

EMPLOYMENT OF PEOPLE OF RETIREMENT AND PRE-RETIREMENT AGE IN HEALTHCARE ORGANIZATIONS AS A FACTOR IN THE DEVELOPMENT OF THE INDUSTRY (ON THE EXAMPLE OF THE OMSK REGION)

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Abstract

Over the past 5 years, the medical industry in Russia has undergone quite significant reforms: organizational and economic changes, technological, legislative and other. Providing the industry with qualified employees significantly depends on the wishes and opportunities of people of pre-retirement age to continue working in the medical field. The purpose of the study: to identify strategies of work behavior of persons of pre-retirement and retirement age employed in healthcare organizations, and to develop proposals for their professional development, taking into account the characteristics of the social group and the requirements of technological development of the industry. The hypothesis of the study is that the majority of medical personnel of retirement and pre-retirement age will continue their activities in the healthcare without changing their profession, provided that there are special measures of professional development and social guarantees. Identified the main strategies of labor behavior of persons of pre-retirement age, which are associated with the desire to remain in their organization with or without a change of profession, or to move to another organization with or without a change of profession. It is proved that the main factors are social benefits and the creation of special professional development programs.

Key words: employees of pre-retirement age, employment, healthcare organizations

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Introduction

Over the past 5 years, the medical industry in Russia has undergone quite significant reforms: organizational and economic changes, technological, regulatory and other reforms. Reforms are accompanied by an increasing shortage of qualified medical workers (doctors, nurses), this, including, is associated with a high proportion of older workers (retirement and pre-retirement age) and a decrease in the number of graduates of medical schools and colleges. Therefore, providing the industry with skilled workers significantly depends on the

desires and abilities of persons of pre-retirement age to continue working in the medical field. Expert assessments show that professionally self-determination of this category of personnel can significantly affect the development of healthcare in the region and Russia. The peculiarity of the situation is that under the conditions of the pension reform related to raising the retirement age by 5 years, different trajectories of professional development are offered to persons of pre-retirement and retirement age. At the state level, retraining programs and assistance in finding employment are being developed for such workers. Consequently, the problem of assessing and predicting the strategy of labor behavior of people of pre-retirement age in the medical industry is very relevant from the point of view of providing healthcare to qualified workers.

In the modern literature on personnel management, the issue of employment of persons of pre-retirement and retirement age is currently being actively studied in the light of the pension reforms carried out in several countries. Thus, issues of pension policy formation are presented in the works Botos J., Botos K.(2020), Christensen B (2020), Taylor MA., Shore L. (1995). The activity of third-age individuals is considered in the works Barsukov V.N. (2016), Hofaecker D., Naumann E. (2015), Nilsson K., Hydbom AR., Rylander L. (2011), Ryabova T., Frolova E., Rogach O., & Kirillov, A. (2018), Szabo A., Allen J., Stephens C., Alpass F. (2019), Sewdas R., de Wind A., van der Zwaan L. G.L., et al. (2017). A number of articles are devoted to the regulation of employment of older workers (Torka N., Goedegebure I., van Ewijk I. (2012), Chistova E. (2019)). Employment of workers of pre-retirement and retirement age in the field of health, it has been studied very limited, only a small amount of work has been devoted to this issue: Cruz-Gomes S., Amorim-Lopes M. & Almada-Lobo B. (2018), Cometto G., Nartey E., Zapata T. et al. (2019)., Kurniati A., Roskam E., Afzal MM., Suryowinoto TB., Mukti AG. (2015) and others, which determines the significant relevance of this study.

1 Sample model and method

The purpose of the study: to identify strategies for the labor behavior of people of pre-retirement and retirement age employed in healthcare organizations, and to develop proposals for their professional development, taking into account the characteristics of the social group and the requirements of technological development of the industry.

The objectives of the study: to assess the trajectories of labor behavior of persons of retirement and pre-retirement age from the position of continuing to work in healthcare

organizations; determine the conditions for the continuation of their work in the medical field; to study readiness for training in modern socio-economic conditions.

The first hypothesis of the study is that most medical personnel of retirement and pre-retirement age will continue their activities in the health sector without changing their profession, subject to special measures of professional development and social guarantees. Communication between the further desire of medical workers to continue working and the factors influencing this desire was measured using the Kramer coefficient (V) with an with assessment of probability of a mistake. The second hypothesis was the assumption that the higher the expected duration of employment after reaching retirement age, the more workers are ready to change their organization and profession. Communication between the length of work after retirement and the employment strategy was measured by means of the Anova coefficient with assessment of probability of a mistake.

To achieve this goal, we conducted a survey of employees of retirement and pre-retirement age from 50 to 65 years of health organizations in the Omsk region on the quota sample. The total population is 32694 medical workers. Of these, 9886 doctors and 22808 nurses. At the first stage, the number was determined in accordance with the share of the population of pre-retirement and retirement age (34.8% of the population) - 11378 people. At the second stage, a sample of respondents is determined with a confidence level of 95% and a sampling error of 5% - 372 people. At the third stage, the distribution among doctors and nurses was taken into account, and at the fourth, urban and rural population (see table 1).

Tab. 1: Sample of the study

Sample	372			
type of activity	Doctors		Nurses	
	112 (30.2%)		260 (69.8%)	
place of residence	city	village	city	village
	78 (69.9%)	34 (30.1%)	182(69.9%)	78 (30.1%)

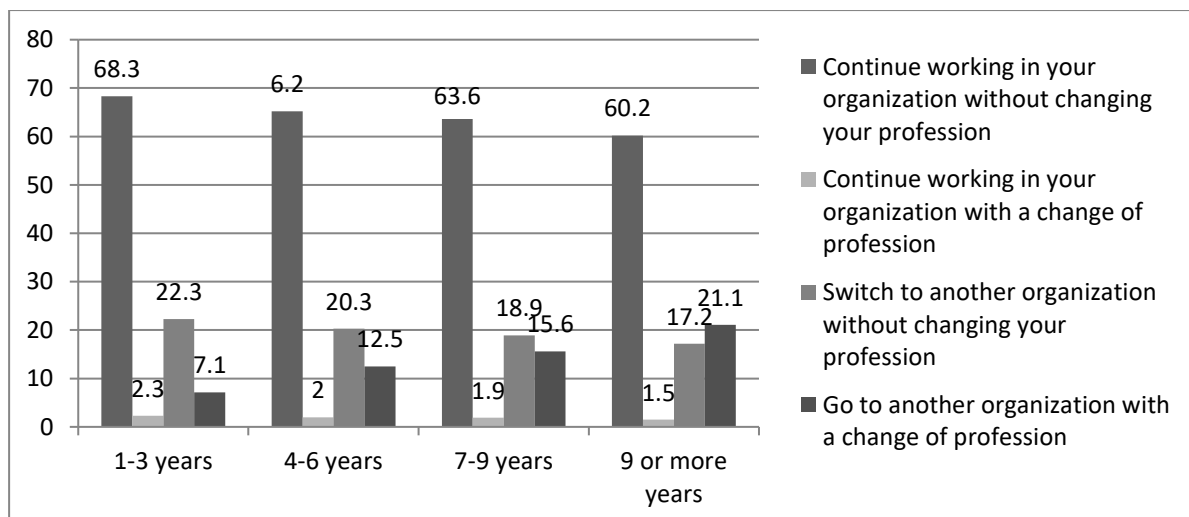
Source: own research

2 Results

The first objective of the study was to identify strategies for the labor behavior of people of pre-retirement age in the health sector. It should be noted that the majority of employees, namely 59.3%, expressed their willingness to work after reaching retirement age. Analyzing the strategies of medical workers, it can be noted that most of them, namely 43.7%

plan to continue working in their organization without a change of profession, 31.2% move to another organization without changing a profession, 20.3 go to another organization with a change professions and 4.9% of respondents plan to continue to work in their organization with a change of profession. These circumstances are connected with the fact that at the moment there is a situation in the public health sector related to the fact that young medical workers most often choose the private sector for employment, where it is possible to receive higher wages and work in better working conditions. In addition, the recruitment and, as a result, the graduation of specialists from medical universities and schools was reduced. Under these conditions, a shortage of relevant workers has formed on the labor market. The management of the industry is forced to stimulate public health workers in order to provide medical institutions with qualified personnel. To this end, social benefits and guarantees are offered, the possibility of training at the expense of the employer. Thus, we see that most medical workers plan to work by profession in their organization, while a third do not exclude the possibility of changing the organization, but within the framework of their profession. A small proportion of employees plan to work in their own or another organization with a change of profession. In order to confirm the hypothesis put forward, we carried out an analysis of the relationship of labor behavior strategies depending on the expected duration of work after reaching retirement age (figure 1).

Fig. 1: Strategies of labor behavior of medical workers depending on the expected duration of work after reaching retirement age (% of respondents)

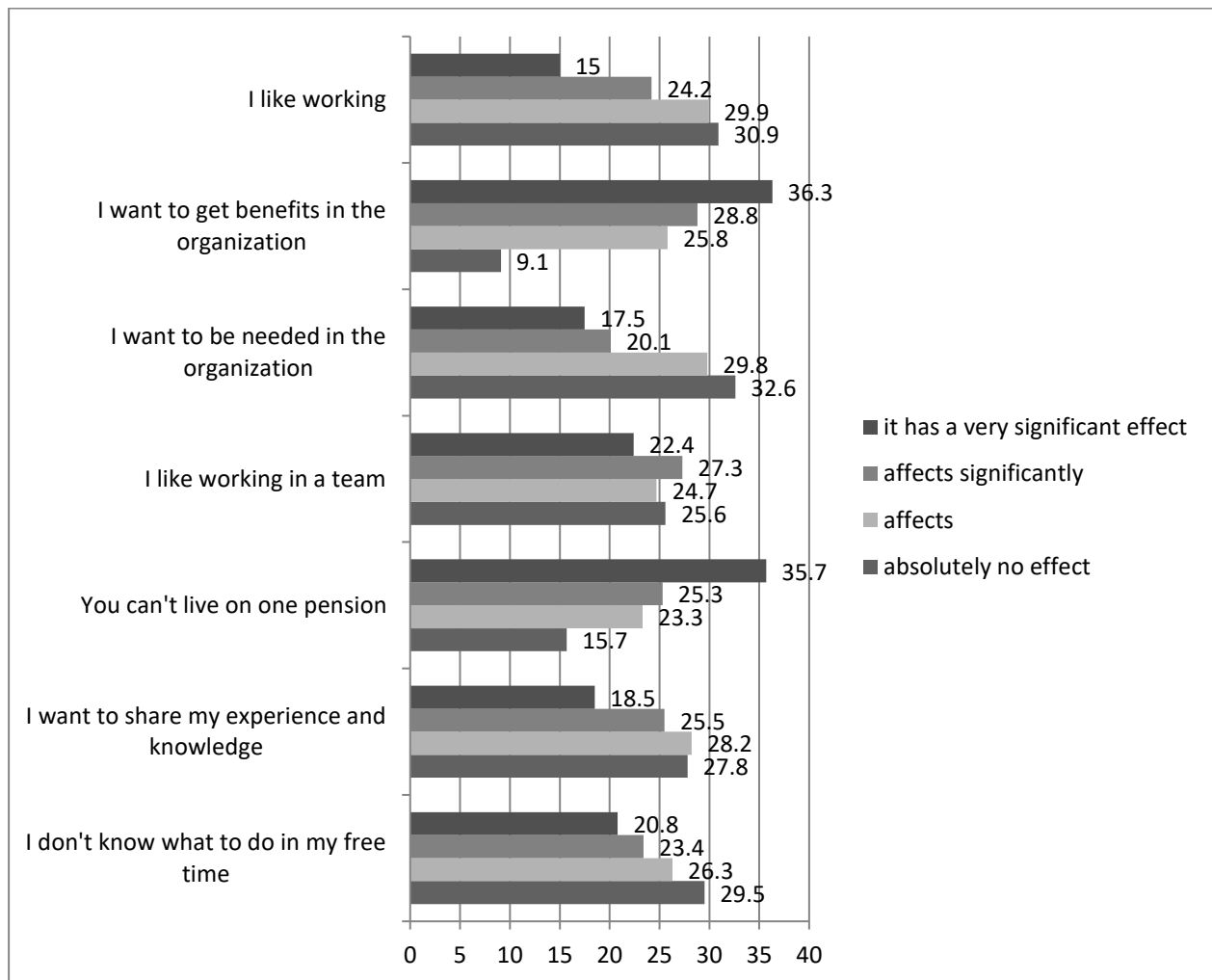


Source: own research

So, we have revealed the following dependence - the longer the expected duration of employment after reaching retirement age, the more health workers consider the possibility of moving to another organization with a change of profession. Affected by the high demands placed on workers and difficult working conditions. In this case, the possibility of either retraining or switching to less skilled labor is considered. At the same time, the share of those planning to work long in their organization by profession is decreasing. On the basis of this calculated the coefficient of Anova, which is 0.69, $p < 0.1$.

Studying the issue of the influence of various factors on the desire to continue working after reaching retirement age, we found that for most medical workers, the most important factors were economic (see figure 2).

Fig. 2: Factors affecting employment after retirement age (% of respondents)



Source: own research

So, for 36.3% of people of pre-retirement age it is important to receive benefits that are provided for in the public sector (guarantee of paid leave, paid work on holidays and

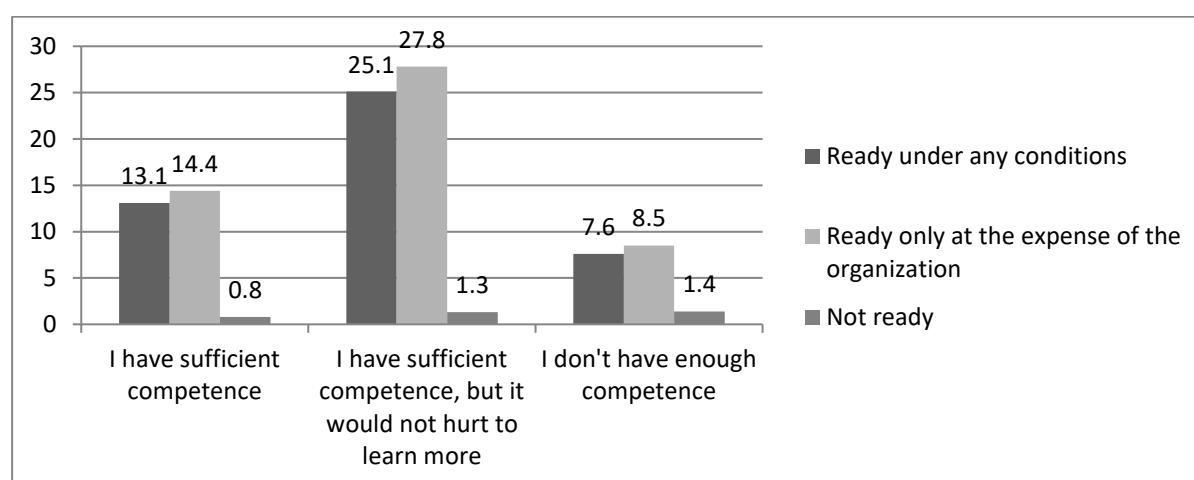
weekends, etc.), for 35.7% it is important to receive additional income in the form of wages fees due to the low pension. In second place were social factors, i.e. for people of pre-retirement age, it is important to feel involved in the team, to be necessary and useful organization, to avoid loneliness. 22.4% of respondents said they want to work in a team, 20.8% do not know what to do in their free time, 17.5% want to be useful and necessary to the organization. And only 15% of respondents said that they like to work. On the basis of it the correlation the coefficient of Kramer's (V) who is equal to 0.61 is calculated. Probability of an error (p) less than 0.05.

Therefore, it can be noted that our hypothesis was confirmed: the further guarantees of the medical worker are most significantly affected by social guarantees and benefits provided by the industry.

The next objective of the study was to consider the question of the readiness of third-age healthcare workers for training and further training. Modern digitalization trends present new requirements for the modern employee.

This is also relevant for medicine, since under such conditions equipment, consumables, and work technologies are substantially updated. In addition to professional competencies, it is necessary to master digital competencies that are new to many older employees. In the course of the study, we asked whether medical personnel possess the necessary competencies. 28.3% of respondents said that they possess competencies sufficient for work, 17.5% do not possess such competencies, and most of them, namely 54.2% answered that they possess, but it would be helpful to learn (see figure 3).

Fig. 3: Readiness to learn depending on the level of competence development (% of respondents)



Source: own research

Moreover, almost all of them are ready to learn, the difference is that a little more than half (50.7) are ready to learn only at the expense of the organization. It must be said that one of the advantages of employment in the public sector is training at the expense of the employer. 45.8% of respondents are ready to study under any conditions, and only 3.5% of respondents are not ready to undergo training.

Conclusion

So, the relevance of our study is due to two main points. First, a pension reform has been carried out in the country, according to which the retirement age has been increased by 5 years. Secondly, in a number of sectors, and in particular in healthcare, sector-specific reforms have also been carried out, as a result of which certain changes have occurred. Against the background of the outflow of young, as a rule, workers to private medical institutions and a decrease in the graduation of young specialists from educational institutions, the budget sector has faced a shortage of medical workers. In such circumstances, the development of the industry is largely due to the desire of the remaining workers to continue to work in their organizations. In these conditions, a large number of elderly people faced the issue of professional self-determination and the choice of a strategy for labor behavior. What path to choose - to stay in the organization or change it, choose a different field of activity? As a result of the study, the tendency of pre-retirement and retirement age individuals to continue to work after applying for a retirement pension was diagnosed (59.3% of the respondents). As regards the choice of a strategy for labor behavior, most medical workers expressed a desire to work in their organization without changing their profession. At the same time, a relationship was revealed due to the fact that as the expected duration of work to achieve retirement age increases, the number of people wishing to change their organization and profession increases, i.e. in the distant future, some do not exclude the change of occupation and the transition to less complex work.

In addition, we studied the question of the influence of various factors on the choice of a strategy for labor behavior. The hypothesis of the study was that most of the medical staff of retirement and pre-retirement age will continue their activities in the health sector without changing their profession, subject to special measures of professional development and social guarantees. This hypothesis was confirmed, since the factor of the availability of benefits in the public sector had a greater impact on employment – 36.6% of respondents noted it. Also, 35.7% said that it would be difficult for them to live on one pension, due to its small size. Consequently, the most important factors were economic. Analyzing the willingness to train

medical workers, it was found that the vast majority of workers – 96.5% are aware of the need for training and are ready to take it, while 50.7% are ready to do this only at the expense of the organization. This fact also confirms the hypothesis put forward that the issue of social guarantees in the form of payment for professional development also affects the employee's desire to continue working in this area.

The relevance of the study of the role of social benefits in the incentive system for medical workers of state medical organizations lies in the fact that this particular group of incentives can affect the necessary internal motivation, given the high level of responsibility and social significance of work in the industry. Thus, the development of health care largely depends on the provided social benefits and social guarantees, which are the most important incentive for employees in the industry. Given the dynamic external environment of the organization, it is important to build a flexible system of incentives that will be able to quickly adapt to changes and meet internal needs. The right incentive system will help improve the effectiveness of doctors and nurses.

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