

Motivation of Personnel in a Healthcare Company

Artur Ilgunov
Matvei Khutter

Bachelor's thesis
April 2016
International Business
Degree Programme in Business Administration

Author(s) Ilgunov, Artur Khutter, Matvei	Type of publication Bachelor's thesis	Date 20.04.2016 Language of publication: English
	Number of pages 64	Permission for web publication: x
Title of publication Motivation of Personnel in a Healthcare Company		
Degree programme International Business		
Supervisor(s) Saukkonen, Juha		
Assigned by Kivach		
<p>For years, the concept of motivation has been a popular topic of discussion among various researchers and practitioners. In present days, managers are continuously challenged to perceive, and in fact present, a strong performance of their subsidiaries and departments.</p> <p>The following thesis explored the concept of motivation. The main aim of this research was to examine strategies used by managers in order to motivate employees, as well as to examine the current level of motivation of higher medical personnel and determine whether they are motivated or not. Additionally, it was questioned what kind of incentives are perceived positively by doctors. The motivation strategy was examined on the basis of the goal-setting theory, created by Edwin Locke.</p> <p>This study was assigned by Kivach – a healthcare clinic located in Karelian region in Russia. As a clinic providing high-quality health services, Kivach is very concerned about their employees' motivation and satisfaction with the overall working conditions. That is why there was a need for an examination of the present motivational level of the Kivach personnel, working conditions and motivational techniques as applied by the managers in Kivach.</p> <p>In order to implement the study, qualitative research approach was chosen and supported by quantitative data questionnaire. Thematic interview was conducted as tool for qualitative information collection. For quantitative data gathering, a special questionnaire was developed with a help of Kivach clinic HR manager, and then distributed among higher medical personnel of the clinic. As a result, researchers managed to gather 36 responses, which represent more than 50% of personnel in Kivach.</p> <p>According to the results of the research, it was possible to see that Kivach clinic managers have implemented thought-out and comprehensive motivation strategies to contribute to the overall motivation level of their employees. Results of quantitative survey show that employees of Kivach clinic are motivated and satisfied with their working environment. Doctors of the clinic perceive non-monetary incentives as the most valuable.</p>		
Keywords/tags (subjects) Human Resources, Motivation, Management		
Miscellaneous		

Contents

1 Introduction.....	3
1.1 Description of the case company	4
1.2 Objectives of the Study	6
1.3 Research Questions	6
2 Literature Review	7
2.1 Content Theories	7
2.2 Process Theories	14
2.3 Incentives	22
2.4 Motivation of Medical Personnel	24
2.5 Summary of the Theories.....	25
3 Research Approach	30
3.1 Methods of primary data collection	31
3.2 Questionnaire	31
3.3 Sample.....	32
3.4 Data Collection.....	32
4 Research Findings.....	33
4.1 Interview	33
4.2 Questionnaire	38
5 Conclusions.....	53
6 Discussion	56
6.1 Credibility.....	56
6.2 Suggestions for future improvement	57
References.....	58
Appendices.....	62

Appendice 162

Appendice 2.65

1 Introduction

Nowadays, most of the companies presented in the market are trying to increase their performance up to the maximum. It is not a secret that the most vital asset that any company has is their employees. Every business related organization is oriented towards productivity and thus higher profitability. In turn, all the business processes of any organization depend on the employees' productivity. The more efficient employees work, the better the result is. The only question is how to make the employees to perform at their best.

To generalize, it is possible to distinguish between two different types of employees according to their type: Motivated and Unmotivated. Motivated employees tend to seek higher results, perform better and strive towards high personal and corporate achievements. On the other hand, unmotivated employees seek for options to pass through with the minimum amount of effort. (Banks 1997, 8.) It is well understandable that a company is more interested to work together with ambitious and motivated employees who are willing to show their effort, perform high results and grow accordingly. Therefore, the question of motivation arises for managers of any company.

For years, the concept of motivation has been a huge subject in discussion with various researchers and practitioners. Needless to say, managers are continuously challenged to perceive, and in fact present, a strong performance of the subsidiaries and departments of their companies. However, modernization made significant changes to the working environment of every company. Employees are no longer motivated by money only, which used to be a case for the long time. Nowadays, employees are mindful people with personal growth desires and in turn, this situation requires a different approach to motivation rather than a simple belief in monetary incentives. This rises a vital task for managers - to understand the needs and desires of employees and to make them perform at their maximum.

Let us look at a definition of motivation in order to get a deeper understanding of the term. "The word motivation derives from the Latin verb 'movere' meaning 'to move'" according to Pearson dictionary. Nowadays, there is a very specific understanding of

this movement if correlating the origin of the word motivation to the modern life. To move towards your goals, towards your high achievements - the idea is to succeed in greater deeds, to perform your best in various situations. However, let us take a look at the urban meaning of motivation from the managerial point of view. Motivation is described as “the act or process of giving someone a reason for doing something : the act or process of motivating someone” according to Merriam-Webster dictionary. Thus, it is possible to see that for managers motivation is about getting someone into action in order to satisfy both corporate and personal needs. In other words, motivation is all about targeting someone towards desired goals.

The concept of motivation might be considered an easy task, but it is not. Nowadays, managers understand that there are various ways to motivate employees in order to keep high profitability; however, this might be a very tricky problem.

This problem is even further exacerbated when we talk about healthcare workers. Increasing the motivation of healthcare workers is overall a major problem for the country as a whole. Without solutions to the problem of motivation, it is hardly possible to provide a highly qualified and highly cultural healthcare system for the nation. Nowadays, it is accepted in Russia to divide healthcare organizations into two different categories: budgetary (Those supported and funded by the government) and commercial (Those funded by private capital). Both of those types are required to obtain a license for medical activities, approved by the government. Talking about commercial health care organizations, the possibilities for employee motivation are much wider and thus can be much more effective. Regarding to all aspects mentioned above it seems interesting to investigate the phenomena of motivation in a specified environment (commercial healthcare case company).

1.1 Description of the case company

Kivach is an ultra-modern clinic situated in Karelia, 55km away from its capital - Petrozavodsk and it has been operating since the year 1996. Kivach clinic is the industry leader in natural purification and rejuvenation of the body. The clinic offers unique treatment; it is famous for its method of body purification at cellular level. Purifica-

tion is a whole system of various procedures such as diagnostics, course of purification procedures, halo therapy, phytotherapy, massages, heat therapy, acupuncture, wraps, physiotherapy, lymph therapy, hirudotherapy, special nutrition and much more. The number of health care personnel counts up to 70 highly qualified doctors and 150 nurses.

The mission of the company states: "To restore and enhance health, preserve youth and beauty for years to come, to make life of our guests full and harmonious". It is seen from the mission of the organization that Kivach is not only treating, but also trying to change mindset of their clients to a healthier lifestyle. Clinic states six main objectives that they pursue in daily activities:

- To perform a comprehensive diagnosis of the functional state of the organism.
- To restore and qualitatively improve health of our Guests by various methods of natural regeneration.
- To prevent the emergence and development of major diseases of our guests.
- To start the mechanisms of self-regulation and self-regeneration.
- To enable our guests to maximize the potential of their bodies.
- To show our guests that deliberate choice of a healthy lifestyle is the best choice for health maintenance.

The clinic offers different directions of the treatment, such as checkup, health 60+, treatment of infertility, general rejuvenation, limo therapy and Detox as the main direction. Kivach offers three different variants for completion of those programs: one week, two weeks and three weeks programs when guests are staying in the premises of the clinic and undergo the whole set of procedures, lectures and other events.

Kivach clinic bears a certain status, which indicates a perfect reputation of the organization. The organization hosts highly demanding guests from Moscow and Saint Petersburg. Thus, human resource department counts on high level of professionalism of the staff. Management of the clinic believes that providing opportunities for professional growth of their specialists increases the quality of services of the clinic. The aim is to build a strong, valuable and reliable relationship between organization and its higher personnel as the managers of the clinic know that investment in health

care personnel contributes to the overall well-being and prestige level of the clinic due to highly qualified professionals. On the other hand, clinic provides strict requirements for their doctors that are stated in a special document.

1.2 Objectives of the Study

Kivach clinic is aiming towards cooperation with the motivated employees who are eager to present higher results and a better performance level. Therefore, the main task of the managers in Kivach is to stimulate and keep motivation level of their employees. Motivated employees are considered as the most vital asset of the clinic. Regarding to this fact, managers of Kivach clinic expressed their interest in conducting the research on employees' motivation.

The main objective of our research is to create a clear understanding of motivational strategies used by HR managers in Kivach, and identify if they are effectively applied in practice or not. This will be done by analyzing the qualitative data concerning management techniques and motivation strategies used in the clinic, gathered during interview with the manager of Kivach, and by analyzing employees' opinions towards working conditions and motivation techniques, gathered with the help of quantitative survey. To be more specific, we will determine whether employees of the clinic are motivated or not. Moreover, another objective is to investigate means of incentives that are taking positively in Kivach clinic.

1.3 Research Questions

The following research was implemented in order to answer the stated questions concerning employee motivation at Kivach clinic:

- Which motivational strategies are used by the managers of the clinic?
- Are the employees of the clinic motivated or not?
- What means of incentives are perceived positively by the employees of the clinic?

2 Literature Review

To begin with, according to the theoretical background, it is possible to distinguish two main branches applicable to the theories of motivation, which are process and content theories. It seems logical to begin explanation and further research with content theories since those are the earliest theories established by researchers.

2.1 Content Theories

Content theories indicate 'What' motivates people. In other words, content theories focus on factors within a person that direct his/her motivation and thus behavior. It is possible to say that content theories mostly determine the psychological needs of each individual. However, content theories assume that those needs are the same for all people. In modern society, it would be fair to assume that each individual possess a unique set of inner needs and aims that vary from person to person.

Various theorists and researchers such as Abraham Maslow, Herzberg and McClelland tried to determine those needs and determine motivation motives as well as describe them. In the following paragraphs, content motivation theories will be described in order to get a comprehensive understanding of their implications.

Hierarchy of needs

Abraham Maslow's hierarchy of needs is clearly one of the best-known theories (1943, 1954.) Maslow suggests a general theory of human functioning. He indicated five main levels of human needs (e.g. motivating factors). Nevertheless, the author of the theory propose that those needs cannot be satisfied all at the same time. The theory has a pyramid shape so the movement of satisfactions starts at the bottom and then rises accordingly. He assumed that when one level of needs is satisfied, the next level of needs emerges. He presents his hierarchy of needs as follows:

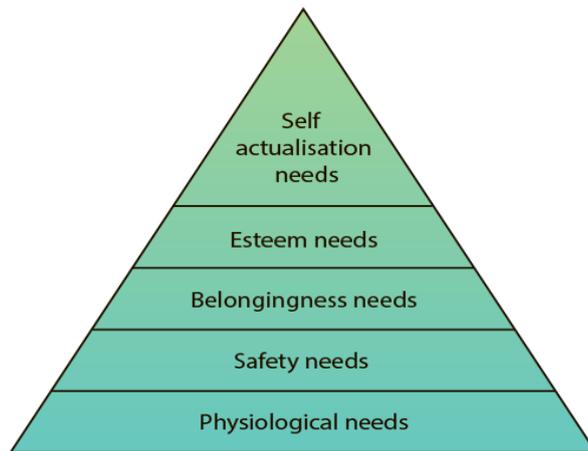


Figure 1. Maslow's hierarchy of needs.

- 1) Physiological needs: Hunger, thirst, sleep, etc.
- 2) Safety needs: Stability, order, freedom from fear, anxiety, etc.
- 3) Belongingness needs: Family, friendship, group, etc.
- 4) Esteem needs: Respect, recognition, etc.
- 5) Self actualisation needs: professional growth, personal development.

Maslow proposes that all human beings are climbing up on top of the pyramid. E.g. when one level of needs is satisfied to an adequate extent, then the next level becomes the most significant for a person. He suggests that the current level in the hierarchy reflects to the main driving power towards a person's motivation and desires (Arnold 2005, 308).

However, it is necessary to take into consideration that Maslow indicates those five levels as something general for each human being and in fact, those needs may vary from one person to another.

One of the disadvantages of this theory is that Maslow suggest that the theory works from level to level. This means that a person cannot jump from one level to another skipping one stage of the pyramid in between. All the levels have to be accomplished after one another. When the needs are met, they no longer cause anxiety to a person.

It can be seen from the theory that in order to motivate employees manager should clearly determine the current level in the hierarchy and then try to satisfy the current needs of this particular level, or the level above.

Theory X and Theory Y

Douglas McGregor proposed his 'common-sense' approach to motivation in his book 'The Human Side of Enterprise' in 1960. He created two different theories of motivation: Theory X and Theory Y. Those two approaches are opposite to each other. In those two theories, he uncovered a general perspective of the human nature (Arnold 2005, 311).

Theory X indicates that people are irresponsible, unreliable and generally cannot be trusted. They tend to do everything they can to avoid work; furthermore, they are lazy in their nature. Therefore, those employees need to be controlled using financial incentives or a threat of punishment on the other side of the stick. McGregor suggest that in theory X people will tend to pursue their own goals, which in most of the cases are in conflict with the goals of organization.

Theory Y on the other hand states that people seek self-development in their workplace. It suggest that the spirit of development, interest and engagement is a natural state of mind for a person. If treated accordingly, employees are commonly liable, seeking for a higher responsibility, which they in turn associate with a reward. Generally speaking, people tend to strive towards high achievements in their organization, according to McGregor's theory Y.

As can be seen, Theory X and theory Y are opposite to each other. Theory X represents a pessimistic approach to managing employees, while Theory Y stands for an optimistic point of view. Therefore, the differences between managerial approaches arise. Within Theory X, managers tend to have a severe control over employees deeds and keep them motivated by fear and monetary incentives, while in Theory Y, managers believe that guiding employees in a free form creates more possibilities for them as they are naturally striving towards greater responsibility and higher tasks at their workplace.

However, it is important to say that none of these approaches is universally correct. (Arnold 2005, 311.) As Schein (1998) pointed out, “over time people may be socialized into their organization’s way of thinking about motivation”. Consequently, we can say that overall atmosphere at the workplace also affect the motivation approach to the employees.

Theory of Needs

David McClelland with his associates developed the theory of needs in his book “The Achieving society” in 1961. In his theory, McClelland identified the three main types of higher level of needs, which come as follow:

- Needs for achievement: need to succeed; need to strive towards high standards.
- Need for power: “The need to make others behave in a way that they would not have behaved otherwise”.
- Need for affiliation: The desire of employees to build a strong and trustful relationship with their coworkers. (Robbins 2005, 177.)

Those needs are not arranged in a hierarchical order and are not mutually exclusive. The theory states that people’s motivation and efficiency influenced by those three types of needs. First of all, it is a need for achievement. People with a high need for achievement are trying to strive towards greater results. People with a high need for achievement, seek for an opportunity to do something better. McClelland states that it is crucially important to receive a rapid feedback for this type of people in order to see whether they are progressing in the needed direction or not. High achievers are not gamblers, they are more likely prefer to take a moderate risk where the outcome more dependent on their professional skills rather than chance probability. They as well prefer to take a reasonable responsibility for their success or failure. (Milner 2005, 47.) Another important issue concerning high achievers is that they prefer not to take low odds (tasks that can be easily accomplished), because in this case they feel no satisfaction upon the completion of an easy task.

The need for power is acquired and developed on the basis of education, life experience and the fact that a person wants to control the actions of others, having significant influence on them. People with a need for power want to have an impact on

others, as well as to have an authorized position in their workplace. They are driven by competitiveness and ability to place themselves in a high position in status-oriented environment. (Robbins 2005, 178.) People high in need for power usually make good managers or other positions where they feel “In charge”.

The last but not least is the need for affiliation. Need for affiliation is often considered as participation need, or need in co-creation. It is expressed in the pursuit of cultural friendly relations with others. People high in need for affiliation tend to establish good, trustful and reliable relationships with others, expect to get approval and support from their colleagues, as well as from persons who have a higher social status. Employees with this orientation want to include themselves into active cooperation not only with their colleagues and subordinates, but as well with clients of the organization.

ERG Theory

Clayton Alderfer, when creating his theory, came mainly from the fact that all people's needs can be organized into separate groups that can remind Maslow's hierarchy of needs. Therefore, they are often being compared. However, Alderfer has re-worked Maslow's hierarchy and in his work, he indicates three groups of core needs:

- 1) Existence
- 2) Relatedness
- 3) Growth

The proposed hierarchy called ERG theory, based on the first letters of every group of needs.

First of all, existence needs presented by Alderfer represent Physiological and Safety needs proposed by Maslow. The second group of needs (Relatedness) associated with a desire to establish and maintain meaningful interpersonal relationships. “These social and status desires require interaction with others if they are to be satisfied, and they align with Maslow's social need and the external component of Maslow's esteem classification.” (Robbins 2005, 175.) Finally yet importantly, Alderfer distinguish the Growth need, which include human needs related to his desire to develop and grow personally as well as needs for respect and self-expression. Those needs align with Maslow's esteem and self-actualization stages of his hierarchy.

Therefore, what are the main differences between Maslow's hierarchy and Alderfer's ERG theory besides from the fact that Alderfer has reworked five needs to three needs? The difference is not only in the amount of needs distinguished, but in the process of achieving those needs and how people move from one level to another. Maslow suggested that satisfied needs are dominant and that each higher level of needs is not activated as long as the lower level of needs remain unsatisfied. In contrast, the ERG-theory states that in addition to the progressive climbing up to the hierarchy levels proposed by Maslow, frustration-regression dimension associated with the collapse of plans and inaccessibility of goals is also present (Robbins 2005, 176). Alderfer says that dissatisfaction or frustration with the needs of the higher level enhances the dissatisfaction with the needs of the lower level, whereby there is an automatic switching of attention to the needs of this (lower) level. For instance, if person cannot satisfy his growth need continuously, and then relatedness need become more active, which shows the regression from upper level to a lower one. Moreover, Alderfer states that unlike Maslow's hierarchy, when talking about ERG theory all three types of needs can be simultaneously working, while Maslow proposes a rigid, step-like progression.

Based on the ERG theory, hierarchy of needs is reflected by climbing from needs that are more concrete to less specific ones. Alderfer believes that whenever and whatever the need is not met, person's attention switches to more specific needs in order to meet these needs. This downward movement causes the movement from top to bottom.

"In summary, ERG theory argues, like Maslow's theory, that satisfied lower-order needs lead to the desire to satisfy higher-order needs: but multiply needs can be operating as motivators at the same time, and frustration in attempting to satisfy a higher-level need can result in regression to a lower-level need" (Robbins 2005, 176).

Generally speaking, Alderfer presented a more applicable and more individualistic theory of Maslow's hierarchy with its specific additions that also takes into account person's background such as education, culture, etc. and by these means makes it a more valid version of Maslow's need hierarchy.

Two-Factor Theory

Frederick Herzberg proposed his two-factor theory of motivation, also known as motivation-hygiene theory, in 1959. The purpose of it was to investigate satisfaction and dissatisfaction levels of a person as well as to determine reasons for the increase and decrease in productivity. In order to study this phenomenon Herzberg asked employees to describe situations in which they felt positive (full desire to work) or negative (when they felt dissatisfied, no desire to work) towards their jobs. The results of this study allowed Herzberg to conclude, according to which the satisfaction of the work depends on its intrinsic characteristics and factors such as recognition, responsibility and achievement, while dissatisfaction depends on the extrinsic characteristics of the work, e.g. supervision, pay, working conditions. (Robbins 2005, 173.) The result was the fact that all of the factors that have an impact on human activities in production were divided into two groups: Motivators and Hygiene factors. Hygiene factors are related to the environment in which the work takes place while motivation factors to the nature and characteristics of the work.

Hygiene factors: organization policy and leadership, quality of supervision, working conditions, pay, Interpersonal relationships with colleagues and subordinates, job security.

Motivators: Success, career growth, Recognition and approval of the results, high level of responsibility, possibilities for professional and personal growth.

“The data suggest, said Herzberg, that the opposite of satisfaction is not dissatisfaction, as was traditionally believed. The opposite of “Satisfaction” is “No satisfaction,” and the opposite of “Dissatisfaction” is “No dissatisfaction.” (Robbins 2005, 173.)

Generally speaking, hygiene factors lead to “No dissatisfaction” and make the working environment adequate but not necessarily satisfactory, while Motivators have a significant impact on high “Satisfaction” level but without them a person would not necessarily be “Dissatisfied” but will have “No satisfaction” instead. It is important to mention that “Satisfaction” and “Dissatisfaction” with the job are two mutually independent dimensions, which can be visually displayed on two different graphics.

Moreover, it is interesting to see that Herzberg has placed payment to hygiene factors. He suggested that it is impossible to have a continuous motivation rise with

such a variable as pay. He explains that when the salary rises it might have a short-term impact, however an individual gets used to the payment level and thus payment is no longer considered as motivational factor, but as Hygiene factor, which can only cause “No Dissatisfaction” at its best.

According to Herzberg, in order to satisfy employees and increase their productivity manager should take hygiene factors to an adequate level (not to create “Dissatisfaction”) and push Motivators such as career growth, recognition, etc. in order to promote and arise “Satisfaction” level for employees.

2.2 Process Theories

While content theories, which we were describing previously, focus on the content of motivation and try to indicate ‘what’ motivates people, process theories focus on the process of motivation, and they try to indicate ‘how’ the motivation of a person appears. Process theories are centralized on cognitive differences between people, and these theories are trying to explain how and why an individual’s behavior is directed to choices aimed at satisfying individual’s needs. In the following chapter, we will describe the three best-known process theories, which are the expectancy theory conducted by Vroom, the equity theory proposed by Adam, and the goal-setting theory created by Locke and Latham.

Expectancy Theory

The Expectancy theory (also called VIE – valence, instrumentality, expectancy) was originally proposed by Victor Vroom in 1964. This theory is one of the most widely accepted explanations of motivation, although it has its critics.

“Expectancy theory proposes that people’s choice of course of action depends upon their beliefs of (i) their own capabilities; (ii) whether the course of action will lead to rewards; (iii) how valuable these rewards are” (Arnold 2005, 321).

Unlike the content theories, the expectancy theory focuses on the motivation process, and aims to explain how people choose one behavioral option over another. The choice process in this theory is cognitive and is based on the calculation of the

appraisal of the following three factors, which represent the core of the expectancy theory, for each of actions considered.

These factors are:

- 1) Expectancy. (How able am I to perform the action I am considering?)
- 2) Instrumentality. (Would performing the action lead to an identifiable outcome?)
- 3) Valence. (How valuable to me will the possible outcome be?)

According to Vroom, expectancy and instrumentality elements could be expressed as probabilities, which means that there is a certain likelihood of satisfaction or dissatisfaction of conditions within these elements, while the valence element could be expressed as a subjective value, which means that only the individual involved in motivation process determines the value of the outcome. The force to act should be viewed as a function of the product of all the three key factors. In other words, Valence, Instrumentality and Expectancy factors should be multiplied together in order to determine motivation. This implies that if one of the mentioned elements will be equal to zero, the overall motivation to pursue certain course of action will also be equal to zero. For example, if a person needs to write an essay, and he or she believes in own inability to perform that action, the instrumentality and valence questions are not even worth asking, as there will be no process of performing this action at all. Therefore, there will be no outcome. We can see that it works in different ways, as the absence of outcome will make valence and expectancy questions pointless, as there will be no value of that outcome, and no motivation to perform a certain related action. In the same way, the absence of the value of the outcome will not motivate anyone to perform an action leading to this outcome. (Arnold 2005, 320.)

The Expectancy theory could provide important findings for human resource managers who want to keep their employees motivated. According to the expectancy theory, managers should ensure that all the three conditions based on the key factors of the theory are satisfied:

- 1) Employees perceive the possessed skills as necessary to perform their jobs well. (Expectancy).

2) Employees perceive that if they will perform their job well, they will be rewarded. (Instrumentality).

3) Employees perceive rewards offered for a successful job implementation as attractive to them. (Valence).

If one of these conditions is not satisfied, the level of employees' motivation will most certainly be reducing.

According to Stephen Robbins, although expectancy theory looks attractive, it does not work very well when evaluated in research. Just like the need theories, it has now gone out of fashion. However, even though this theory is not perfect, it is still useful for identifying the potential dominants of the motivation process even if they do not combine as predicted in the VIE theory. (Robbins 2005, 183.)

One of the main disadvantages of the expectancy theory is that the instrumentality theory can significantly over-complicate the cognitive processes involved in motivation. However, it can still provide a helpful logical analysis of the key factors affecting the choices made by individuals. It is also important to mention that the VIE theory does not pay much attention to explaining why an individual values or does not value certain outcomes. This theory implies that we should ask employees about how much they value something, but not why they value it. This fact could be viewed as another illustration of the expectancy theory concentrating on process instead of content.

Goal-Setting Theory

Edwin Locke and his associates proposed this motivational approach in 1960's. Since then, this theory is developing and increasing its strength and sophistication. Important to say that by the 1990's over than a half of overall researches on motivation were containing extensions and developments of the goal-setting theory.

According to Locke, "A goal is what an individual is trying to accomplish; it is the object or aim of an action. The concept is similar in meaning to the concepts of purpose and intent" (1981, 126).

The goal-setting theory is presented below in figure 1. From this figure, we can see that the characteristics of a goal and the attitudes towards it are influenced by incentives, self-perceptions and the manner in which goals are set. In turn, these goal characteristics and attitudes are thought to determine behavioral strategies, which lead to performance within the constraints of ability. Knowledge of results is thought to be essential to the further refinement of behavioral strategies. (Arnold 2005, 326.)

Goal-setting theory:



During 1970's and 80's, many of the main features of the goal-setting theory have been thoroughly researched. Locke and Latham (1990), as well as Mento (1987), have implemented several conclusions, most of which support the goal-setting theory. These conclusions represent the core of the goal-setting theory and make it one of the most consistently supported theory in organizational psychology.

These conclusions are:

1. Difficult goals lead to higher performance than easy goals, so long as they have been accepted by the person trying to achieve them. This statement is based on the fact that people direct their behavior towards goal achievement, so that challenging goals produce more effective behavior rather than easy ones.

2. Specific goals lead to higher performance than general 'do your best' goals, as specific goals create a precise intention, which helps people to shape their behavior with precision.
3. Knowledge of results, or feedback, is essential if the full performance benefits of setting difficult and specific goals are to be achieved. According to Edward Locke, apart from its main function to provide a person with information on his progress, feedback may also have motivating properties.
4. The beneficial effects of goal setting depend partly on a person's goal commitment. According to Wright, goal commitment can be defined as an unwillingness to abandon or lower the goal set.

(Hollenbeck *et al.*, 1989)

Saying it differently, the worker's performance level will be improving as long as the goals are specific, challenging and possible to achieve, and if the worker feels his commitment to the task and receives feedback on his progress. Locke has also pointed that goal setting helps to unlock and mobilize knowledge and skills possessed by person, which are relevant to the task. Important to mention that the impact of a goal setting on work performance is insignificant if the person does not feel committed to the task.

Despite the fact that the goal-setting theory have been widely accepted, there are certain limitations to the effectiveness of this theory. Austin and Bobko (1985) identified four aspects in which the goal-setting theory has not been properly tested. Firstly, most of the goals set in the goal-setting research reflected quantity of work done, but not quality. This is a serious limitation, because in many tasks and works quality of work done is more important than quantity. Second limitation is that jobs in real life often have conflicting goals, and achieving one goal could mean neglecting another. This fact significantly complicates and sometimes can even undermine the application of goal setting. Third point of Austin and Bobko emphasizes the fact that the goal-setting research used goals set for individual workers, and assessed individuals' performance. In real business world, however, group tasks usually are more significant, and group performance is more important, than performance of each individual. Nevertheless, according to Crown and Rose (1995) setting of a group goal can

improve the overall group's performance, if the group's goal is consistent with individuals' goals. Fourth point was that the goal-setting theory did not demonstrated its effectiveness outside of laboratory settings, but it still can work outside of laboratories. (135-138.)

Apart from criticism of Austin and Bobko, there are also other studies that put the effectiveness and application of the goal-setting theory in question. Eatley (1989) suggested that application of the goal-setting theory could be harmful if this theory is applied to tasks, which are novel, because goal setting takes the attention away from learning a novel task.

To conclude, I want to say that despite criticism, the goal-setting theory could be very useful for our research, as it has many advantages and can be integrated with other motivation theories.

Equity Theory

The equity theory is based on the fact that people tend to compare their job inputs and outcomes with others. People perceive what they get from a job situation (outcomes) in relation to what they put into it (inputs), and then they compare their input-outcome ratio with income-output ratios of others. If ratio is perceived to be equal to the ratio of other, with whom a person compare himself, this person is in state of equity. In this case, situation is seen as fair. When ratio is perceived as unequal, people experience equity tension. According to John Adams, this negative tension state could provide motivation to do something to improve it.

There are four referent comparisons that a person can use:

- Self-inside. An employee's experience in a different position inside his or her current organization
- Self-outside. An employee's experiences in a situation or position outside his or her current organization
- Other-inside. Another individual or group of individuals inside the employee's organization
- Other-outside. Another individual or group of individuals outside the employee's organization

(Robbins 2005, 186.)

The choice of the referent is influenced by the information about referents, and their attractiveness to the person. It is possible to distinguish three moderating variables: Employee's salary level, amount of education and length of tenure.

According to the equity theory, when a person experience an inequity tension, most probably he will make one of the following six choices:

- Change his input
- Change his outcome
- Distort perception of himself
- Distort perceptions of others
- Choose another referent
- Quit a task or job

In general, the equity theory points out the fact that people are not only concerned with amount of rewards they receive for their efforts, but also with relationship between their amount of rewards and amount that other people receive. This means that the employees' motivation is influenced not only by absolute rewards, but also by relative rewards. (Robbins 2005, 187.)

Job-Design Theory

Theories of Maslow, McGregor and Herzberg mentioned that the work itself could be a very important motivation source. Recent researches in job design provide evidence that the elements of job design and their organization have a significant impact on effort.

The Job Characteristic model (JCM) states that any job can be described in terms of five core dimensions:

1. Skill variety. The degree to which the job contains a range of different activities, so the worker is able to apply different skills and talents.
2. Task identity. The degree to which the job requires completion of identifiable task.
3. Task significance. The degree, describing impact and influence value of a job.

4. Autonomy. The degree, describing the amount of individual choice and discretion involved in a job.
5. Feedback. The degree, describing amount of information employee receives about his performance, and extent to which he can see the impact of his work.

If the first three dimensions are present in a job, the worker will perceive his job as important, valuable and worthwhile. The more these factors are present in a job, the greater will be the level of employee's motivation, performance and satisfaction. It is also important to mention that the jobs that provide autonomy give the worker a feeling of personal responsibility for his actions and results, and it is also important to give worker feedback on his progress, so he will know how effectively he is performing.

The first three core dimensions can be combined into single predictive index, which is called motivating potential score (MPS), which is presented below:

$$\text{MPS} = ((\text{Skill Variety} + \text{Task Identity} + \text{Task significance})/3) * \text{Autonomy} * \text{Feedback}$$

Jobs with high motivating potential should be highly saturated with at least one of three core factors presented above. They also must be highly saturated with autonomy possibilities and feedback.

The general framework of the Job characteristics model is that there is a multiple set of job characteristics, which have a strong impact on behavioral outcomes. Despite the fact that JCM has been well researched throughout years, disputations about this model are still happening. Mainly, disputes about JCM are about validity of growth-need and strength as a moderating variable. Other variables, such as perceived equity with comparison groups, presence or absence of social cues, and propensity to assimilate work experience, are more valid in moderating the job characteristics-outcome relationship. The researcher should be careful if he accepts growth-need strength as it is originally perceived within the Job Characteristics Model. (Robbins 2005, 185-186.)

Social information processing model (SIP)

The central thesis of the SIP model is the fact that people respond to their jobs as they perceive them rather than to the objective jobs themselves. In other words, different people can look at the same job and evaluate it differently.

The SIP model suggests that workers adopt their attitudes and behaviors in response to the social cues provided by others, with whom they can make contact.

Recent studies generally confirmed the validity of the SIP model. According to this theory, managers should pay as much attention to the employees' perceptions of their jobs, as to the actual characteristics of jobs.

2.3 Incentives

Nowadays, in modern economic situation, employees' demands are different than they used to be a couple of decades ago. Due to a higher educational background, self-awareness and professional growth opportunities, employees are no longer motivated by the basic salary, but they demand something more complicated from their employer. They seek for growth, recognition and self-actualization in modern working conditions. Here arises the term of incentives. Incentives are meant to stimulate employees' performance by providing additional value to the overall well-being in the organization that is perceived by the workers. It is possible to see that incentives play an essential role in stimulating employees' behavior. However, not all means of incentives are considered to have a significant effect on employees. It seems increasingly important to choose a right mean of treatment for each specific situation and term of incentive may vary for different organizations. It is highly important to consider all of the aspects; otherwise, organization may end up spending thousands of euros and yet have no significant impact on employees' motivation.

When talking about incentives, we are not necessarily talking about monetary incentives, which used to be a case in the past. Nowadays it is common to divide the term of incentives to Monetary and Non-monetary incentives.

Monetary Incentives

Monetary incentives are provided in the form of money. There are several kinds of monetary incentives that include basic salary and allowances, variable part of the salary (bonuses, premiums), sharing in profit, income and shareholder's equity. The amount of wages is determined by taking into account the relative importance and value respective to the workplace within the organization and the market level of remuneration for this category of workers. Traditionally, the level of payment depends on the employee's status and its place in the organizational hierarchy. The range of pay level (within the same position) is usually determined by reflection of characteristics such as the complexity of the work, level of education, the number of subordinates, work experience in the specific organization. Surcharges to the basic salary may be paid to employees who have additional competencies, which are important to the employer (knowledge of the foreign language, high level of professionalism, etc.). (Golovchanskaya, 10-17.)

Monetary incentives can be divided into two main groups; payments that have stimulatory nature and payments related to the special nature of the work.

The first group reflects the following features and can be awarded for:

- For combining positions (If person is responsible for more than one position)
- Expansion of the service area or an increase in volume of work
- For highly professional skills
- For specialists due to high achievements at work and high level of qualification.

While the second group represent slightly different features. Those incentives can be actual for:

- Workload during the weekends
- Irregular working hours
- Multi-shift regime of work

Nevertheless, those two groups are slightly different. They both have a significant impact on the overall level of motivation and productivity of personnel. Monetary incentives are proven to have a certain level of impact on employees, yet non-mone-

tary incentives also put a significant effort in stimulating the employees' performance. Many researchers indicate that monetary incentives have a significant impact on personnel at a lower level, while higher-level employees consider non-monetary incentives as a more preferable option if to choose between both.

Non-Monetary Incentives

It is suggested that non-monetary incentives are better perceived by people with high growth and self-actualization needs. This type of incentives suggests from its name that there are no direct transaction of money involved into interaction between employee and employer. Non-monetary incentives include social recognition, positive feedback, encouragement and support of growth and educational opportunities, cultural events, etc.

The advantage of non-monetary incentives is that they create an in-depth relationship between employee and organization. For instance, increase in salary is considered to be a short-term motivational tool and within a short period of time employee will take it for granted. By changing ways and methods of non-monetary stimulations significant growth of productivity can be achieved, as well as the rise of intrinsic motivation of employees.

2.4 Motivation of Medical Personnel

In previous chapters, various motivation theories have been discussed in order to understand main aspects of the motivation concept. In this particular research, the author is trying to investigate the phenomena of motivation in specific health care organization. Theories suggest different instruments that are applicable to various commercial organizations, however, they might have different impact when talking about medical personnel and there is a certain explanation for that.

According to the source, medical sector employees do not always put their income and its dependence on the effectiveness of work to the first place as main motivation factor (Klochko 2009). It is assumed by Klochko that mental component of the medicine is still strong and often prevails over commercial component. Another feature of healthcare personnel (when talking about higher medical staff), is the relation to the

profession and creation of additional value in it rather than perceiving it as money-making tool. Doctor's profession belongs to the group of like-minded individuals, to the very conservative and closed structure, thus creating a significant value of self-esteem and belongingness. Near to these values stand other important issues, which can be transferred to motivational tools, such as management of professional growth and name of professional in a medical environment. The presence of master's or doctoral degree in turn increases a person's status in a team that is considered to be a significant value. (Klochko 2009.) Motivation for professional and personal growth is one of the distinctive features of the medical staff. The ability to invest in themselves, improve their skills and thereby provide more professional help, increase the number of repeat visits from customers and in turn increase their self-esteem as a specialist.

It is possible to say, that the motivation of medical personnel vary to some extent, however, more or less same features applied to them. Medical personnel is more aware and stimulated by professional and personal growth possibilities and often associate themselves to the higher levels of needs.

2.5 Summary of the Theories

With the theories presented above, we tried to cover different aspects of the employee's motivation topic. Motivation is a crucial factor affecting the employee's performance level, and a very important element of relationships between employees and organization. Therefore, motivation has been a significant discussion subject for managers and researchers, and many theories suggesting different methods of understanding and stimulating motivation were created.

The motivation topic can be divided into two categories, content theories and process theories (Stredwick 2000, 312). The content theories aim at explaining 'what' motivates individuals, focusing on the content of motivation and the intrinsic factors affecting motivation within a person. The process theories deal with 'how' motivation of a person arises, focusing on motivational processes and studying cognitive differences among individuals.

Abraham Maslow proposed the most famous theory of motivation, also known as “hierarchy of needs”. Maslow identified five needs hierarchies, which should be satisfied in order to motivate a person. He stated that a need cannot be considered as a strong motivator until the needs in the lower segment of the hierarchy have been satisfied. He also proposed that people strive to move up in his hierarchy in order to satisfy higher needs, after the lower ones have been met. This theory could significantly help HR managers to identify needs of their employees. However, it has many limitations, so the theory of Maslow has been questioned and refined by other researchers.

The two factor theory (also known as the motivator-hygiene theory) proposed by Frederick Herzberg could be viewed as an improvement of the hierarchy of needs, but unlike the Maslow’s theory, it classifies the needs of a person in two categories, named hygiene factors and motivator factors. The hygiene factors correspond to the lower level of needs, and they are viewed as external factors related to the work situation. For example, these factors include salaries, rewards, working conditions and so on. HR management should always examine such factors in order to prevent the dissatisfaction of employees. However, according to Maslow and Herzberg, factors related to lower levels of needs cannot be an effective motivator. Therefore, we can make a conclusion that money and working conditions cannot be effective motivators, as they mostly relate to physiological needs. However, they can cause dissatisfaction and lower the motivational level, so it is very important not to neglect them.

Maslow’s hierarchy of needs also formed the basis of the ERG theory conducted by Alderfer. Nevertheless, unlike the hierarchy of needs, the ERG theory proposes that more than one level of need could be actual at one period. It is also possible that an individual will move down the needs hierarchy if he will feel the lack of desire or ability to grow. This process is known as the frustration regression process. The ERG theory helps HR managers to indicate how a person would react, if his needs were not satisfied. (Hutchinson 2013, 203).

McClelland’s theory of needs suggests that motivation is mostly influenced by three inborn needs, which are need for achievement, need for power and need for affiliation. This theory suggests that the needs of a person are varied according to his posi-

tion in the hierarchy. For example, people working on the lower level of the hierarchy are most likely be motivated by the need for affiliation, while people in a higher positions will be more motivated by the need for achievement, and people in the highest positions will be motivated by the need for power.

McGregor identified two opposite aspects, labeled theory X and theory Y. In theory X, workers are generally viewed as lazy and unambitious, which is why they need to be closely controlled by their supervisors. Theory Y suggests that all people are generally oriented to personal growth and development. That is why they are responsible and want to operate effectively, so they can receive opportunities to grow and develop professionally and personally. Theory Y implies that managers should not closely control their employees, but should give them opportunities to grow and develop themselves.

All the content theories described before are related to each other, as all of them determine specific factors that could motivate workers.

Unlike the content theories, process theories concentrate on psychological processes, which a person undergoes in order to make motivated decisions.

The expectancy theory created by Victor Vroom highlights three main factors that affects the level of effort an individual is willing to invest. These factors are expectancy, instrumentality and valence. The expectancy factor could be described by asking question 'Am I able to perform the action I am considering?' meaning that the person should perceive that he possesses the required skills and qualities, needed for the implementation of a certain action, in order to be motivated. The instrumentality factor refers to the fact that an employee should know that he will be rewarded for the implementation of a certain action, in order to be motivated. The valence factor means that this reward should be valuable to this particular employee, so he will be motivated by this reward. The nature of expectancy theory can be described in the formula:

$$\text{Motivation} = \text{expectancy} * \text{instrumentality} * \text{valence}$$

The nature of this theory is that people tend to put more effort in tasks that will lead to certain rewards or outcomes that are of value to them. According to Vroom, as we

can see from the formula, all these factors need to be present, in order to have a motivational effect, and if any of these factors is missing, the person will not be motivated. The expectancy theory provides very helpful insights into motivation, and ways to manage it. This theory points out that employees need to acknowledge the relations between their performance and the reward, in order to be motivated. Naturally, this reward should be valuable to them, and they need to be competent to do this particular task. It is also important for managers to consider that rewards, which are valuable to one person, may not be valuable to others.

The goal-setting theory created by Edwin Locke is very important for HR managers to consider. The nature of this theory is that the goals assigned to a person could determine his behavior and level of performance. However, these goals need to relate to certain conditions, in order to stimulate a high level of performance. Specifically, goals need to be challenging, clear, and given for a specific amount of time. Many researches proved that challenging goals stimulate a high level of performance, but that setting high goals could also be risky: if the goals are too hard to achieve, the person will be demotivated. It is also important to mention that a person should feel commitment to the goals, and relatedness to the given task, in order to be motivated. Feedback is also a very important motivational factor in the goal-setting theory, as it is the main way in which an employee can be informed about his level of performance and areas for improvement.

The equity theory was created by John Adams, who also provided important insights into motivation processes. According to this theory, people tend to base their perceptions on fair treatment. Adams stated that people are motivated to react and take action when they feel an unfairness in some form. In other words, people experience negative tension when they feel unfair treatment, and they are motivated to reduce or eliminate such tension. An important element of this theory is that, according to Locke, people compare their situations with others, and base their conclusions on the comparison. This implies that conditions, which were viewed as satisfactory for a person, will not be satisfactory to him anymore, if he/she knows that, for example, his colleague with the same competencies have better conditions. This is happening because the person will feel being treated in an unfair way and, accordingly, will experience a negative tension. People's perceptions and comparisons are

very important factors for HR managers to consider, as they could significantly affect level of motivation.

The works of Maslow, Herzberg and Locke imply that the job itself could be an effective motivating factor, and most of the recent researches confirm this statement. This is why it is important to consider the design of a job as a source of motivation, and study this topic. The job-design motivation theory is based on the Job characteristics model (JCM), which describes the features of job design in five core dimensions, which are skill variety, task identity, task significance, autonomy and feedback. The job design theory also allows calculating the Motivating potential score (MPS), by this formula:

$$\text{MPS} = ((\text{Skill Variety} + \text{Task Identity} + \text{Task significance})/3) * \text{Autonomy} * \text{Feedback}$$

According to the job design theory, the more listed dimensions are present in a job, the more motivation this job will provide for an employee. Therefore, HR managers should also think about work dimensions listed in this theory, and try to enhance their presence in their employees' job, in order to motivate them.

It was decided to use mix of different theories for our research, in order to measure wide range of factors affecting employees' motivation.

In the qualitative part of our research, we were guided by the content theories, which are the ERG theory, theory of needs and the hierarchy of needs. It was decided to design some of the interview questions on a basis of these theories, because all of them are concerned with different needs of people, and the managers of Kivach are the people who create conditions for satisfaction of those needs, so they can provide more detailed and reliable information of their methods of employees' needs satisfaction.

Goal-setting theory can be viewed as the main theory in the quantitative part of the research and survey design, because factors described within this theory are clearly presented in our case study. We designed our survey in order to measure the following factors from this theory: goal commitment, goal specificity, goal acceptance and goal difficulty. Expectancy theory of Victor Vroom also made a significant input in our

survey design, as it was important to measure factors related to rewards for goals accomplished. Within expectancy theory, these factors labeled as instrumentality and valence factors. In general, apart from measuring employees' attitudes towards clarity and complexity of their goals, we also tried to measure presence and value of rewards and bonuses provided in Kivach for hardworking employees. During implementation of our survey, we were mostly guided by these two theories because the goal-setting theory relates to the employees' perceptions towards their tasks, and expectancy theory relates to employees' perception of rewards as well as self-perception. It seems logical to gather information about these factors from the employees themselves, because they could provide the most reliable information concerning their perceptions towards tasks, rewards and possessed skills.

3 Research Approach

The main thesis title/research questions and objectives have a significant impact on which research approach to choose. One of the most important issues is to understand is what sort of information the research is aiming to acquire. The main idea of this research is to gain a comprehensive understanding about the issue of personnel motivation at the "Kivach" clinic. The idea is to investigate the current motivation level of the employees present in the clinic as well as to understand what methods and means of motivation are positively perceived at "Kivach" clinic in the form of incentives. It seems important to see what motivational strategies are currently used at the clinic by its managers. Due to the nature and the objectives of the research, qualitative approach was chosen, supported by quantitative survey data.

The essence of a qualitative research method is the ability to gain an in-depth understanding of known or unknown phenomenon (Kananen 2011, 41). Qualitative research approach can be described as verbal interpretation of a phenomenon which is assumed to be comprehensive and easy understandable. Questions like "how", "what", "why" can be answered by application of qualitative research. (Myers 2013, 6). The collected answers are provided in descriptive form unlike quantitative research where data is presented by numerical answers.

3.1 Methods of primary data collection

One of the research questions asks to identify the motivation strategies used by the managers of Kivach clinic. Primarily, theoretical background was covered in order to understand basic motivation principles and well-known motivation theories. According to Kananen (2011, 36), qualitative research helps to understand the phenomenon and used when a deep understanding of phenomenon is needed to be acquired.

During qualitative research part, thematic individual interview was conducted with HR manager of Kivach clinic. It is considered as the most common qualitative data collection method (Kananen 2011, 48). In order to acquire needed information open-ended questions were used and answers of interviewee were recorded. Afterwards, the interview was transcribed into table format and analyzed.

Next, quantitative part will be described. Quantitative research makes it possible to gather the maximum amount of data in the minimum amount of time. Our team decided to conduct research in a form of questionnaire. According to Saunders, Lewis & Thornhill (2009, 360), the term 'questionnaire' is used as a general term to describe a data collection method in which each individual is participating in order to fill up the same set of questions in a predetermined order. It is generally accepted to distinguish various forms of questionnaires, while in our case Internet-mediated questionnaires are used (Surveys distributed electronically via internet). It is the most appropriate form of questionnaire for this particular research considering time period and relationship with the organization. Internet-mediated questionnaires are believed to provide more valid data with a higher response rate rather than postal questionnaires. (Saunders, Lewis & Thornhill 2009, 363.)

3.2 Questionnaire

In order to acquire needed quantitative data questionnaire was created. It was developed with the help of HR manager of Kivach clinic.

Questionnaire was divided into 5 parts, where each part measured specific issues. Overall, 32 specific questions were developed in order to gain needed data for further analysis. First part consisted of general information about the participants, their

age and the working experience in the clinic. There were no gender specific question since all of the participants were female doctors in order to reduce bias in the data. Part 2 and part 3 were focused on goal-setting and expectancy theories of motivation as researchers considered them as the most applicable and the most influencing. Part 4 was developed in order to acquire data, which measure general motivation level and satisfaction with the working environment. Part 5 measured factors that contribute the most to the overall level of work desire and productivity. This part is focused on incentive means and their perception by employees. In all questions, participants were asked to use scale from 1 to 5 to measure their perception and presence of specific factors

All of the questionnaire parts will be discussed more precisely in research findings part of the thesis work.

3.3 Sample

The sample for our survey consisted of employees working in Kivach clinic. It seems important to mention that only therapist doctors took part in the survey as only they have possibilities to career growth (head doctor, head of department, etc.) in the company. Overall, there are 70 doctors working in Kivach clinic. Our group gathered 36 responses, out of 40 people asked. Sample collection was done by using Simple random sampling method. This sampling method gives each member of population equal opportunity to become part of the sample, and this is why simple random sampling is known as the most effective sampling procedure. Random selection method allows to select the sample without bias, so the sample can be considered to be the representative of the whole population. (Saunders, Lewis & Thornhill 2009, 222)

3.4 Data Collection

The data for quantitative data analysis of our research was collected within 1 week period in Kivach clinic. Our survey was sent to managers in Kivach, and we asked them to spread the survey among personnel, as this way we could be more confident in the amount of respondents. Chosen method was proven to be effective, as we

gathered necessary amount of responses in a short period of time without notable costs.

The data for qualitative analysis was collected by conduction of thematic interview with the HR manager of Kivach clinic.

4 Research Findings

In this section of the thesis, qualitative and quantitative research data, analysis and the results will be presented.

The first part is related to the results of qualitative research, implemented in the form of an interview.

The second part is related to the data gathered via quantitative survey, as well as its analysis.

4.1 Interview

Researchers were able to access a human resource manager of Kivach clinic in order to take a skype interview. It was necessary to obtain a qualitative information from manager's point of view in order to gain in-depth understanding of motivational issues in the context of Kivach clinic. It seems essential to see what principles and strategies human resource managers pursue when they motivate employees of their organization. The discussion was held in terms of highly qualified doctors of the clinic and HR manager's perception of their motivation. The key results are presented below:

1. Basic understanding of motivation concept and its meaning to the organization.

HR manager believes that the interaction between organization and employee begins from the selecting process during job recruitment. Interviewee says that it is increasingly important to create a strong relationship between organization and highly qualified professionals since the quality of the healthcare services and hence the overall perception of the organization's professionalism depends on it. Thus, according to HR manager, it is important to arise motivation issue straight from the recruitment

process. Managers of the clinic suggest that it is important to measure intrinsic motivation in person during recruitment process, as they believe that such candidates have more work desire and intrinsic motivators for career growth and professional development and hence create higher value for the company. The clinic has high demand for its doctors since they represent its prestigious status and have to correspond to it. Thus, the recruitment process is complex and include the assessment of professional qualities, characteristics from previous workplace, assessment of professional category and psychological state, interview. Thereby, clinic management understands that they have to create favorable conditions for doctors as basics and furthermore motivate highly professionalized staff in order to stimulate the overall performance. In general, according to the interviewee it is crucially important to stimulate the performance in the way that both organization objectives are met and employees are happy and satisfied.

2. Specific characteristics of healthcare personnel's career growth opportunities and competitive advantages.

We discussed special features that can affect motivation process and career growth of personnel. It came out that therapist doctors can grow as follows: Doctor of third category, doctor of second category, doctor of first category and doctor of the highest category. The category's level depends on validation procedure. Validation is carried out once in three years in commercial organizations, while in budgetary it takes place once in five years. In accordance with category achieved, therapist doctors grow hierarchically in the organization: it is possible to achieve different levels such as senior of the housing, branch manager, and head doctor. Due to wide possibilities of professional and career growth, managers of the clinic highlight those features in terms of motivation development and overall productivity stimulation.

3. Basic monetary extrinsic rewards that managers of the clinic use in their practices.

The most notable, there is a specific system developed, which allows basic salary to grow according to professional growth of an individual. The higher is the doctor's category (or his/her hierarchical position in the clinic) the higher is the salary. In general, desire for professional growth is well appreciated and thus stimulated by means of

salary rises, when talking about extrinsic rewards. HR manager said that it is also crucially important to stimulate new ideas and encourage healthcare personnel to broader, creative point of view when dealing with challenges of treatment in some particular cases. Excellent new ideas that can be adapted into daily organizational practices are also monetary stimulated. Special bonuses are paid to those individuals who manage to implement creative, more efficient treatment strategies. To take it deeper into monetary incentives, there is also a special program of mentors developed in the clinic. Highly experienced professionals are guiding less experienced doctors. There is a monetary incentive motivation to participate in this activity since it is well appreciated by the managers and paid back in terms of monetary bonuses. Finally yet importantly, there are bonus payments for the best doctors according to guests' reviews (each guest fill in the questionnaire at the last day in clinic). The quality of services provided by doctors is measured by three main criteria: professionalism, communicability, goodwill. Then, according to survey results, the best doctors are chosen and paid bonuses.

Overall, monetary incentives and motivation strategies based on them were discussed in the previous paragraph. It is well seen that Kivach clinic has a solid system of salaries and bonus payments that in turn stimulate doctors according to HR management. Salaries and bonuses play a significant role in stimulating motivation, however it is considered as not the best stimuli by the management of the clinic.

Last but not least, are some monetary strategies that were highlighted at the end of this part of interview such as: payment for petrol, payment for uniform, mobile connection payment, bonus payments before public holidays, financial support to the kids before the start of a school year.

4. Non-monetary stimulation and relationship with organization.

According to interviewee, it is much more important to create a non-monetary relationship within organization. As was discussed before, HR management consider its healthcare employees as individuals with a strong desire to professional development and growth. Hence, it seems increasingly important to use different strategies, which allow implementing this growth. Management believes, that by means of

providing these kind of opportunities it is possible to stimulate employees' performance and establish positive relationship between organization and its professionals. Moreover, providing opportunities for development plays a great part in organization commitment and establishment of psychological contract. One of the main clinic's targets is to maintain a good relationship with highly qualified professionals and provide growth within organization so that doctors satisfy their higher needs.

Based on that, special non-monetary motivation strategies were developed. Kivach managers found out that it is essential to create professional growth possibilities for doctors in order to keep them motivated to obtain new skills and new knowledge. Kivach clinic management is sure that they can provide those opportunities. Unlike budgetary institutions, commercial Kivach clinic provide continuous training at the spot as it invites well-known scientists and professors as guest lecturers in order to stimulate professional growth. Moreover, doctors of the clinic attend leading clinics for various conferences, symposiums and scientific seminars. It is important to mention that this type of motivation rely on desire for professional growth, self-development, clinical judgement (this means the thinking process, variety of variants and the ability to think out of well-known templates). HR management severely emphasize on those aspects of relationship in the organization. Overall, Kivach clinic creates positive environment for professional growth if to compare it to budgetary organizations. One important issue arose during the interview that has a specific impact on situation described above. According to HR manager, in Kivach, each doctor has approximately 6-7 patients per day while in budgetary institutions it rise up to 20-24 patients. This in turn creates possibilities for individual approach and thus better treatment for patients. Moreover, this fact arises possibilities for professional growth and better quality of services since the doctors have enough time for each patient and not overwhelmed with the work.

Moreover, interviewee believes in importance of constant feedback. The assessment method is based on the overall productivity of an individual as well as on survey filled in by guests. It seems relevant to undergo assessment procedure from two perspectives: first, is the observation of the quality and results by manager and then, personal feedback from patient. This method of double evaluation strengthen the validity of the feedback received by the doctor and thus can be considered as relevant.

Based on the feedback clinic's management choose doctor of the month and publicly announce the results. HR manager believe that this public recognition can affect individual's self-esteem and stimulate ego of a person, which in turn result in increase of motivational level, effectiveness, and strengthen relationship between organization and employee. It is possible to say that recognition as well plays important role in motivation strategies used by Kivach. On the other hand, an important issue in the organization is the availability of managers to their subordinates. Managers believe that it is increasingly important to be open to discussion and new ideas that employees bring to them.

5. Well-being in the organization.

Another aspect that was covered during the interview was employees well-being in the organization. It was said before that Kivach trusts in the process of creation valuable continuous professional relationship with higher medical personnel. Hence, it is important for the organization that employees feel satisfied with the working environment and their relationship with management of the clinic. According to the interviewee, when talking about doctors, it is increasingly important to count on machinery they operate with. Understanding this need, Kivach clinic provides high-tech modern equipment. When talking about medical personnel it can be straightforward attributed towards well-being and overall satisfaction with the working environment. Additionally, in order to create positive perception of the working environment and in order to emphasize good relationship between employees Kivach clinic created special tea rooms, where doctors can have a break from work and spent a couple of minutes in relaxing atmosphere. According to HR manager, it is important to highlight that Kivach clinic precisely care about mental and physical health of their workers. Every two years doctors can undergo a full medical examination in the clinic, free of charge. During SARS epidemic, all of the health care personnel undergo injection course and as well clinic supply its workers with necessary vitamins and BAA. Moreover, there is 20% discount for all medical services and preparations for doctors. As we can see, the clinic creates environment where health and well-being of personnel perceived as valuable. Taking it further, Kivach has special days when all of the personnel is required to go to the nature and undergo teambuilding activities. Finally yet importantly, is support to the families of personnel. There are several activities that

Kivach clinic implemented in order to contribute to family well-being. Special picnics and competitions are organized to participate not only for workers but for their families as well. Additionally, Kivach pays compensation with the value of 10 000 rubles to reach the destination of vocation.

6. Measuring motivation

Despite of highly effective system of work remuneration and overall high motivation level of employees management of the clinic understand that it is increasingly important to constantly track motivation level of personnel in order to foresee and prevent any decrease in motivation level, if happen to occur. Due to this fact, HR managers constantly develop various means of motivation measurement. During years, they had questionnaires of different types, renewing and developing them during time in order to collect the most accurate data for analysis.

7. Interview summary.

To conclude this chapter, in the previous paragraphs we were able to discuss strategies that are used by the managers of Kivach clinic in order to motivate their employees. It is well seen that HR department has comprehensive understanding of motivation concept that takes place in the clinic. In depth understanding of working habits, traits and deeds allows to estimate certain stress points where the whole effort should be put. We can see that management of the clinic is using well-designed strategies that distinguish both monetary and nonmonetary motivation activities. Kivach clinic has a solid thought-out plan for extrinsic motivators such as bonus payments, basic salaries and their growth, corresponding to the growth of professional status as well as financial coverage of corporate expenses. However, the most important efforts are made towards intrinsic motivation of personnel and their strong, reliable and valuable relationship with the organization. One of the most vital aspects is to provide possibilities for career and professional growth within organization as well as possibilities for self-actualization and personal development. Public recognition and feedback are also considered as important instruments that affect motivation level of personnel. Last but not least, is the method of creation comfortable working environment for the employees. All of those aspects are simultaneously applied to the whole

organizational working environment, which allows to create motivational atmosphere in the clinic.

4.2 Questionnaire

Part 1

Age

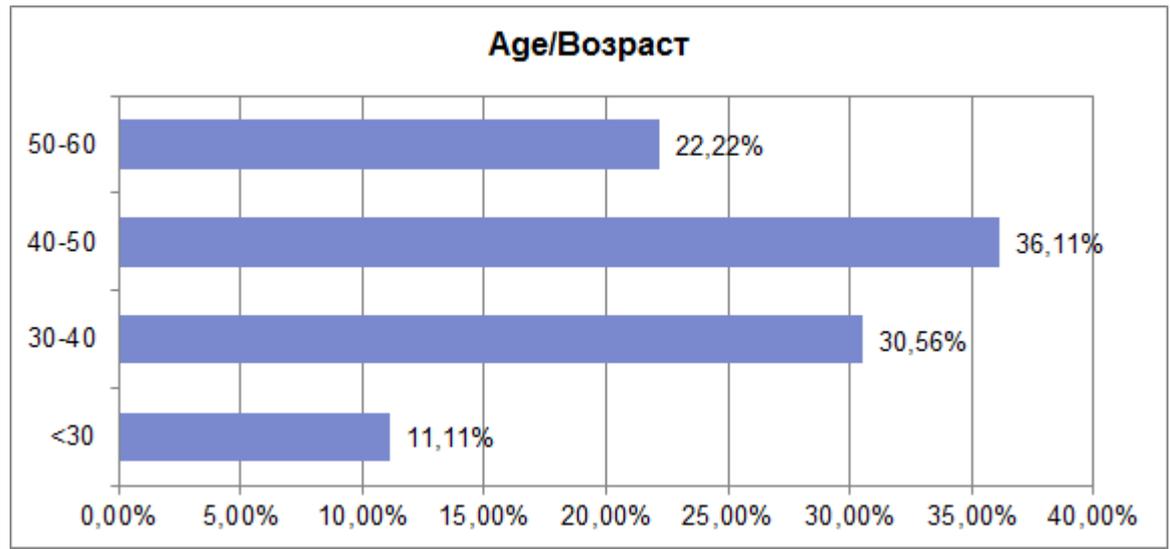


Figure 3. Questionnaire: Age

This part consists of the general information about respondents (their age and work experience in Kivach clinic. Respondents had four variants to answer this question (<30, 30-40, 40-50, 50-60). Age groups were divided according to recommendations of Kivach clinic managers. Out of 36 respondents the majority belongs to the third age group (40-50) representing 36% of the total amount. The second largest group are employees in the age between 30-40 years old. With the overall value of 31%. Approximately 22% scored the group of the age 50-60. The last but not least is the group representing employees younger than 30 (11%). As we can see, there is a fair age distribution between participants with two age groups (30-40, 40-50) noticeably leading and representing the majority of the respondents.

Work experience

In the second question, the purpose was to see for how many years respondents have been working in the clinic. Only one participant stated that he/she has worked

in “Kivach” for one year. The majority of participants work in the clinic for more than 5 years with the highest result of 18 years of work experience in the organization. The average number for this question was 6.1 years of working experience. Thus, it is possible to assume that “Kivach” clinic has long-term intentions regarding its employees and in fact provide good working conditions for them. The data suggests that relationships between the employees and organization are deemed valuable by both sides, and professional growth within company is highly appreciated.

Part 2

In this part, participants were asked to grade from 1 to 5 the presence of following factors in their job where 1 stands for not present and 5 for very present. According to the goal setting theory, clarity of goals have serious impact of motivation level of personnel due to this fact it was important to investigate employee’s opinion concerning the following statements.

Job description

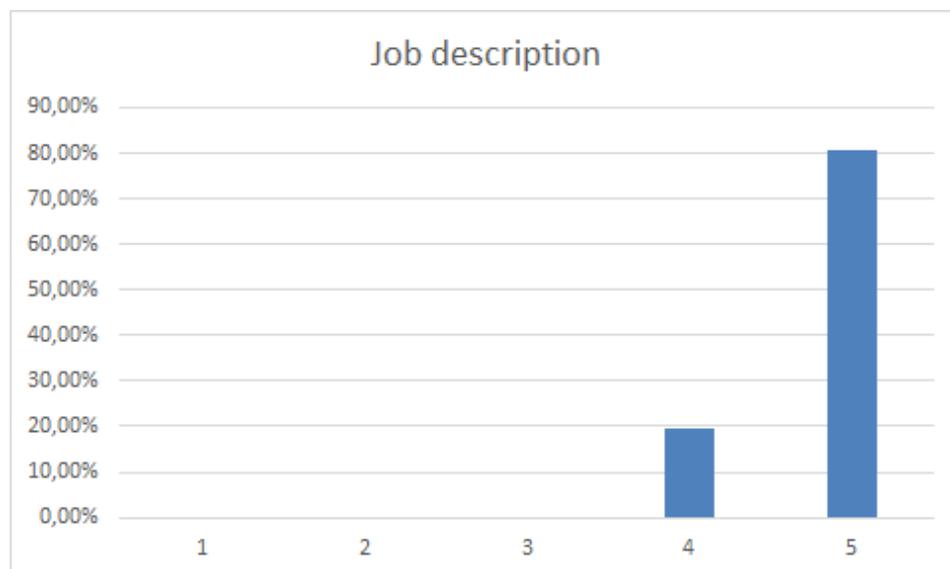


Figure 4. Questionnaire: Job description

In question three, employees were asked to indicate how clear their job description is. As we can see, there were no respondents who scored 1-3 in this question. The majority of doctors, which amounted for 81%, stated that their job description is very clear to them. 19% of respondents evaluated it to 4 out of 5. The data suggest that

overall, the job description is very clear to them with the average number of 4.8 out of 5 from all of the responses.

Job responsibilities

In this question, doctors were asked to indicate whether their responsibilities are clear for them or not. The overwhelming majority with the amount of 94.44% agree that their responsibilities are very clear for them, while 5.56% of the respondents chose 4 (present) as their answer.

Goals expected by the managers



Figure 5. Questionnaire: Goals expected by the managers

Statement 5 asks if the goals expected by the managers are clear. Here, the answers were divided in three parts. 66.67% of participants said that the goals expected by the managers are very clear for them. Smaller amount of respondents, which represent 30.56% of participants agree to some extent. The minor part which represent 2.78% (1 person) put 3 as their answer which indicate that the goals that are set by the managers are not quite clear. To conclude, the majority of approximately 97% agree that the goals expected by the managers are clear.

It was interesting to see who was that one person who stated 3 in this task. It was surprising that this person has a working experience counted to 10 years in “Kivach”.

It was expected that the clarity of goals might not be clear for an individual who just started to work in the company and due to lack of experience in this particular organization, he/she has trouble in defining goals that are expected from him. However, this assumption was a mistake and thus we can consider this as individualistic misunderstanding (or single unexpected situation); since the vast majority of employees (97%) state that, the goals which managers expect from their subordinates, are clear.

Organizational objectives

The question was designed to rate how clear the organization's objectives are to the individual. Over half of respondents (52.78%) felt this fact as very present (5), while 38.9% of participating doctors stated it as present (4). We can see that the majority of the employees understand the organization's objectives. However, there were approximately 8% of the respondents who marked 3 in their answers. The total average per this statement is 4.4. The data shows that so far this statement has the lowest grade.

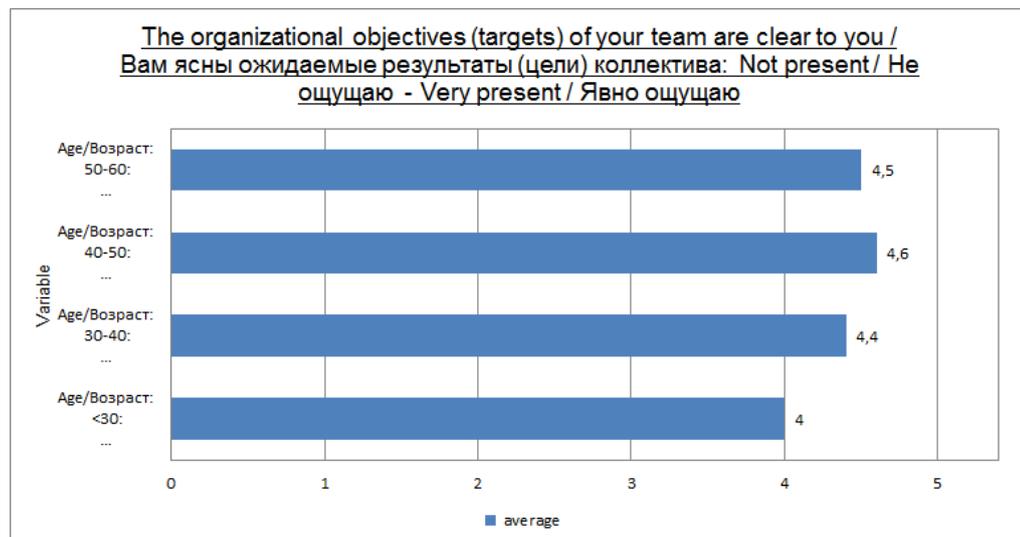


Figure 6. Questionnaire: Organizational objectives

This chart shows that employees, which are not fully aware of the organizational goals and objectives, represent the youngest age group. Thus, it is possible to assume that there is a correlation between the full understanding of organizational objectives and the age of an employee, which in turn lead to such a factor as working experience in the organization.

Bonus payments

The purpose of the next question was to determine whether employees feel the presence of bonus payments in their job. 63.89% of participants marked the fact as very present. The other 36.11% stated the presence (4) of bonus payments in their job. Overall, all of the employees feel the presence of bonus payments.

8. In statement eight doctors were asked to estimate how valuable bonus payments are to them. The majority (61.11%) marked bonus payments as very valuable. The second biggest group consisting of 33.33% of the respondents stated that the presence of bonus payments are valuable (4) to them. There were 5.56% who put 3 as their answer.

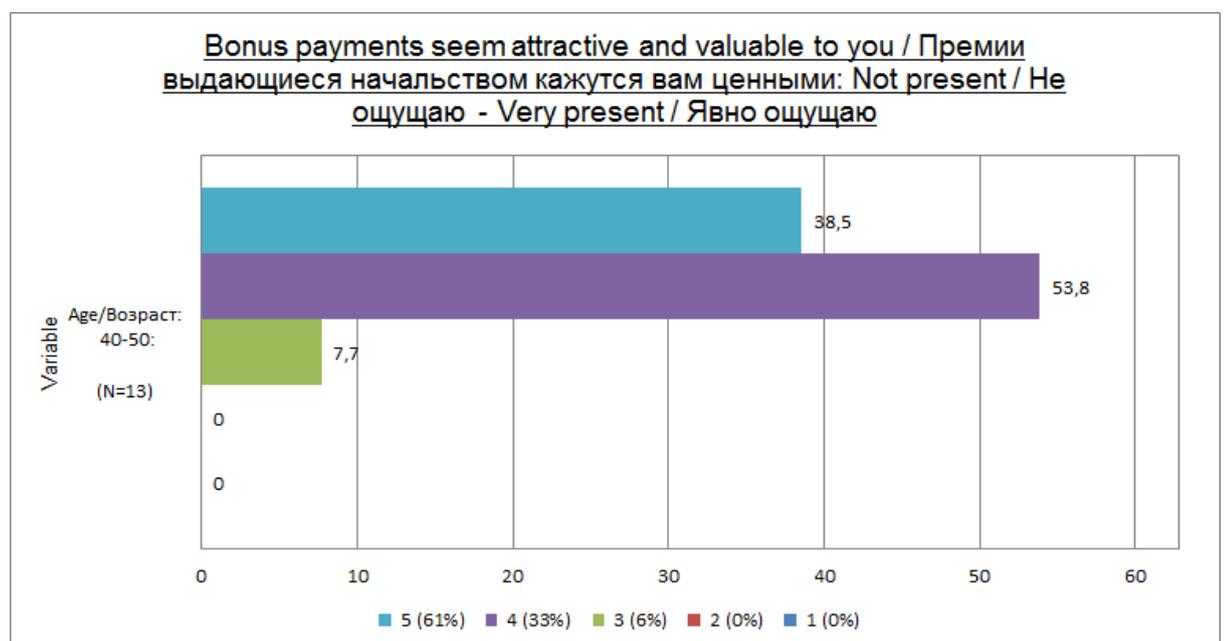


Figure 7. Questionnaire: Bonus payments

It is interesting to see that the biggest part accounting for 53.8% in the age group of 40-50 years did not put 5 as their answer. It is possible to assume that this group does not perceive bonus payments as the most valuable factor. The average of this age group for this question is lower than the one for the group representing 30-40 years old employees (4.31 and 4.55 respectively).

Possibilities to achieve career prospects.



Figure 8. Questionnaire: Possibilities to career prospects

This question had the biggest variety of answers. Almost a fair distribution between grades 4 (38.89%) and 5 (33.33%) follows by 19.44% with the grade 3 and the least part with the grade 2 (8.33%).

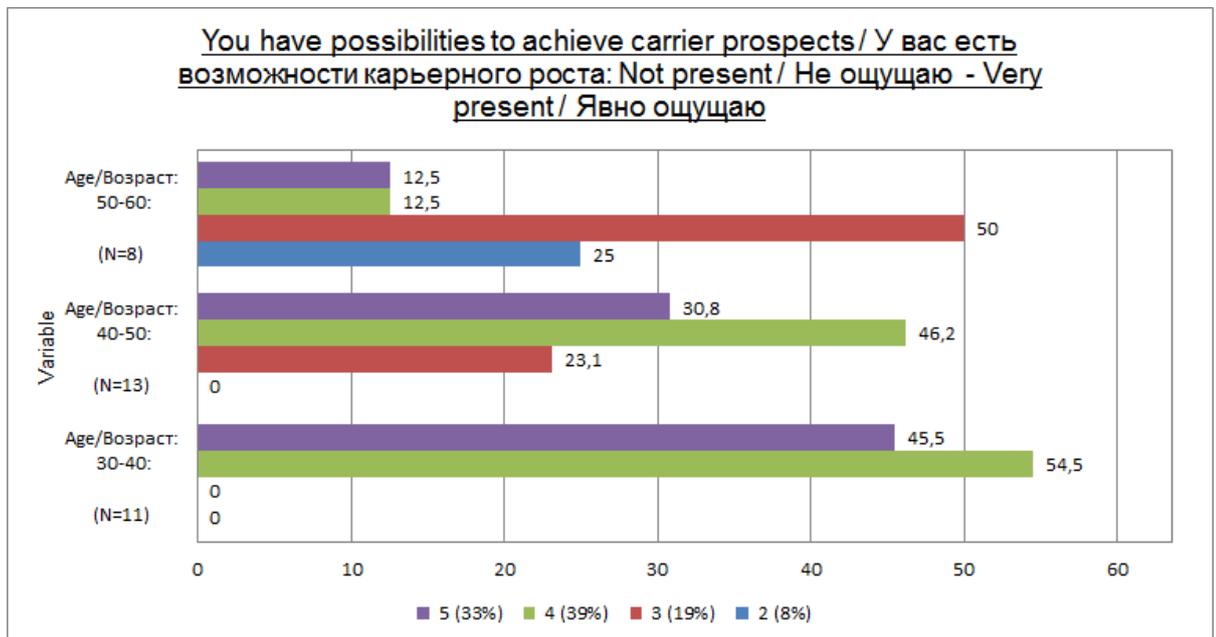


Figure 9. Questionnaire: Possibilities to career prospects (age related)

It is interesting to see a correlation between age groups and possibilities to career prospects. The age group between 30-40 believe that they have possibilities to achieve career prospects, while the older the age group the lower are the results. 75% of respondents of the age group 50-60 stated 3 and 2 which shows that they do not agree that they have professional growth possibilities. As well, 23% of 40-50 age

group put 3 as their answer. It is possible to assume, that the low score for the age group 50-60 might be due to the fact that they are already experienced professionals with good work positions and have higher doctoral status and that is why they do not see big possibilities for further career prospects. While the younger age group of 30-40 years old believe that they have full opportunities for further professional development and thus career growth.

Summary

In this set of questions we tried to determine how clear to employees of Kivach are their goals, tasks and responsibilities, as according to the goal-setting theory, clarity of assigned tasks and goals has a very significant impact on employees' motivation level. We also tried to determine the presence of rewards, such as bonuses and career opportunities, because according to the expectancy theory, people need to perceive the presence of rewards designated for a good work implementation, which also should be valuable to them, in order to be motivated.

Graphics show that for the overwhelming majority of employees their job description, as well as their job responsibilities and goals expected are very clear, and for a very small part of workers their job description, job responsibilities and expected goals are just clear. The question concerning clarity of organizational goals has the lowest score in this set of questions, however it is still a good result, as most of the respondents graded the clearance of organization's goals as very clear. However 40 percent of them stated that organizational goals are just clear to them and 8 percent stated that this factor is not really clear. Overall, we gained a very good results, which indicate that employees of Kivach are well-informed and concerned about their tasks and expected results, and this fact is most certainly having a positive effect on their motivational level.

Questions related to the presence of bonuses also gained a very good results. 64 percent of the respondents stated that presence of bonus payments for good work implementation is very present, and 36 percent stated that presence of rewards is just present. However, we also asked respondents to grade value of bonuses, as, according to the expectancy theory, bonuses should be valuable for designated worker. The majority (61%) of respondents graded bonus payments as very valuable,

33 percent graded them as just valuable and 5.5 percent of respondents graded bonuses as not really valuable. Apart from monetary rewards, we also tried to estimate career opportunities offered for doctors in Kivach. 33 percent of respondents graded presence of career opportunities as very present, 39 percent gave grade 4 to presence of career opportunities, 19.5 percent of workers gave grade 3, which means that career opportunities are not quite available and 8.3 percent of respondents put grade 2, which means that career opportunities are not available to them. This result is the lowest in the second set of questions, and it has the biggest variety of responses. We can make a conclusion that career opportunities are available for the biggest part of employees of Kivach (82%), but not for everyone, as 28 percent of respondents stated that they don't perceive the presence of career opportunities.

Part 3

In this set of questions, we referred to the goal-setting theory and some of its statements concerning specific and challenging goals presence at the workplace. According to McClelland's, Locke's and Job design theories, it is also essentially important to receive a feedback about your activities and actions.

Complex and challenging work

The statement 10 asks about the presence of complex and challenging work. The biggest group of respondents (61.11%) mark this statement as very present, while 30.56% stated it as present (4). Only 8.33% of respondents stated 3 in their answers. It is possible to assume that the term of complex work might vary from individual to individual; nevertheless, the majority of participants (62%) agree that they experience the presence of complex and challenging work.

Work inspires thought.

The next statement asks if the work inspires thought. The vast majority of respondents (83.33%) totally agree to the presence of this factor at their workplace. 8.33% stated 4 as their answer. 5.56% and 2.78% stated 3 and 2 respectively. The amount

of doctors who disagree to the fact that their work allows them to think is surprisingly small. It is possible to conclude, that overall there is a strong presence of work that requires thinking.

High level of responsibility

The majority of approximately 92% agree that they experience a high level of responsibility and stated 5 and 4 (61.11 and 30.56 respectively). Only 8% disagree to this fact to some extent. It was assumed that doctors should generally experience high level of responsibility despite the complexity or simplicity (in some isolated cases) of their job.

Self-expression and professional skills development

The next question indicates whether the work at the “Kivach” clinic creates conditions for self-expression and forces the employees to develop their professional skills. 58.33% of the respondents fully agree with this statement. 30.56% marked 4 as their answer, while 8.33% and 2.78% marked 3 and 2 respectively. It is possible to see that the majority of the respondents experience this statement as present in their workplace. To our mind, it is a good indicator for the clinic when the vast majority of the respondents agree that their job creates possibilities for self-expression and forces them to develop their professional skills.

You receive feedback from supervisor

Again, the vast majority of the participants accounting for approximately 95% stated that they feel the presence of the supervisor’s feedback and gave grade 4 or 5 in their responses. Only 5% of the respondents disagree on this statement. The average for this question was 4.6, which shows the good level of acceptance of this statement by the participants.

Feedback from supervisor is always in time.

Some motivation theories suggest that it is crucially important to receive a feedback from supervisor on time in order to understand whether you are moving in the right direction and contribute to organization’s goals. Even though in the previous question concerning the feedback the biggest part of the questioned group put 4 and 5 as their answers where 5 dominated, in this particular question the statistics is lower.

Only 58.33% of the participants fully agree on this statement while a large group of 33.33% partly agree on it as they stated 4 in their answer. 5.56% and 2.78% stated 3 and 2 respectively.

Summary

This set of questions was mostly related to analysis of complexity of work and tasks in Kivach clinic. We decided to analyze how challenging is the job of doctors in Kivach, because goal-setting theory states that difficult and challenging tasks can positively affect motivation level. However, it is also important that the worker feel commitment to his tasks and receives feedback concerning his performance level.

It can be seen from the graphics that most of the respondents perceive their job as challenging and complex. 61 percent graded complexity of their work as very present, and 30.5 percent graded it as present. Next, the overwhelming majority of employees perceive their work as the work that allows to think and even more employees experience high level of responsibility in their tasks. This is a very good results in relation with the goal-setting theory, as complex tasks stimulate employees to adapt their working behavior and operate more effectively, and high level of responsibility stimulates commitment of workers towards their tasks. However, these results was easy to foresee, because we were surveying medical personnel, and it is well-known that the job of doctors is very responsible and requires significant involvement. We also asked employees of Kivach if their job creates conditions for self-expression and allows them to grow professionally. More than a half of the respondents (58%) totally agreed with this statement, and 30.5 percent gave grade 4, which means that they rather agree. Only 8.3 percent gave grade three and less than 3 percent gave grade 2. Self-expression is a very important element of motivation, as it stands in the highest position in Maslow's hierarchy of needs, so it is important for HR managers of Kivach to provide opportunities for self expression to all workers in Kivach, as it can significantly stimulate workers' satisfaction towards their jobs and raise the performance level.

According to the goal-setting theory and the job design theories it is very important for a worker to receive feedback on his progress, so he will know how efficiently he is operating. Feedback is a very significant element of motivational theories and human

resource management, and this is why we gathered information about feedbacks in Kivach clinic. Graphics show that 95 percent of respondents receive feedbacks on their progress, but 5 percent stated that they don't receive it. It is also important for HR managers to provide feedbacks in time, so an employee can adapt his level of performance as early as there is a need in that." 58 percent of respondents totally agreed with the statement that feedback from supervisor is always in time and 33 percent gave grade 4, which is a slightly lower result than in previous question. 8.3 percent of respondents disagreed with the statement that they always receive a well-timed feedback. However, we can make a conclusion that human resource managers of Kivach are concerned with providing feedback to their employees in the right time, but there are still certain areas for improvement, as there are still some workers who doesn't receive feedback, or receive it too late.

Part 4

In this part, participants were asked to respond to the general question concerning motivation, working environment and their perception about respect for their job.

I feel motivated about my tasks.

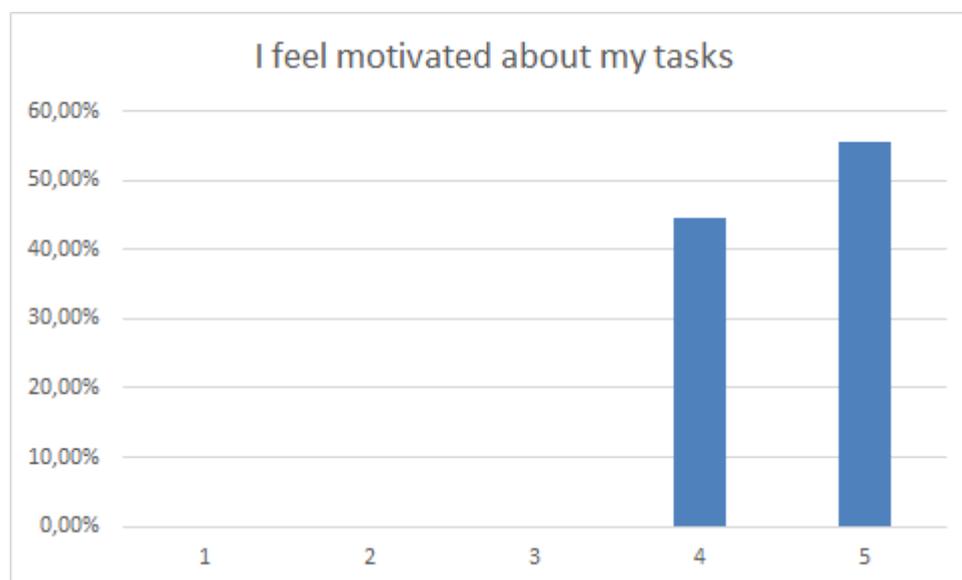


Figure 10. Questionnaire: I feel motivated about my tasks

It is possible to see from the chart that there were no respondents who graded their motivation level lower than 4. The whole group of respondents was almost fairly distributed between 4 and 5. 56% stated that they strongly agree to this fact, while 46% said that they somehow agree (4).

I am satisfied with the working environment.

Here again, the vast majority accounting for 77.78% strongly agree to the fact that they are satisfied with the working environment. The smaller part of 22.22% from the respondents stated 4 as their answer. It is possible to conclude, that overall the working environment of Kivach clinic is perceived positively by participants.

I feel that my job is respected

The biggest part consisting of 86.11% of respondents strongly agree that their job is respected following by 8.33% of those who agree to this to some extent and put 4 as their answer. 5.56% though, stated 3 in their response.

Part 5

In this part of questionnaire research team asked participants to grade factors that contribute to individual's level of productivity and personal desire to work. Looking from another perspective we are able to see different means of incentives and factors that contribute the most to motivation level of personnel. As in previous parts, participants were asked to grade each question from 1 to 5. In the chart below, various motivation factors are compared between each other in order to gain an understanding of which factors are perceived positively and in fact have an impact on individual's level of productivity.

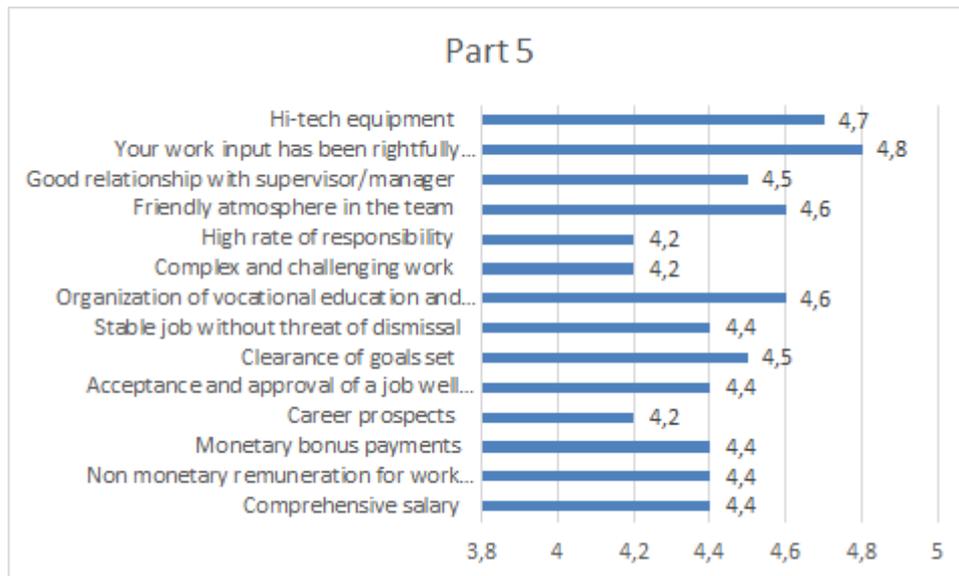


Figure 11. Questionnaire: Factors that affect motivation

As was proposed by Klochko (2009) medical sector employees do not always put their income and its dependence on the effectiveness of work to the first place as main motivation factor. This statement in fact appeared to be truth according to survey results. Based on the information from the chart above, comprehensive salary and monetary bonus payments, which are considered to be monetary incentives, scored high, but still the lowest average with the value of 4.4 out of 5. Non-monetary remuneration for work results as a general term is also considered to be one of the least efficient (4.4).

It was interesting to see that Career prospects scored 4.2 while Organization of vocational education and training scored much higher with the average value of 4.6 and in fact appeared to be one of the most highly valued factors. It is possible to assume according to data that intrinsic motivation of professional growth has higher motivation potential than extrinsic reward of career prospects for medical personnel in Ki-vach clinic. This fact can be considered as interesting research finding.

Factors that scored the lowest grade of 4.2 include: high rate of responsibility, complex and challenging work, career prospects. It does not mean that those factors are perceived negatively, however, they contribute less than other factors stated in the list to the level of productivity. Nevertheless, still scoring the high grade of 4.2.

The factor with the highest rating was that one's work input has been rightfully recognized with the rating of 4.8. This fact supports the strategies used by Kivach clinic managers aimed at social recognition and growth of self-esteem. It is possible to conclude from here, that employees find this non-monetary motivation factor as highly important in this issue.

Another statement that scored the second highest average was presence of hi tech equipment. It was as well assumed by the managers that work with modern equipment can in turn increase motivation when talking about medical personnel. The questionnaire results support this assumption and show that the presence of modern equipment is perceived as a factor that highly contribute to the overall desire to work and thus the overall level of motivation.

Friendly atmosphere in a team and organization of vocational education and training both scored high with the average of 4.6.

Basically, the data shows that healthcare personnel of Kivach clinic prefer nonmonetary factors over monetary. Overall, all of the factors were graded higher than 4 which shows the significance of impact of all of the factors, however, there was a minor overweight to the side of non monetary factors. One interesting phenomenon that should be highlighted is the fact that employees harder pursue professional growth and development, development of professional skills rather than opportunities for career prospects. Moreover, public and fair recognition of work results can be considered as strongest stimuli according to research results.

To answer question about what types of incentives are perceived positively by healthcare employees of Kivach clinic it is possible to say that all types of incentives play a significant role in motivation level of employees, however there is a slight overweight to the side of nonmonetary incentives which include organization of vocational education and recognition of work results.

5 Conclusions

Stimulation of employees' performance is a highly relevant and important topic, because every company is oriented towards the highest productivity and profitability possible. A business entity will be able to survive in the tough competition, if it is provided with a qualified labor force, where employees are focused on achieving the maximum in work, being initiative and entrepreneurial, taking responsibility, knowing their rights and relying on their own strength. Performance level of employees certainly will improve the quality of offered services, and improving the quality of services will inevitably lead to an increase of the company credibility, customer interest in additional services and sustainable competitiveness of the enterprise. Motivation plays a very important role in employee's performance level, and, as we know, motivation of employees is a primary task of human resource management. Effective human resource management should rely on a systematic analysis of professional, social and psychological personality traits, as well as psychological climate of the collective as a whole.

In this study, a comprehensive analysis of the personnel of Kivach was conducted in order to identify whether employees of Kivach clinic are motivated or not. Moreover, the aim of the research was to identify motivational strategies used by the managers of the clinic. Additionally, this study was intended to highlight the most significant factors that motivate employees and determine what means of incentives are perceived positively by Kivach personnel.

Throughout history, motivational theorists have created many different theories and approaches towards stimulation of motivation, and some of them were described in our research. In addition, our research revealed that human resource managers of Kivach clinic use different motivational techniques and approaches, based on different motivation theories, trying to create the most effective solutions of keeping their employees satisfied and motivated. For instance, according to the ERG theory created by Alderfer, people's needs can be divided into hierarchical levels, which are existence needs, relatedness needs and growth needs. Management of Kivach implemented a comprehensive system, which includes both monetary and non-monetary rewards and satisfies different levels of needs. Speaking about physiological needs,

employees of Kivach have good salaries, however, according to this system, they are divided into categories according to their professional competence, and the higher is the category, the higher is the salary, so this can stimulate employees' desire to grow and develop professionally, as well as improve his performance level. In addition, apart from monetary bonuses, management of Kivach put a high emphasis on stimulation of professional growth by organizing continuous trainings in the clinic, and inviting professors, doctors and guest lecturers. This training system is not only satisfies employees' needs to grow, but also make it easier and more affordable for them. According to the results of the quantitative survey, we can make a conclusion that implemented reward system is working effectively, as employees are satisfied with their working conditions, and perceive themselves as motivated about their tasks. Important to mention that managers of Kivach pay a lot of attention to the working atmosphere in the clinic and try to establish strong and friendly relationships with each employee, starting from the interview selection process, which correlates with relatedness needs of ERG theory.

According to the goal-setting theory, difficult goals lead to a higher performance, as people direct their behavior towards goal achievement. We can see that employees of Kivach perceive their tasks and goals as challenging according to the survey results. However, there are other dimensions proposed by Locke that contribute towards employees' productivity. Feedback is also a very significant part of motivation process, according to the goal-setting theory, because people need to know about how well they are performing and if they are moving in a right direction in order to be motivated. Our research shows that feedback system is well managed in Kivach, as 95 percent of employees agreed with the presence of feedback in their work. However, goal-setting theory suggests that feedbacks should also be well timed, as it is important to get reports as soon as possible. According to research, almost 8 percent of respondents do not think that feedback is well timed. This is a very small percent, but there is certain area for improvement for HR management of Kivach to consider.

In order to be motivated, employees should feel commitment to their tasks and the company they are working in. Survey identified that most of the doctors in Kivach are working there for more than 5 years, and there was only one person who has worked

for one year. We can make a conclusion that Kivach clinic is oriented towards long-term relationships with their employees, which is a very good decision, as it significantly stimulates employees' commitment towards organization and strengthens their confidence in the reliability of their working position.

The process of losing employee's interest in work can hardly be spotted by an untrained eye, which is why it is very important to systematically check the level of employee's motivation. Managers of Kivach have considered this fact and implemented a survey for their employees, in order to gather their opinions on work satisfaction, and foresee and prevent possible motivational issues, and loss of interest in work, however, our researched helped them to gather information concerning employees' opinions towards their jobs in more details.

One of the research questions asks to indicate what means of incentives are perceived positively in Kivach clinic. In the theoretical part of the thesis both monetary and non-monetary incentives were discussed. It was also assumed that doctors perceive non-monetary remuneration for their efforts rather than monetary ones. According to the research results, it is well seen that both monetary and non-monetary incentives are taken positively by clinic's personnel. Nevertheless, there are some slight differences between perceptions. Comprehensive salary and bonus payments play an important role in motivation of personnel as they scored high during analysis of research results. However, there are non-monetary incentives such as organization of vocational education and trainings as well as public recognition of work input that turned out to be as major factors that contribute to motivation level. Thus, it is possible to say that those types of non-monetary incentives perceived as the most valuable and hence it is possible to conclude that this type of remuneration dominate over salary and monetary bonus payments and contribute the most to the overall level of productivity in the organization. During the analysis of results some interesting correlations occurred. It seems important to highlight the difference between age groups and their perception of incentive means. It turned out that the age groups of 40-50 and 50-60 consider non-monetary incentives as the most valuable ones and pay less attention towards salary and bonus payments while the age group of less than 30 prefer monetary remuneration. The older the group, the higher they value non-monetary factors. The younger groups, however, are

slightly more focused on monetary factors that contribute to work productivity. Human resource managers of Kivach should consider this correlation, as it can help them to improve their rewarding system, by adapting rewards according to the age groups of their employees, and focus on monetary rewards for younger age groups, and non-monetary incentives for the older age group.

6 Discussion

In general, this research shows that the overall working situation in Kivach is highly satisfying, and HR management established effective strategies of employees' motivation and performance level stimulation. As for the current situation, it is possible to state, according to the quantitative research results, that employees of Kivach clinic show high motivation level towards their tasks and perceive non-monetary incentives as the most valuable ones.

6.1 Credibility

The credibility of this study was ensured by careful choice of the research style and data gathering and analysing methods, as well as by accurate data collection and analysis processes.

Sampling was done by using the simple random sampling method, because this method allows to select the sample without prenotions and it gives each member of population equal opportunity to be the part of the sample, so the sample can be considered as the representative of the whole population. This is why the simple random sampling is considered as the most effective sampling method. (Saunders, Lewis & Thornhill 2009, 222)

In order to ensure the credibility of this research, questions for qualitative data collection in form of an interview were implemented according to the motivational concepts of content theories of motivation. The interviewed person was directly involved in human resource management of the organization and motivational processes of the employees. Important to mention, that interviewee was interested in implementation of this research, therefore he provided clear and accurate answers.

The questionnaire for quantitative data collection was based on the process theories of motivation, conducted under supervision of Kivach clinic managers, and pre-tested on a small group of employees. The questionnaire was spread via internet, which allowed researchers to reach necessary amount of respondents in a short period of time. The survey was answered anonymously, so the employees could provide honest responses. The results of the research identified that the overall working situation in the clinic is highly satisfactory, however, there are certain areas for improvement that managers of Kivach should consider.

6.2 Suggestions for future improvement

It is possible to suggest the following solutions for improvement of existing human resource strategies in Kivach. At first, managers could consider correlation between acceptance of monetary and non-monetary incentives and age groups, and adapt existing reward system, so that it will provide more monetary bonuses to younger group of personnel, and more of non-monetary bonuses to the older employees. Second, our research identified small shortcomings in feedback process related to the timing of feedback. This problem could be solved by applying electronic solutions in feedback process. Management of Kivach can apply a new electronic feedback system, so that employees will regularly receive feedbacks on their performance level not only in personal, but also via internet. This solution can significantly simplify feedback process for managers, and reassure regularity and timeliness of feedbacks.

References

Adair, J. 2004. *The John Adair Handbook of Management and Leadership*. London: Thorogod.

Arnold, J. 2005. *Work psychology : understanding human behaviour in the workplace*. 4th ed. N.Y.: Financial Times/Prentice Hall.

Austen, A., Zacny, B. 2015. *The Role of Public Service Motivation and organizational Culture for Organizational Commitment*. Vol. 19. No. 2. De Gruyter Open. Accessed on 15 March 2016. Retrieved from [http://www.degruyter.com/dg/viewarticle.full-contentlink:pdfeventlink/\\$002fj\\$002fmanment.2015.19.issue-2\\$002fmanment-2015-0011\\$002fmanment-2015-0011.pdf/manment-2015-0011.pdf?result=1&rskey=iRTZz5&t:ac=j\\$002fmanment.2015.19.issue-2\\$002fmanment-2015-0011\\$002fmanment-2015-0011.xml](http://www.degruyter.com/dg/viewarticle.full-contentlink:pdfeventlink/$002fj$002fmanment.2015.19.issue-2$002fmanment-2015-0011$002fmanment-2015-0011.pdf/manment-2015-0011.pdf?result=1&rskey=iRTZz5&t:ac=j$002fmanment.2015.19.issue-2$002fmanment-2015-0011$002fmanment-2015-0011.xml)

Banks, L. 1997. *Motivation in the Workplace: Inspiring Your Employees*. Virginia Beach: Coastal Training Technologies Corp.

Broder, M. 2013. *Motivation in the Workplace for Optimal Results Is Not a 'One Size Fits All' Implementation*. Huffpost Business. Accessed on 3 April 2016. Retrieved from <http://www.huffingtonpost.com/michael-s-broder-phd/employee-motivation->

productivity-_b_2615208.html http://www.huffingtonpost.com/michael-s-broder-phd/employee-motivation-productivity-_b_2615208.html

Dobre, O. 2013. *Employee motivation and organizational performance*. The Bucharest University of Economic Studies. Review of Applied Socio-Economic Research. Accessed on 15 March 2016. Retrieved from ftp://ftp.repec.org/opt/ReDIF/RePEc/rse/wpaper/R5_5_DobreOvidiulliu_uta_p53_60.pdf

Golovchanskaya, E., n.d. *Мотивация трудовой деятельности* [Work Motivation]. Управление медперсоналом [Management of healthcare personnel] journal. 1-25. Accessed on 14 April 2016. Retrieved from <http://www.bsu.by/Cache/pdf/202283.pdf>

Hutchinson, S. 2013. *Performance Management: Theory and Practice*. London: Chartered Institute of Personnel and Development.

Jewell, L. N. 2001. *Индустриально-Организационная Психология* [Contemporary Industrial/Organizational Psychology]. 4th ed. Saint-Petersburg: Питер.

Johnson, R. B., Onwuegbuzie, A. J., Turner, L. A. 2007. *Toward a definition of mixed methods research*. Journal of mixed methods research 1(2).

Kananen, J. 2011. *Rafting Through the Thesis Process, Step by Step Guide to Thesis Research*. Jyväskylä: JAMK University of Applied Sciences.

Kim, D. 2006. *Employee Motivation: "Just Ask Your Employees"*. Vol. 12. Seoul Journal of Business.

Kimani, G. 2015. *Why self motivation is key to career stability*. Accessed on 27 March 2016. Retrieved from <http://www.standardmedia.co.ke/business/article/2000159597/why-self-motivation-is-key-to-career-stability>

Kleinbeck, U., Quast, H., Thierry, H., Häcker, H. 1990. *Work Motivation*. Hillsdale: Lawrence Erlbaum Associates, Publishers.

Klochko, M. 2009. *Особенности мотивации медицинского персонала* [Features of healthcare personnel motivation]. Pharmpersonnel newspaper. Accessed on 18 April 2016. Retrieved from <http://vlijanie.ru/publicssmi/69--2009.html>

- Llopis, G. 2012. *The Top 9 Things That Ultimately Motivate Employees to Achieve*. Accessed on 17 March 2016. Retrieved from [http://www.forbes.com/sites/glennllo-
pis/2012/06/04/top-9-things-that-ultimately-motivate-employees-to-
achieve/#344316f54fa7](http://www.forbes.com/sites/glennllo-
pis/2012/06/04/top-9-things-that-ultimately-motivate-employees-to-
achieve/#344316f54fa7)
- Milner, B. 2005. *Organizational Behavior Essential Theories of Motivation and Leadership*. M.E. Sharpe, Inc.
- Robbins, S. 2005. *Organizational Behavior*. 11th ed. New Jersey: Pearson Education.
- Ryan, R., Deci, E. 2000. *Self-Determination Theory and the Facilitation of Intrinsic Motivation, Social Development, and Well-Being*. American Psychologist Journal.
- Saunders, M., Lewis, P., Thornhill, A. 2009. *Research Methods for Business Students*. 5th ed. Pearson Education Limited.
- Shanks, N. n.d. *Management and Motivation*. Jones and Bartlett Publishers. Accessed on 3 March 2016. Retrieved from [http://www.jblearning.com/sam-
ples/076373473X/3473X_CH02_4759.pdf](http://www.jblearning.com/sam-
ples/076373473X/3473X_CH02_4759.pdf)
- Sirota, D., Mischind, L., Meltzer, Irwin 2006. *Why Your Employees Are Losing Motivation*. Vol. 11. Harvard Management Update. Accessed on 7 March 2016. Retrieved from <http://hbswk.hbs.edu/archive/5289.html>
- Stotz, R., Bolger, B. n.d. *Content and Process Theories of Motivation*. The Incentive Marketing Association. 16-25. Accessed on 27 March 2016. Retrieved from [http://c.ymcdn.com/sites/www.incentivemarketing.org/resource/resmgr/im-
ported/Sec%201.4.pdf](http://c.ymcdn.com/sites/www.incentivemarketing.org/resource/resmgr/im-
ported/Sec%201.4.pdf)
- Stredwick, J. 2000. *An Introduction to Human Resource Management*. Oxford: Reed Education and Professional Limited.
- Tyson S. 2015. *Essentials of Human Resource Management*. 6th ed. New York: Routledge.

Appendices

Appendice 1

Questionnaire

- 1.) Age/Возраст _____, 30-40,40-50,50-60
- 2.) How long are you working in Kivach?/Как долго вы работаете в клинике Кивач? (in years) _

Please, grade from 1 to 5 the presence of the following factors in your job. (1-not present, 5-very present) /Пожалуйста, оцените наличие перечисленных факторов в вашей работе. (1-не ощущаю, 5-явно ощущаю).

- 3.) your job description is clear to you/вам ясны задачи поставленные перед вами

1 2 3 4 5

- 4.) your responsibilities are clear to you/вам ясны ваши обязанности

1 2 3 4 5

- 5.) goals expected from you by management are clear to you/вам ясны ожидаемые результаты (цели), поставленные перед вами

1 2 3 4 5

- 6.) the organizational objectives (targets) of your team are clear to you/вам ясны ожидаемые результаты (цели) коллектива

1 2 3 4 5

- 7.) Bonus payments related to work achievements/ Наличие оплаты, связанной с результатами труда (премии)

1 2 3 4 5

- 8.) Bonus payments seem attractive and valuable to you/Премии выдающиеся начальством кажутся вам ценными

1 2 3 4 5

- 9.) You have possibilities to achieve carrier prospects/ У вас есть возможности карьерного роста

1 2 3 4 5

10.) Your work is complex and challenging/ Ваша работа сложна и испытывает ваши способности

1 2 3 4 5

11.) Your work is the work that allows to think /Ваша работа - работа заставляющая думать

1 2 3 4 5

12.) You experience high level of responsibility/Вы испытываете высокую степень ответственности

1 2 3 4 5

13.) Your work creates conditions for self-expression and forces to develop professional skills/ Ваша работа создает условия для самовыражения и заставляет развивать свои способности

1 2 3 4 5

14.) You receive feedback from your supervisor/вы получаете отзывы от начальства о результатах проделанной работы

1 2 3 4 5

15.) Feedback from supervisor is always in time/Отзывы от начальства всегда своевременны

1 2 3 4 5

Please, grade from 1 to 5 how strong you agree or disagree to the following statements (1- strongly disagree, 5 – strongly agree)/ Пожалуйста, оцените наличие перечисленных факторов в вашей работе. (1-не ощущаю, 5-явно ощущаю).

16.) I feel motivated about my tasks/я чувствую себя мотивированным по отношению к поставленным задачам

1 2 3 4 5

17.) I am satisfied with the working environment/я удовлетворён рабочей средой

1 2 3 4 5

18.) I feel that my job is respected/я чувствую уважение к моей работе со стороны окружающих

1 2 3 4 5

Please grade the factors that contribute the most to your level of productivity and overall personal desire to work. (1 - strongly disagree, 5 - strongly agree)/Пожалуйста, оцените степень влияния перечисленных факторов на вашу продуктивность и желание работать. (1-не влияет, 5-сильно влияет).

19.) Comprehensive salary/ достойная заработная плата

1 2 3 4 5

20.) Remuneration for work results/ Вознаграждение за результаты работы

1 2 3 4 5

21.) Bonus Payments/ Бонусы, премии

1 2 3 4 5

22.) Career prospects/ перспектива карьерного роста

1 2 3 4 5

23.) Acceptance and approval of a job well done by managers/ Признание и одобрение хорошо выполненной работы со стороны руководства

1 2 3 4 5

24.) Clearance of goals set/Ясность поставленных перед вами целей

1 2 3 4 5

25.) Stable job without threat of dismissal/ Стабильность работы, низкая вероятность увольнения

1 2 3 4 5

26.) Organization of vocational education and training/ Организация профессионального обучения и повышения квалификации

1 2 3 4 5

27.) Complex and challenging work/ Сложность работы (Работа испытывает способности)

1 2 3 4 5

28.) High rate of responsibility/ Высокая степень ответственности

1 2 3 4 5

29.) Friendly atmosphere in the team/ приятная атмосфера в коллективе

1 2 3 4 5

30.) Good relationship with supervisor/manager / Хорошие отношения с руководителем

1 2 3 4 5

31.) Your work input has been rightfully recognized/ Ваш рабочий вклад ценится

1 2 3 4 5

32.) Hi-tech equipment/Качество рабочего оборудования

1 2 3 4 5

Appendice 2.

Interview

What is the understanding of term motivation in your organization?

How important is motivation for Kivach clinic?

What role higher medical personnel plays in operations of organization?

Are there any specific characteristics that need to be considered when talking about motivation of higher medical personnel?

What opportunities for professional growth and career development doctors have that can affect motivation level?

What kind of monetary extrinsic rewards are used by HR management in order to contribute to motivational level of employees?

What kind of non-monetary stimulations are used?

Generally speaking, what are the factors that contribute the most to motivation level?

Can you tell about working environment in the clinic?

Do you consider satisfaction with working environment as important factor? What strategies do you use in order to contribute to employees' well being?

How do you measure employees' motivation?

Overall, what strategies do you use in order to stimulate employees' motivation?