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## CHARACTERISTICS OF WORK MOTIVATION IN THE HOSPITAL SECTOR IN BULGARIA

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### ABSTRACT

The report denotes that in today's dynamic conditions, increasing the work motivation of staff in hospitals has a direct positive impact on the efficiency and results of their activities. The aim of the study is to derive the features and main characteristics of the work motivation of doctors and health care professionals in the hospital sector in our country, which allows to build an effective system of work motivation in hospital care.

**Key words:** work motivation, characteristics, hospital health-care units

### INTRODUCTION

Theories of work motivation do not provide ready-made management answers, but help to ask the right questions and provide a set of tools with which to assess the specific situation and evaluate the effectiveness of the taken actions. The reality in the healthcare sector and the specific socio-economic situation give grounds to point out that there are difficulties in applying a set of effective motivational practices.

Work motivation can be defined as a process of making a voluntary decision for a certain purposeful action in a given situation. It has a subjective character, flows in the consciousness of the individual, influences the behavior by directing and maintaining voluntary purposeful actions. It is not directly observed, but is realized through many physical and psychological reactions, actions and processes that can be directly observed, and is reduced to the personal assessment of all impacts on the individual by the economic, organizational and social environment in hospitals. The aim of the study is to derive the features and main characteristics of the work motivation of doctors and health care professionals in the hospital sector in our

country, which allows to build an effective system of work motivation in hospital care.

### FEATURES OF WORK MOTIVATION IN THE HOSPITAL SECTOR

Work motivation is related to the needs and individual characteristics of a person. This requires gradual consideration of individual characteristics and personality traits. It is necessary to take into account the temperament of man as a genetic factor, as well as to take into account the fact that age, educational and professional status partially change personal characteristics, help to develop control, self-control and other qualities, but in times of crisis is provoked a behavior predetermined by innate temperament. An important factor is the value system of the person, which characterizes his idea of what is valuable to him in work. The value system significantly influences the needs, determines the priority of their satisfaction.

At the same time, it is necessary to take into account that the work motivation of human resources is one of the most important and most complex tasks that do not have an unambiguous solution. People are intrinsically motivated to act in a way that will lead them to satisfy their motives. If the main motive of a doctor in a medical institution is the work itself, then he will behave in a way that leads to satisfying this need. If the main motivating factor is related to adequate remuneration, then

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intrinsic motivation presupposes behavior that will lead to the desired reward.

According to some authors (1, 2), the motivation of human resources is complex, because what one employee considers important and motivates him to perform certain actions, for another employee is completely useless. Even giving a reward for a well done job, if it is not important to the employee who received it, is not a guarantee that it will motivate him. People differ in how they judge a particular action and how well it fits into the idea of obtaining a success with the action.

The process of motivation begins with the conscious or unconscious identification of an unsatisfied need, and after the satisfaction another arises. In order to build an effective system for work motivation it is necessary to know the peculiarities of the human resources employed in the sector, as well as the socio-economic conditions in which the healthcare system operates, the applied normative base, the conducted state policy. (3-7)

The purpose of the health system is to provide services to the population that maintain and improve their health. P. Salchev (8) defines that this is "A system of medical and non-medical activities (activities) aimed at restoring and improving the health of the individual, group or society as a whole".

A number of authors (9-12) define as a characteristic feature of human resources in healthcare their heterogeneous structure. Due to the interdisciplinary nature of medicine as a science and practice and the complexity of the health service, doctors, health care specialists, assisted by economists, psychologists, computer scientists, chemists, physicists, biologists, registrars and others work in healthcare. All of them form a common team of professionals whose goal is to provide quality and timely health services to the population. The complexity of the medical service requires the cooperation of different specialists to achieve the desired result. I support the opinion of E. Petrova-Jeretto that the motivation for work and the management of human resources in healthcare are based on several main statements:

- "these are unique resources - individual and public health are a leading value in society, the competencies of medical professionals cannot be replaced by others.

- these are mandatory resources - medical standards require a certain number of specialists with the necessary qualifications for each structure and for each activity in the healthcare system.
- these are expensive resources - the training of health professionals is long - their qualification and specialization require not only technological time, but also a large personal financial participation, due to which they have a high cost. The higher their qualification, the higher the organization's costs for them.
- these are developing resources - their profession requires the acquisition of new knowledge, skills and competencies, building a mandatory system for postgraduate qualification.
- these are insufficient resources - due to the freedom of the labor market and the possibility of choice, there is an increasing movement of medical professionals to better practices with better conditions for developing their potential and better evaluation of their work. This creates a shortage of medical staff on a national and regional scale, disparities in the distribution of specialists, over-concentration in large cities and others.
- these are strategic resources that must be foreseen, planned, trained and provided in the long run. Human capital management must be seen through the prism of the whole human life cycle, and not as a momentary resource used as a fast-acting, short-term emergency medicine. "

In order to refine the system of work motivation in medical institutions, it is expedient to derive the peculiarities of work of doctors and nurses in medical institutions, as they are the principal players in the provision of healthcare services.

The work of medical professionals can be defined as complex, requiring not only a certain level of education, but also a certain level of qualification, the availability of certain knowledge and competencies. The work of these specialists in the medical establishments by law requires a certain level of education and qualification, specific knowledge, skills and competencies, as well as constant increase of the level of qualification, which is obligatory in order to ensure accurate diagnosis and application of modern and competent treatment. Medical specialists work with

constantly changing normative base, there is a strong administration of their activity accompanied by a large volume of obligatory documentation. Motivation for work in health care implies the creation of conditions for inclusion in it of people with certain qualifications and knowledge, the organization of a system for their maintenance and improvement and taking into account this feature when collecting a motivational package.

The most general principles that need to be observed when taking into account the real needs and interests of medical professionals to whom the motivating effects are addressed is that they meet their expectations. In order to obtain one-sidedness of the interests of the specialists and the medical institution, leading is the feeling of satisfaction by the employees. It should not be forgotten that each employee has his own unique system of needs and interests, but the motivating influences must direct his behavior to achieve the goals of the organization. Healthcare sector works with unique human individuals and their work results cannot always be predicted, justified and adequately assessed. This requires, as a specific feature of building a system of motivation in this sector, to emphasize the personalization of the interest and responsibility of the individual specialist and the entire medical team, revealing that obtaining the end result is due to the immediate efforts of medical professionals providing the opportunity of independent decision-making on how to treat patients.

New discoveries in the field of medicine, the application of high-tech devices and treatment systems require constant acquisition of new knowledge and skills, maintaining a high level of professional competence by the doctors and health care professionals. Em. Kafedzhieva(9) rightly points out that medical specialists take care of people's lives and health and their work is considered socially significant, responsible, dedicated, associated with great professional responsibility and certain claims to its quality. Therefore, they need to maintain and develop their knowledge and skills throughout their careers, constantly to update their professional knowledge in order to provide quality and competent medical care. As for medical doctors' work, it is characterized by a high degree of specialization and differentiation, scope and depth. Although to a lesser extent,

this also applies to the work of health care professionals.

It is necessary to take into account that patients are more and more informed, they have easy and constant access to information about the latest medical innovations, they expect detailed explanations about their disease and treatment, require a second opinion. This puts new demands on physicians in terms of behavior towards patients and requirements for continuous training.

The motivational process presupposes achieving a one-way direction between the interests of the management of the medical institution and of the medical specialists working in it. In this way, by pursuing one's own interests, the person also works for the prosperity of the organization in which one works. It can be summarized that medical professionals are people with a high level of qualification, with a desire to acquire new skills and knowledge, which allows them to achieve high quality of their health services, which is the main interest of the hospitals themselves.

A number of researchers (9, 13, 14) determine that medical professionals are under constant nervous and mental stress due to the stress caused by the constant danger to the health and lives of patients, by negative emotional experiences related to stressful work, contacts with representatives of various organizations and institutions, with the relatives of the patients and others. Workers often face negative emotions from patients such as fear, aggression and others. In an effort to help patients, the work of medical professionals is accompanied by emotional exhaustion and frustration. We should not forget the occurrence of unexpected and sudden events in the course of treatment of patients, taking responsibility for the lives of patients, which contribute to the increase of stress in the work of medical professionals and adversely affect their effectiveness in the workplace, and their motivation.

Other authors (5, 6, 15) add that typical for the work of medical professionals is that the result is not always visible immediately, and sometimes a long period of time is needed. Because unique human beings are treated, it is difficult to predict the duration, the extent of urgency of the treatment and its favorable outcome. For certain diseases, accurate and

timely treatment may be provided by the medical staff, but the patient cannot be cured. Any impact on the human body carries a certain risk of damage.

In a number of studies (15-19), it is proved that health professionals are subject to a high level of stress, and are more likely to develop so-called burnout syndrome - a state of physiological, emotional and mental exhaustion, characterized by a negative attitude towards work, exhausted sympathy for the patient, feelings of helplessness, negative attitude towards other people. Em. Kafedzhieva(9) determines that the main stress factors are the presence of urgency in performing tasks; frequent change of activities - from performing routine duties to action in extreme situations; lack of clarity, i.e. employees do not know what to expect in their daily work, vaguely and ambiguously are conveyed and set the tasks and requirements by the management; strong control and priority use of formal rules of conduct; too many responsibilities in the absence or low autonomy, i.e. workers are not encouraged to make independent decisions related to their work, etc.

It is desirable when collecting a motivational package aimed at medical professionals to take into account these negative characteristics of work in the sector and to suggest ways to minimize them.

A. Petkov, M. Popov, B. Davidov (19, 20) reveal that the work of medical professionals is associated with different types of risk such as biological risks (eg infections caused by needle injuries); chemical hazards (medicines used for treatment and disinfectants); physical risks (ionizing radiation); ergonomic risks; psychosocial risks (including violence and shift work). Medical professionals are required to apply an individual approach towards the patient, working hours are often unregulated. Medical work is with a high degree of specialization and differentiation, scope and depth.

Effective work motivation requires that there is an adequacy between the results obtained for a particular work behavior by employees and their efforts to achieve these results. It is essential to have objectivity in assessing achievements in the work process. The sense of justice is an extremely important factor motivating the work behavior of medical

professionals. Performance indicators must convince workers that their assessment reflects the reality. Healthcare, due to the peculiarities of its object - the unique human individual, is characterized by the presence of elements of uncertainty, unpredictability and reduced ability to continuously control the quality of services offered and the obtained results. These objective and specific features of the healthcare sector require the creation of motivation in employees, emphasizing responsibility, initiative and self-control. Timely reporting and evaluation of the results of the work of medical professionals and, accordingly, timely recognition of the results helps to achieve a clearer link between behavior, efforts, evaluation of these results and recognition of achievements.

The evaluation of the achieved results from the work of the medical specialists is in direct connection with the existing normative regulation. The normative base regulating the work in the medical establishments is subject to constant changes. The main normative documents in this area are the Health Insurance Act (HIA), the Medical Establishments Act (HHA), the Medical Standards, the Law on the Professional Organization of Doctors and Dentists (ZSOLLDM), the Law on Professional Organizations of Nurses, Midwives and the Associated Medical Specialists (ZSOMSAAMS), the Law on the Professional Organization of Master Pharmacists (ZSOMF). The Health Insurance Act (HIA) defines the conditions for medical establishments and the medical specialists working in them with regard to the organization, the procedure for negotiation and the nature of the medical care. The Medical Establishments Act (PHA) defines the rights and obligations of medical professionals. The requirements of the approved medical standards for individual specialties are applied in the medical establishments for hospital care. They impose specific requirements for providing with appropriate staff in terms of its volume (number of persons), professional competence, responsibilities, professional experience, nurse-doctor ratio, etc.

The self-regulation of the medical profession is carried out through the Law on the Professional Organization of Doctors and Dentists (ZSOLLDM), the Law on Professional Organizations of Nurses, Midwives and Associated Medical Specialists

(ZSOMSAAMS), the Law on Professional Organization of Master Pharmacists (ZSOMF). These professional organizations of medical personnel participate in the preparation of normative documents, in political and expert discussion of issues of importance for health care within parliamentary, departmental and working committees, participate in the organization and conduct of continuing medical education of relevant specialists.

An important document regulating the labor and insurance relations of the employees is the Collective Labor Agreement (CLA) in the healthcare sector, a result of the social dialogue between the state, the representative organizations of the employees and the employers. This agreement is implemented for the structures of the Ministry of Health, all medical organizations regardless of their administrative subordination and form of ownership.

Through internal regulations, the employer specifies the various options for applying effective work motivation, but must comply with the requirements of the above regulations. Such are the Rules for the Structure, Activity and Internal Order of the medical establishment in which the structure, the basic principles of the organization of the activity and the positions are regulated. Other internal acts are the Rules for the Internal Order of the Wards, the General Hospital Synchronized Schedule, various orders, instructions, rules, job descriptions, which regulate the rights, obligations and responsibilities of all employees in the medical institution.

## CONCLUSION

Based on the above, motivation is seen as a complex process that aims to achieve unidirectionality in the interests of the individual and the institution, ie must take into account the needs and expectations of employees for economic rewards /i.e. a high level of pay/, achieving an inner satisfaction with the completed work and satisfying the social needs of the individual. The work behavior is a set of human reactions to the environment with which they interact. It is determined by the individual characteristics of the person, by his knowledge, skills and temperament in the specific conditions of the situation, including the nature of the work, the rewards associated with a particular behavior and the applied management style.

It can be summarized that the lack of a template, the non-standard conditions and the human individual, the need for differentiated application of technologies, the relationship between human and organizational factors largely predetermine the creative nature of the work of medical professionals and hence the difficulty of building an effective work motivation system.

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