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 IM. STANISŁAWA STASZICA W PILE**



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# **Progress in Economic Sciences**

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**Rocznik Naukowy Instytutu Ekonomicznego  
Państwowej Wyższej Szkoły Zawodowej im. Stanisława Staszica  
w Pile**

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# The personal aspects of motivation in healthcare provision

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## Introduction

The managements of healthcare companies work in a considerably turbulent environment. It has to react flexibly to the continuously changing macro-environment conditions. There are other important factors – mainly the relationship with every concerned group from the patients (customers), the insurance companies, suppliers, founders to the employees themselves. Health service faces mainly the workforce crisis at present, which is dominantly characteristic for the absence of nurses in majority of countries. Many specialists mention this fact as an acute problem and they appeal to solve this problem. That is the reason why the important and considerable task of hospitals' management is not only to deal with their patients' satisfaction, but also with the satisfaction of their employees. The work satisfaction factors are closely connected to the motivation and following of need for the adequate stimulation tools. The main aim is to stabilise the executive staff, its retention and further development in the achievement of desirable goals.

The main aim of the paper is to analyse the factor of work motivation for nurses regarding their work satisfaction and stabilization need in the present Slovak health service.

## Theoretical basis

Social and political factors of the external environment create a pressure on the motivation issue solution, work satisfaction and the stabilization of the employees, working in health service. EU emphasizes the seriousness of the situation. EU has passed so called Green Paper on the European workforce for health. One part is devoted to the stabilization of the present workers and their work satisfaction (Green Paper, 2008). All activities plead at the social importance of health work all over EU, but also Slovakia.

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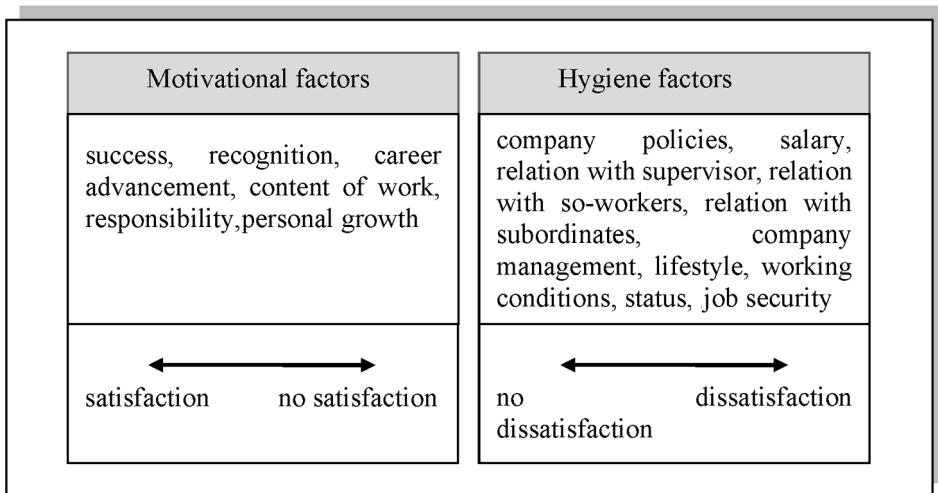
The personal motivation issues and the work satisfaction following the employees' stabilization in the nursing sector are monitored by many authors abroad and at home. The issue is examined from various points of view – whether in a broader economic, socio-cultural context, or in a narrow connection to psychology, from the healthcare providers' point of view, healthcare sections or regarding the individual concerned groups. Many foreign authors deal with work environment quality and the work satisfaction of the nurses (McGillis Hall, 2005; Gantz, 2010; Winkelman, 2006; Abernathy, 2007; Hansen, 2007; Sammons, 2009, Ivanová, 2013, but also native authors Gurková, 2012; Zacharová, 2010). Other authors take into consideration the macro-economic aspects – Mitchell, 2009; Mechanic, 2005; Carden, Horwitz, 2013; Feldstein, 2012; Keech et al., 2012; Olsen, 2009; native authors – for example Morvay, 2014; Pažitný; 2014, Stanek, Pechová, 2010; Szalay, 2010, 2014; Zachar, 2014. The authors who deal with the management in the nursing sector and with the motivational factors of nurses are: Daly et al., 2004; Chang, Daly, 2012; Nagelkerk, 2005; Brunell, 2007, Háva, 2003 and native authors: Lunterová, 2010; Adamková, 2010; Magurová, 2010, Gurková, 2012, and also many others.

According to the practice needs and according to theoretical points of view it is necessary to distinguish between the terms motivation and way to motivate, motivation and stimulation. We can find the confuse of the terms motivation and remuneration as well, that is why we have to explain their mutual relationship. Armstrong defines that *„one of the most important aspects of remuneration management is the possible level of work performance reached by the motivated people. Forming of the work performance culture is a characteristic target of remuneration strategy“* (Armstrong, 2009, s. 109). It is necessary to understand the needs and motives of the people and to manage the processes of remuneration according to this factors and in the direction for the increase of way to motivate, work engagement, adherence and positive behaviour. There are many theories on motivation we have to understand, because they offer practical steps for the creation of effective remuneration systems for us. The remuneration represents the appreciation and reward for the work and tasks fulfilment. If the reward systems are clearly defined and they are transparent, they can work as motivators.

The work satisfaction is the main purpose of the remuneration policy. On the found motivational structure basis there are adequate remuneration tools set up which lead to work satisfaction. However, work satisfaction is a convenient subjective feeling, composed of several components. Some of them are more or less satisfactory to the workers, what creates the level of satisfaction or nonsatisfaction in the end (Mayerová, Ružička, 2004). Work satisfaction then becomes a complex motive, general attitude not precisely clear for every worker.

The specialized literature contains a number of motivational theories which try to explain its nature and functioning. They represent an important source of knowledge to help to clarify the essence of human behaviour and search for the possibilities to regulate and to support human initiative and activity aimed at a certain target. For the purpose of our research we are going to use the Herzberg two-factor motivational theory as the one focused on the content. This theory relates motivation to work satisfaction. Its basis is stated on the factors increasing the work satisfaction and motivation on one hand, on the other hand there are the factors leading to work dissatisfaction (Armstrong, 2009). The author of the theory marks those factors as motivators (satisfactories) and de-motivators (dissatisfactories). We can find also the terms motivation and hygiene factors in literature. The essence of this theory is illustrated in Picture 1. According to Armstrong, Herzberg’s two-factor model turns the attention to the difference between the internal and the external motivational factors. The most interesting is the statement, that the satisfaction from the increasing financial reward has no lasting effect, because it works only for a short period of time (Armstrong, 2009).

**Picture 1. Herzberg’s two-factor model of motivation**



Prameň: Management (Robbins, Coulter, 2004, s. 393).

Motivational theories suggest the fact that the choice of suitable stimulation tools depends upon the workers’ needs structure and their intensity, respectively their order. It is clear that the functional motivational programme basis is the motivation structure detection for the individual workers, or groups or professions.

## Survey methodology

The above mentioned Herzber two-factor motivation theory represents the methodological framework of our research. We have chosen this theory because of the interconnection of the motivational elements and the work satisfaction it provides. It represents a simple and transparent tool at the same time, which enables to analyse both above mentioned aspects of personal issue of the employees. Motivation and work satisfaction are interconnected by a pair of motivational factors.

To achieve the defined target we gained the data using the structured questionnaire, which was distributed in two forms. The first one, realized on a sample of ward nurses, who provided the filling and collection of questionnaires on their wards. The questionnaires were anonymous and they were delivered in a sealed envelope. The second form was realized on a sample of district nurses, realized by the personal contact or by the telephone calls and the following mail communication. We received 165 filled questionnaires together, which represents 50.32% of their backflow. The lowest backflow appeared in the group of email communication. In some cases the answers were added with the conducted interview with the nurses realized mainly in the ambulances with personal realization of questionnaires. The questionnaire was created to be as simple as possible, not to consume the time of respondents and not to discourage them by its extent. We asked about the identification data of a respondent – gender, age, level of education, workplace, job position and length of nurse practicing. Furthermore it contained the motivational aspects for nurses in the second part – their subjective perception of the own motivational factors, that means the wishes or expectations of every employee on one hand (A) and their fulfilment by the healthcare companies management on the other hand (B). We created two tables of the particular motivational factors to protect the transparency and simplicity of the questionnaire as well as to gain a rich spectrum of information. The differences between the tables were as follows. The respondents were asked to explain their personal preferences of work motivation in the first table. They were asked to order them to positions 1 to 15. Grade 1 represented the most important motivational factor for a respondent and grade 15 represented the less important factor. Every factor should be ordered only once. A similar system was applied in the second table, containing the same motivational aspects, but the respondents were asked to order the motivational factors according to their realization by the employers. We created the same system of importance measurement for both examined aspects (A and B) we ensured the possibility of their comparison and the following statement of mutual discrepancies. The data was added by the other closed questions to complete some answers.

## Survey results

According to a limited size of the paper we have to sum up briefly the reached results through the validation or rejection of one the postulated research hypothesis. **Hypothesis1:** *Motivational aspects of personal management of the nurses are determined by the employers' orientation on the work satisfaction factors, but with no systematic analyses of motivational structure of the employees.*

We assume that as a result of macro-economic changes and new tendencies in health care system, which accompany the nursing, the management of healthcare companies pays the attention more to so called motivators, that means the factors to bring a high work satisfaction of nurses. This tendency appears in a whole society, not only the healthcare according to our opinion. The motivation area tends to focus on the internal factors, such as the work itself, its content, work recognition, adequate responsibility, education raise and the possibility of career advancement and of course the organization structure, that plays a significant role in not only in personal management, but although in a general company management. The monitoring of employees motivation structure enables to correct these tendencies in accordance with the complex situation in healthcare system, the individual healthcare company or in accordance with the structure of the employees according to their age, type of work and related needs differences. The postulated hypothesis was not validated in our research. The discrepancies between nurses' expectations within their motives and the fulfilment by the employers we defined, pointed out strong tensions between both areas. We used the same scale of ordering from 1 to 15, in which 1 represented the highest grade of importance for nurses and 15 represented the lowest one.

A critical situation appeared in the cases related to so called hygienic or sustainable factors, the failure of which results into the significant dissatisfaction. The first positions with the biggest difference meaning a grate tension between a need and its satisfaction was held by the wage/salary factors and the factors of job security. The differences resulted into the negative figures 8.3 for salary and 6.9 for job security. The differences are big, very important matter being a high preference among the employers. The next places in negative figures within the examined sample were held by the next of the two hygiene factors – work conditions with discrepancy of -3.3 and work benefits with discrepancy of -2.9 this situation is similar to the previous factors, even if the tension between a need and its satisfaction is lightly lower.

Should the management monitor the motivation structure of their employees from time to time, it could partly correct the attempt to stimulate the employees and choose the adequate stimulation tools. Of course, the management has not such a broad competencies in financial area, because wages are modified by legislation, even the operation of the Act n. 62/2012



Col. of L. on the minimal wage claims of nurses and midwives is suspended by the Constitutional Court of the SR. the possibilities are to be found in the areas reachable by the management – employee benefits, improvement of work conditions from different points of view as well as job security. We have also defined a responsibility factor in the category of relatively high negative discrepancy (-4.6). Responsibility factor does not carry out significant work dissatisfaction, on the contrary it can carry out a high level of work satisfaction within its fulfilment. There are gaps in this area of personal management of companies, which should accept the changes in a position and role of nurses within the society according to their education, knowledge and skills. This situation is closely connected with our finding of discrepancy between the needs and their fulfilment in the categories of personal recognition of work results (-3.2) and the possibility of career advancement (-2.2) those are the factor which contribute to a high satisfaction within the fulfilment. According to the analysis we can define their inadequate saturation by the employers' and necessity by nurses.

An optimal situation is reached when the discrepancy is low and positive as well, what represents the fulfilment of employees' needs is in accordance with their preferences. We defined the low positive discrepancies within the factors of company culture, co-workers' relationships. The company culture is a motivator which results into the job satisfaction. In this case we can find an employer's try to fulfil this need within the meaning of job satisfaction. According to the above mentioned facts we assume that it is not a premediated systematic step within the personal motivation politics. It is more a coincidence or an identification with the factor of co-workers' relationship, which belongs to the hygiene factors group not bringing a significant job satisfaction within its existence. On the contrary, it brings a high dissatisfaction within its deficiency.

The negative situation comes in the case of high positive discrepancies, for example the company image reached discrepancy of 8.4. Its declared need is situated on the last position in the nurses' scale of values, but a subjective acceptance of its company fulfilment is on the third position according to the importance point of view. The management creates an enormous effort to fulfil this kind of factors, which do not motivate the nurses in a significant way. They are important form company's point of view, not the employees' one.

Apart from the motivation issue we have to emphasize in this context the hospitals' attempt to draw attention to their publicity and advertising on the other hand. The effective marketing is not the privilege of profit organization anymore, even many Slovak hospitals are afraid of it and they consider it not to be professional and ethic in its usage. The first chapter stated that healthcare faced lot of changes, from a socialist to a market model with its particularities and it was affected by commercialisation on a significant scale. The hospitals co-finance themselves by the extra-service fees and the income is used for various purposes. The marketing is the activity to help the companies to im-

prove their image, to present outwards and to increase the necessary sources. The hospitals participating in our research use the marketing to propagate their services as well. The simplest way to propagate their creative ideas is the web page in the present days.

The factor to be mentioned in this context is the opportunity of training increase. It is the motivator with a high satisfaction in the case of fulfilment. The discrepancy reached is 5.2 and it was created according to higher saturation by employers. It is interesting that nurses do not consider the training increase to be motivating. We assume that it is connected with the differences between nurses of different level of education not specified yet. There are systematic changes needed in this area to reflect a high specialization and skills of nurses with better education.

## **Conclusion**

It is possible to promote some precaution proposals within the scope of the above mentioned problems to improve the situation in nurses' motivation and work satisfaction. We can think about the macro-level in which the systematic changes are needed aimed at providing work satisfaction and stabilization of nurses on the labour market in the end. Generally, the opinion to dominate and to be proved by the complaints of nurses that one of the most important reason for their outflow is the relatively low salaries in comparison with the developed countries of Western Europe. Unfortunately, the Slovak healthcare system does not work in motivating to increase the quality and specialization of healthcare workers. Besides the salaries there are numerous reasons for the work dissatisfaction, such as low number of nurses, their physical and mental overload and exhaustion, unsuitable working conditions, lack of financial sources in resort, realization of partial reforms and absence of systematic steps, various cases connected to overpriced purchases, corruption, wrong legislation passed, strikes and so on. However, many measures are in the hands of management. We recommend, besides others, to focus on the adequate training programmes realization for a healthcare management within the solution of motivation issues. The training programmes should focus on personal motivation issues, the possibilities of motivation structure detection and the choice of suitable stimulation tools. They should be realized not only on local, but also on Slovak level, possibly on international level. It is necessary to solve these issues on a strategic level by elaboration of motivation strategy within personal strategy as a result of the analysis of an external and internal environment of a company. A management should turn its attention and orientation on the factors bringing a high work satisfaction. The theory promotes, and it was proved by our research, that these factors are important and they bring positive result from a long-lasting perspective.

Furthermore it is necessary to deal with so called preventors to prevent high work dissatisfaction and they represent the main source of frustration and fluctuation of nurses in the end. Last but not least, it represents an important aspect of organization structure creation, emphasizing the human and special values, creation of pleasant atmosphere at a workplace. It is not suitable to describe a strong organization structure only as a target we have to reach in any case. A strong organization structure is not suitable every time, because of its negative aspects. We assume that they are visible at some workplaces. We consider the fact, for example, that if the workers are satisfied with a stable situation at workplace, they do not welcome changes, they do not reflect or even they reject the external and internal signals. The deeply rooted patterns and practices dominate in a strong culture. Previously they resulted into success and that is why it is difficult to enforce new tendencies. Strongly established relationships from the past (such as doctor – nurse) remain the same and new tendencies are marked as non-functional. The above mentioned negatives of a strong organization culture have to be reflected by management in company to create such a culture to eliminate them. It is a long-lasting process, but it is not impossible.

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## Abstract

The managements of healthcare companies work in a considerably turbulent environment. It has to react flexibly to the continuously changing macro-environment conditions. There are other important factors – mainly the relationship with every concerned group from the patients (customers), the insurance companies, suppliers, founders to the employees themselves. Health service faces mainly the workforce crisis at present, which is dominantly characteristic for the absence of nurses in majority of countries. Many specialists mention this fact as an acute problem and they appeal to solve this problem. That is the reason why the important and considerable task of hospitals' management is not only to deal with their patients' satisfaction, but also with the satisfaction of their employees. The work satisfaction factors are closely connected to the motivation and following of need for the adequate stimulation tools. The main aim is to stabilise the executive staff, its retention and further development in the achievement of desirable goals. The main aim of the paper is to analyse the factor of work motivation for nurses regarding their work satisfaction and stabilization need in the present Slovak health service.

**Keywords:** human capital, self-government, self-governments' elections, development documents

## Personalne aspekty motywacji w pełnieniu opieki medycznej

### Streszczenie

Zarządy zakładów opieki zdrowotnej pracują w niezwykle burzliwym otoczeniu. Muszą one elastycznie reagować na nieustannie zmieniające się warunki makroekonomiczne. Są również inne ważne czynniki – głównie relacje z każdą z zainteresowanych grup, od pacjentów (klientów), firm ubezpieczeniowych, dostawców, płatników do samych wreszcie pracowników. Obecnie służba zdrowia napotyka kryzys siły roboczej, którego główną cechą jest brak pielęgniarek w większości krajów. Wielu specjalistów wymienia ten fakt, jako ostry problem i apeluje o jego rozwiązanie. Dlatego ważnym i znaczącym zadaniem kierownictwa szpitali jest nie tylko dbać o satysfakcję pacjentów, ale również o satysfakcję swoich pracowników. Czynniki satysfakcji z pracy są ściśle powiązane

z motywacją i potrzebą adekwatnych narzędzi stymulacji. Głównym celem jest stabilizacja kadry wykonawczej, jej utrzymanie i dalszy rozwój w osiąganiu pożądanych celów. Głównym celem tego artykułu jest analiza czynnika motywacji pracy pielęgniarek odnośnie satysfakcji z pracy oraz stabilizacji w obecnej służbie zdrowia Słowacji.

**Słowa kluczowe:** kapitał ludzki, samorząd, wybory samorządowe, dokumenty rozwoju

## **Аспекты мотивации персонала медицинской опеки**

### **Краткое содержание**

Правления учреждений медицинской опеки работают в чрезвычайно бурной среде. Они вынуждены гибко реагировать на неустанно сменяющуюся макроэкономическую обстановку. Имеются также другие важные факторы – главным образом взаимоотношения с каждой из заинтересованных групп, начиная от пациентов (клиентов), страховых фирм, поставщиков, плательщиков до работников медицинской службы. В настоящее время система медобслуживания сталкивается с кризисом в сфере занятости рабочей силы, характеризующимся в большинстве стран нехваткой медсестер. Многие специалисты считают этот факт острой проблемой и обращаются с призывом ее решения. Поэтому важной и значимой задачей руководства больничных учреждений является не только забота об удовлетворении потребностей пациентов, но и также об удовлетворении потребностей своих работников. Факторы, связанные с получением удовлетворения от работы, тесно связаны с мотивацией и необходимостью адекватных инструментов стимуляции. Главной целью является стабилизация занятости исполнительного персонала, ее сохранение и дальнейшее развитие для достижения желаемых результатов. Главной целью этой статьи был анализ мотивационных факторов для медсестер при выполнении ими своих обязанностей, связанных с получением удовлетворения от их выполнения, а также стабилизации существующей системы здравоохранения Словакии.

**Ключевые слова:** самоуправление, муниципальные выборы, документы развития

JEL: H51, I10, I15