

TRENDS IN THE DEVELOPMENT OF MOTIVATIONAL MECHANISMS FOR MANAGERIAL PERSONNEL IN MEDICAL INSTITUTIONS

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Abstract. Among the functions of management, motivation occupies one of the most important places. The term "motivation" derives from the Latin word *movere*, meaning "to strive towards a goal" or "to move". In modern definitions, motivation is also linked to these notions. It is a driving force that provides an incentive and prompts action. For any medical worker, it is important to consider motivation not in general terms but from the perspective of management, directly connected to the working environment and employees. The motivation function supports communication between employees and employers and helps establish healthy business relationships. The article examines theories of motivation and various motivational methods. Examples from specific institutions illustrate the appropriateness of using different motivational methods. The article also presents various methods for motivating employees. The survey found that the planning and implementation of incentive measures are associated with employees' assessments of the quality of their work and working conditions. Organizations that actively implement motivational measures tend to have more loyal and stable personnel who are engaged in achieving common goals. Implementing the motivation function is significant for any organization, provided that managers consider well-grounded recommendations and competently structure the motivation process.

Keywords: motivation, medical workers, labor, development trends.

МЕДИЦИНАЛЫҚ МЕКЕМЕЛЕРДІҢ БАСҚАРУ ПЕРСОНАЛЫН ҢЫТАЛАНДЫРУ ТЕТІКТЕРІНІҢ ДАМУ ТЕНДЕНЦИЯЛАРЫ

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Аңдатпа. Басқару функцияларының ішінде мотивация маңызды орындардың бірін алады. "Мотивация" ұғымы латын тілінен, яғни мақсатқа ұмтылу, қозғалыс дегенді білдіретін *movere* сөзінен шыққан. Қазіргі анықтамаларда мотивация да осы ұғымдармен байланысты. Бұл адамға ынталандыру беретін, оны әрекетке итермелейтін қозғаушы күш. Кез келген медицина қызметкері үшін мотивацияны жалпы емес, жұмыс ортасы мен қызметкерлермен тікелей байланысты басқару тұрғысынан қарастыру маңызды. Мотивация функциясы қызметкерлер мен жұмыс берушілер арасындағы қарым-қатынасты, сондай-ақ салауатты іскерлік қарым-қатынасты қамтамасыз етеді. Мақалада мотивация теориялары мен мотивацияның әртүрлі құралдары қарастырылады. Әр түрлі мотивациялық құралдарды қолданудың орындылығы кейбір жағдайларда белгілі бір мекемелердің мысалында анықталды. Мақалада қызметкерлерді ынталандырудың әртүрлі тәсілдері мен әдістері келтірілген. Зерттеулер мен бақылауларға сүйене отырып, әртүрлі ынталандыру шараларын жоспарлау және жүзеге асыру қызметкерлердің жұмыс сапасына оң әсер етеді, әрқайсысының өнімділігін арттырады және басшылыққа максималды тиімділікке қол жеткізуге көмектеседі. Қызметкерлерге мотивациялық шараларды белсенді қолданатын ұйымдардың табысқа жету мүмкіндігі жоғары, өйткені олардың ортақ мақсаттарға белсенді қатысатын адал және тұрақты қызметкерлері бар. Мотивациялық функцияны жүзеге асыру кез-келген ұйым үшін тиімді. Ең бастысы, басшылар белгілі бір ұсыныстарды ескеріп, мотивация процесін сауатты жүргізе алады.

Кілт сөздер: мотивация, медицина қызметкерлері, еңбек, даму тенденциялары.

ТЕНДЕНЦИИ РАЗВИТИЯ МЕХАНИЗМОВ МОТИВАЦИИ УПРАВЛЕНЧЕСКОГО ПЕРСОНАЛА МЕДИЦИНСКИХ УЧРЕЖДЕНИЙ

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Абстракт. Среди функций управления мотивация занимает одно из важнейших мест. Понятие «мотивация» происходит из латинского языка, а именно от слова *movere*, что означает стремление к цели, движение. В современных определениях мотивация также связана с этими понятиями. Это движущая сила, которая даёт человеку стимул и побуждает его к действию. Для любого медицинского работника важно рассматривать мотивацию не в общем, а с точки зрения управления, напрямую связанного с рабочей средой и сотрудниками. Функция мотивации обеспечивает коммуникацию между сотрудниками и работодателями, а также установление здоровых деловых отношений. В статье рассматриваются теории мотивации и различные средства мотивации. Целесообразность использования различных средств мотивации показана на примере конкретных учреждений. В статье также представлены различные способы и методы мотивации сотрудников. На основе проведённого опроса установлено, что планирование и реализация стимулирующих мероприятий связаны с тем, как сотрудники оценивают качество своей работы и условия труда. Организации, активно применяющие мотивационные меры, как правило, отличаются более лояльным и стабильным персоналом, вовлечённым в достижение общих целей. Реализация мотивационной функции значима для любой организации при условии, что руководители учитывают обоснованные рекомендации и грамотно выстраивают процесс мотивации.

Ключевые слова: мотивация, медицинские работники, труд, тенденции развития.

Introduction

Motivation is the driving force behind human behavior. The word "motive" is of Latin origin (from *movere*) and is defined as the reason for any action or behavior. It is essential in every aspect of life and has a significant impact on individuals' daily lives. Motivation is a crucial management function. It plays a pivotal role in fostering healthy and productive relationships between employees and employers, which is important in any organization. Although some authors (Samson, Donnet & Daft, 2020) do not consider motivation a separate management function, it remains an integral part of management. Before discussing how important it is to study and apply motivation in an organization and the positive influence it can have on productivity and efficiency, it is worth considering where the concept of motivation originated. Motivation has become more relevant and widely practiced in modern society in recent decades. However, it can be traced back to the late nineteenth and early twentieth centuries, when Frederick Taylor, one of the founders of the management school, proposed a system for organizing labor (Taylor, 1911). He believed there was a connection between wages and productivity: people worked to maximize their output because their goal was to earn money. Later,

various factors other than financial ones were identified as influencing labor motivation (Latham & Pinder, 2005). Today, a variety of factors can motivate employees, such as promotions, additional benefits, increased status, and the fulfilment of social needs. In the twenty-first century, human resources have gained significant importance. Companies have recognized this as one of the most important factors in carrying out their activities, and, as a result, motivation has become one of the key factors that can benefit both the employer and the employee (Herzberg, 1966). Organizations that have recognized this are currently functioning successfully in the market.

Given the importance of this issue, the present work focuses on motivation as one of the most important functions of management. For this study, two medical clinics and their staff (25 employees) were selected. A survey was conducted using a specially designed questionnaire; the results were analyzed, and conclusions were drawn. The article identifies ways to increase employee motivation and the factors that have the greatest impact on it. It explores various theories of motivation, but its main aim is to investigate how different motivational measures relate to employees in outpatient clinics. The article seeks to determine the extent to which employee

motivation is implemented in the selected institutions, how employees perceive it, and how incentives contribute to motivation. The initial hypothesis was that motivation is associated with higher employee productivity and that employee incentives can improve organizational performance. Accordingly, the study also aimed to identify ways to increase employee motivation and the external and internal factors that positively or negatively affect it. Based on these objectives, the following tasks were defined: examining the characteristics and specific features of employees' work, analyzing work schedules, reviewing the employer's motivational practices, identifying factors that enhance employee motivation, and assessing the effectiveness of implemented motivational measures within organizations.

Literature review

In developing the work, a wide range of scholarly sources in both Kazakh and English were reviewed, including academic monographs, peer-reviewed articles, and specialized literature on the multifaceted nature of motivation.

One contribution focusing on the theoretical foundations of motivation provides an overview of motivational theories, traces their evolution from antiquity to contemporary perspectives, and offers an analytical interpretation of their core principles (Ryan et al., 2019). To further clarify the conceptual essence of motivational theories and identify interconnections and key problems across historical stages, the present review also drew on work that approaches motivation through a psychological lens, linking it to constructs such as personality, individual traits, and emotional dynamics (Kanfer, R., 1990).

«Organizational Behavior: Managing People and Organizations» by Ricky Griffin and Gregory Moorhead incorporates contemporary case studies featuring figures and organizations such as Steve Jobs, Eddie Bauer, and Nike, emphasizing modern managerial challenges, leadership paradigms, and the principles of human behavior within present-day organizational contexts (Griffin, R. W., & Moorhead, G., 2017). From a theoretical standpoint, motivation is commonly regarded as part of the directing

(leading) function of management, alongside leadership, communication, and supervision, rather than as a wholly separate function (Koontz & Weihrich, 2016). Some classifications, however, list motivation as a principal function of management, reflecting differing views on how the managerial process should be structured (Lloyd & Aho, 2020). Contemporary management scholarship increasingly treats the human resources (staffing) function as a distinct function, alongside planning, organizing, leading, and controlling. This shift reflects how central people have become to organizational work (Farndale et al., 2020). Although different authors describe management functions in different ways, motivation runs through all of them: it is part of both the leading function and human resource management. Motivation can therefore be seen as one of the key elements of management, important to the work of any organization.

There is no single, definitive definition of motivation. Different scholars offer varying definitions and emphasize different aspects when explaining its essence, although there is a general shared understanding.

Motivation is a universal process that affects all people, regardless of their individual characteristics, providing them with the drive to act; in this sense, it can be seen as a source of inspiration. The process itself, however, affects individuals differently. This has produced a long-standing scholarly interest in the essence and significance of motivation, resulting in numerous theories.

Theories of motivation date back to ancient times. Similar ideas existed in ancient Greece in the concept of hedonism. Hedonism is a branch of ethics derived from the Greek word *hēdonē* ("pleasure"); according to this concept, the goal of life is to experience the greatest pleasure (Cafaro, 2001). In ancient Greece, it was believed that humans direct their energy towards pleasure and away from pain, and this belief served as a foundation for later understandings of motivation (Kwo, Moore & Jones, 2004). The idea was further developed by figures such as Jeremy Bentham and John Locke.

Human resource management, in turn, involves the development and implementation

of an organizational system that promotes the comprehensive development of a person's qualities and abilities and their effective use to achieve the organization's goals; it encompasses the entire process of recruiting, distributing, and hiring personnel. In the medical field, doctors' career choices significantly contribute to the development of the healthcare system. In developed countries, the professional interests of graduate and recent medical students have been mapped to identify the need for doctors to fill vacancies and to develop the system. Interventions can be undertaken if an imbalance in professional interests is detected, which could otherwise lead to an unmet need for one of the physician's roles. The decision to choose a career path is based on the motivation formed during medical education; according to Kusurkar, this motivation can change and largely depends on internal and external factors (Kusurkar et al., 2011). The problem of the shortage and uneven distribution of doctors remains relevant, and the need for medical personnel is easier to manage and predict at an early stage when the career preferences of future doctors can be determined. Interventions at the level of medical and university curricula that take internal and external motivational factors into account have been shown to change the career preferences of future doctors, helping prevent a shortage of doctors in certain positions. Although a body of research exists, evidence on motivation in the medical field remains comparatively limited and fragmented; some medical faculties maintain research centers specializing in clinical and non-clinical fields, such as bioethics and health economics.

Research Methods

The study employed a mixed-methods design, combining qualitative and quantitative approaches. Data were collected through a structured questionnaire developed specifically for this study, complemented by structured interviews with employees.

The study was conducted in two outpatient clinics belonging to the same medical network. The sample comprised 25 employees in different positions, including doctors, nurses, registry staff, and support staff.

The questionnaire was organized into six sections: (1) general information (gender, age, length of service, and position); (2) satisfaction with working conditions; (3) financial and non-financial motivational factors; (4) attitude toward management; (5) opportunities for professional development and training; and (6) the influence of the moral climate in the team on motivation. Items combined rating scales and open-ended questions; for example, respondents rated their satisfaction with salary on a 10-point scale and indicated which motivational factor they considered most important, whether they received support from management, and how they assessed opportunities for career growth.

The data was analyzed using both quantitative and qualitative methods. Quantitative responses were summarized as frequencies and percentages to identify the motivational factors most and least frequently reported by respondents.

Throughout the research, particular attention was given to ethical considerations, which were integrated into every stage of the study.

Results and Discussion

The results of the study show that respondents associated career development with better quality and stability in their work. This conclusion is consistent with the main provisions of the human capital theory, which holds that organizational investments in improving personnel competence and skills increase labor productivity. In the hospital environment, investments in clinical training, professional certification, coaching, and clear career paths not only improve technical skills, but also strengthen employee self-confidence and professional commitment - factors that greatly determine the quality and stability of patient care.

Empirical research in the field of healthcare and services supports these conclusions. The study showed that a work environment that supports career development is closely linked to improved hospital staff efficiency, as employees feel valued and have clear career prospects. In addition, a study of career development strategies in medical institutions concluded that the availability of training programs and career cards

significantly improves the effectiveness of clinical staff. Such findings suggest a pathway through which career development may operate: training programs can improve technical skills and support more efficient task completion (Van der Heijden, Brown Mahoney, & Xu, 2019).

Motivation to work is one of the main psychological factors that determine the quality of employees' behaviour in performing their duties. A high level of motivation, as a rule, encourages employees to work more effectively, increase efficiency, and meet established work standards. The survey responses indicate that employees regard work motivation as closely connected to the quality of their performance. This conclusion is consistent with both classical and modern theories of motivation, in which motivation is considered the primary factor directing individual energy towards achieving organizational goals. Highly motivated employees, as a rule, demonstrate initiative, strong commitment to work, and high stability in meeting service standards. In the hospital context, motivation is closely related to the care, thoroughness, and professionalism of medical professionals in providing patient care. A systematic review of health-worker motivation reports that higher motivation is associated with better patient interactions, greater work efficiency, and stronger teamwork, which are related to the quality of hospital services (Willis-Shattuck et al., 2008). In addition, motivation to work is often divided into two dimensions: intrinsic motivation (internal motivations such as job satisfaction, professional pride, and job meaningfulness) and extrinsic motivation (rewards, wages, leadership, or promotion). Several studies have shown that intrinsic motivation has a stronger impact on sustained performance than extrinsic motivation. This is relevant for a hospital situation where a high workload sometimes makes financial rewards insufficient; however, when employees feel that their work makes sense, they continue to work with maximum efficiency. Other studies also confirm that motivation to work is an important mediator between managerial factors and employee productivity. For example, management support, interpersonal relationships, and a

supportive work environment have been associated with higher motivation (Bonenberger, Aikins, Akweongo, & Wyss, 2014). This shows that motivation to work is not only a personal aspect but is also influenced by the organization's management system. The human resources management process includes several stages, namely:

- A strategic approach to the human resources management process;
- The impact of external factors on human resources management;
- Recruitment of human resources;
- Training and professional development of employees;
- Evaluation of employees' performance;
- Promotion, incentives, and dismissal of employees;
- Training of management personnel.

The main thing in management is the ability to work with people, to pursue their interests, and to increase the company's productivity and profits continually. It is also important to give ordinary employees the right to participate in the organization's management. For an organization to achieve its goals successfully, it is not enough to address organizational, technical, and resource issues and attract qualified personnel; it is also necessary to organize the work process so that each employee is motivated and interested in achieving the set goals. A strategic approach to the human resources management process is based on three main principles. First, any manager, regardless of their position, takes responsibility for managing human resources. They determine the required amount of labor based on the workload and create conditions for the full development of employees' potential. This includes professional development and training. Second, employees are a valuable asset for the organization. It is the employees, not the buildings and structures, who determine an organization's competitiveness through their activities. Therefore, the selection and use of personnel management methods are necessary for the effectiveness of an organization's operations.

Thirdly, specific approaches to human resources management facilitate the integration of the organization's goals and

objectives. At the current stage, managers face crucial strategic challenges, and in the next phase of the organization's development, they define the tasks, responsibilities, and qualifications for each position (Bonnenberger et al., 2014). This serves as the foundation for developing a program to meet the organization's workforce demand. The program should encompass measures to attract, hire, train, and promote employees in the necessary numbers and with the necessary qualifications.

When developing the program, it is also necessary to consider the country's current employment and wage legislation. When developing such programs, national employment and wage legislation must also be considered; in Kazakhstan, this is governed by the Labour Code (Buribayev et al., 2022). It is worth noting that until recently, the concept of "human resources management" was not present in our management practices. Although each organization had a functional subsystem for managing the social development of its workforce, most human resources management was carried out by department heads.

Human resources management can improve the company's efficiency in the following ways:

Improve the skills and attitudes of employees;

Promote a positive work environment and increase motivation; Give employees the freedom to use their skills and expertise to their full potential. As we transition to a market economy, we are gradually moving away from hierarchical management and a rigid system of administrative control, which requires a new approach to prioritization (Van der Heijden, Brown Mahoney & Xu, 2019). Human

resources management is based on the following principles:

1) The need for close coordination between personnel planning and the development strategy of an organization (firm);

2) Quantitative assessment of staff costs and their impact on economic production indicators;

3) Determination of the necessary compensation package for effective work in the labor market; Human resources management as a management function is designed to unite and coordinate all other functions (Buchan, J., & Aiken, L., 2008). This is achieved through the implementation of principles for working with personnel and their interactions. The main objectives of human resources management are: attracting an effective workforce, developing its potential, and supporting it in the long term. Achieving these goals requires applying planning, forecasting, training, and evaluation skills, as well as a clear and transparent system of rewards and penalties for staff, reflected in internal regulations. The recruitment, training, development, and retention of qualified staff are key to organizational effectiveness; when employees feel undervalued, their engagement and retention tend to decline. Additionally, when employees feel unappreciated, they tend to put less effort into contributing to the organization's success and seek other jobs where they are valued. This is why it is crucial to involve human resources professionals in the organization.

Based on the analysis of the survey responses (n = 25), the motivational factors named most and least frequently by respondents are presented in Table 1 and Figure 1.

Table 1. Motivational factors reported by respondents (n = 25)

Motivational factor	Respondents	Share, %
Fixed salary	18	72
Gratitude and moral support from management	16	64
Opportunity for professional development	14	56
Favourable psychological climate in the team	13	52
Availability of bonuses	9	36
Participation in corporate events	7	28
Note: compiled by the author.		

A fixed salary was most often identified, followed by recognition and moral support from management, opportunities for

professional development, and a favourable team climate; bonuses and corporate events were named least often.

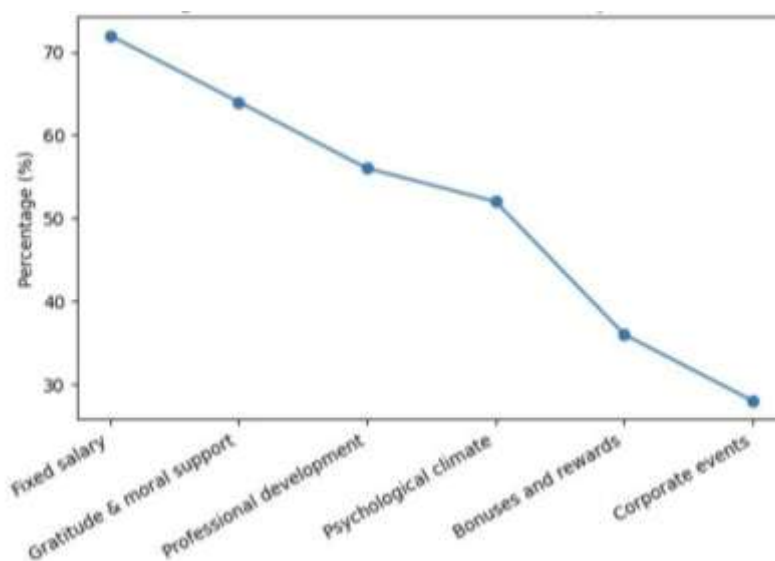


Figure 1. Distribution of motivational factors reported by respondents (n = 25), %.

Note: compiled by the author.

Conclusion

The study showed that various factors shape employee motivation in the medical field. The survey responses revealed that employees value not only wages but also moral support, professional development, and a positive psychological climate within the team, underscoring the need for a comprehensive approach to motivation. Respondents most often cited stability, recognition in the workplace, and clear paths for professional growth as important. In contrast, some traditional tools, such as one-off bonuses and corporate events, were cited less often. This suggests that management should reconsider the motivation system and design measures tailored to employees' specific needs and expectations.

A notable share of respondents cited limited feedback, limited opportunities for professional growth, and insufficient moral support from management. This indicates that, in their experience, the motivation system tends to be concentrated around wages while other aspects receive less attention. One-sided material incentives alone appear insufficient: professional recognition, opportunities for

personal development, and respect within the team also play an important role.

To support employee motivation in medical organizations, the following recommendations can be offered (Perry, Hondeghe, & Wise, 2010):

1. systematically assess employees' work in both material and moral terms;
2. clearly communicate career and professional-growth opportunities;
3. foster trusting, open relationships and a favourable moral and psychological climate in the team;
4. establish regular feedback between management and employees.

Taken together, the study supports three main conclusions. First, motivation is a complex phenomenon: alongside financial incentives, moral, social, and professional factors must be considered to manage it effectively. Second, the team's microclimate is a key element, as open communication, mutual support, and trust strengthen employees' motivation to work. Third, rethinking the motivation system is a strategic management task, and organizations can support long-term effectiveness by investing in human capital.

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