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Work motivation and job satisfaction of doctors and nurses in Vojvodina, Serbia

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Introduction/Objective Work motivation and job satisfaction are key issues for organizations nowadays. The aim of this study was to examine whether there is a difference in work motivation and job satisfaction among doctors and nurses in Vojvodina, Serbia.

Methods The study included a sample of 230 doctors and 489 nurses, employed in three health centers. Data collection was performed using a self-administered questionnaire.

Results The doctors, compared to the nurses, were significantly more motivated by the work motivation factors: accomplishing goals of the health center, good work relationships, positive work environment, possibilities for improvement, and independence at work. Compared to nurses, doctors were significantly more satisfied with the level of independence at work.

Conclusion In comparison to nurses, the doctors are more motivated and satisfied with their job.

Keywords: motivation; job satisfaction; physicians; nurses; questionnaire

INTRODUCTION

Employees are the most valuable asset for the economic growth and progress of any organization [1, 2]. Special attention is paid to active management of employees' potentials, so work motivation and job satisfaction are key issues for organizations nowadays [2].

Motivation is the process of initiating human and individual activities which are directed at attaining certain goals in order to fulfill some needs [3]. Work motivation is a set of various processes and methods which induce, maintain, and encourage certain behaviors of employees, aimed at achieving specific goals at work [3].

Employee motivation is closely associated with the working process and represents an important factor of job satisfaction [4].

Job satisfaction is the way a person feels about his job and its individual aspects [5]. Job satisfaction is a subjective indicator [6], based on the perception that various subjective factors, the nature of the work itself, as well as expectations of individuals engaged in various professions, are important for employees' job satisfaction, but generalization is always associated with certain risks [7, 8]. Job satisfaction of healthcare workers is a very important factor of the quality of health care; it has a great impact on achieving good performance and efficiency, and thus the quality of work, healthcare costs, and higher level of satisfaction among the users of healthcare services; it is directly connected with the organization of the working process, good work relationships, and absenteeism [6,

9, 10]. The results of studies dealing with factors of job satisfaction among healthcare workers indicate that job satisfaction is affected by income, responsibility, equipment, continuing education, management support, advancement opportunities, colleagues, secure employment, teamwork, superiors, working conditions, workload, appreciation, as well as personal characteristics of employees, such as gender, age, etc. [11–14].

In order to achieve efficiency and effectiveness, and provide high quality care, healthcare management teams must take into account the wishes and needs of employees, to motivate them in the right way, and provide greater productivity [15].

So far, there have been no studies dealing with work motivation and job satisfaction of doctors and nurses in the Autonomous Province of Vojvodina, Republic of Serbia.

The aim of this study was to examine whether there is a difference in work motivation and job satisfaction in a sample of doctors and nurses in the Autonomous Province of Vojvodina, Republic of Serbia.

METHODS

A cross-sectional survey was conducted in the period from March to June 2011, evaluating the work motivation and job satisfaction of doctors and nurses employed in one healthcare center in each of three districts of Vojvodina ("Dr. Milorad Mika Pavlović" in Indija, Srem; "Dr. Boško Verbalov" in Zrenjanin, Banat;

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and Health Center in Apatin, Bačka). A convenience sampling of healthcare centers was used. A total of 879 (100%) healthcare workers were employed in the three healthcare centers. Data collection was performed using a questionnaire, designed by the author of this study. The self-administered questionnaire was anonymous and on a voluntary basis, and was offered to all healthcare workers who were present at work on the day of the survey (809, 92%). A total of 52 (5.9%) healthcare workers refused to fill out the questionnaire, and 757 (86.1%) healthcare workers completed the questionnaire. There were 38 (4.3%) incompletely filled out questionnaires. Of the 719 (81.8%) completely filled out questionnaires, 230 (32%) were completed by doctors, and 489 (68%) by nurses, and they were included in further analysis. In order to ensure anonymity and confidentiality, the questionnaire was distributed and collected personally by the author. Each respondent was given a blank envelope containing a questionnaire, and returned it to the researcher after completion.

The questionnaire consisted of three parts. The first one contained questions about respondents' demographic characteristics (gender, year of birth, educational attainment, occupation, and years of service).

The second part included 15 factors of work motivation. Respondents evaluated the importance of a factor by selecting one of five possible responses (five-point Likert scale). Responses were scored as follows: 1 = It does not motivate me at all, 2 = It motivates me a little, 3 = It neither motivates nor demotivates me, 4 = It motivates me a great deal, and 5 = It motivates me the most. Based on the given responses, the total number of points and the average score were calculated for all respondents. The respondents with a total score over 45 (the average score of over 3.00) were considered to be motivated, while the others were considered unmotivated. In this way, a new, dichotomous variable, called "motivational category" was created (0 – unmotivated, 1 – motivated).

The third part of the questionnaire included 15 statements related to the respondents' job satisfaction with five possible responses (five-point Likert scale). They were scored as follows: 1 = I strongly disagree, 2 = I disagree, 3 = I neither agree nor disagree, 4 = I agree, and 5 = I strongly agree.

The statistical analysis was performed using the χ^2 test, Student's t-test, Spearman's rank correlation coefficient, receiver operating characteristic (ROC) curve analysis, and binary logistic regression analysis ($p < 0.05$ was considered statistically significant).

Statistical analysis was done using SPSS Statistics for Windows, Version 17.0 (SPSS Inc., Chicago, IL, USA).

Using the ROC analysis (work motivation related with the respondents' age and length of service), optimal values for grouping the respondents was in regard to age (40 years) and length of service (15 years). The binary logistic regression analysis (Enter method) was used to establish the impact of demographic characteristics of the respondents (gender, age), occupation, length of service, as well as places of employment (urban or rural area), on work motivation. In the binary logistic regression analysis, the

independent variables were coded as follows: gender (0 – male, 1 – female), age (0 – 40 years and over, 1 – younger than 40 years), occupation (0 – nurse, 1 – doctor), length of service (0 – over 15 years, 1 – up to 15 years), and place of employment (0 – rural area, 1 – urban area). The dependent variable (dichotomous variable) in the binary logistic regression models was the "motivational category."

The study was approved by the management boards of the health centers. Ethical approval for the study was received from the ethical committees of the authors' institutions.

RESULTS

There were significantly more male responders (27.8% vs. 11.9%) among doctors, aged 56 and older (24.8% vs. 7%), and on average they were older (46.5 ± 10.2 vs. 43.6 ± 9.5) compared to nurses.

The doctors, compared to nurses, were significantly more motivated by the work motivation factors: accomplishing the goals of the healthcare center (health promotion, disease prevention, early detection, treatment of patients), good work relationships, positive work environment, possibilities for improvement and independence at work (Table 1). As for the remaining items (Table 1), the differences did not reach the level of statistical significance.

Compared to nurses, doctors were significantly more satisfied with the fact that their supervisors allowed them to work independently on routine tasks (Table 2). As for the remaining items (Table 2), the differences did not reach the level of statistical significance.

The doctors were significantly more motivated than job satisfied by the work motivation factors: accomplishing the goals of the healthcare center, appreciation for good work performance, good work relationships, possibilities for promotion and improvement, income, working conditions, positive work environment, possibilities for improvement, secure job, management support, state-of-the-art equipment and bonuses for good work performance (Table 3). The doctors were significantly less motivated by professional supervision at work, compared to the degree of its fulfillment by medical institutions. As for the remaining items (Table 3), the differences did not reach the level of statistical significance. The Spearman's rank correlation coefficient indicated that among doctors higher work motivation was associated with higher level of job satisfaction. The nurses were significantly more motivated than job satisfied by the work motivation factors: accomplishing the goals of the healthcare center, appreciation for good work performance, good work relationships, possibilities for promotion and improvement, personal characteristics of their immediate supervisor, income, working conditions, positive work environment, secure job, management support, independence at work, state-of-the-art equipment and bonuses for good work performance (Table 4). The nurses were significantly less motivated by professional supervision, compared to the degree of its fulfillment by medical institutions. As for the remaining item (Table 4),

Table 1. Work motivation factors: comparison of doctors and nurses (%)

| Work motivation factors | I am motivated | Doctors (n = 230) | Nurses (n = 489) | p |
|---|----------------|----------------------|---------------------|-------|
| Accomplishing the goals of the health center | No | 6.1 | 10.2 | 0.002 |
| | I am not sure | 10.9 | 18.8 | |
| | Yes | 83 | 71 | |
| Appreciation for good work performance | No | 12.6 | 14.5 | 0.277 |
| | I am not sure | 11.3 | 14.9 | |
| | Yes | 76.1 | 70.6 | |
| Good work relationships | No | 6.1 | 9.6 | 0.012 |
| | I am not sure | 9.6 | 16 | |
| | Yes | 84.3 | 74.4 | |
| Possibilities for promotion and improvement | No | 13.9 | 15.9 | 0.509 |
| | I am not sure | 18.3 | 20.6 | |
| | Yes | 67.8 | 63.4 | |
| Personal characteristics of immediate supervisors | No | 11.3 | 9.2 | 0.061 |
| | I am not sure | 18.7 | 12.9 | |
| | Yes | 70 | 77.9 | |
| Income | No | 23.9 | 30.1 | 0.131 |
| | I am not sure | 13.5 | 15.1 | |
| | Yes | 62.6 | 54.8 | |
| Work conditions | No | 12.2 | 15.1 | 0.478 |
| | I am not sure | 18.3 | 19.4 | |
| | Yes | 69.6 | 65.4 | |
| Positive work environment | No | 7.4 | 9 | 0.006 |
| | I am not sure | 10.4 | 19.2 | |
| | Yes | 82.2 | 71.8 | |
| Possibilities for improvement | No | 10.4 | 16.6 | 0.022 |
| | I am not sure | 14.3 | 18.2 | |
| | Yes | 75.2 | 65.2 | |
| Secure job | No | 6.5 | 5.5 | 0.130 |
| | I am not sure | 8.7 | 13.9 | |
| | Yes | 84.8 | 80.6 | |
| Management support | No | 8.3 | 9 | 0.836 |
| | I am not sure | 13.9 | 12.5 | |
| | Yes | 77.8 | 78.5 | |
| Independence at work | No | 4.8 | 9 | 0.019 |
| | I am not sure | 10.9 | 15.7 | |
| | Yes | 84.3 | 75.3 | |
| State-of-the-art equipment | No | 11.3 | 12.7 | 0.750 |
| | I am not sure | 16.5 | 14.7 | |
| | Yes | 72.2 | 72.6 | |
| Bonuses for good work performance | No | 17 | 19.2 | 0.265 |
| | I am not sure | 10.4 | 13.9 | |
| | Yes | 72.6 | 66.9 | |
| Professional supervision | No | 17 | 13.7 | 0.091 |
| | I am not sure | 24.3 | 19.2 | |
| | Yes | 58.7 | 67.1 | |

Table 2. Job satisfaction: comparison of doctors and nurses (%)

| Attitudes related to the degree of job satisfaction | I agree | Doctors (n = 230) | Nurses (n = 489) | p |
|---|---------------|----------------------|---------------------|-------|
| Manager helps me to achieve my professional goals | No | 19.1 | 13.9 | 0.197 |
| | I am not sure | 18.7 | 20 | |
| | Yes | 62.2 | 66.1 | |
| Employer gives me praises when it is appropriate | No | 24.3 | 20.4 | 0.446 |
| | I am not sure | 20.9 | 20.4 | |
| | Yes | 54.8 | 59.1 | |
| There are good work relationships in my institution | No | 13.9 | 17.2 | 0.111 |
| | I am not sure | 28.3 | 33.3 | |
| | Yes | 57.8 | 49.5 | |

| Attitudes related to the degree of job satisfaction | I agree | Doctors (n = 230) | Nurses (n = 489) | p |
|--|---------------|-------------------|------------------|-------|
| The manager helps me with getting a promotion or a better position | No | 24.8 | 23.7 | 0.943 |
| | I am not sure | 26.1 | 26 | |
| | Yes | 49.1 | 50.3 | |
| My immediate supervisor has good personal characteristics | No | 13 | 11 | 0.572 |
| | I am not sure | 17.4 | 20 | |
| | Yes | 69.6 | 68.9 | |
| I am satisfied with my income | No | 60 | 56.9 | 0.724 |
| | I am not sure | 18.7 | 20.4 | |
| | Yes | 21.3 | 22.7 | |
| My institution ensures good working conditions | No | 22.6 | 24.1 | 0.675 |
| | I am not sure | 24.8 | 21.9 | |
| | Yes | 52.6 | 54 | |
| There is a positive work environment in my institution | No | 13.9 | 14.3 | 0.098 |
| | I am not sure | 22.2 | 29.4 | |
| | Yes | 63.9 | 56.2 | |
| My institution offers me possibilities for continuous training | No | 17.4 | 15.7 | 0.265 |
| | I am not sure | 15.2 | 20.2 | |
| | Yes | 67.4 | 64 | |
| My institution guarantees secure employment | No | 12.6 | 12.7 | 0.767 |
| | I am not sure | 21.7 | 24.1 | |
| | Yes | 65.7 | 63.2 | |
| Manager provides immediate support at work | No | 14.3 | 14.1 | 0.912 |
| | I am not sure | 20.9 | 22.3 | |
| | Yes | 64.8 | 63.6 | |
| Supervisor allows me to work independently on routine tasks | No | 7.4 | 10.8 | 0.017 |
| | I am not sure | 12.2 | 18.8 | |
| | Yes | 80.4 | 70.3 | |
| My institution has state-of-the-art equipment | No | 25.2 | 21.1 | 0.376 |
| | I am not sure | 26.1 | 25.4 | |
| | Yes | 48.7 | 53.6 | |
| My institution pays bonuses for good work performance | No | 44.8 | 44.2 | 0.777 |
| | I am not sure | 25.7 | 28 | |
| | Yes | 29.6 | 27.8 | |
| Manager is qualified for professional supervision of my work | No | 13.5 | 10.2 | 0.405 |
| | I am not sure | 16.1 | 15.5 | |
| | Yes | 70.4 | 74.2 | |

Table 3. Correlation between the significance of factors of work motivation among doctors (n = 230) and the degree of their fulfillment (job satisfaction) by their medical institutions

| Work motivation factors | Mean score related to the degree of significance of factors ($\bar{x} \pm SD$) | Mean score related to the degree of fulfillment of factors ($\bar{x} \pm SD$) | t-test (p)* | Spearman's ρ (p)** |
|---|--|---|------------------|-------------------------|
| Accomplishing the goals of the health center | 2.8 ± 0.6 | 2.4 ± 0.8 | 6.451 (< 0.001) | 0.291 (< 0.001) |
| Appreciation for good work performance | 2.6 ± 0.7 | 2.3 ± 0.8 | 5.639 (< 0.001) | 0.332 (< 0.001) |
| Good work relationships | 2.8 ± 0.5 | 2.4 ± 0.7 | 7.261 (< 0.001) | 0.382 (< 0.001) |
| Possibilities for promotion and improvement | 2.5 ± 0.7 | 2.2 ± 0.8 | 4.977 (< 0.001) | 0.318 (< 0.001) |
| Personal characteristics of immediate supervisors | 2.6 ± 0.7 | 2.6 ± 0.7 | 0.430 (0.668) | 0.379 (< 0.001) |
| Income | 2.4 ± 0.8 | 1.6 ± 0.8 | 11.605 (< 0.001) | 0.214 (0.001) |
| Work conditions | 2.6 ± 0.7 | 2.3 ± 0.8 | 4.689 (< 0.001) | 0.307 (< 0.001) |
| Positive work environment | 2.7 ± 0.6 | 2.5 ± 0.7 | 5.779 (< 0.001) | 0.441 (< 0.001) |
| Possibilities for improvement | 2.6 ± 0.7 | 2.5 ± 0.8 | 2.878 (0.004) | 0.406 (< 0.001) |
| Secure job | 2.8 ± 0.5 | 2.5 ± 0.7 | 5.638 (< 0.001) | 0.376 (< 0.001) |
| Management support | 2.7 ± 0.6 | 2.5 ± 0.7 | 3.857 (< 0.001) | 0.361 (< 0.001) |
| Independence at work | 2.8 ± 0.5 | 2.7 ± 0.6 | 1.614 (0.108) | 0.344 (< 0.001) |
| State-of-the-art equipment | 2.6 ± 0.7 | 2.2 ± 0.8 | 6.964 (< 0.001) | 0.406 (< 0.001) |

| Work motivation factors | Mean score related to the degree of significance of factors ($\bar{x} \pm SD$) | Mean score related to the degree of fulfillment of factors ($\bar{x} \pm SD$) | t-test (p)* | Spearman's ρ (p)** |
|-----------------------------------|--|---|------------------|-------------------------|
| Bonuses for good work performance | 2.6 \pm 0.8 | 1.8 \pm 0.8 | 11.516 (< 0.001) | 0.314 (< 0.001) |
| Professional supervision | 2.4 \pm 0.8 | 2.6 \pm 0.7 | 2.591 (0.010) | 0.270 (< 0.001) |

*level of significance p – Student's t-test for associated samples;

**level of significance p – Spearman's rank correlation coefficient

Table 4. Correlation between the significance of factors of work motivation among nurses (n = 489) and the degree of their fulfillment (job satisfaction) by their medical institutions

| Work motivation factors | Mean score related to the degree of significance of factors ($\bar{x} \pm SD$) | Mean score related to the degree of fulfillment of factors ($\bar{x} \pm SD$) | t-test (p)* | Spearman's ρ (p)** |
|---|--|---|------------------|-------------------------|
| Accomplishing the goals of the health center | 2.6 \pm 0.7 | 2.5 \pm 0.7 | 2.222 (0.027) | 0.226 (< 0.001) |
| Appreciation for good work performance | 2.6 \pm 0.7 | 2.4 \pm 0.8 | 4.142 (< 0.001) | 0.256 (< 0.001) |
| Good work relationships | 2.6 \pm 0.6 | 2.3 \pm 0.7 | 9.243 (< 0.001) | 0.346 (< 0.001) |
| Possibilities for promotion and improvement | 2.5 \pm 0.7 | 2.3 \pm 0.8 | 5.052 (< 0.001) | 0.297 (< 0.001) |
| Personal characteristics of immediate supervisors | 2.7 \pm 0.6 | 2.6 \pm 0.7 | 3.314 (0.001) | 0.383 (< 0.001) |
| Income | 2.2 \pm 0.9 | 1.7 \pm 0.8 | 13.467 (< 0.001) | 0.356 (< 0.001) |
| Work conditions | 2.5 \pm 0.7 | 2.3 \pm 0.8 | 5.197 (< 0.001) | 0.377 (< 0.001) |
| Positive work environment | 2.6 \pm 0.6 | 2.4 \pm 0.7 | 6.286 (< 0.001) | 0.421 (< 0.001) |
| Possibilities for improvement | 2.5 \pm 0.8 | 2.5 \pm 0.7 | 0.101 (0.919) | 0.293 (< 0.001) |
| Secure job | 2.7 \pm 0.5 | 2.5 \pm 0.7 | 7.427 (< 0.001) | 0.320 (< 0.001) |
| Management support | 2.7 \pm 0.6 | 2.5 \pm 0.7 | 6.091 (< 0.001) | 0.413 (< 0.001) |
| Independence at work | 2.7 \pm 0.6 | 2.6 \pm 0.9 | 2.090 (0.037) | 0.380 (< 0.001) |
| State-of-the-art equipment | 2.6 \pm 0.7 | 2.3 \pm 0.8 | 7.422 (< 0.001) | 0.387 (< 0.001) |
| Bonuses for good work performance | 2.5 \pm 0.8 | 1.8 \pm 0.8 | 14.632 (< 0.001) | 0.279 (< 0.001) |
| Professional supervision | 2.5 \pm 0.7 | 2.6 \pm 0.7 | 2.948 (0.003) | 0.340 (< 0.001) |

*level of significance p – Student's t-test for associated samples;

**level of significance p – Spearman's rank correlation coefficient

Table 5. Independent variables and their impact on work motivation of doctors

| Variables | B | S.E. | p | OR | 95% CI for OR |
|------------------------------------|-------|-------|-------|-------|---------------|
| Gender (female) | 0.570 | 0.427 | 0.182 | 1.768 | 0.766–4.080 |
| Age (younger than 40 years) | 0.284 | 0.868 | 0.743 | 1.328 | 0.243–7.277 |
| Length of service (up to 15 years) | 0.448 | 0.785 | 0.568 | 1.565 | 0.336–7.294 |
| Place of employment (urban area) | 0.028 | 0.485 | 0.954 | 1.028 | 0.397–2.663 |
| Constant | 1.296 | 0.541 | 0.017 | 3.654 | |

OR – odds ratio; CI – confidence interval

Table 6. Independent variables and their impact on work motivation of nurses

| Variables | B | S.E. | p | OR | 95% CI for OR |
|------------------------------------|-------|-------|-------|-------|---------------|
| Gender (female) | 0.127 | 0.420 | 0.763 | 1.135 | 0.498–2.588 |
| Age (younger than 40 years) | 1.014 | 0.492 | 0.039 | 2.756 | 1.051–7.222 |
| Length of service (up to 15 years) | 0.598 | 0.477 | 0.210 | 1.818 | 0.714–4.628 |
| Place of employment (urban area) | 0.378 | 0.307 | 0.218 | 1.460 | 0.799–2.665 |
| Constant | 0.848 | 0.490 | 0.084 | 2.334 | |

OR – odds ratio; CI – confidence interval

the difference did not reach the level of statistical significance. The Spearman's rank correlation coefficient indicated that higher work motivation in nurses was associated with higher level of job satisfaction.

The binary logistic regression analysis model showed no statistically significant effects of independent variables: gender, age, length of service, and place of employment on the doctors' work motivation (Table 5). It also showed

that only age had a statistically significant effect on the work motivation of nurses (Table 6). Nurses under the age of 40 years were almost three times more motivated (95% CI: 1.051–7.222; $p = 0.039$) than nurses aged 40 and over. Gender, length of service, and place of employment were not statistically significant predictors of motivation among nurses.

DISCUSSION

Our research shows that compared to nurses, doctors were significantly more motivated by the following factors: accomplishing the goals of their healthcare center, good work relationships, positive work environment, possibilities for improvement, and independence at work. The results of the study performed by Dieleman et al. [11] in Mali show that the main motivators of healthcare workers other than income are responsibility, improvement, and appreciation. The salary increase is a significantly higher motivator in nurses than in doctors [11], which is not in agreement with the results of our study, because it shows that doctors were more motivated by their income than nurses. A study conducted at the Clinical Center of Banja Luka shows that among the factors that could stimulate employees to invest extra efforts in their work, income is the most dominant motivating factor [16]. Similar to our results, the results of research conducted in healthcare institutions in central Serbia show that compared to nurses, doctors are more motivated by accomplishing the goals of their institutions, appreciation of their work, good work relationships, possibilities for improvement and promotion, income, work conditions, positive work environment, possibilities for improvement, secure job, independence at work, and awards for a job well done [17].

In our study, compared to nurses, doctors were significantly more satisfied with the fact that their supervisors allowed them to be independent in performing routine tasks. Just like in our study, compared to nurses, doctors participating in the study by Bodur [12], conducted in healthcare centers in Konya (Turkey), are more satisfied with a positive work environment. Lorber and Skela Savič [13] in a survey performed in Slovenia (Maribor, Slovenj Gradec, Celje, and Murska Sobota) show that nurses are least satisfied with their pay, and most satisfied with their jobs and colleagues. The results of Barać et al. [14] obtained in a survey conducted in healthcare institutions in Osijek, Croatia, show that, in specific areas of job satisfaction, nurses are satisfied with their work activities, but are least satisfied with the possibilities for promotion. The research performed by the Institute of Public Health of Serbia indicates that the level of job satisfaction decreases in healthcare institutions in the Republic of Serbia each year [6]. Kuburović et al. [18] conducted a study on job satisfaction of healthcare workers in public hospitals in Belgrade. The research results show that, in comparison with health workers with secondary/higher education, doctors/pharmacists are more satisfied with all the individual aspects of their jobs related to the good professional relationships and opportunities for promotion, as well as with those related to the organization of work and work conditions [18].

Doctors and nurses taking part in our study were significantly more motivated than satisfied with their incomes, which is not unexpected if we take into account the economic situation in the country. In 2007, the Republic of Serbia passed the Regulation on Detailed Conditions for the Implementation of Continuing Education for Health

workers and Associate Health Workers so it is important to emphasize that in our study, there were no significant differences among nurses in terms of evaluating the possibilities for improvement and the degree of its fulfillment by medical institutions [19]. This result was expected, due to mandatory attendance of accredited courses for obtaining a license [19]. A study conducted at a healthcare center in Tuzla shows that the most valued factors are the least satisfied: salary, secure job, career advancement, and independence at work [20]. A low satisfaction score and high significance score of certain job characteristics indicates that there is a serious prospect to improve job satisfaction by modifying certain job characteristics [21].

This study has several limitations. As it is a cross-sectional study, the comparisons were made at a single point in time, and inferences on cause-effect relationships could not be made [22]. Also, all the employees of institutions, especially the management, show high sensitivity to studies dealing with the employees' opinions on their institutions, as well as some aspects of the work, therefore the greatest problem is the inability of researchers to determine the sincerity of given answers [3]. Due to the fear of potential unpleasant situations and unwanted consequences, employees are often dishonest [3]. Employees are afraid that the researchers collecting information on the work motivation and job satisfaction will not keep the obtained results in strict confidence, despite being ensured in advance [3]. Also, the respondents fear that the researchers will not preserve the anonymity of the respondents, and that some things they said may be identified [3]. In our study we also used an anonymously filled out self-administered questionnaire, but despite the emphasis on the anonymity of the research, and the explanation that the results will not be available to the managers and that they will only be used for research purposes, we are sure that our respondents were not completely sincere, because the global attitude to work motivation and job satisfaction on the level of the examined institution also represents a kind of a danger for employees in terms of their relationship with their management [3]. In the end, the limitation of this study is the fact that the survey was conducted among health workers of healthcare institutions that have been chosen by method of convenience sampling. Since the healthcare centers were not randomly selected, the results cannot be generalized to all the doctors and nurses in Vojvodina.

CONCLUSION

Compared to nurses, doctors are more motivated and satisfied with their jobs. In order to perceive, monitor and constantly improve the quality of work in healthcare facilities, it is necessary to continually examine the factors of motivation among health professionals. Also, it is necessary to continuously monitor their job satisfaction in order to identify factors that influence it. The examination of work motivation factors and monitoring of job satisfaction are necessary on a representative sample of healthcare workers in the territory of the Republic of Serbia. The management

teams of health institutions should analyze the results of investigations and undertake measures and activities for continual improvement of work motivation and job satisfaction of employees, which would enhance the quality of work of healthcare institutions and the quality of health care in general.

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Радна мотивација и задовољство послом лекара и медицинских техничара у Војводини, Србија

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САЖЕТАК

Увод/Циљ Радна мотивација и задовољство послом су кључна питања организације рада.

Циљ рада је био да се испита да ли постоји разлика у радној мотивацији и задовољству послом између лекара и медицинских техничара у Војводини.

Метод Истраживање је спроведено на узорку од 230 лекара и 489 медицинских техничара запослених у три дома здравља. Подаци су прикупљени упитником који су запослени самостално попуњавали.

Резултати Лекари су у односу на медицинске техничаре били значајно више мотивисани факторима радне мотивације: постизање циљева здравствене установе, добри међуљудски односи, кооперативна радна атмосфера, могућност усавршавања и аутономија у раду. Лекари су били значајно више задовољни степеном самосталности у раду од медицинских техничара.

Закључак Лекари су више мотивисани и задовољнији послом у односу на медицинске техничаре.

Кључне речи: мотивација; задовољство послом; лекари; медицински техничари; упитници