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EFFECTIVE MOTIVATION, EFFECTIVE PERSONNEL MANAGEMENT IN REHABILITATION CENTERS OF KAZAKHSTAN

Abstract

This article discusses effective personnel management in rehabilitation centers in Kazakhstan. In modern business, with its inherent volatile competitive environment, the implementation of effective activities is impossible without effective personnel management. As a result of sociological research, the degree of satisfaction with the incentive system for medical personnel of the Rehabilitation Center Kokshe was revealed. From these data it can be seen that for the employees of the rehabilitation center, the most significant motivational factors are economic methods, and among the preferred motivational methods are socio-psychological ones. To substantiate the importance of applying socio-psychological methods in the system of medical personnel management and the formation of a personnel management model, methodological approaches of classical theories of motivation were considered: a questionnaire according to A. Maslow's theory and F. Herzberg's tests. The effectiveness of the organization's activities is determined by the ratio of the results achieved and the resources expended on this and is made up of the efficiency of using various factors, one of which is motivated work. The success of healthcare institutions, including rehabilitation centers, depends on the extent to which medical workers realize their professional potential. We have proposed a more advanced and effective management approach – the KPI method for motivating medical personnel in Kazakhstan, which allows us to organically combine material and non-material incentives with the motivational impact of all healthcare workers. The presented calculations showed that the introduction of personnel assessment according to the KPI system for all medical services will provide a multiplier effect and improve the competitiveness of rehabilitation centers and healthcare in general.

Key words: the sphere of health care, personnel management, medical workers, incentive system, rehabilitation center, resources, sociological research.

Introduction

The relevance of the research topic lies in the fact that the methods used in managing the medical staff of most companies, especially rehabilitation centers, do not meet the expectations of employees, the requirements of modern business as a whole. The choice of the topic of scientific research is determined not only by the requirements of working out methodological issues in order to create an effective system of personnel management, motivation, but also by the need to provide an industry-specific approach to solving management problems in the healthcare sector. The main focus of this study will be on the effectiveness of personnel management in medical institutions.

The purpose of the study is to develop recommendations for improving the personnel management system and considering approaches to its implementation, in order to increase the satisfaction and motivation of employees of healthcare institutions and, first of all, rehabilitation centers of the Republic of Kazakhstan. Realization of the set goal requires the solution of the following tasks:

- ◆ explore the theoretical foundations of personnel management;
- ◆ study the current state of the HR management system of the rehabilitation center “Kokshe”;
- ◆ improve the HR management system in a medical institution based on the use of effective motivation, efficient management;
- ◆ introduce an approach to HR management in healthcare organizations developed on the basis on the new model. This model allows to increase the level of motivation of employees and improve the quality of medical services;
- ◆ develop practical recommendations on the application of socio-psychological and economic methods in HR management in the healthcare of the Republic of Kazakhstan.

Materials and methods

When selecting the material and writing the article, we used a combination of the following methods of economic research: monographic, abstract-logical, expert judgement. The work also used such research methods as comparison and generalisation, scientific abstraction and synthesis. Quantitative and qualitative research methods were used in the performance of the work [1]. In the course of the study, the authors used the techniques of system analysis, graphical and tabular methods, the method of coefficients, and questionnaires.

The questionnaire method was used to survey medical personnel for satisfaction with the existing motivation system in the organisation. The motivation portfolio of personnel was analysed using the F. Herzberg test. Economic calculations of the index of patients' satisfaction with the work of medical personnel was used to substantiate the KPI system on the example of a particular medical organisation. Factor analysis was used in the work to calculate the effectiveness of measures from the introduction of KPI for medical staff of a particular organisation.

Main provisions

The problem of effective motivation of employees of medical organisations is of particular importance, because, firstly, financial resources of these institutions are limited, and secondly, the average age of medical personnel exceeds 400 years. Motivation to work in the middle of the career is significantly reduced, and this fact requires close attention and special approaches. In addition, not all the tools used are highly effective in managing the behaviour of medical staff.

Staff needs change over time; as some needs are met, other needs may be prioritised (the law of increasing needs). In this regard, a consistent assessment of the staff motivation system should include:

- ◆ quantitative assessment of the degree of satisfaction of employees' motivational needs;
- ◆ identification of variable motivational needs of employees
- ◆ selection of updated incentives and KPI system corresponding to these needs;
- ◆ evaluation of the effectiveness of the implementation of the KPI system for medical personnel on the example of a specific organisation.

Literature review

The ideas about the possibilities of motivating employees' labour have undergone great changes in management practice. For a long time it was believed that the only and sufficient incentive to induce an employee to work efficiently was material remuneration. Taylor, the founder of the school of scientific management, developed his system of organising workers' work, convincingly proving the connection between labour productivity and remuneration. However, Mayo's experiments at Hawthorne found a significant influence of other factors – psychological factors – on labour productivity. Over time, various psychological theories of motivation have emerged, attempting to examine the determinants and structure of the motivational process from different perspectives. As a result, the so-called “carrot and stick” policy was replaced by the development of more complex systems of stimulating the motivation of employees to work, based on the results of its theoretical study [3].

Modern theoretical approaches to motivation are based on the ideas formulated by psychological science, which studies the causes and mechanisms of purposeful human behaviour. From these positions, motivation is defined as the driving force of human behaviour, which is based on the interrelation of human needs, motives and goals.

To substantiate the importance of applying socio-psychological methods in the system of medical personnel management and the formation of a personnel management model, methodological approaches of classical theories of motivation were considered: a questionnaire according to A. Maslow's theory and F. Herzberg's tests [6]. The distribution of the needs of the rehabilitation center workers according to A. Maslow showed that the staff sees a direct connection between their efforts and their remuneration [4]. Maslow presents his hierarchy of needs, integrating at the same time the philosophies of humanism, Freudianism and behaviourism. Human needs can be presented in a hierarchical order, which is reflected in Maslow's pyramid. He goes on to examine in detail the satisfaction of needs, its consequences, its relationship to learning, character development, mental health and other phenomena, and revises the theory of instinct, which explains human behaviour from a biological point of view. This, in turn, indicates that most medical workers are characterized by devotion to their work, the constancy of the chosen place of work, social competence, which should be valued and encouraged in all available ways.

In the future, to solve this problem, it is necessary to expand the possibilities of effective motivation and management by improving the personnel management model. The imperfection of the system of material incentives makes it necessary to look for other forms and incentive mechanisms. One of these mechanisms is the mechanism of continuous motivation, based on the systematic monitoring of the motivational needs of employees and the degree of their satisfaction through the use of appropriate incentive packages for each employee.

For healthcare workers, social goals play a role in achieving a given level of employee satisfaction. Based on the results of the conducted research, it can be concluded that for the employees of the rehabilitation center, the most significant motivational factors are economic methods, and among the preferred motivational methods are socio-psychological ones.

The role of psychological methods in the management of health organizations is especially great, since all the activities of medical personnel are related to serving the population and providing them with various kinds of services. In addition, this will increase the level of satisfaction with the work of employees, and as a result will lead to an increase in the volume of medical services and there by ensure the efficient functioning of the medical institution. Proper application of socio-psychological methods in personnel management in medical organizations will change the motivational profile of workers in this area, increase their level of satisfaction and improve the quality of customer service [3].

Results and discussion

At present, there are many ways of forming labour remuneration funds, forms and systems of payment, and assessments of labour efficiency in the health care system. In health care, piecework and hourly wages are used, funds are formed according to norms or percentages of income. All methods differ in stimulating employees to achieve certain results, quantitative or qualitative. Therefore, the main task of further improvement of labour remuneration in health care can be considered the creation

of such a mechanism that would ensure optimal interest of health workers in the quantity and quality of labour, correspond to the methods of financing and the objectives of the state policy in the field of health care.

With a rather low level of wages, the work of medical workers is increasingly motivated by internal factors. The imperfection of the system of material incentives makes it necessary to look for other forms and incentive mechanisms. One of these mechanisms is the mechanism of continuous motivation, based on the systematic monitoring of the motivational needs of employees and the degree of their satisfaction through the use of appropriate incentive packages for each employee.

The technology for identifying the motivational needs of employees is known as the Richie-Martin model [3], which interprets the results of such identification in the form of “Motivational Profile” histograms. Formation of the personnel motivation mechanism begins with assessing the degree of staff satisfaction with this incentive system. The essence of this analysis lies in the primary identification of the current incentive bulletin in a particular healthcare organization and their division into incentives of a material, non-material and mixed nature. The assessment of the real impact of these incentives on medical personnel is carried out by means of a sociological survey of employees [3]. Evaluation criteria are noted in the questionnaire, which lists the elements of the incentive bulletin (ie the incentives themselves) and five criteria: fully satisfied; more satisfied than dissatisfied; something in between; more dissatisfied than satisfied; completely dissatisfied.

Let’s consider the results obtained in the study with the aim of forming the motivational profile of employees according to F. Herzberg [6]. As a result of the survey, it was revealed that 56.25 and 49.72% of respondents were completely satisfied with the incentive system, 34.94 and 31.25% were satisfied to some extent, 3.98 and 11.36% found it difficult to answer, in 3.98% and 5.40% are dissatisfied to some extent, 0.85% and 2.27% are not satisfied at all (figure 1).

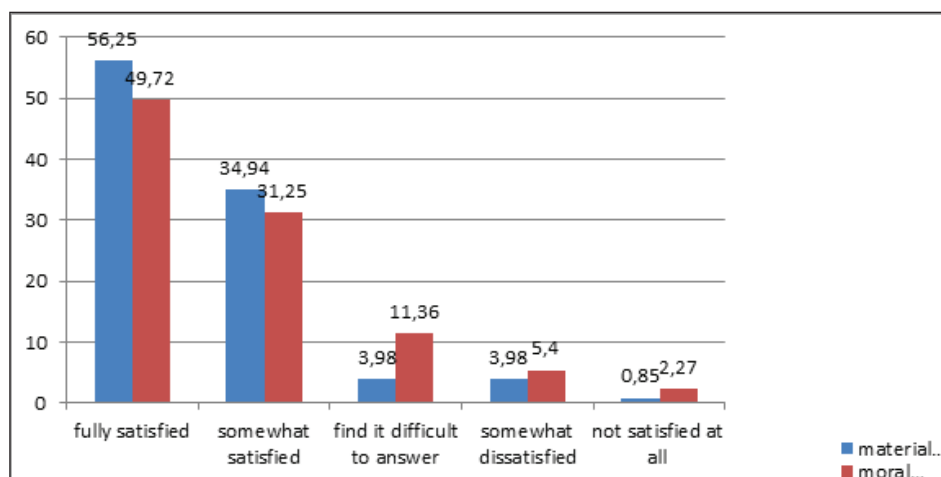


Figure 1 – Degree of satisfaction with the system of incentives for medical personnel of the “Kokshe” Rehabilitation Center

Note: Compiled by the authors based on [5].

As can be seen in the histogram, the nature of the data obtained shows (figure 2, 138 p.) that the key “motivating factors” according to Herzberg in the respondents’ answers are “job content” – 24, “career” – 23, “achievements” – 22. Financial motives also play a special role – 28.

Most of the respondents, workers directly involved in the rehabilitation of patients, are result-oriented and have a high level of success. The motivating factors for them are: interesting work, recognition and respect, the possibility of career development and striving for achievements. Orientation to the result in any kind of activity makes you look for ways to achieve the goal, and not get hung up on the causes of failures.

The use of socio-psychological methods lies in the correct impact on relationships in the team. The most common socio-psychological methods are: psychological motivation, selection of specialists and professional training, optimal staffing of the team and its individual groups (subgroups). As the main measures to improve the socio-psychological methods of managing the personnel of the rehabilitation

center Kokshe, trainings (standards of professional behavior, quality standards of customer service, development of conflict resolution skills, etc.) and motivation of employees can be offered.



Figure 2 – The results of a study of the company’s personnel according to the F. Herzberg test

Note: Compiled by the authors based on [5].

Regarding motivation, it should contain material and non-material incentives [7]. Financial incentives should also be associated with the organization of leisure (cultural events, corporate meetings, etc.). Non-material incentives are any motivation that does not require material costs, but has a certain impact on the level of employee satisfaction with work (recognition of merits, conferment of titles, etc.). In many ways, the result of the action of non-material motivation is an improvement in the attitude of workers to work, since most employees of medical institutions are characterized by a desire to conform to the opinions of others, to earn the respect of colleagues and management, to be an adherent of a socially significant organization.

The use of socio-psychological methods contributes to the improvement of the activities of a medical institution as a whole, which will increase its competitiveness in the medical services market. In our opinion, in order to improve all the performance indicators of the rehabilitation center, it is necessary to improve the system of economic incentives. Modern personnel management systems build their policy by linking all the resources of personnel policy and putting personnel assessment at the head. Modern methods for assessing the effectiveness of the work of personnel are quantitative, qualitative, combined, etc.

In the rehabilitation industry, the increasing role of personnel is due to two factors directly related to the specifics of this industry. Therefore, in a medical rehabilitation institution, it is necessary to stimulate the development of the staff itself in two directions by increasing the level of professionalism of each specialist and increasing the level of competitiveness of a professional. Not only professionalism, but also the appearance, demeanor, courtesy and friendliness of employees are components of the rehabilitation services they provide.

Currently, in order to motivate medical personnel, a number of systemic measures are being taken by the Ministry of Healthcare of the Republic of Kazakhstan [8]. The salaries of medical workers have been increased twice (from 07/01/2019 – by 30%, from 01/01/2020 – by 30%). Also, as part of the implementation of the instructions of the Head of State, a gradual increase in the salaries of doctors is envisaged, bringing its ratio to 2.5 times the average salary by 2023. Measures are being taken to improve the status of medical workers and ensure professional protection of their activities, the decriminalization and humanization of medical criminal offenses are envisaged, and professional liability insurance will be gradually introduced.

The motivation of medical personnel is the main means of ensuring the optimal use of resources, mobilizing the existing human resources. The main goal of the motivation process in healthcare is to get the maximum return from the use of available labor resources, which improves the overall performance of the medical organization. Modern personnel management systems build their policy

by linking all resources into personnel assessment. Modern methods for assessing the effectiveness of the work of personnel are quantitative, qualitative, combined, etc.

After analyzing the satisfaction with the system of incentives for medical personnel of the “Kokshe” rehabilitation center [5], we came to the conclusion that a little more than 56% of employees are completely satisfied with material incentives; not fully satisfied almost 35%; 4% found it difficult to answer, the remaining 5% were almost dissatisfied (figure 1). However, the indicators of satisfaction with material incentives at the enterprise are somewhat higher, harsh working conditions, lack of decent pay and motivation, lead to staff turnover. To improve all the performance indicators of the rehabilitation center, it is necessary to improve the system of economic incentives.

The most effective, in terms of staff motivation, is the KPI method – “key performance indicators” [9, 10]. The current ISO 9000:2008 standard characterizes two concepts. He divides the word performance into two terms: effectiveness and efficiency. According to the standard, performance is the ability of a company to focus on results. Efficiency is the ratio between the results achieved and the resources expended. Thus, the word performance combines both effectiveness and efficiency. That is, the spread of negative experience is twice as fast as positive.

The criteria are divided into group and individual. They include: result indicators, labor productivity indicators, process (functional) indicators, performance indicators. According to the method of calculation, they are divided into discrete, continuous, lowering. Discrete KPI or qualitative – show the implementation of a given parameter and is marked in the results as “completed / not completed”. Continuous KPIs take values in a given period of time (percentage of requests processed). Decreasing KPIs are parameters that are aimed at lowering the final coefficient if the result is not achieved. One of the most sought-after possible KPI parameters is the performance of an individual unit or the entire organization.

When implementing KPI in a company, it is necessary to take into account its specifics, goals and objectives, and the course of business processes. This system will fundamentally change the principle of payroll, so it is important to explain to employees that the efficiency of their work will directly affect the level of income, and this is useful in the first place for them.

Let's get acquainted with some rules and principles of KPI.

1. Rule “10/80/10”. Kaplan and Norton recommended the use of more than 20

KPIs [35]. Hope and Fraser suggest using no more than [11]. The best current practice recommendation is the 10/80/10 rule. This means that an organization should have around 10 KPIs, up to 80 performance indicators and 10 KPIs. Panov recommends using no more than 10–15 KPIs for departments, otherwise managers will be overloaded with planning, and the organization's management will be overwhelmed with a “debriefing” on the execution of KPIs, which do not greatly affect the performance of both the department and the organization [12].

2. The principle of controllability and division, responsible for a certain indicator, resources should be allocated for its management, and the result can be controlled.

3. The principle of transferring efforts to the main directions. Here rise performance requires expanding the powers of the organization's employees, especially those who work directly on the “front line” (assisting employees in need of advanced training, providing training, transferring responsibility for developing their own KPIs, effective communications.

4. The principle of coordinating production indicators with the strategy.

We have calculated key performance indicators for some services of the Kokshe Center. For each service, two or three KPIs were developed, the most significant, and weights were selected that most accurately characterize the significance of each criterion.

Approximate calculation of KPI for the “Department of physical methods of rehabilitation”, which includes the department of physiotherapy, the department of exercise therapy and massage, the department of balneology, the cabinet of reflexology (tables 1, p. 140; 2, p. 141). In our opinion, the key performance indicators here will be: an increase in the number of recovering patients and patient loyalty indicators (positive reviews, satisfaction index indicators).

First, let's determine the patient satisfaction index.

The analysis and evaluation involved a number of steps. To calculate the satisfaction index, the actual and standard level of satisfaction for each patient was determined. The actual level is determined by multiplying the score of each criterion in points (out of 9 proposed in the questionnaire) by the

weight of each criterion. The normative (desired) level of satisfaction is found by multiplying the significance of the criterion (weight) by the highest score (5 points).

By the ratio of the actual assessment to the normative (desired) one, we obtain the “client satisfaction index”.

$$I_{\text{вд}} = \frac{Y_{\phi}}{Y_{\text{н}}} \cdot \frac{S_{\phi}}{S_{\text{пл}}} \times 100 \% \quad (1)$$

where:

- Y f – actual customer satisfaction;
- Y n – customer satisfaction is standard;
- S f – the actual participants in the survey;
- S pl – planned participants in the survey.

Table 1 – Calculation of the index of patient satisfaction with the work of the “Department of Physical Methods of Rehabilitation”

Criteria	Quality control					Sum points	Average score	the weight	Subject to weight
	5	4	3	2	1				
- quality of doctor-patient relationship	18	15	8	0	0	174	4.35	0.7	3.05
- competence of employees	8	18	3	2	1	126	3.15	0.8	2.52
- norms of behavior of employees	10	16	11	3	0	153	3.83	0.6	2.29
- participation of patients in the process of decision-making on treatment	15	10	8	6	14	152	3.8	0.5	1.9
- service cost	25	8	4	0	0	169	4.45	0.9	4.0
- quality of medical services	15	12	8	5	0	157	3.93	1.0	3.93
- patients' rights: strengthening and protecting	29	10	1	0	0	188	4.7	0.4	1.88
- Availability of new diagnostic and treatment methods	25	9	6	0	0	179	4.47	0.75	3.35
- timely provision of information to patients	25	10	5	0	0	180	4.5	0.3	1.35
Actual level of satisfaction	24.27								
Normative level of satisfaction	28.85								
Satisfaction index (i)	i = Yф: Yн = 24,27:28,85 = 0,84*100 = 84,0%								
Note: Compiled by the authors based on data from [5].									

Thus, the index of patient satisfaction with the work of the “Department of Physical Rehabilitation Methods” i = 84.0%, i.e., patient satisfaction with treatment can be considered successful by 84% and unsuccessful by 16%. Next, we proceed to the calculation of KPI (table 2, б. 141).

The final stage of KPI calculation is the level of wages that the employees of the Department of Physical Rehabilitation Methods will receive, taking into account the fulfillment of planned targets. We proceed from the fact that wages (at the time of the events it was 138.5 thousand tenge) are divided into two parts: a fixed part (60% of the salary) and a variable part (40%). An additional bonus, in case of overfulfillment of the task, the employee receives to the variable part. Then, taking into account the bonus, the doctor will receive: 60% + (40% * 1.35) (KPI index), i.e., 83.1 thousand tenge – 60% of

the salary equal to 138.5 thousand tenge and 55.4 thousand tenge 40% of the amount of wages equal to 138.5 thousand tenge, then, taking into account the KPI index, earnings will be:

$$83.1 + (55.4 * 1.35) = 83.1 + 74.79 = 157.89 \text{ thousand tenge.}$$

Table 2 – Calculation of KPI for the “Department of Physical Rehabilitation Methods”

Parameters for calculating the KPI index			
Key Performance Indicators	Initial data for calculating KPI	Planned data for KPI calculations	
1. Increasing number of sick people recovering	100%	+20% (120)	
2. Satisfaction index	Actual rate 84%	+4% (90%)	
KPI calculation			
Key performance indicators and their weight	Planned data, %	Actual data received	KPI index
KPI 1 (0.5)	twenty	25	0.6
KPI 2 (0.5)	four	6	0.75
Result			1.35 = 135%
Index calculation: $i = \text{weight} * \text{actual data} / \text{plan. data}$			
Note: Compiled by the authors based on data from [5].			

According to the statements and calculations of many analysts, the results of the implementation of KPI are:

- ◆ revenue growth, according to statistics it is 10%;
- ◆ growth in the number of customers and, as a result, an increase in profits (according to statistics, an increase in the influx of customers by 5% gives up to 15% growth in profits);
- ◆ increase in the level of labor productivity by increasing motivation and improving the efficiency of all business processes, by an average of 5%;
- ◆ reducing costs, as a result of the growth of labor productivity and the volume of services rendered, by an average of 10–20%.

Taking into account all the factors listed above, we calculate the effectiveness of the introduction of the motivation system at the enterprise (table 3).

Table 3 – The effectiveness of activities from the implementation of KPI

Index	Before the proposed events	Growth Percentage+ (decreases-)	After the proposed activities	Effect
Sales proceeds, tystg .	107048.4	+10	117753.24	+10704.84
Costs for the production and sale of services, tystg .	98695.65	-10	88826.08	-98691.56
Average annual number of employees, people	140	5	147	7
Labor productivity, thousand tenge for one employee	764.63	5	891.04	+36.41
Profit, tystg .	8352.75	15	12529.12	+4176.37
Profitability, %	8.46	-	14.1	+5.64
Note: Compiled by the authors based on the data of the “Kokshe” rehabilitation center [5].				

The data of the above calculations (tables 1–3) show that the introduction of personnel assessment according to the KPI system for all services of the enterprise will provide a multiplier effect and improve the competitiveness of the enterprise in the medical services market. As you know, the existing system for assessing and controlling the quality of the medical care system is mainly aimed at identifying a “bad doctor” or “bad structural unit”, which led to the emergence of fear and

distrust among medical workers in the very process of quality assurance. In the current conditions of the functioning of medical institutions, the methods of analysis, evaluation and quality control of the medical care provided were aimed at identifying cases of deviation (medical errors) in the implementation of medical and diagnostic measures. At the same time, the further development of the system for improving the quality of medical care by tightening control only partially affects the state of public health, payment for medical services is made not for achieving the final result, but for their number in accordance with the normative technology. Management decisions within the framework of quality control were possible only in the form of penalties and other punitive measures. The desire to put the quality of medical care at all levels of the health care system under strict and precise control led to the complication and cost of the control system itself, which makes it less effective. Thus, the effectiveness of the inspection control of medical care remains low, no more than 5% of defects in the treatment and diagnosis of patients are detected, and even then only after the fact.

The above problems confirm the need to introduce a new policy in quality assurance: continuous improvement of the quality of medical care to the population by making additions to the system of management methods. This policy predetermines the need for a systematic approach to all aspects of the quality of medical care using international experience; includes a methodology for a comprehensive study of an object as a system, its structure, functions, identification of problems, development and implementation of measures to solve them.

The last decades in world practice are marked by fundamental and fundamental changes in the system of motivation in ensuring the quality of products and services: the transition from the search and punishment of the guilty to stimulating the identification and solution of existing problems. It is not punishment that is promising, but active stimulation of medical workers to find and admit their own mistakes in the process of medical and diagnostic care, which allows them to quickly make a decision without waiting for instructions from controlling and inspecting organizations. Therefore, the method of internal audit of the quality of medical care by the employees themselves is an important lever for improving quality and meets the requirements of health care reform. It refers to a low-cost and more effective model for monitoring medical services.

The main goal of health care quality management is to improve the clinical performance, cost-effectiveness and social utility of treatment. As a tool for its implementation, the Donabedian triad, generally recognized in world practice, is used - structure, process, result. The positive effect of using foreign experience in healthcare management in the conditions of our country forms approaches to the introduction of a fundamentally unified mechanism for assessing the quality of medical care.

Conclusion

1. The personnel management system is a set of techniques, methods, technologies for organizing work with personnel. Its main goal is to provide the organization with highly qualified personnel, its effective use, ensuring the professional and social development of personnel.

2. The specific features of the functioning of healthcare institutions in modern market conditions and the significant dependence of effective activity on the effectiveness of personnel impose requirements for the flexibility of the personnel management system. In this regard, in order to increase the motivation of employees, satisfaction with their work and create a supportive environment in economic uncertainty, an integrated personnel management system is needed.

3. The study revealed a low level of employee satisfaction with many components of working life, including the following methods: organizational, administrative and economic. The research results show the primary importance for workers in this area of material incentives, and moral incentives are among the preferred motivational factors.

4. The role of psychological methods in personnel management in health care institutions is especially great, since all the activities of medical personnel are related to serving the population and providing them with various kinds of services. Proper application of socio-psychological methods in personnel management in medical institutions will change the motivational profile of workers in this area and increase the level of satisfaction, will improve the performance of the medical institution as a whole, which will increase its competitiveness in the medical services market.

5. A huge role in the personnel management system is played by non-material incentives. It includes any motivation that does not require material costs, but has a certain impact on the level of employee satisfaction with work (recognition of merits, conferment of titles, etc.)

6. As the main measures to improve the socio-psychological methods of managing the personnel trainings of the “Kokshe” rehabilitation center (standards of professional behavior, standards for the quality of customer service, development of conflict resolution skills, etc.) and motivation of employees can be offered. Regarding motivation, it should contain social and material incentives for organizing leisure activities (cultural events, corporate meetings, etc.).

7. To improve all the performance indicators of the rehabilitation center, it is necessary to increase the effectiveness of economic incentives in the personnel management system. Modern personnel management systems build their policies by linking all the resources of personnel policy, headed by personnel assessment. The most effective, in terms of staff motivation, is the KPI method. The introduction of personnel assessment according to the KPI system, in our opinion, will provide a multiplier effect and improve the competitiveness of the enterprise in the medical services market, especially in rehabilitation centers in Kazakhstan.

8. We have proposed a more advanced and effective management approach – the KPI method for motivating medical personnel in Kazakhstan, which allows us to organically combine material and non-material incentives with the motivational impact of all healthcare workers.

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ЭФФЕКТИВНАЯ МОТИВАЦИЯ, ЭФФЕКТИВНОЕ УПРАВЛЕНИЕ ПЕРСОНАЛОМ В РЕАБИЛИТАЦИОННЫХ ЦЕНТРАХ КАЗАХСТАНА

Аннотация

В данной статье рассмотрен вопрос об эффективном управлении персоналом в реабилитационных центрах Казахстана. В современном бизнесе с присущей ему изменчивой конкурентной средой осуществление эффективной деятельности невозможно без эффективного управления персоналом. В результате социологических исследований была выявлена степень удовлетворенности системой стимулирования медицинского персонала реабилитационного центра «Кокше». Из данных видно, что для работников реабилитационного центра наиболее значимыми мотивационными факторами являются экономические методы, а в числе предпочтительных мотивационных методов – социально-психологические. Для обоснования важности применения социально-психологических методов в системе управления медицинским персоналом и формирования модели управления персоналом были рассмотрены методологические подходы классических теорий мотиваций: опросник по теории А. Маслоу и тесты Ф. Герцберга. Эффективность деятельности организации определяется отношением достигнутых результатов и затраченных на это ресурсов и складывается из эффективности использования различных факторов, одним из которых является мотивированный труд. Успех деятельности учреждений сферы здравоохранения, в том числе в реабилитационных центрах, зависит от того, в какой степени медицинские работники реализовывают свой профессиональный потенциал. Нами предложен более совершенный и эффективный управленческий подход – метод КРІ к мотивации медицинского персонала Казахстана, позволяющий органично сочетать материальное и нематериальное стимулирование с мотивационным воздействием всех сотрудников здравоохранения. Представленные расчеты показали, что внедрение оценки персонала по системе КРІ для всех медицинских служб позволит получить мультипликативный эффект и улучшить конкурентоспособность реабилитационных центров и здравоохранения в целом.

Ключевые слова: сфера здравоохранения, управление персоналом, медицинские работники, система стимулирования, реабилитационный центр, ресурсы, социологические исследования.

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ҚАЗАҚСТАН ОҢАЛТУ ОРТАЛЫҚТАРЫНДАҒЫ ТИІМДІ УӘЖДЕМЕ ЖӘНЕ ПЕРСОНАЛДЫ ТИІМДІ БАСҚАРУ

Андатпа

Бұл мақалада Қазақстандағы оңалту орталықтарында тиімді уәждеме және персоналды тиімді басқару мәселелері қарастырылады. Қазіргі бизнесте өзіне тән құбылмалы бәсекелестік ортада тиімді қызметті жүзеге асыру персоналды тиімді басқарусыз мүмкін емес. Социологиялық зерттеулер нәтижесінде «Көкше» оңалту орталығының медицина қызметкерлерін ынталандыру жүйесіне қанағаттанушылық дәрежесі анықталды. Деректер көрсеткендей, оңалту орталығының қызметкерлері үшін ең маңызды мотивациялық факторлар экономикалық әдістер, ал қолайлы мотивациялық әдістердің ішінде әлеуметтік-психологиялық әдіс болды. Медициналық персоналды басқару жүйесінде әлеуметтік-психологиялық әдістерді қолданудың және персоналды басқару моделін қалыптастырудың маңыздылығын негіздеу үшін классикалық мотивация теорияларының әдістемелік тәсілдері қарастырылды: А. Маслоу теориясы бойынша сауалнама және Ф. Герцберг тесттері. Ұйым қызметінің тиімділігі қолжеткізілген нәтижелер мен осыған жұмсалған ресурстардың ара қатынасы мен анықталады және әртүрлі факторларды пайдалану тиімділігінен тұрады, олардың бірі – уәжді жұмыс. Денсаулық сақтау мекемелерінің, оның ішінде оңалту орталықтарының табысты болуы медицина қызметкерлерінің кәсіби әлеуетін қаншалықты іске асыруына байланысты. Біз Қазақстанның медициналық персоналын ынталандыру үшін неғұрлым жетілдірілген және тиімді басқару тәсілін – КРІ әдісін ұсындық, бұл бізге материалдық және материалдық емес ынталандыруды барлық денсаулық сақтау қызметкерлерінің мотивациялық әсерімен органикалық түрде үйлестіруге мүмкіндік береді. Ұсынылған есептеулер барлық медициналық қызметтер үшін КРІ жүйесін пайдалана отырып, персоналды бағалауды енгізу мультипликативті нәтиже беретінін және оңалту орталықтары мен жалпы денсаулық сақтау саласының бәсекеге қабілеттілігін арттыратынын көрсетті.

Тірек сөздер: денсаулық сақтау саласы, персоналды басқару, медицина қызметкерлері, ынталандыру жүйесі, оңалту орталығы, ресурстар, әлеуметтанулық зерттеулер.