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Introduction

When we talk about health and social care, the way people work together, and the culture of the organisation is very important. If staff feel good at work, they do better job and patients get better care. In health care, there are many teams including nurses, doctors, social workers, assistants and they all must work together. If the leaders and managers are good, and if there is good culture, people feel more motivated (Mullins & Christy, 2016; Luthans, 2011). Research show that when people are happy at work, patients are also happier and get better results (Martin & Fellenz, 2010).

So, leadership and management must make good environment where workers feel important and want to do their best. In UK, NHS says it's very important to care for workers' wellbeing, teamwork, and leaders who are kind (NHS England, 2022). In this part, I will look at how culture and behaviour at work affect staff and how this changes the care for patients. Also, I will talk about how leaders and managers can help staff feel good, stay in the job, and do good work in health and social care.

Organisational Culture and Staff Experience in Health and Care

Organisational culture means the values, beliefs, and habits that people share at work (Schein, 2017). In health and care settings, culture is very important for how people talk, work together, and make decisions. If the culture is good and supportive, people work better in teams and respect each other, and they want to give good care (Mullins & Christy, 2016).

Health care needs people to work together all the time. When there is good culture with open communication, everyone works better for same goals. Luthans (2011) says positive culture makes people more motivated and more loyal to the place they work. This means better safety for patients, faster service, and more satisfaction.

But if the culture is bad, with poor communication or too much control from the top, people get stressed, don't want to stay, and maybe leave the job (Martin & Fellenz, 2010). Health care can be very hard and emotional, so it is important to have supportive culture to help people stay strong (Chowthi-Williams, 2020).

Culture also changes what happens to patients. Studies show that hospitals with strong culture of trust and teamwork have less mistakes and happier patients (West et al., 2015). This is why many health organisations try to make cultures where learning, communication, and care for patients are the most important.

In Wales, there is also the Well-being of Future Generations (Wales) Act 2015, which says that organisations must plan for long-term and care for communities. This law means that workplaces should help both staff and patients to be well (Welsh Government, 2015). So, culture is very important for how people feel at work, how they act, and how good the care is for patients.

Leadership and Management in Creating High-Performing Work Environments

Leaders and managers are important for making culture and helping staff do good work in health care. Good leaders give direction and help staff, but also make sure everything is done for the patients (Hartley & Benington, 2010). In health care, this is even more important because staff work under pressure and must always give high quality care.

McGregor's Theory X and Y (McGregor, 1960) is used a lot to talk about how managers think about workers. Theory X says workers are lazy and need to be watched all the time. But this makes people less motivated. Theory Y says workers like to do well if you trust them, give them responsibility, and let them take part (Cole & Kelly, 2015). In health care, Theory Y is better because people are trained and want to do a good job.

Another style is transformational leadership. These leaders inspire workers, share a clear vision, and help them grow (Maccoby et al, 2013). This way, staff are more engaged, work better in teams, and patients are happier.

Leaders should also make the team feel psychologically safe, so people can talk, ask questions, and say if something is wrong without being scared (Edmondson, 2019). This is important in health care to stop mistakes and make care safer.

Managers must also help staff by giving clear rules, checking performance, and making sure people can learn new things (Taylor & Woodhams, 2016). If leaders talk openly and let staff have a say in decisions, everyone works better and patients get better care.

People Management Practices in Health and Care Organisations

HRM – human resource management – is very important for helping staff feel good and stay in the job. Good HRM means hiring the right people, giving them training, and making work a nice place (Currie, 2006).

There is hard HRM and soft HRM. Hard HRM looks at workers like resources to be managed for best results and saving money (Storey, 1995). Soft HRM sees workers as important people who help the organisation do well. Soft HRM is better in health care because it cares about people's feelings and needs (Taylor & Woodhams, 2016).

Managers can help by offering training and helping staff learn more all the time (Weiss, Tilin & Morgan, 2016). With more learning, staff feel more confident and do better job.

Performance reviews are also good, like meetings every 6 or 12 months where workers and managers talk about what is going well and what can be better (Cole & Kelly, 2015).

Feedback helps staff know what to do and feel appreciated.

Some places use 360-degree feedback, where not only boss but also colleagues and maybe patients say how someone is doing. This takes a fairer picture of performance (Luthans, 2011).

Empowering staff is very important too. If people feel they can make decisions and give ideas, they are happier and work harder. This makes care better for patients (West et al., 2015). As of job satisfaction is how happy people are at work and that is big for keeping staff. If there are good leaders, chances to grow, and not too much stress, people want to stay (Chowthi-Williams, 2020).

Employee Motivation and Job Satisfaction in Health and Social Care

In health and social care settings, it is very significant that employees are motivated and satisfied with their work. Being motivated means the reason why people are eager to work hard and always do their best. When people feel good and are motivated, they will be more caring and provide better assistance to patients. Being job satisfied means the level of happiness people feel at work and whether they wish to stay or leave the workplace (Mullins & Christy, 2016).

Working in the health industry is not easy, people have a lot of work to do and are always stressed while at the same time caring for the well-being of patients. Thus, the manager has the role of helping and coming up with ways of keeping employees motivated and satisfied with their work. According to Luthans (2011), when employees are motivated, they will be doing more and help the company reach its goals. In the health industry, this means employees will be working in groups, communicating with each other, and providing better care for patients.

Also, talking often with workers makes them feel part of the team and respected (Cole & Kelly, 2015). Another thing that is important for job happiness is work-life balance. Healthcare workers do long shift and sometimes feel very tired or stressed. Organisations that help with wellbeing, give flexible hours, or mental health support make it easier for workers to cope.

staff can get too tired or burnt out, they might not care so much or make mistakes with patients (Chowthi-Williams, 2020). Teamwork is also very important for motivation. When workers feel they are in a good team, they feel stronger and want to help more. Working together helps solve problems and care better for patients. Studies show that when teams are good and leaders support them, staff are happier and patients get better care (West et al, 2015).

Additionally, staff want to keep learning new things and grow in their career. If organisations give training, mentoring, or chances to be leaders, workers feel they can improve and move forward. This is good for the workers and for the whole healthcare service (Weiss, Tilin & Morgan, 2016).

Conclusion

In the end, the way people work together and the leaders they have is super important for health and social care places. Good culture and good managers make staff happy, help them work together, and make care better for patients. Theories like Theory X and Y show it's better to trust and help staff, not just control them. Good HRM, feedback, training, and making staff feel valued helps keep the best workers and makes the organisation strong. If we care for staff, they will care for patients, and everyone wins.

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