



# Factors of motivation in the professional activity of medical staff

## Factores de motivación en la actividad profesional del personal médico

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#### ABSTRACT:

The article presents an analysis of the satisfaction of medical staff with material, organizational, and moral-psychological conditions of professional activity. The research method is sociological poll of the personnel of medical-sanitary department of Kazan Federal University – "University Clinic" (Kazan, Tatarstan Republic, Russian Federation). The research objective is to reveal the attitude of the medical staff to the existing working conditions and the process of the medical institution reorganization. Basing on the analysis of the obtained sociological data, the priority factors motivating the labor activity are defined, the problem zones demanding managerial decisions are revealed, recommendations are suggested aimed at satisfaction of the value-motivation demands of the medical staff.

**Keywords:** satisfaction, motivation, medical institution, working conditions, staff.

#### RESUMEN:

El artículo presenta un análisis de la satisfacción del personal médico con las condiciones materiales, organizativas y psicológicas y morales de la actividad profesional. El método de investigación es encuesta sociológica del personal del departamento médico-sanitario de la Universidad Federal de Kazan - "University Clinic" (Kazan, República de Tatarstán, Federación de Rusia). El objetivo de la investigación es revelar la actitud del personal médico sobre las condiciones de trabajo existentes y el proceso de reorganización de la institución médica. Basándose en el análisis de los datos sociológicos obtenidos, se definen los factores prioritarios que motivan la actividad laboral, se revelan las zonas problemáticas que exigen decisiones de gestión, se sugieren recomendaciones para satisfacer las demandas de motivación de valor del personal médico.

**Palabras clave:** satisfacción, motivación, institución médica, condiciones de trabajo, personal.

## 1. Introduction

The working conditions and motivation of medical staff are the essential characteristics of the condition of the healthcare system and determine its efficacy. These factors are especially significant under institutional reorganization, which includes creation of united university clinic as a scientific-educational medical basis of Kazan Federal University.

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## **2. Bibliography review**

When analyzing the topic, the authors based on the theoretical research by Robbins SP., Buchbinder S, Shanks N, Griffeth RW, Hom PW, Gaertner S (Robbins SP, 2003; Buchbinder S, Shanks N, 2006; Griffeth RW, Hom PW, Gaertner S, 2000), the scientific-methodological works by the researchers from National Research University Higher School of Economics, who had monitored the economic processes in the Russian healthcare system (Kolosnitsyna M.G., Potapchik E.G., 2011), the researches on motivation of the medical staff in different countries (Blank, Robert H., 2004; Persefoni Lambrou, Nick Kontodimopoulos, and Dimitris Niakas, 2010; Rafat Mohebbifar, Mohammad Zakaria Kiaei, Omid Khosravizadeh, 2014; Krogstad U, Hofoss D, Veenstra M, Hjortdahl P., 2006; Laubach W, Fischbeck S., 2007; Benson SG, Dundis SP, 2003; Dieleman M, Toonen J, Touré H, Martineau T., 2006; Kamasheva A.V., Valeev E.R., Yagudin R.Kh., Maksimova K.R., 2015), and the comparative analysis of the features and social consequences of healthcare system reforming under various systems of public administration (I.S. Glebova, L.S. Leontieva, T.V. Khalilova, 2016; Osotkina M.V., Gorn A.P. 2014; Nigomatullina, R.M. and E.M. Nikolayeva, 2013; Golna C, Pashardes P, Allin S, 2004; Franco LM, Bennett S, Kanfer R., 2002; Byrne M., 2006).

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## **3. Research method**

Sociological research with the polling technique was carried out in February-March 2016 in the medical-sanitary department of Kazan (Volga region) Federal University – “University Clinic”, sample size – 142 medical workers. The polls were processed with SPSS software. The research objective is to determine the degree of professional-labor satisfaction of medical staff and elaborate recommendations to increase the efficiency of rendering medical services to the population. The following research tasks were set: 1. To define the overall level of medical staff satisfaction with particular aspects of their labor activity, and organizational-psychological, material-financial working conditions demanded by the staff; 2. To reveal the attitude to organization of remuneration of labor; 3. To measure the potential “employee turnover”, the level of conflicts among the employees and motivation of personnel for scientific-educational activity; 4. To determine the attitude towards institutional reorganizations of medical establishment.

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## **4. Result and discussion**

The polled medical workers are staff members with the average employment history in the present medical establishment of 12.1 years. The majority are women (86.62%). All age groups are equally represented. The professional – qualification level is rather high – 71.1% respondents have categories in their profession. The poll was carried out among the personnel in ten medical professions. The maximally represented profiles of medical activity are the diagnostic (30.3%) and the therapeutic (28.3%) ones.

The summarized index of the employees’ demands balance is their estimation of overall satisfaction with work in the particular establishment. The share of positive estimations (fully satisfied and rather satisfied) was 55.8%, the share of negative estimations was less – 40.7%. However, this index leaves much space for organizational improvement. The degree of overall satisfaction with work in the particular establishment is closely connected with the desire to resign or to stay in the establishment (Krogstad U, Hofoss D, Veenstra M, Hjortdahl P, 2006). The higher the satisfaction level, the lower the potential turnover level: 72.42% of the employees do not want to change their working place or profession. Of those who want to

change the kind of work, 10.35% are aimed at private medicine sector or complete change of the profession. With all other favorable conditions, this group forms the programmed percentage of the "normal" employee turnover. Thus, the priority of the HR activity should be aimed at those 12.41% of employees who want to change their medical establishment for another public medical establishment.

The relatively high overall level of medical staff satisfaction with their labor activity is determined not so much by the material as by moral factors. "This is an interesting job" and "We have got a good team of employees" - say 73.94% and 57.04% of respondents respectively (Tab.1). Working in the particular medical establishment from the point of view of "stability" and "convenient working schedule" is valuable for 39.44% and 34.51% of respondents respectively (Tab.1).

**Table 1.** What do you value most in your work?

Which of the following do you value most in your work?	Number of respondents	Percentage of respondents
This is an interesting job	105	73.94%
A good team of employees	81	57.04%
Guarantee of preserving the position, stability	56	39.44%
Convenient working schedule	49	34.51%
Working place complying with the most modern requirements	28	19.72%
Convenient location, transport access	26	18.31%
Possibility to continue work after retirement	16	11.27%
Social importance	15	10.56%
Possibility to combine with another job	14	9.86%
Prestige	13	9.15%
Pension depending on the length of service	9	6.34%
Ability of creative self-actualization	5	3.52%
Possibility to earn much	3	2.11%
Prospects of career growth	4	2.82%
Freedom at organizing their activity	1	0.70%

Source: Table compiled by the authors

Such factors as the prospects of career growth, creative self-actualization and possibility of high salary are poorly expressed (2-3%) (Tab.1), thus, requiring additional attention and

development from the leadership. This is confirmed by ranking of weighted average value of medical staff satisfaction with particular aspects of their labor activity. Among the outsiders are the possibility of professional (2.91) and career growth – 2.75 (out of 4), amount of payment (2.19) and the pattern of reckoning salaries and bonuses (2.36) (Tab.1). The first two factors launch changes in financial indicators of the labor activity. Thus, as researchers note [Ivanenko N., Khairova I., Fajzrakhmanova A., 2015], the need for competitive system of professional education increases, as well as for systematic retraining of the medical staff.

The leading position in the estimation ranking of professional activity is occupied by “satisfactory relations with the immediate supervisor” (3.43) (Tab.2), followed by closely related factors of favorable psychological climate at work (3.33), stability (3.29) and working schedule (3.25) (Tab.2).

**Table 2.** Ranking by the degree of satisfaction with various aspects of work

	1.0	2.0	3.0	4.0	Weighted average value
Relations with the immediate supervisor	6	8	40	75	3.43
Psychological climate at work	4	12	57	65	3.33
Reliability of working position (stability)	10	4	60	64	3.29
Working schedule	8	12	55	62	3.25
Technical equipment of working place (office equipment, diagnostic equipment)	4	20	59	52	3.18
Organization of treatment in general	8	10	69	45	3.14
Efficiency of work in general in medical institution	5	21	71	37	3.04
Conditions at work (sanitary-hygienic conditions, toilet rooms, rooms for rest, etc.)	18	17	47	53	3.00
Possibility for professional growth	14	20	56	37	2.91
Availability of medications	11	28	59	30	2.84
Possibility for career (position) growth	20	19	53	29	2.75
Order of salary and bonuses calculation	33	38	52	15	2.36
Size of payments for work	39	47	42	12	2.19

Source: Table compiled by the authors

In general, the efficiency of organization of work at medical institution is estimated as 3.04 points (Tab.2), which can be viewed as a favorable indicator, though leaving a vast field for action, for example, in the sphere of improving working conditions (3.00), technical equipment

(3.18), organization of treatment in general (3.14) and especially - availability of medications (2.84) (Tab.2).

The level of salaries is estimated by the majority of respondents as inadequate: 61.12% consider it to be low and very low, 36.11% - average (Tab.3). Only 2.78% of medical staff estimated their salary as high or above average (Tab.3).

**Table 3.** How do you estimate the level of your salary at your present working place?

		Number	Percentage
How do you estimate the level of your salary at your present working place?	High - sufficient to buy everything needed; problems may occur with very large purchases only, like a house, a car, or an expensive voyage.	2	1.39%
	Above average - sufficient to buy food and clothes, paying for communal services, purchasing household appliances and tourist trips.	2	1.39%
	Low - sufficient to buy food and pay for communal services; problems may occur with buying clothes.	44	30.56%
	Very low - sufficient to buy food and pay for communal services.	44	30.56%
	Average - sufficient to buy food and clothes, paying for communal services; problems may occur with buying large household appliances like a TV-set or a fridge.	52	36.11%

Source: Table compiled by the authors

The respondents see the cause of such financial inadequacy in the misbalance between the salary and the working contribution; this is the opinion of 62.07% of respondents, which absolutely correlates with the number of respondents who estimated their salary as "low" or "very low" - 61.12% (Tab.3) and with the number of respondents who estimated their workload as "high" (59%) and "very high" (20%). Among the specific drawbacks in the organization of payment at medical institution, the respondents highlighted two, to the equal extent - non-transparency in determining the size of payments and the large difference between the salaries of ordinary doctors and the management (20% each). The low level of differentiation in salaries of doctors with different length of working life was marked as a drawback by 22.76% of medical workers; while 17.93% highlighted the lack of possibilities for additional payments. It is notable that the size of bonuses does not disappoint the respondents, as only 0.69% marked them as low.

Thus, the topical problem zones, from the viewpoint of the staff satisfaction, are, first of all, material provision (level and order of salary calculation, pensions) and prospects of development, both personal-creative and career.

As the respondents highlighted the high importance of psychological climate and estimated it as positive, we can state the favorable overall interpersonal situation among the staff. However, any social interaction is fraught with the possibility of clashes between interests, objectives and ways of achieving them. The analysis of conflict level showed that the summarizing factor "working conditions" was highlighted by 27.59% workers; the problem specification is presented in the estimation ranking of the conditions for professional activity (Tab.2). Almost the same number of respondents (26.9%) quite justly see the cause of conflict in situation



research activity	25	17.24%	19	13.10%	19	13.10%	64	44.14%
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Source: Table compiled by the authors

40% of respondents are ready to be involved in educational activity in future, 30.34% - in the scientific-research activity (Tab.4). By age parameter, the most motivated for writing scientific articles are young people of 26-30 years of age and the 46-50-year-olds having a large professional experience. Among doctors of higher category, the percentage of the respondents, ready to be involved in scientific research is higher than among other qualification categories: 11.04% showed various degrees of readiness for writing scientific articles.

Thus, motivation to scientific-educational activity was expressed by approximately one third of the staff, mainly 26-30 and 46-50 year-olds. The latter, having no professional categories, are oriented towards the professional and creative growth. The former have both knowledge and professional experience, reflected in high qualification categories.

To determine the priority directions for reorganization, we made the ranking of the personnel demands in the sphere of organizational-psychological, material-financial conditions of professional activity.

In the sphere of comfortable working conditions, the most significant are the issues of material provision: decent pension (3.59), salary (3.58), comprehensibility of payment system (3.49) and material incentives (3.48). This group also includes the demand for improving the dwelling conditions (2.77). The respondents attach great importance to social-psychological climate in the team (weight average indicator 3.53 out of 4). This indicator is specified in particular psychological and professional needs: respectful attitude towards the staff (3.52), possibility to advance one's qualification (3.43), recognition in the professional community (3.31), by the colleagues at work (3.30) and by the management of the medical institution (3.28). The need for the transparent payment system occupies the third position and is expressed in work quota setting (3.37), in the presence of the clear responsibility zone (3.33), in the dependence of incentive payments on the quality of work (3.20), in the availability of information on the work estimation criteria (2.95), in introducing the ranking index for each employee (2.77). The fourth position is occupied by the block of information-communicative needs of the staff: availability of information about the prospects of the medical institution development (3.34), possibility to discuss the problems openly (3.13) and regularly meet the management (2.95). The efficient implementation of the employees' right for information and communication is considered by the researchers to be a backbone factor of social community development (Leontieva L.S, Gaynullina L.F, and Cherepanova E.S., 2014), able to reduce the degree of social-psychological tension and increase the level of satisfaction with the conditions and results of one's work.

Thus, the priority tasks in compliance with the personnel needs are the following: 1) the level of material provision; 2) the psychological climate in the team; 3) the transparency of the payment system; 4) the availability of information and communication within the organization.

## 5. Conclusion

The analysis of the sociological poll of the medical staff allows to highlight the following problem situations and give recommendations to solve them.

1. The overall level of work satisfaction is maintained to a larger extent by the moral factors rather than the material ones. Thus, to increase the organizational-financial motivation, managerial decisions in problem zones are required: size of the work remuneration, possibilities for career growth, availability of medications.

2. Lack of actual binding between the size of salary and the results of work. This problem requires introduction of transparent mechanisms and procedures to determine and differentiate the salaries of the medical staff.

3. The potential employee turnover. The staff dynamics can be defined as normal. However, the human resources departments should work individually with those who plan to shift for another public medical institution.

4. More than a half of the employees show neutral or negative attitude towards reorganization. That is why the information-communication work is required, like explanation of advantages of new organizational structure of medical institution.

Thus, social-economic efficiency of integration process of medical institutions largely depends on organizational-administrative attention towards value-motivation demands of medical staff.

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