient training of workers in health and safety matters, particularly information and instructions (art. 12).

Furthermore, it defines the concept of workers' representative for workers' safety and health as:

„any person elected, chosen or designated following national laws and/or practices to represent workers where problems arise relating to the safety and health protection of workers at work”.

These representatives are granted the status of interlocutors in the consultation phase in matters of labour protection through establishing guarantees (sufficient time off work, without loss of salary, and all the necessary means to carry out their functions) in order to exercise these functions and recognising their right to request the employer to take the appropriate measures to mitigate risks for workers and to appeal to the competent authority if they consider that the employer is not taking the necessary measures.

In addition, this *Framework Directive* obliges the employer to ensure the safety and health of workers in all aspects related to work, establishing the following principles of prevention:

- *evaluating the risks which cannot be avoided, and avoiding risks;*



- *combating the risks at source and providing the workers with the necessary personal protective equipment (PPE);*
 - *adapting the work to the individual; the choice of work equipment and the choice of working and production methods; to alleviating monotonous work and work at a predetermined work rate and to reducing their effect on health;*
 - *developing prevention which covers technology, organisation of work, working conditions, social relationships and the influence of factors related to the working environment;*
 - *providing appropriate instructions, information and training to workers;*
 - *establish protective measures for first aid, fire-fighting and evacuation of workers;*
 - *conduct regular, voluntary health surveillance of their workers.*
- ❑ The **EU Strategic Framework on Health and Safety at Work 2014-2020**, which sets out the following considerations on worker involvement [this *Framework* will be replaced in the coming months by a new one for the period 2021-2027, which maintains the same pronouncements on the subject under discussion]:
- *the full involvement, participation and representation of workers in companies and the commitment of management are extremely important for the success of risk prevention in the workplace.*
 - *there is a need to „strengthen the competencies of representatives and leaders in the field of health and safety, in accordance with national laws and practices”.*
- It calls on the Member States: *„to support workers’ active involvement in the implementation of preventive measures on health and safety at work and to ensure that competent health and safety representatives can receive training that goes beyond the basic modules”.*
- It states that changes to legislation must be made: *„in a transparent and democratic manner”; „with the involvement of the social partners”; „ensuring current levels of health and safety at work”; and „taking into account changes in the workplace as a result of technological progress”.*

- Stresses that *the involvement of workers and social partners at all levels, in accordance with national law and practice, is a necessary prerequisite for the successful implementation of occupational safety and health legislation and considers that the role of the social partners needs to be strengthened.*

Finally, we have to refer to three specific Directives for workers in the Health Sector, which include the regulation on the right of participation in decision-making by workers when dealing with various professional aspects:

- ❑ **Directive 2010/32/EU** of 10 May 2010 on prevention from sharp injuries in the hospital and healthcare sector, implementing the Framework Agreement on prevention from sharp injuries in the hospital and healthcare sector concluded by HOSPEEM (European Hospital and Healthcare Employers' Association) and EPSU (European Federation of Public Services Unions).

Both the agreement being implemented and the directive itself „*applies to all workers in the hospital and healthcare sector, and all those under the direction and supervision of employers*”, and it states:

- principles of workers' participation (clause 4), which seeks collaboration between employers and workers' representatives to protect workers' health, prevent risks or the choice of personal protective equipment, to name but a few;
 - and elements of Information and Training for workers (clauses 7 and 8), whereby the employer must provide workers with information and instructions on the use of sharps instruments in terms of risks, legislation on them, or good preventive practices.
- ❑ **Directive 200/54** of 18 September 2004 on the protection of workers from risks related to exposure to biological agents at work, which applies to activities where workers are or may be exposed to biological agents due to the nature of their work, including both healthcare work and work in clinical, veterinary or diagnostic laboratories.

Concerning consultation and participation of workers, Article 12 of the Directive states that these shall be carried out following Directive 89/391/EEC provisions, to which we have already referred.

In the area of information and training of workers (art. 9), it is established that the employer shall take appropriate measures to ensure that workers and/or their representatives in the company or workplace receive sufficient and appropriate training, based on all available data, on potential health risks, precautions, use of PPE, good hygiene practices, etc.

- ❑ And **Directive 90/269** of 29 May 1990 on the minimum health and safety requirements for the manual handling of loads where there is a risk particularly of back injury to workers, which establishes what is meant by the manual handling of loads, including the movement of persons or animals.

This directive requires the employer to take appropriate organisational measures or use appropriate means, in particular mechanical equipment, in order to avoid the need for manual handling of loads by workers, by assessing working conditions and endeavouring to avoid or reduce risks, in particular back and lumbar risks.

Regarding both consultation and participation of workers and information and training of workers, reference is made to the provisions of Directive 89/391/EEC, already mentioned.

QUESTIONS ON SUBJECT 1

[For each question posed, there may be more than one correct answer]

1. The European Union regulates the information and consultation of workers through:

The Treaty on the Functioning of the European Union

The European Charter of Rights

European Union Directives

It is regulated in national legislation

2. The European Pillar of Social Rights goes a step further in worker participation by stating that:

The Pillar of Social Rights does not establish any rules on worker participation.

It establishes the right of workers to be informed and consulted on a compulsory basis by companies.

Provides for the right to receive information and be consulted on transfers, restructuring, mergers, and collective redundancies.

It regulates information and consultation rights for all EU Member States on an urgent basis.

3. The general principles on minimum information and consultation rights are set out in:

Directive 94/95

Directive 2002/14

The European Charter of Social Rights

Article 153 of the Treaty on the Functioning of the European Union Established in Article 156 TFEU and implemented in Directive 2009/38.

4. By information, we mean:

The transmission of any data related to the company's productivity.



The dialogue takes place between employers and workers' representatives to ensure that workers are involved in decision-making.

The transmission to the employees' representatives of information on developing the undertaking's activities after they have taken place.

The employer's transmission of data to workers' representatives so that they are aware of an issue and can deal with it.

5. Of the following statements referring to information and consultation as participation systems, which one(s) is/are correct?

It is exercised by workers through works councils or directly through the trade union organisations themselves.

They help to mitigate conflict, create a more cooperative workplace climate and promote competitiveness.

They must ensure their effectiveness with the effective involvement of workers' representatives.

Consultation must take place at an appropriate time and in an appropriate manner, while reporting can take place at any time, even after a business activity has occurred.

Consultation consists of providing an opinion that is useful for the decision-making process.

The EU Charter of Fundamental Rights only recognises the information as an element of employee participation.

SUBJECT 2: The importance of health workers' participation/involvement in decision-making in workplaces

When we talk about worker *participation*, we are also referring to another concept that is closely linked to this one and that we can consider complementary to it: the *involvement* of these workers in decision-making in companies or workplaces; something that we have been able to verify when analysing the Directives discussed in subject one and which we are going to emphasise by highlighting its importance.

I. Decision-making in the workplace: The importance of worker involvement.



The effectiveness of any organisation depends, to a large extent, on its capacity to satisfactorily carry out the processes of generating and transmitting information, both within the organisation and to the outside world, thus making it a strategic factor in our work, which re-values our activity and which must be integrated into a global conception.

Decision-making is a process through which a decision need is identified, alternatives are established, analysed and chosen, the chosen alternative is implemented, and the results are evaluated.

These „operations” must be carried out through a „working group or team” to take advantage of a larger number of people’s knowledge and experience to help us make the best decisions. In this „work team”, we must place the workers’ involvement to which we are referring.

When workers are involved in decision-making, they feel more committed to achieving the desired results and turn this involvement into a powerful motivator that leads to the emergence of the important element of „emotional intelligence”: they adopt an open and responsible attitude of cooperation that they adapt to the rules and ways of working in their workplace.

Therefore, it is particularly important to involve employees in decision-making, as there is very rarely a decision that an organisation can take that does not affect, in one way or another, the day-to-day dynamics of the employees. All decisions affect the future of the organisation and its members, so it is advisable to avoid the dissatisfaction that is usually caused by imposed decisions.

Thus, from the employer’s point of view, involving employees in their organisation’s decision-making process is fundamental to the entity’s success. With this, the concepts of motivation and personal challenge continue to retain their value will see in subject 3a.

Advantages and disadvantages of involvement in decision-making.

Employers often complain about the lack of efficiency and performance of their workers, but have they asked themselves why this is so, have they considered that workers do not perform because they do not identify with the direction imposed on them, have they considered that perhaps it is necessary to consider how they (the employer) would react to these imposed decisions, and have they thought about how they (the employer) would react to these imposed decisions?

To establish the validity of workers' involvement in decision-making, it is necessary to point out both the advantages and some disadvantages that can be found in this involvement. If we refer to the advantages, we can point out the following:

- a greater concentration of knowledge, experience and information;
- the existence of a wider variety of viewpoints;
- acceptance of the final solution is facilitated - Communication problems are reduced;
- greater employee involvement in the role of the company is achieved;
- or situations of internal conflict are reduced.

Nevertheless, there may also be disadvantages that we need to minimise in setting up our participation system, for example:

- the social pressure that is generated;
- the dominance of informal group leaders over others;
- the hidden agendas that often influence opinions: personal interests, political interests, etc.;
- or manipulation of the compromise in order to reach a decision more quickly.

II. Consultation and Collective Bargaining as instruments of workplace decision-making.

We have already mentioned how **consultation** aims to put the parties (workers and employer) in contact with each other, to gather and exchange opinions, to transmit information or to jointly address a specific issue, becoming one of the procedures for workers' participation in decision-making in workplaces (or companies).

Although consultation does not make it compulsory to open a negotiation process, it can lead to it and the adoption of collective agreements; in many cases, it becomes the prelude to the opening of social dialogue, with the exchange of opinions between the workers' representatives and the management of the workplace, which will take place at a time, in a manner and with a content that will allow the workers' representatives to issue an opinion based on the information provided by the employer on the measures proposed and on which this consultation is carried out.

In this regard, we recall:

- that procedures for employee participation, information and consultation shall be defined and implemented in such a way as to ensure their effectiveness and allow for efficient decision-making by the company or group of companies;
- that information and consultation of employees shall be carried out at the appropriate level of management and representation, depending on the subject matter;
- and that the management of the centre and the workers' representatives shall establish this dialogue in a spirit of cooperation, respecting their reciprocal rights and obligations.

Consultation thus appears as a system of co-determination or co-decision that allows for joint action by workers and employers in the search for solutions adopted within this Framework of joint decision-making. Moreover, *Directive 2001/86* goes a step further in this system of worker participation by including workers' representatives in the administrative or management bodies of the company, within which questions directly affecting the good running of the company are discussed and, if necessary, the appropriate decisions affecting workers and their conditions of employment are adopted.

Collective bargaining: a system of participation in decision-making.

We have said that *social dialogue, or collective bargaining*, can sometimes result from a consultation period since bargaining is carried out freely by the parties entitled to do so and following the degree of legal regulation existing in each country.

Collective bargaining is a basic tenet of the *International Labour Organisation*, ILO, and freedom of association, established in 1919, reaffirmed in 1944 and developed in its Conventions 151 and 154 a procedure for settling labour disputes.

According to Article 2 of Convention 154:

„collective bargaining extends to: determining working conditions and terms of employment; regulating relations between employers and workers; and regulating relations between employers or their organisations and a workers' organisation or workers' organisations”.

In addition, it establishes a series of measures to promote collective bargaining, among which we can highlight the following:

- *should be made possible for all employers and all groups of worker,*
- *should be progressively extended to all matters,*
- *the establishment of rules of procedure agreed should be encouraged,*
- *negotiation should take place at all levels: company, regional and national, and*
- *that the parties to the negotiation have the information necessary to negotiate in an informed manner.*

Collective bargaining at the European level:

At the European level, collective bargaining is recognised as a right in Article 28 of the *Charter of Fundamental Rights of the EU*. Its procedure is regulated in Articles 152, 154 and 155 of the *Treaty on the Functioning of the European Union* (TFEU). These short regulations provide a brief legal framework for collective bargaining, which, although minimal, is considered sufficient for current practice by the social partners:

Specifically, Article 152 TFEU establishes respect for collective autonomy and trade union freedom and legitimises the social partners to regulate the labour relations in which they participate, turning collective bargaining into an alternative means of producing legal rules, and abandoning its initial role of being only a complementary means in this area.

For its part, Article 155 TFEU recognises, in paragraph 1, that:

„Should management and labour so desire, the dialogue between them at Union level may lead to contractual relations, including agreements”.

Following this consideration, we can distinguish two negotiation processes:

- the process we would call informal collective bargaining, in which bargaining is governed by the rules drawn up by the negotiating parties themselves, regardless of any legal regulation that may exist, establishes the scope of any agreements that may be reached;
- and what we call formalised collective bargaining, which is regulated bargaining, in accordance with general rules for all, in the corresponding



sphere and whose effect is usually the collective agreement, which we recognise as having normative effectiveness and binding on all the parties concerned.

QUESTIONS ON SUBJECT 2

[For each question posed, there may be more than one correct answer]

1. The effectiveness of an organisation is based on:

Having a leader who makes the decisions

The **focus on decision making through teamwork**

Carrying out internal consultation processes

Impose personalistic decisions as long as they are correct to improve the company's production.

Analysing the situation on a specific issue and listening to the views of employees

2. Of the following statements indicate which can be considered „advantages“ when implementing a decision-making system with employee participation:

Helping the organisation to succeed

A lot of unnecessary time is wasted

Increased efficiency in business management is achieved

Increased trust between employees

It generates pressure among employees, which is good for competitiveness.

There are more points of view.

If the decision taken is not correct, the responsibility lies with the employees.

Reducing workplace conflicts

3.- What do you think we should understand by co-decision?

A special information and consultation procedure

The implementation of transnational bargaining

The integration of workers' representatives in the management bodies of the company.

How trade unions influence participation in business

The creation of a system of consultation to establish worker participation

The creation of a negotiating commission between the employer and the workers' representatives.

Which of the following statement(s) is/are correct when referring to the consultation?

It is the exchange of views between the workers' representatives and the management of the company.

It must be governed by cooperation and respect for the rights of each party.

It is carried out at least twice a year.

It should enable effective decision making in the company.

It is a tool to be used before starting a negotiation process with the employer.

The employees' representatives give an opinion based on the information provided by the employer.

5.- Collective bargaining at the European level is a decision-making procedure that is regulated in:

The Treaty on the Functioning of the European Union

ILO Articles 151 to 155

Article 28 of the Charter of Fundamental Rights of the EU

None of the above is correct

SUBJECT 3: Employee participation in company decision-making as an element of motivation

I.- Motivation and personal satisfaction of workers in the Health Sector.

Motivation and its relationship to individual performance (individual satisfaction and organisational productivity) is a highly complex phenomenon, and defining it is no simple task, although some of the following statements might bring us closer to what we are looking for when we refer to motivation:

- It is a process by which behaviour is initiated, sustained and directed to achieve an incentive that satisfies a need important to the individual at the time.
- It is an internal state that triggers the behaviour.
- It is a process that leads to the satisfaction of needs.
- It is the force that impels the subject to adopt a particular behaviour.
- These are forces that act on or from the individual to initiate and guide his or her behaviour.

Nor is it easy to try to explain it in terms of its link to the professional activity's performance, with several competing theories. However, all of them coincide in uniting two terms to achieve this: motivation and satisfaction.

Motivation at work.

Motivation at work can be conceived as a process by which behaviour is activated, maintained and directed towards the achievement of certain goals that satisfy important needs of the individual, on the one hand; and, at the same time, allows the achievement of the company's goals (thus achieving the linkage we were referring to).

Therefore, it seems that motivation is an aspect that should never be missing in the relationship between employers and employees. It makes a qualitative change in the performance of a profession. Still, it is also perceived as a way to maintain a pleasant and proactive environment. Thus, one of the most important benefits of work motivation is engagement. For an employer, having motivated employees will easily translate into committed and committed employees.

However, there will be no motivation of employees at work if it does not come from the employer, who must show his ability to keep his employees engaged in getting the

maximum performance from them and, consequently, the business objectives set, which will be his ultimate goal.

For the employer to be able to maintain employee involvement and, as a consequence, motivation, several factors can be considered:

- the existence of a workplace where the employee feels comfortable and can develop professionally;
- a working climate with good relations between employees;
- adequate working conditions (pay, working hours, holidays, work-life balance, etc.); and, of course,
- enable the employee to participate in decision-making in his or her workplace.

Types of motivation at work

Although numerous theories and authors have emerged throughout history that speak of motivation in relation to the world of work, most agree that motivation is made up of all the factors capable of provoking, maintaining and directing behaviour towards a goal; and, on this basis, three types of work motivation are established:

- ☐ extrinsic motivation: In this type, what motivates is the benefit obtained from the performance of some activity. This type of motivation seeks a satisfactory outcome and aims to avoid unpleasant consequences;
- ☐ intrinsic motivation: This type of motivation is based on the satisfaction produced by the behaviour or a specific task when it is carried out. Therefore, it stems from the individual and is based on the worker's improvement when he/she has the right tools, a favourable physical and human environment, or when he/she perceives results;
- ☐ transcendent motivation: The third type of motivation is achieved because of a third party's benefit or satisfaction or because something negative for them is avoided. This type of motivation includes work that is carried out voluntarily or in the form of volunteering.

In short, three types of motivation do not occur in isolation but are interrelated and depend on each type of person, on each worker, to establish each of them in each particular case.

Consequences of demotivation in the company.

If, as we have seen, motivation at work is important for employees, for the employer and the company, demotivation also has its consequences and, although it depends on different factors and circumstances, it has a common element: demotivation at work is one of the most „toxic” behaviours for the health of a company.

Lack of job satisfaction leads to a loss of workers’ performance and causes a decrease in the company’s productivity. Dissatisfaction leads to demotivation, to a lack of interest in the work, which can lead to apathy in the worker, and to a lack of fulfilment of their usual duties, which would end up causing a bad working environment, making it easier for conflicts to arise between the workers themselves and between them and their „middle managers”, department heads, etc.

Besides, this lack of employee motivation can generate other adverse effects for the company, such as:

- higher absenteeism costs;
- lower productivity;
- more staff turnover;
- and costs in image and reputation.

All of these are „external” effects that we cannot always perceive in professional fields such as the health sector, which, as a public sector, is an essential service for the public, where these situations are not always measurable from the point of view of the „company”.

II. Employee participation as an element of motivation in the workplace.

Greater participation and involvement of employees in decision-making in the workplace are among the most important elements of motivation in the company.

To ensure that participation is a key factor in employee motivation, the employer must move away from hierarchical structures where executive power is concentrated at the top of the pyramid; and opt for more flexible, agile and less bureaucratic structures; and, fundamentally, it must implement fluid communication with employee representatives, who are the true architects of participation.

The employer must understand the basis of participation as an element of motivation in that there is more shared decision-making capacity with the workers. With the participation of workers, or their representatives (trade unions), a culture of collaboration is achieved that will enable understanding, co-governance and the resolution of conflicts that may arise in the workplace.

Below, we propose some actions that could be carried out by the employer, independently of the existence of the rights to information and consultation of workers' representatives that we have already referred to, in order to enhance workers' participation and to improve workers' motivation at work:

- Holding regular meetings with employees: These meetings should serve to organise work and develop direct communication between employee and employer from a professional perspective, thereby improving the working environment.

These are working meetings that allow solutions to be sought in the performance of professional activities and that can help to detect conflicts, giving the option of resolving them as soon as possible.

- Encourage workers to voice their opinions and ideas: It is important to build a trust space that helps solve situations of work anxiety caused by stress or workload.

The employer needs to make employees see that their ideas are important to them and that they will be taken into account. It is also important to congratulate employees for their contributions. A sense of belonging is fundamental to work motivation.

- Motivate workers without provoking competition, i.e., Create incentives that do not generate competition among workers, but favour cooperation; and where individualism is not encouraged, but the common achievement of a goal: Reward all members of a team (department, work centre, etc.) if previously established goals are reached, for example.

Finally, let us briefly mention the **work team's motivation** since, in the final analysis, employee participation is nothing more than teamwork.

Work motivation understood as team participation, allows us to have a cohesive group of people working side by side; therefore, we must keep all its members satisfied and

motivated to develop their full potential. The main thing for a team to be motivated is that the organisation's needs and individual needs are aligned with each other.

However, this individual motivation can indeed increase or decrease depending on a series of conditioning factors to which we must pay attention, among which are the following:

- we must establish the team's objective;
- this objective should be a challenge, a challenge that can stimulate the team members;
- groups should be balanced (with both technical and human expertise) as interpersonal relationships between team members are important to maintain a good working climate;
- it is important that each member of the team has a responsibility, defining what can be done and how to do it;
- we must pay attention to personal growth. Feeling that you are making progress and learning new concepts and expanding your existing skills improves self-esteem and helps to maintain employee motivation.

III. Some keys to achieving motivation at work.

Maintaining high motivation at work is not always easy. The chances of suffering from psychosomatic illnesses resulting from negative emotions and stress increase exponentially when the work environment is inadequate.

We have already discussed the positive effects of being motivated both for the employee and the employer. In this last section, we are going to indicate, on the one hand, some keys for workers to improve their motivation in the workplace; and, on the other hand, we are going to establish some attitudes that employers can implement in companies or workplaces to facilitate the motivation of their workers.

Seven keys to staying motivated at work.

- Remember what your goals are: The world is driven by goals that we set for ourselves in the medium and long term, which helps us work hard until we reach them.

If we lose sight of our goals, motivation can be reduced.



- Stop complaining: This is one of the keys to happiness. The best way to win the battle against frustration is to stop constantly thinking about what you would like to have and don't have.

A certain degree of ambition is good, but with control, so as not to fall into dissatisfaction.

- Value yourself and reward the achievement of objectives: It is enough of throwing things in your face. Responsibility obliges you to assume possible mistakes when you make them, but we must be fair: If you do things correctly, you should also be recognised and rewarded for your work.

It is essential to give yourself a treat that reinforces the successes you have achieved: You are worth a lot.

- Create your workspace: We spend many hours at our workplace, and that is why it is important to feel comfortable. Turn your work „corner” into a pleasant place that invites you to concentrate.

Being motivated is a matter of attitude: perseverance.

- Take care of the relationship with your colleagues: Having a good atmosphere at work is one factor that has the greatest impact on employees' well-being. Try to spend some time getting to know the people you work with, learning names, and getting to know more about them, improving the working environment and team dynamics.
- Changes? Welcome: Changes help us to learn and move forward. During your career, you may have to deal with situations that you did not expect. It is a mistake to be afraid of change and overcome by the uncertainty it brings; the best thing to do is to be open and receptive to all the good that new things can bring.

Learn and advance

- Make optimism your banner: Good moods are contagious, so surround yourself with positive, vital and enthusiastic people; it will improve your mood and the way you face the working day.

Believe in yourself: *Yes, I can.*



Employer actions to improve employee motivation.

- Empower your employees: Give them more decision-making power to carry out their tasks by giving them autonomy in specific aspects of their duties.
- Make them feel recognised for their work, valuing their good performance, results and achievements.
- Offer incentives to your employees from time to time: salary rewards, prizes, bonuses, social benefits, etc.
- Show interest in what they do: Ask the worker about their tasks, listen to their proposals and support them in their decisions.
- Offer opportunities for advancement in the company: Enable your employees to advance in their professional activity. Employees will feel valued and will understand that their work and efforts have meaning and are rewarded.
- Train your employees: The training received by an employee provides extra motivation as new learning enables professional development, the acquisition of new skills and knowledge and, in short, raises the prospect of improvement through promotion in the company.
- Set an adequate wage: Although it may not be the main element for a worker, an adequate wage recognises the work performed, values and motivates workers.
- Each employee in the place where he/she belongs. Assign each employee to the job that best suits his or her professional profile so that he or she feels at ease and you get the best results from him or her.
- Improve their working conditions. It is unsatisfactory not to have the right tools to work with or have a minimum amount of space to rest during the working day. A well-equipped workplace and good working tools make everything much easier and more pleasant.

QUESTIONS ON SUBJECT 3

[For each question posed, there may be more than one correct answer]



1. Of the following, which do you think are reasons to stay motivated at work?

Improve the conditions in which you perform your duties in the workplace.

Setting work goals

Reward yourself if you achieve the goals you have set for yourself.

Create your own space at work

To be acknowledged for your work performance

Maintain a good relationship with your co-workers.

2. Which of the following statements do you think are correct?

Motivation and personal satisfaction are closely linked.

Personal satisfaction at work can only be achieved with good salaries.

A good working environment can be a motivating element for the employee.

Working conditions are not basic to being motivated at work.

Job dissatisfaction has no impact on company productivity.

It is up to the employer to establish elements that enable employees to be motivated.

If my employer doesn't motivate me, he can sue him in court

3. Which of the following statements are actions to achieve better motivation at work?

Empowerment of employees

Offer incentives to workers

Provide opportunities for promotion within the company

Training of workers

To give proper retribution for the work carried out.

How can information and consultation as an element of employee participation in the company help to motivate employees?

Because they allow the worker to express his or her ideas to the employer.

Information and consultation resolve labour disputes but do not help employee motivation.

Because they can be used to detect organisational problems that cause frustrations.

Being informed of the company's development and planning allows for fluid communication that helps to meet needs.

If the information is not accompanied by a system of consultation or collective bargaining, it does not serve to motivate

Because through consultation, working conditions can be improved.

They are only elements of motivation if the information concludes with the signing of a collective agreement.

5. Which of the following statements is correct?

Employee motivation has a positive impact on company productivity.

Employee participation in the workplace is not an element of motivation.

Motivation is a process that leads to the satisfaction of needs.

The only good type of motivation in the workplace is intrinsic motivation.

A consequence of a lack of work motivation for the company is the cost of absenteeism.

Work motivation was focused on good pay and good working conditions.