

## **MOTIVATION OF THE STAFF AS A TOOL FOR INCREASING THE EFFICIENCY OF THE SANATORIUM AND SPA COMPLEX**

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The number of state sanatoriums of the Ministry of Health system at the beginning of 2021 is 14. Most of the actively functional sanatoriums are located in the Odes'ka oblast– 8; in Ivano-Frankivsk oblast – 3; in Kyivska oblast – 2; 1 sanatorium each in Lvivs'ka and Zaporizhzh's'ka oblast.

Accordingly, with the decrease in the total number of sanatoriums of the Ministry of Health system, the number of medical personnel decreases. The total number of full-time positions in 2020 is 10,422.25, compared to 2018 (14,561.25), reduced by 1.4 times. The number of employees of sanatoriums in 2020 was 8,449, which is 1.5 times less than in 2018 (12,984). The number of beds in all sanatoriums at the end of 2020 was 10,570 (2018 – 14,311) [1].

In 2020, 26,858 patients received sanatorium treatment in sanatoriums managed by the Ministry of Health of Ukraine, of which: adults – 42.8%; children – 57.2% (2018: total – 115,258, including adults – 23.9%, children – 76.1%). A significant decrease in the number of patients is connected not only with the reduction in the number of sanatoriums, but also with the temporary cessation of the functioning of institutions due to the COVID-19 pandemic. During the second stage of health care reform, sanatoriums changed their ownership and financing. However, the further practice of their operation shows that 30% of sanatoriums were reduced during this period, almost 4,000 workers were dismissed [2].

The human capital of the sanatorium-resort industry includes medical workers working in sanatorium-resort facilities. The structure of the placement of sanatorium-resort facilities of the Ministry of Health system across the territory of Ukraine is heterogeneous (depends on the availability of appropriate medical and recreational resources), and therefore human capital is unevenly distributed, access to which is problematic for patients in certain cases [3].

The imbalance in the distribution of medical labor by region is a decisive barrier to access to sanatorium-resort services for residents of different regions of Ukraine, especially the rural population. The level of education and motivation to constantly improve the professional competence of medical workers in sanatorium-resort facilities remain problematic.

Modern society has become more careful and takes care of its health more thoroughly, due to which the demand for the services of the sanatorium-resort sector has increased. Sanatoriums began to rapidly develop programs for recovery and rehabilitation for combatants affected by Russian aggression. The level of programs turned out to be mostly high, but how high the level of service turned out to be remains a question.

It is the staff who provide the guests with service, and the quality of the final product in the field of hospitality is formed from the level of work with them. Since sanatorium-resort complexes are primarily means of accommodation, and many even have a classification, the topic of personnel management is particularly relevant.

One of the most important functions of working with personnel in a sanatorium-resort complex is the motivation of employees, which has the strongest direct impact on their production behavior. For enterprises of the sanatorium-resort complex, it is fair to say that personnel management is a continuous process aimed at purposefully changing the motivation of people in order to achieve maximum return from them and high final results [3].

The following are the main suggestions for improving the labor motivation system of the personnel of LLC Sanatorium ORLIVSCHINA:

1. To increase the qualification of the personnel of LLC Sanatorium ORLIVSCHINA RESORT.

2. To increase material incentives for the personnel of LLC "Sanatorium "ORLIVSCHINA RESORT", in order to be interested in the formation of the final financial results of the activity of the sanatorium.

3. Competently constructed system of adaptation of new personnel. The most effective and least expensive type of adaptation in sanatorium-resort complexes is mentoring.

The mentoring process should be organized in such a way that the activity of the employee as a mentor does not affect his main work in any way. Additional duties regarding conducting classes, monitoring the activities of a new employee, timely clarification of actions and psychological support are morally and materially encouraged. On average, the mentor's supplement is up to 10% of the salary fund.

Therefore, in order to achieve the effectiveness of labor motivation at the enterprises of the sanatorium-resort complex, the management should have a certain set of motivational resources that will contribute to maintaining the corporate spirit among employees in order to strengthen the positions of enterprises, increase profits and win the trust of vacationers.

Such resources should be the principles of social partnership, the labor potential of the enterprises of the sanatorium-resort complex, effective organization of work and effective social policy, which are carried out during the operation of the enterprise.

### **References**

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