

## A REVIEW OF JOB SATISFACTION SURVEYS IN HEALTH CARE

Marijana Milošević Gačević<sup>1</sup>

<sup>1</sup> Medicinska škola „Dr Andra Jovanović“, Šabac, Srbija

<sup>1</sup> "Dr Andra Jovanović" Secondary Medical School, Šabac, Serbia

### SAŽETAK

Sektor zdravstvene zaštite predstavlja jedan od sektora u ekonomiji Evropske unije sa značajnim potencijalom za zapošljavanje, indukovanim porastom tražnje za zdravstvenom zaštitom. Zadovoljstvo poslom doprinosi podizanju kvaliteta pružanja usluge, u svakoj profesiji, a posebno je značajno u domenu rada profesionalaca čija usluga treba da doprinese boljoj, kvalitetnijoj i efikasnijoj zdravstvenoj zaštiti, pa je iz tog razloga ovo važna istraživačka tema već dugi niz godina. Sektor zdravstvene zaštite suočava se sa mnogobrojnim izazovima, a obezbeđivanje dovoljnog broja kvalitetnog i motivisanog kadra posebno će biti problem u zemljama koje se suočavaju sa izraženim rastom potražnje za zdravstvenom zaštitom. Procenjuje se da će nedostatak zdravstvene radne snage, do 2035. godine, dostići broj od 12,9 miliona zdravstvenih radnika. Zdravstveni sektor Republike Srbije se suočava sa sličnim izazovima, ali ima i svoje specifičnosti uslovljene istorijskim, socijalno-ekonomskim, kulturnim i političkim razvojem zemlje. Ovaj rad analizira dostupnu literaturu o zadovoljstvu poslom, faktorima koji utiču na zadovoljstvo poslom, i izazovima za unapređenje zadovoljstva poslom u zdravstvenom sektoru.

**Ključne reči:** zadovoljstvo poslom, sektor zdravstvene zaštite, izazovi za unapređenje

### ABSTRACT

The healthcare sector is one of the sectors in the EU economy with significant employment potential, which is driven by the growing demand for healthcare. Job satisfaction contributes to the improvement of the quality of service, in every profession, and it is especially important in the field of work of professionals whose service should contribute to better and more efficient health care, and therefore it has been an important research topic for a number of years. The health care sector is facing many challenges. Therefore, providing a sufficient number of well-qualified and motivated staff will be a particular problem in countries facing a marked increase in the demand for health care. It is estimated that the shortage of health workforce will reach 12.9 million health workers by 2035. The health sector of the Republic of Serbia is facing similar challenges, but it also has its own specificities, conditioned by the historical, socio-economic, cultural, and political development of the country. This paper analyses the available literature on job satisfaction, factors influencing satisfaction, and challenges for improving job satisfaction in the health sector.

**Key words:** job satisfaction, health care sector, challenges for improvement

Autor za korespondenciju:  
Marijana Milošević Gačević  
Medicinska škola „Dr Andra Jovanović“, Šabac, Srbija  
Cara Dušana 9, 15000 Šabac, Srbija  
Elektronska adresa: m.milosevicgacevic@gmail.com

Corresponding author:  
Marijana Milošević Gačević  
Dr Andra Jovanović Secondary Medical School, Šabac, Serbia  
9 Cara Dušana Street, 15000 Šabac, Serbia  
E-mail: m.milosevicgacevic@gmail.com

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## UVOD

### Pojam i razvoj koncepta zadovoljstva poslom

Ne postoji univerzalno prihvaćena definicija zadovoljstva poslom, zbog toga što, pod uticajem različitih faktora, kod različitih osoba, na percepciju zadovoljstva poslom mogu uticati lične karakteristike, potrebe, vrednosti, osećanja, očekivanja, i drugo. Zadovoljstvo poslom je veoma važan aspekt dobrobiti zaposlenog i odslikava emocionalne, kognitivne, kao i komponente ponašanja [1].

Hopok je, 1935. godine, prvi definisao ovaj pojam kao: „svaku kombinaciju psiholoških, fizioloških i okolnosti sredine, koje dovode čoveka do toga da istinito kaže da je zadovoljan svojim poslom“ [2]. Vinus i Loler su ukazali na mogućnost merenja zadovoljstva poslom preko zbira zadovoljstava radnim mestom u svim aspektima posla [3]. U literaturi, istraživači su skloni da zadovoljstvo poslom mere kao opšte zadovoljstvo i specifično zadovoljstvo, gde je opšte zadovoljstvo ukupna ocena posla, dok je specifično zadovoljstvo zapravo zadovoljstvo različitim aspektima posla [4]. Od kraja tridesetih godina prošlog veka, zadovoljstvo poslom se kontinuirano proučava [5–9] uz pomoć brojnih teorijskih koncepata i metoda, u različitim sektorima, posmatrano iz različitih perspektiva, ali i pored toga ne postoji univerzalni instrument koji bi zadovoljio sve kriterijume potrebne da se ispita zadovoljstvo zaposlenih, a koji bi obuhvatio sve faktore koji mu doprinose.

Zadovoljstvo poslom je veoma značajan segment, u okviru industrijske i organizacione psihologije [10], verovatno zbog toga što se radno okruženje, karakteristike posla, te mogućnosti za zaposlene, razlikuju među organizacijama, u značajnoj meri. Zadovoljstvo poslom je kompleksan konstrukt, uslovljen kombinacijom različitih faktora, koji, ako su iz nekog razloga poremećeni, između ostalog, mogu imati uticaja i na samu produktivnost zaposlenih [11], ali i doprineti pojavi „sagorevanja“ na poslu, većem odsustvovanju sa posla, lošim odnosima, nasilju [12] ili potrebi za promenom radnog mesta [13]. U osnovi, zadovoljstvo poslom kod zaposlenih govori o adekvatnom korišćenju ljudskih resursa i brizi za održivost organizacije. Od menadžera koji rukovode zdravstvenom zaštitom, očekuje se da dobro poznaju zaposlene na svim organizacionim nivoima, kako bi blagovremeno prepoznali njihove potrebe i motive, te našli način da obezbede zadovoljenje tih potreba. Na taj način će individualni ciljevi zaposlenih biti u skladu sa organizacionim ciljevima, ali i ispunjeni na najefikasniji način, što podrazumeva obostranu korist – zadovoljne zaposlene i zadovoljnu organizaciju.

## INTRODUCTION

### The notion and development of the concept of job satisfaction

There is no universally accepted definition of job satisfaction, due to the fact that, under the influence of different factors, in different persons, personal characteristics, needs, values, feelings, expectations, and other characteristics, influence the perception of job satisfaction. Job satisfaction is a very important aspect of the employee's wellbeing, and it reflects emotional, cognitive, as well as behavioral components [1].

In 1935, Hoppock was the first to define this concept as “any combination of psychological, physiological, and environmental circumstances that cause a person to truthfully say that they are satisfied with their job” [2]. Wanous and Lawler indicated the possibility of measuring job satisfaction through the sum of the job satisfaction experienced in all the different aspects of the job [3]. In literature, researchers tend to measure job satisfaction as overall job satisfaction and specific job satisfaction, whereby overall job satisfaction is an overall assessment of the job, while specific job satisfaction is, in fact, satisfaction with different aspects of the job [4]. As of the late 1930s, job satisfaction has been continuously studied [5–9] with the help of numerous theoretical concepts and methods, in different sectors, viewed from various perspectives, yet there is no universal instrument that would satisfy all the criteria necessary for the assessment of job satisfaction in employees, and which would, at the same time, encompass all the factors contributing to job satisfaction.

Job satisfaction is a very important segment within industrial and organizational psychology [10], probably because work environment, job characteristics, as well as the opportunities for employees, significantly differ amongst organizations. Job satisfaction is a complex construct, defined by the combination of different factors, which, if disturbed for some reason, may, amongst other things, affect employee productivity itself [11], but also contribute to job burnout, an increased absence from work, bad working relations, violence [12], or the need for changing one's job position [13]. Basically, job satisfaction in employees testifies to the appropriate use of human resources and care for the sustainability of the organization. The managers in healthcare are expected to know the employees at all organizational levels well, in order to recognize their needs and motives and find ways to satisfy the said needs. In this way, the individual goals of the employees become aligned with the organizational goals, but are also fulfilled in the most efficient way, which ensures mutual benefit – satisfied employees and a satisfied organization.

## ZADOVOLJSTVO POSLOM KOD ZAPOSLENIH U ZDRAVSTVENOM SEKTORU

Tema zadovoljstva poslom kod zaposlenih u zdravstvenom sektoru zaokuplja pažnju istraživača već dugi niz godina, a za zdravstveni sistem je bitno da se analize zadovoljstva poslom, osim opštim i specifičnim zadovoljstvom, bave i razlikama među zdravstvenim organizacijama u ovom pogledu. Ranije studije [14,15], počev od 1979. godine, koje su se bavile istraživanjem zadovoljstva poslom, uglavnom su bile usmerene na pojedine profesije, za koje se smatralo da su, zbog specifičnosti posla i rada sa određenim grupacijama pacijenata, posebno sklone padu nivoa zadovoljstva poslom, kao što su, na primer, lekari specijalisti psihijatrije. Literatura potvrđuje da zdravstveni kadar koji radi sa određenom populacijom obolelih (npr. sa pacijentima koji boluju od SIDE, mentalno obolelim pacijentima, te pacijentima u terminalnoj fazi bolesti) može u većoj meri biti izložen emocionalnoj iscrpljenosti, što dovodi do nezadovoljstva poslom, ili čak napuštanja ustanova koje se bave pružanjem usluga u tim oblastima [16]. Istraživanje novijeg datuma [17], koje se bavilo razlikama u sveukupnom zadovoljstvu poslom između zdravstvenih radnika koji su zaposleni u sektoru mentalnog zdravlja i onih koji su zaposleni u ostalim medicinskim sektorima, ukazuje na to da zaposleni u sektoru mentalnog zdravlja imaju viši nivo opšteg zadovoljstva, a kao razlog navode da, zbog specifičnosti posla koji obavljaju, zaposleni u sektoru mentalnog zdravlja unapređuju svoje znanje kroz različite edukativne programe o samozaštiti na radnom mestu [17], što ukazuje na to da se pristup zaposlenima u okviru zdravstvene zaštite bitno menjao.

Dalji pregled literature pokazuje da su istraživanja takođe bila usmerena i na medicinske sestre koje su obavljale profesionalne aktivnosti u istoj ili sličnoj oblasti [18–21]. Ranija istraživanja [20], kao prediktore profesionalnog nezadovoljstva i motivatore za napuštanje profesije medicinskih sestara, na prvom mestu naglašavaju preopterećenost poslom i nemogućnost primene znanja u radu, a u manjoj meri lične razloge. S obzirom na to da su medicinske sestre najbrojnija profesionalna kategorija u zdravstvenim sistemima širom sveta, pitanje njihovog zadovoljstva poslom je česta tema i danas. Jedno novije istraživanje [21] ukazuje na to da nezadovoljstvo u profesiji medicinskih sestara može biti determinisano manjkom poštovanja od strane lekara i rukovodilaca, a da starost, radno iskustvo, kao i broj radnih sati na nedeljnom nivou, mogu biti statistički značajni za zadovoljstvo poslom.

Literatura iz devedesetih godina prošlog veka ukazuje na to da je sve više počela da se prepoznaje uloga zdravstvenih menadžera u povećanju zadovoljstva

## JOB SATISFACTION IN EMPLOYEES WORKING IN THE HEALTHCARE SECTOR

Job satisfaction in employees working in the healthcare sector has been the focus of investigation of researchers for a number of years. It is important for the healthcare system that, in addition to investigating overall and specific job satisfaction, analyses of job satisfaction should focus on the differences amongst healthcare organizations with respect to job satisfaction. Earlier studies [14,15], carried out after 1979, researching the issue of job satisfaction, focused mainly on certain professions, which were believed to be, due to the specificity of the job and work with a particular group of patients, especially prone to a decline in the level of job satisfaction, such as, for example, psychiatry specialists. Literature confirms that health workers dealing with a particular population of patients (e.g., AIDS patients, mentally ill patients, terminally ill patients) may be exposed to emotional exhaustion to a greater degree, which leads to job dissatisfaction, or even to their leaving healthcare institutions that provide services in these particular areas [16]. A more recent study [17], dealing with the differences in overall job satisfaction between healthcare workers employed in the mental health sector and those employed in other healthcare sectors, indicates that employees in the mental health sector have a higher level of overall job satisfaction. The reason stated for this is that, due to the specificity of the work that they do, employees of the mental health sector promote their expertise through different educational programs related to self-protection in the workplace [17], which indicates that the approach towards the employees within healthcare has significantly changed.

Further review of the literature shows that research has also been focused on nurses working in the same or similar areas [18–21]. As principal predictors of professional dissatisfaction and motivators for leaving the nursing profession, previous research [20] indicates work overload and the inability to apply one's expertise and skills at the workplace, with personal reasons, on the other hand, being less of a factor. Bearing in mind that nursing is the largest healthcare profession worldwide, the issue of job satisfaction amongst nurses remains a frequent topic to this day. A recent study [21] indicates that job dissatisfaction in the nursing profession may be determined by the lack of respect shown by the doctors and managers, while age, work experience, as well as the number of work hours per week, may be statistically significant for work satisfaction.

Literature from the 1990s indicates that the role of health managers in increasing job satisfaction in health professionals was becoming more and more



poslom zdravstvenih profesionalaca, sugerišući nove perspektive u motivisanju i rukovođenju zaposlenima [22,23]. Pojedine studije ukazuju na pozitivnu korelaciju između organizacione posvećenosti i zadovoljstva poslom u zdravstvenim ustanovama, sa jedne strane, i zadovoljstva radnim, participativnim i mogućnostima napredovanja u organizaciji, koje proističu iz radnog iskustva i starosnog doba zaposlenih, sa druge strane [24]. Takođe, mogućnost učešća i autonomija u uređenju radnog okruženja pozitivno utiče na zadovoljstvo zaposlenih u javnozdravstvenom sektoru [25], što može dati dobre smernice rukovodiocima.

Zadovoljstvo zaposlenih povezano je sa načinom na koji ljudi sagledavaju i osećaju svoj posao, te kako o njemu razmišljaju, jer kada institucija ispunjava njihova poslovna očekivanja, zaposleni doživljavaju pozitivna osećanja, odnosno zadovoljstvo poslom. Istaknuti istraživači ukazuju na to da je zadovoljstvo zaposlenih usko povezano sa motivacijom zaposlenih, ističući da pojedine teorije motivacije uključuju elemente koji se odnose na razvoj zadovoljne radne snage [26]. U literaturi postoje oprečna mišljenja o povezanosti motivacije i zadovoljstva poslom, jer motivisan radnik ne znači uvek i zadovoljan radnik, i obrnuto, dok sa druge strane postoje dokazi da visok nivo motivisanosti dovodi do percepcije visokog nivoa zadovoljstva [27]. Suprotno tome, pojedini autori smatraju da se zadovoljstvo poslom i motivacija sasvim razlikuju u pogledu nagrada i performansi, jer je, prema njihovom viđenju, motivacija podstaknuta budućim dešavanjima [28], dok je zadovoljstvo poslom uslovljeno događajima iz prošlosti [29].

## FAKTORI KOJI UTIČU NA ZADOVOLJSTVO POSLOM KOD ZAPOSLENIH U ZDRAVSTVENIM ORGANIZACIJAMA

U literaturi, mnogobrojne studije su se bavile istraživanjima faktora koji utiču na zadovoljstvo poslom, a za ovaj rad značajne su studije koje su proučavale zdravstveni sektor. Osim formiranja stavova o poslu u celini, ljudi takođe mogu imati stavove o različitim aspektima svog posla, kao što su vrsta posla koji rade, način plaćanja, odnos sa saradnicima, podređenima i nadređenima [30]. Faktori koji imaju uticaja na unapređenje zadovoljstva poslom moraju biti prepoznati i razvijani od strane rukovodstva u zdravstvenim organizacijama, te su iz tog razloga faktori sredine i uslovi rada, kao determinante zadovoljstva zaposlenih u zdravstvenim organizacijama, bili predmet istraživanja i u prošlosti. S obzirom na to da zaposleni veliki deo života provode na poslu, radna sredina može u velikoj meri da ima pozitivan ili negativan uticaj na zadovoljstvo zaposlenih poslom, a ona uključuje različite faktore, na prvom mestu uslove rada.

recognized, suggesting new perspectives in motivating and managing personnel [22,23]. Individual studies indicate the positive correlation between organizational dedication and job satisfaction in healthcare institutions, on the one hand, and satisfaction with work, participatory, and promotional opportunities within the organization, stemming from work experience and the age of the employees, on the other hand [24]. Also, participation opportunities and autonomy in the arrangement of the work environment positively affects job satisfaction in the public health sector [25], which may provide good guidelines for the managers.

The employees' job satisfaction is connected to the way that people see and experience their work, and what they think of it, because, when the institution fulfills their work-related expectations, the employees experience positive emotions, i.e., job satisfaction. Prominent researchers indicate that employee job satisfaction is closely connected to employee motivation, emphasizing that certain motivation theories include elements related to the development of a satisfied work force [26]. There are opposing opinions presented in literature on the connection between motivation and job satisfaction, since a motivated worker does not necessarily mean a satisfied worker and vice versa, while, on the other hand, there is proof that a high level of motivation leads to the perception of a high level of satisfaction [27]. Conversely, individual authors believe that job satisfaction and motivation are completely different with respect to rewards and performance, as, according to their views, motivation is driven by future occurrences [28], while job satisfaction is motivated by past events [29].

## FACTORS AFFECTING JOB SATISFACTION IN HEALTHCARE ORGANIZATIONS

While numerous studies have researched factors affecting job satisfaction, for the present study, the studies investigating the healthcare sector are of particular significance. In addition to forming opinions on the job in general, people may also have attitudes towards different aspects of their job, such as the type of work they do, how they are paid, as well as their relationships with their colleagues, their subordinates, and superiors [30]. Factors that affect the improvement of job satisfaction must be recognized and developed by the management in healthcare institutions. This is why environmental factors and work conditions, as determinants of job satisfaction in employees working in healthcare organizations, have been the subject of research in the past. Bearing in mind that employees spend a good part of their life at work, the work environment may have significant positive or negative impact on employee job satisfaction. Work environment involves different factors, primarily work conditions.

Prema pojedinim autorima [31], interakcija zaposlenih sa njihovom organizacionom klimom podstiče stvaranje uslova rada, uključujući i psihološke i fizičke uslove rada. Zbog specifičnosti posla, trajanja radnog vremena, te potrebe za fleksibilnošću u rasporedu rada, za zdravstvene radnike su od velikog značaja uslovi kojima su izloženi na svojim radnim mestima. Zdravstveni profesionalci koji su uslovljeni kontinuitetom u obavljanju svojih radnih zadataka pokazuju viši nivo zadovoljstva poslom koji korelira sa zanimljivim radnim zadacima i mogućnostima povećane kontrole nad tempom i rasporedom rada, kao što je slučaj sa specijalistima anestezijske [32].

Veza između zadovoljstva psihosocijalnim aspektima radnog prostora i samoprocene radnog ponašanja, daje mogućnost rukovodiocima da predvide radno ponašanje zaposlenih [33]. Savremeno okruženje zdravstvenog sistema uslovljava zdravstvene organizacije da se bave aktivnostima koje održavaju visok stepen performansi ustanova, koje u najvećoj meri zavise od zaposlenih, a to inicira individualan pristup rukovodilaca prema zaposlenima, u smislu prilagođavanja mera podsticaja, i što je još važnije, u smislu toga da posao koji zaposleni obavljaju bude prepoznat kao važan element funkcionisanja organizacije [34]. Stoga su načini nagrađivanja i podsticanja zaposlenih važan faktor u istraživanjima zadovoljstva poslom kod zdravstvenih radnika.

Prema Torringtonu i saradnicima [35], postoji širok spektar raspoloživih metoda za motivisanje osoblja, od prepoznavanja dostignuća zaposlenog (npr. jednostavno reći: „Hvala“), do složenijih šema koje treba kombinovati i postaviti ciljeve sa fiksnim nagradama. Istraživanja ukazuju da kombinacija finansijskih i nefinansijskih podsticaja služi kao stimulatívni faktor i dostiže željeni efekat, samo ukoliko se primenjuje u sklopu podržavajućeg radnog okruženja [36]. Mere podsticaja ne moraju biti isključivo finansijske prirode. Ukoliko zaposleni imaju ambicije da napreduju u karijeri, dostupnost odgovarajuće obuke, kao i mogućnost napredovanja i kontinuirane edukacije, imaće jače motivaciono dejstvo. Programi za usavršavanje zaposlenih pozitivno utiču na stepen zadovoljstva poslom kod zaposlenog, jer na taj način radnici imaju veći osećaj poverenja i kontrole nad svojom karijerom [37].

Prilikom definisanja programa koji će motivisati zaposlene, neophodno je uzeti u obzir i njihove individualne razlike, jer zaposleni različito vrednuju određene podsticaje i nagrade. Pojedini zaposleni više vrednuju nematerijalne podsticaje, kao što su uvažavanje i vrednovanje njihovog rada od strane nadređenih, mogućnost učešća u donošenju odluka, autonomija u obavljanju posla, fleksibilnost radnog vremena, i sl., dok je

According to certain authors [31], the interaction of employees with their organizational climate stimulates the creation of work conditions, including the psychological and physical work conditions. Due to the specificity of the job, the duration of the working hours, as well as the need for work schedule flexibility, the work conditions that they are exposed to at their workplace is of great significance to health workers. Health professionals who are required to maintain continuity in performing their work tasks, display a higher level of job satisfaction when the work correlates with interesting work tasks and with a greater opportunity to control the work pace and schedule, which is, for instance, the case with anesthesiology specialists [32].

The connection between the satisfaction with the psychosocial aspects of the work place and self-assessment of work behavior, offer the management with an opportunity to anticipate the work behavior of the employees [33]. The modern-day environment of the healthcare system requires that the health organizations be involved in activities that maintain a high level of performance within the healthcare institutions, which are primarily dependent on the employees. This motivates the managers to apply an individual approach towards the employees, in the sense of adapting incentives, and, more importantly, in the sense of recognition of the job performed by the employees as an important element in the functioning of the organization [34]. Therefore, the types of incentives and rewards offered to the employees are an important factor in studying job satisfaction in healthcare workers.

According to Torrington et al. [35], there is a wide array of available methods for motivating employees, ranging from the recognition of the employee's achievements (e.g., simply saying: 'Thank you') to combinations of more complex patterns and defined goals with set rewards. Research indicates that a combination of financial and non-financial incentives serves as a stimulating factor and achieves the desired effect only when implemented within a supportive work environment [36]. Incentives need not be exclusively of a financial nature. If the employees have ambitions of advancing in their careers, the availability of appropriate training, the opportunity of advancing and having continuous education, will be a stronger motivator. Professional development programs for employees have a positive effect on the level of job satisfaction of the employee, as in this way, employees have a greater sense of trust and control over their careers [37].

When defining programs aimed at motivating employees, it is necessary to take into consideration their individual differences as well, since employees value certain incentives and awards differently. Certain

drugima najznačajniji motivator zarada. Novac može, ali i ne mora da motiviše zaposlene, što je empirijski dokazano u istraživanju u Keniji [36], a teorijski obrazloženo Herzbergovom teorijom motivatora i higijenskih faktora [38].

Međuljudski odnosi i komunikacija zaposlenih u zdravstvenim organizacijama u velikoj meri potiču od individualnih razlika. Ukoliko su iz nekog razloga narušeni, mogu uzrokovati lošiju produktivnost i nezadovoljstvo zaposlenih, dok je posvećenost zaposlenima od strane rukovodstva u negativnoj korelaciji sa niskim nivoom zadovoljstva zaposlenih [39]. Pojedina istraživanja ukazuju na značaj komunikacije zaposlenih sa nadređenima, navodeći da se najznačajnije determinante zadovoljstva poslom odnose na kontakt zaposlenih sa srednjim i višim rukovodstvom [8], što dovodi do toga da je zadovoljstvo poslom podređenih veće ukoliko su nadređeni „otvoreni“ u komunikaciji sa zaposlenima [40]. Studije, koje su ispitivale komunikaciju u kontekstu zadovoljstva poslom zaposlenih u zdravstvenim organizacijama, govore da kvalitet u pružanju usluga direktno zavisi od interakcije zaposlenih na svim organizacionim i institucionalnim nivoima [23,41].

Pojedini istraživači ukazuju na potrebu da se posebna pažnja usredsredi na rukovodioce prve linije, jer oni predstavljaju direktnu sponu između zaposlenih i rukovodilaca višeg nivoa, pa se povećanjem organizacione podrške i osnaživanjem od strane zdravstvenih supervizora, može uticati na zadovoljstvo poslom kod rukovodilaca prve linije, te na njihovo zadržavanje u organizaciji [41], ali istovremeno i na formiranje organizacione kulture, koja obezbeđuje ukupno zadovoljstvo poslom kod zaposlenih. Važno je naglasiti da komunikacija i saradnja, kao faktor zadovoljstva zaposlenih u okviru organizacije, mogu biti uslovljene, ne samo profesijom, već u nekim slučajevima i kulturološkim stavovima.

## INDIVIDUALNI FAKTORI I ZADOVOLJSTVO POSLOM U ZDRAVSTVENIM ORGANIZACIJAMA

Individualni faktori, kao što su pol, starost, radni staž, nivo obrazovanja i profesija ispitanika, u velikoj meri mogu da utiču na zadovoljstvo poslom kod zaposlenih u zdravstvenom sektoru [42,43].

U literaturi, veliki broj studija je ispitivao vezu između pola i zadovoljstva poslom, a dobijeni rezultati su neujednačeni [12,44]. Razlike u nalazima istraživača mogu se objasniti činjenicom da je u pojedinim profesijama, kao što su profesije u zdravstvenom sektoru, dominantniji određeni pol, tačnije ženski, pa će krajnji rezultat istraživanja o zadovoljstvu poslom u velikoj meri zavisiti od njihove percepcije. U vezi sa tim, interesantno je da pojedine zdravstvene studije sugerišu

employees attribute greater value to nonmaterial incentives, such as respect and recognition of their work by their supervisors, participation in decision making, autonomy in carrying out their work, flexibility of work hours, etc., while other employees are primarily motivated by earnings. Money may or may not motivate employees, which was empirically proven in a study carried out in Kenya [36], and theoretically explained with Herzberg's two-factor motivation-hygiene theory [38].

To a great extent, interpersonal relationships and communication amongst employees are affected by differences amongst individuals. If these relationships are, for some reason, damaged, they may cause decreased productivity and dissatisfaction amongst the employees, while dedication to the employees on behalf of the management is in negative correlation with a low level of job satisfaction amongst the staff [39]. Individual studies point out the importance of the communication between the employees and their supervisors, stating that the most significant determinants of job satisfaction are related to the contact between the employees and the middle and upper management [8], which is reflected in the fact that employees are more satisfied with their job if their supervisors are more open in their communication with staff [40]. Studies analyzing communication in the context of employee job satisfaction in healthcare organizations, report that the quality of service directly depends on the interaction amongst employees at all organizational and institutional levels [23,41].

Certain researchers indicate that there is a need to focus special attention on first line managers, as they represent a direct link between staff and upper management. Therefore, increased organizational support and support offered by health supervisors can influence the level of job satisfaction experienced by first-line managers and their retention within an organization [41], as well as the forming of organizational culture, which provides for the overall job satisfaction of employees. It is important to stress that communication and cooperation, as a factor of employee satisfaction within an organization, may be the result, not only of one's profession, but also, in some cases, of cultural attitudes.

## INDIVIDUAL FACTORS AND JOB SATISFACTION IN HEALTHCARE ORGANIZATIONS

Individual factors, such as gender, age, years of employment, education level, and profession, may have a large impact on job satisfaction in employees in the healthcare sector [42,43].

In literature, a significant number of studies has investigated the connection between gender and job satisfaction, and the results of these studies are



da su žene zadovoljnije poslom od muškaraca [44], dok neki drugi istraživači potvrđuju suprotno [12]. Objasnjenje za kontradiktornost u rezultatima istraživači pripisuju različitim očekivanjima u vezi sa poslom od strane muškaraca i žena, navodeći da su, što se posla tiče, očekivanja žena niža od očekivanja muškaraca, zbog različitih okolnosti i psihosocijalnih faktora [45], pa će i pored identičnih radnih uslova, žene prijaviti veće zadovoljstvo poslom nego njihove kolege muškarci [46]. Nasuprot tome, rezultati koji govore u prilog većem stepenu zadovoljstva poslom kod muškaraca povezani su sa činjenicom da u nekim oblastima, koje uključuju javne organizacije, muškarci dominiraju kao rukovodioci [47].

Pojedine studije [48,49] su ispitivale način na koji godine starosti i radnog staža utiču na motivaciju i zadovoljstvo poslom kod zaposlenih. Radni staž ukazuje na vreme koje su zaposleni proveli na svojim poslovima, u okviru jedne organizacije. Činjenica je da pojedinci doživljavaju različit stepen motivacije u različitim fazama svog života i radnog veka [49], tako da se u literaturi, u zavisnosti od starosti ispitanika i radnog staža, mogu pronaći suprotstavljeni rezultati. Imajući to u vidu, rukovođenje zdravstvenim radnicima različite starosti i radnog staža u javnozdravstvenom sektoru ogleda se u adekvatnim mogućnostima za stručno usavršavanje, napredovanje, te upravljanje karijerom, u odnosu na starosnu strukturu, odnosno njihov radni staž ili rukovodeću poziciju u organizaciji [48].

U razmatranju faktora koji imaju uticaja na zadovoljstvo poslom kod zaposlenih, značajno mesto zauzima nivo obrazovanja, kao i profesija kojom se zaposleni bave. Sektor zdravstvene zaštite, ali i sektor obrazovanja, za razliku od nekih proizvodnih sektora, u percepciji zadovoljstva poslom daju prednost osećanju profesionalnog postignuća zaposlenih [50]. Diferencijalni efekat koji se pojavljuje u studijama o zadovoljstvu poslom između različitih zdravstvenih profesija, ili unutar njih, može se objasniti profesionalnim pozicijama, nivoom postignutog obrazovanja, stepenom odgovornosti koje radno mesto zaposlenog podrazumeva, i slično. Prema istraživačima koji su se bavili ovom temom [51], nivo obrazovanja zdravstvenog kadra korelira sa posvećenošću profesiji, zadovoljstvom poslom, i namerom zadržavanja na radnom mestu.

## IZAZOVI ZA UNAPREĐENJE ZADOVOLJSTVA POSLOM U ZDRAVSTVENOM SEKTORU

Može se istaći da je analiza zadovoljstva poslom zdravstvenih profesionalaca važan zadatak u menadžmentu ljudskim resursima. Takva analiza predstavlja značajan izvor informacija za organizacije koje razmatraju da unapređenjem zadovoljstva poslom unaprede

inconsistent [12,44]. The differences among the findings of different researchers may be explained by the fact that, in certain professions, such as professions within the healthcare sector, a particular gender, more precisely the female gender, tends to be dominant, and therefore the end result of job satisfaction research will largely depend on the perception of the women. It is interesting that certain health studies suggest that women tend to be more satisfied with their jobs than men [44], while other researchers have proven the opposite to be true [12]. Researchers find an explanation for this contradiction of results in the difference in expectations that women and men have, related to their jobs. They state that, due to different circumstances and psychosocial factors, women have lesser expectations, when it comes to their job, than men [45], which is why, even when the work conditions are identical, women will report a higher level of job satisfaction than their male colleagues [46]. Conversely, results demonstrating a higher level of job satisfaction in men are connected to the fact that, in some areas, including public organizations, male managers are dominant [47].

Certain studies [48,49] investigated the way that age and years of employment affect motivation and job satisfaction in employees. Years of employment indicate the length of time spent by the employees at their job, within one organization. It is a fact that individuals experience a different level of motivation in different phases of their lives and employment [49], which is why, depending on the age and years of employment of the subjects, opposing results can be found in literature. Bearing this in mind, managing health workers in the public healthcare sector, who are of a different age and who have varying lengths of employment, is reflected in appropriate opportunities for professional development, advancement, and career management, in relation to the age structure, length of employment, or management position of an employee within the organization [48].

In considering the factors that affect job satisfaction of the employees, the education level is significant as is the profession of the employees. As opposed to some producing/manufacturing sectors, in the perception of job satisfaction, the healthcare sector and the education sector as well, prioritize the sense of professional achievement of employees [50]. The differential effect that can be found in studies on job satisfaction amongst different professions or within the same profession, may be explained with the professional positions, levels of education, levels of responsibility that different positions entail, etc. According to the researchers dealing with this topic [51], the level of education of health workers correlates with dedication to the profession, job satisfaction, and intention to remain at the current job.

ponašanje zaposlenih, organizacionu posvećenost i njihov ostanak u organizaciji. Mnogi zdravstveni sistemi širom sveta suočavaju se sa nedostatkom profesionalnog zdravstvenog kadra i fenomenima kao što su dualna praksa i migracije zdravstvenih radnika [52], a projekcije ekonomske potražnje i ponude zdravstvenih radnika ukazuju na nastavak ubrzanja međunarodne mobilnosti zdravstvenih radnika u budućnosti [53]. Ljudski resursi za zdravlje identifikovani su kao primarni element za efikasno funkcionisanje zdravstvenog sistema, zato što predstavljaju ključnu komponentu u ostvarivanju napretka u dostizanju održivih ciljeva razvoja zdravlja stanovnika [54,55]. Iz tog razloga, Savet Evropske unije [56] navodi da je izazov za sve države članice obezbeđivanje dovoljnog broja obučenog i održivog zdravstvenog kadra, koji će moći adekvatno da odgovori na zdravstvene probleme u budućnosti. Posebno će obezbeđivanje dovoljnog broja kvalitetnog i motivisanog kadra biti problem u zemljama koje se suočavaju sa starenjem stanovništva i rastućim brojem bolesti, te promenama u potrebama pacijenata. Ujedno, očekuje se visok nivo upotrebe novih tehnologija, i efikasnije funkcionisanje zdravstvenih sistema u celini [55]. Zbog učestale mobilnosti zdravstvenog kadra, ovi problemi se nadovezuju na poteškoće u raspolaganju dovoljnim brojem obučenih zdravstvenih radnika, kao i na poteškoće u njihovoj adekvatnoj preraspodeli.

Na Trećem globalnom forumu o ljudskim resursima za zdravlje, Svetska zdravstvena organizacija (SZO) je upozorila na nedostatak zdravstvene radne snage, koji je u tom momentu iznosio oko 7,2 miliona profesionalaca u ovoj oblasti [57]. Dodatno zabrinjava činjenica da će, do 2035. godine, taj broj, prema proceni eksperata, dostići 12,9 miliona zdravstvenih radnika [57]. Rezolucija skupštine SZO [58], sem nedovoljnog broja zdravstvenih radnika, daje prikaz i ostalih izazova sa kojima se suočavaju zdravstveni sistemi širom sveta, a koji se prvenstveno odnose na: neadekvatnu obuku i distribuciju radne snage, neadekvatno kombinovanje veština i nedovoljno unapređenje efikasnosti, kao i na ostvarivanje održivosti sopstvenog zdravstvenog kadra. Sa druge strane, u cilju efikasnijeg odgovora na zdravstvene potrebe stanovništva, neophodna je transformacija obrazovanja zdravstvenih radnika. Kao najvažniji činilac, koji je preduslov za sve prethodno navedeno, istaknuto je unapređenje motivacije i zadovoljstva poslom kod zaposlenih, uz adekvatne mere politike za njihovo zadržavanje. Izazov za rukovodioce u zdravstvenom sektoru odnosi se i na izbor najefikasnijih instrumenata za unapređenje zadovoljstva poslom kod zaposlenih. Razmatranje opcija i pokretanje intervencija za unapređenje zadovoljstva zaposlenih u Republici Srbiji [59–61], ali i mnogim zemljama istočne

## CHALLENGES FOR IMPROVING JOB SATISFACTION IN THE HEALTHCARE SECTOR

It should be emphasized that the analysis of job satisfaction in healthcare professionals is an important task in human resources management. Such analysis represents a significant source of information for organizations looking to improve employee behavior, organizational commitment, and the retention of employees, through the improvement of job satisfaction. Many healthcare systems worldwide are faced with a shortage of health professionals and with phenomena such as dual practice and the migration of health workers [52], and the projections of economic supply and demand of health workers indicate that the acceleration in the international mobility of health workers will continue in the future [53]. Human resources for health have been identified as the primary element for the efficient functioning of the healthcare system, as they represent a key component in achieving progress in attaining sustainable development goals in population health [54,55]. To that end, the Council of the European Union [56] states that the challenge for all member states is providing a sufficient number of trained and sustainable health workers, who will be capable of appropriately responding to health issues in the future. Providing the sufficient number of quality and motivated staff will be especially challenging in countries faced with population ageing, an increase in the number of illnesses, as well as the changes in patients' needs. At the same time, a high level of the use of new technologies as well as a more efficient functioning of healthcare systems as a whole, is expected [55]. Due to frequent mobility of healthcare personnel, these problems are linked to the difficulties related to providing a sufficient number of trained health workers and properly redistributing them within the healthcare system.

At the Third Global Forum on Human Resources for Health, the World Health Organization (WHO) issued a warning regarding the deficit in health workers, which, at that moment, amounted to 7.2 million professionals in this field [57]. It is additionally alarming that, according to expert assessments, by the year 2035, this number will reach 12.9 million health workers [57]. A resolution of the World Health Assembly [58], in addition to the insufficient number of health workers, outlines other challenges that healthcare systems worldwide are facing, which primarily relate to the following: inadequate training and distribution of workers, inadequate skill combination and insufficient efficiency improvement, as well as achieving sustainability of the health workers belonging to the system. On the other hand, for the sake of achieving a more efficient response to the health needs of the population, the transformation of the education of health workers is necessary. Improving motivation



Evrope [62], zavisice od broja raspoloživih profesionalnih zdravstvenih menadžera, koji bi na adekvatan način odgovorili na izazove u upravljanju zdravstvenim kadrom [63]. Iz tog razloga, SZO nagoveštava da će većina zemalja biti prinuđena da unapredi programe profesionalnog usavršavanja kadrova za rukovođenje ljudskim resursima u zdravstvenom sistemu [64,65].

Glavni izazov za zdravstveni sistem i upravljanje ljudskim resursima je pokretanje političke spremnosti i finansijskih resursa za primenu nacionalnih, regionalnih i globalnih strategija i okvira [66,67]. Nedavno istraživanje [68] je ukazalo na to da se u Srbiji održava nepovoljan trend, u oblasti ljudskih resursa za zdravlje, gde nezadovoljni profesionalci obavljaju poslove i van ustanova u kojima su zaposleni ili imaju u planu da napuste zemlju u potrazi za boljim mogućnostima. Isto istraživanje [68] sugerise da bi unapređenje institucionalnog upravljanja i organizacije, stvaranje mogućnosti za veću autonomiju u poslu, pružanje mogućnosti za profesionalni napredak, poštovanje i prepoznavanje rada zaposlenih (npr. delegiranje zadataka, potpuna primena veština), te dostupnost savremenije opreme u radu, verovatno poboljšalo zadovoljstvo poslom. Takođe, nezadovoljstvo finansijskom nadoknadom, adekvatnošću opreme za rad, nezadovoljstvo uvažavanjem i vrednovanjem rada, ali i nezadovoljstvo mogućnostima za profesionalni napredak, zauzimaju visoko mesto na skali nezadovoljstava, tako da mere podsticaja u srpskom zdravstvenom sistemu imaju prostora za unapređenje [68].

Prema rezultatima međunarodnih studija [69], na potrebe unapređenja zadovoljstva poslom kod zaposlenih, moraće motivacionim faktorima da odgovore i zemlje sa nižim prihodima, posebno one koje se suočavaju sa značajnim gubicima kvalifikovane radne snage. Sugerise se da međunarodne agencije, kao što su Međunarodni monetarni fond (MMF) i Svetska banka, treba da preuzmu inicijativu u rešavanju najistaknutijih problema zdravstvenog kadra, jer države sa niskim i srednjim dohotkom nisu u mogućnosti da samostalno reše ove probleme [70,71].

## ZAKLJUČAK

Nezadovoljstvo poslom zdravstvenog kadra i sklonost ovog kadra ka mobilnosti može imati nepovoljan uticaj na efikasno funkcionisanje zdravstvenog sistema u celini, dok sa druge strane, zadovoljstvo poslom doprinosi podizanju kvaliteta pružanja usluge, u svakoj profesiji, a posebno je značajno u domenu rada profesionalaca čija usluga treba da doprinese boljoj, kvalitetnijoj, i efikasnijoj zdravstvenoj zaštiti. Metodično i kontinuirano upravljanje situacionim faktorima koji doprinose nezadovoljstvu poslom sprečilo bi nekontrolisanu

and job satisfaction of employees, paired with appropriate policy measures for their retention, was stated as the most important factor that is a prerequisite for all the above stated. The challenge for managers in the healthcare sector also relates to the choice of the most efficient instruments for promoting job satisfaction in employees. Considering the options and initiating interventions for improving job satisfaction of employees in the republic of Serbia [59–61], but also in many other countries in Eastern Europe [62], will depend on the number of available professional health managers, who would be able to respond to the challenges of managing healthcare employees in the appropriate manner [63]. This is the reason why the WHO implies that most countries will have to improve their professional development programs in the area of human resources management in the healthcare system [64,65].

The main challenge for the healthcare system and for human resources management is mobilizing political readiness and financial resources for the application of national, regional, and global strategies and frameworks [66,67]. A recent study [68] has shown that a negative trend in the area of human resources for health is continuing in Serbia, whereby dissatisfied professionals are working outside the institutions where they are employed or are planning to leave the country in pursuit of better opportunities. The same study [68] suggests that the improvement of institutional management and organization, creating better opportunities for work autonomy, offering opportunities for professional advancement, respect and recognition of employees' work (e.g., delegating tasks, complete application of skills), as well as the availability of more modern equipment for work, would probably improve job satisfaction. Also, dissatisfaction with the monetary remuneration, with the quality of the work equipment, with the respect and appreciation shown for the employees' work, as well as dissatisfaction with the opportunities for professional advancement, are high on the scale of different forms of dissatisfaction, which is why incentives in the Serbian healthcare system still allow a lot of room for improvement [68].

According to the results of international studies [69], countries with lower income will also have to respond to the need for improving employee job satisfaction with motivation factors. This is especially true of those countries that are faced with significant loss of qualified workers. It is proposed that international agencies, such as the International Monetary Fund (IMF) and the World Bank, should take initiative in resolving the most evident problems related to healthcare workers, since low and middle-income countries cannot solve these problems on their own [70,71].

mobilnost zdravstvenog kadra, kroz stvaranje podsticajnog i sigurnog radnog okruženja. Upravljanje zadovoljstvom poslom kod zaposlenih i mobilnošću zaposlenih, samo po sebi predstavlja kompleksan proces; zahteva kompetentno upravljanje kadrovima, individualizovan pristup zaposlenima i prilagođavanje organizacijskim, institucionalnim i kontekstualnim faktorima. Identifikovanje razlika u vrednovanju faktora, od strane zaposlenih u sklopu zdravstvenog sektora, može biti instrument predviđanja zadovoljstva i zadržavanja zaposlenih, što će u budućnosti biti od presudnog značaja za zdravstvene sisteme širom sveta.

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## CONCLUSION

Job dissatisfaction in healthcare workers and the tendency of these workers towards job mobility may have a negative impact on the efficient functioning of the healthcare system as a whole, while, on the other hand, job satisfaction contributes to the improvement of service quality, in every profession, and it is especially significant in the domain of the work performed by professionals whose service is intended to contribute to better and more efficient high-quality healthcare. Methodical and continuous management of situational factors that contribute to job dissatisfaction would prevent uncontrolled health staff mobility, through the creation of a stimulating, supportive, and safe work environment. Employee job satisfaction management and staff mobility management is, in itself, a complex process; it requires competent staff management, an individualized approach towards the employees, as well as adjusting to organizational, institutional, and contextual factors. Identifying the differences in the assessment of factors, on the part of the employees of the healthcare sector, may be an instrument for predicting staff job satisfaction and retention, which will be of vital importance for healthcare systems worldwide, in the future.

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