Modern Approaches to Management through Motivation

Sholpan BALTABAEVA1*, Serik IBRAEV2, Nailya DeLellis3

1Medical University, Astana, Kazakhstan
2Republican information centre-analytical, Astana, Kazakhstan
3The Herbert H. and Grace A. Dow College of Health Professions, Central Michigan University, United States of America

ABSTRACT

True purpose of a salary reflecting real cost of labor and simultaneously concrete results of work, was the effective stimulus for the worker. Construction of a control system on the basis of motivation, creation of stimulation system in branches and the organizations is possible only at research of management object, namely the worker.

*Correspondence: Sholpan Baltabaeva; Medical University, Astana, Kazakhstan; 8(7172) 62 81 54, E-mail: Sholpan777@mail.ru

INTRODUCTION

The realization of the Government program of reforming and development of public health services of the Republic of Kazakhstan for 2005-2010 was completed. The medical staff salaries, medicinal maintenance, both at in-patient and out-patient departments have cardinally been increased. During this period appreciable investments into infra structure of public health services systems were performed. Necessary knowledge absence in the field of management, economy, law, misunderstanding of tendencies and perspectives of developments of a modern medical science and practice by many domestic heads has led finally to serious rupture between growing expectations of the population and quality of given medical aid, to appreciable backlog from promptly developing world medicine [1]. Such style, probably, satisfied needs of the last epoch, but in a new century there are still big problems and the most serious calls before health care of our country. They stand not only before politicians and organizers of public health services, but also before principals, managers of all levels. It was obvious that time of principals - head physicians was left in the past. The professional managers appear on the stage of modern public health services all over the world.

MATERIALS AND METHODS

One of interest for research work was the attitude of medical personnel to their salary. In total 300 doctors of three medical organizations differed under organizational-legal forms have participated in sociological poll: joint-stock company (Joint-stock company) «Republican Diagnostic Center» (hereinafter referred to as «RDC), the enterprise under operation control(EOC), the «Hospital of the Presidential Affairs of the RoK» (HPARoK), PEOMPP (Public enterprise
for operational management of public property), «the Public hospital № 1» (PH №1).
The developed complex questionnaire consisted of 38 questions, and was focused on:
- To define level of turnover of staff and to establish the desire reasons to change a job, reveal what interests of staff remain unsatisfied;
- To tap the importance of the factors influencing labor potential which will characterize a degree of their expression in relation to various trades;
- To estimate potential of the staff on the basis of comparison of demands to a post and expected results of activity of the staff.
Questioning carrying out is important because from the reporting data of organizations it is not always possible to learn a real state of affairs for the reasons of personnel turnover, not to mention potential fluidity, including such important reasons, as dissatisfaction with realization of labor potential.

RESULTS

Personnel turnover, in your opinion, is connected with: One didn’t find common understanding with a head – RDC – 22%, HPA Rooney – 28%, PH №1 – 11%; You found high paid job: RDC – 57 %, HPA Rooney – 58%, PH №1 – 82%; Other causes - RDC – 21%, HPA Rooney – 14%, PH №1 – 7 %;
RDC has specified other reasons: the housing problem, moving, infinite change of a manager-unhealthy tendency, the irrational organization of work, disharmony of the employee to republican level of establishment, absence of stability in the center and certainly the conflict, instability of management, its frequent change. HPA Rooney: the housing problem, moving, insufficient qualification of the most medical personnel, high demands, great volume of work, psychological and emotional load, the demand of unreal goals, overloading. PH №1: apartments
What level of the salary is important for you?
24 % of respondents of RDC showed full satisfaction in work, 30 % of HPA Rooney and 33 % PH №1. However, among the satisfied staff the presence of the numerous group of persons, not excluding transition to other places of work (56 % in RDC, 52 % in HPA Rooney, 37 % in PH №1) becomes alerted. That is, at unconditional more preferable conditions of the salary, doctors are ready to leave it. Confidence of tomorrow is noted in 22 % of RDC only, 36 % in HPA Rooney and 27 % in PH №1. Respondents noting uncertainty, bind it to a state policy in relation to the medical organizations (52 % in RDC, 49 % in HPA Rooney and 39 % in PH №1).
Analyzing the indicators characterizing mutual relations level in the organization, employees of LPY highly appreciate competence and authority as immediate superiors of departments, and the principal of the unit. And it testifies of a favorable socially-psychological climate. We notice that the demanded attitude from the principal is estimated higher by members of the organization, than insistence in relation to each other. This data can testify to presence autocratic style of management. But to say that is the basic and unique style applied by the principal in the course of work - it is impossible. Work of the heads is characterized by some centralization of the power providing efficiency in acceptance of necessary measures. In companies the strict discipline, sense of duty and accuracy are established. Along with it the head delegates a part of the powers to
subordinates. The information, concerning collective activity, is reached to all members, therefore each worker clearly imagines prospects of the unit, realizes the place in it, takes an active part in the collective life. Thereby favorable conditions for development of the initiative of workers and their satisfaction with work are framed in the company. Principal of LPY aspires to creation of the situation of mutual understanding and promotes personal examples of the reference to subordinates that is an example of primary democratic style. In salary dissatisfaction in the size (fig.) is proved to be true by high share into expenses on a food, habitation and other vital requirements. More than 80 % of employees noticed that they had to spend 70 % of their income for these purposes.

**DISCUSSION**

Thus, sociological researches have shown unsatisfactory motivation of work quality, absence of accurate stimulation systems coordinated with staff. For the sake of justice it is necessary to note, as in that and in other LPY there are positions about awarding. However, they are mainly built on an estimation of extensive factors and (sometimes) defects in work, being noted during inspections (for example, at a selective estimation of medical cards). About any stimulation of quality of medical services there is no also a speech. It is purely equality that is caused by quantitative approach to incomes formation also is interrogated by respondents. It again proves necessity of strategic planning, application of the (CCP) PROGRAM STATUS WORD and working out of effective system of stimulation, as component of differentiated model of work motivation. From the economic point of view the majority consider quality of work to be its complexity. [2] Complexity of work is defined by compound, structure and character of communication of elements of labor expenses. Thus the great value has a combination of physical and mental work, self-independence in accepted decisions, their novelty and a variety, work responsibility, i.e. the work maintenance. The higher labor complexity in comparison with simple work, the higher its quality, therefore for the finding of high quality of work it is necessary to compare degree of complexity of work with the simple one. [3] Difficult work is a work of the qualified employee. [4] Sometimes concepts of complexity and qualification are identified. But, for example E. A. Lutokhina accepts complexity of work and qualification of the staff as different, independent factors of work quality [5].

**SUMMARY**

The most modern researches are based on the category of the staff competence and its communication with quality of work [6,7]. If before the staff has been concerned as the manufacture factor, transition to such concept as "the human capital" now is made, the cores compound elements are knowledge, abilities, skills, experience, capabilities and desire to
use them and apply. Competence has become concerned by scientists rather recently. For effective functioning of any organization it is necessary, that the important condition – presence at each staff of personal interest in productive work and its high results- has been satisfied. Money is the most obvious way by which the organization can remunerate employees. [8] Scientific theorists assert that compensation have the major value for intensifying of work stimulation. Taylor specified that for creation in staffs of interest of good results of the work it was necessary to provide unequivocal communication between results of work and the salary. [9] The founder of the Productivity Center in the USA J. Greyson and To. O’Dell underlined: « It is absolutely clear that it is necessary to change not only payment system today, but also the approach to its formation for the stimulation to efficiency and productivity rising»[10].

REFERENCES
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