

# GOLDEN RESEARCH THOUGHTS

## A STUDY ON MOTIVATION OF HOSPITAL HEALTH WORKERS



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### **Abstract :**

Motivational factors play an important role in increasing employee job satisfaction and job performance. Motivation is important to health workers are to be retained and effectively deliver health services to all peoples. Information on a number of different variables was taken out by conducting a review of 25 papers on motivation published in different journals. The findings showed that a collection of empirical, positivist and quantitative research approaches have been employed in this domain for Motivation and performance; Motivating elements were predominantly published topics in the Motivation field. This study took a new approach by reviewing the literature describing the motivation of health workers by using various motivational factors to improving the health worker performance and satisfaction.

Keywords: Motivation, health workers, job satisfaction, job performance.

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### INTRODUCTION

The word motivation is originated from the “movere” a Latin word the meaning of which is to move. Through motivation we are moved from a state of dullness to interest. Motivation is an important subject area for researchers and practitioners of management all over the world. Motivation is equally relevant to public and private sectors and civil and military establishments. It seems to be only motivation can get organisations out of the current global downturn. It is as relevant to charity organisations as it is to the commercial organisations. Increasingly, large manufacturing organisations and other establishments are using the services of industrial psychologists to solve the motivation and morale problems of their staff. Further, more and more companies of all sizes, large, medium or small are offering performance based incentives and rewards to keep their staff motivated. More and more companies are offering long service bonuses to retain skilled and competent staff and to minimise the rates of staff turnover. Any army that is not sufficiently motivated cannot win a war against its enemies. Similarly, a work force which is not sufficiently motivated cannot meet the objectives of its organisation whether the organisation is a profit making organisation or a not-for profit organisation. Motivation is concerned with the human beings working in a particular place and companies all over the world are spending considerable amounts of money to set up an effective human resources (HR) department for their organisations. Unfortunately, healthcare establishments have been evidently slow to recognise the importance of human element in their organisations. They have been late to realize that doctors, nurses and paramedical staff are also human beings and need to be motivated. Private hospitals have been first to recognise the fact and have introduced motivation programmes for their staff. However, the government health sector, where patients flow is substantially higher than in private hospitals, have been slow to catch up and implement the concept of motivation. Herzberg's (1959) two factor theory states that there are two distinct sets of factors “viz” motivation and Hygiene factors influence human behavior. The term motivation has been discussed and conceptualized by various researchers early years of definition provided by Whetstone and Rush (1988) explained motivation as the willingness of an individual to do something and conditioned by action to satisfy needs. Pinder (1998) describes the work motivation as the set of internal and external forces that initiate work related behavior, and determine its form, direction, intensity and duration. The paper contributes theoretically by providing a rich description of many different factors that contribute to the worker motivation. According to Antomioni (1999, p29), “the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become demotivated if they feel something in the organization prevents them from attaining good outcomes. According to Greenberg and Baron (2000 p190) this definition could be divided into three main parts. The first part looks at arousal that deals with the drive, or energy behind individual (s) action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part referring to the choice people make and the direction their behaviour takes. The last part deals with maintaining behaviour clearly defining how long people have to persist at attempting to meet their goals. Later Wegner and Miller (2003) described Motivation as something that energized individuals to take action and which is concerned with the choices the individual makes as part of his or his goal oriented behavior. Sinclair, et al. (2005) exhibits the motivational power of money with the process of job choice. They explain that money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if an employee has another job offer, which offers greater financial rewards and has identical job characteristics with his current job, that worker would most probably be motivated to accept the new job offer. Millins (2007) defined that motivation as a driving force within a person which stimulates the individual to do something to get the target level in order to fulfill some need or expectation.

### METHODOLOGY

In this study, the researcher used Content analysis method. Following the method researcher collected the primary data from various sources like books and journals for this study. Twenty articles met the inclusion criteria. They consisted of a mixture of qualitative and quantitative studies.

### LITERATURE REVIEW

Centres and Bugental (1970), made research on Herzberg's two-factor theory of motivation, Intrinsic and Extrinsic Job motivators among different segments of the working population. which separated job variables into two groups: hygiene factors and motivators. And it was discovered that at higher occupational level, “motivators” or intrinsic job factors were more valued, while at lower occupational levels “hygiene factors” or extrinsic job factors were more valued. From this work they concluded that an organization that satisfies both intrinsic and extrinsic factors of workers get the best out of them. Egwuridi (1981) also investigated Job Satisfaction: Effects on Job Characteristics of motivation among Nigerian workers using a sample of workers of high and low occupational levels. The hypothesis that low income workers will be intrinsically motivated was not confirmed, and the expectation that higher income worker will place a greater value on intrinsic job-factors than low income workers was also not confirmed. This shows clearly the extent of value placed on extrinsic job factors.

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Bassett- Jones and Lloyd (2005) provided a theoretical background for this study by Herzberg's motivation theory have staying power. Herzberg argued that employees are motivated by internal values rather than external to the work. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called "motivators". These intrinsic variables include achievement, recognition, the work itself, responsibility, advancement, and growth. Conversely, certain factors cause dissatisfying experiences to employees; these factors largely results from non-job related variables (extrinsic). These variables were referred to by Herzberg as "hygiene" factors which, although does not motivate employees; nevertheless, they must be present in the workplace to make employees happy. The dissatisfiers are company policies, salary, co-worker relationships, and supervisory styles.

Kinnear et al (2001) had revealed Money is fine, but what is the bottom – line that extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were cited by employees as key motivational variables that influenced their retention in the organisations. The implication of this therefore is that management should not rely only on intrinsic variables to influence employee retention; rather, a combination of both intrinsic and extrinsic variables should be considered as an effective retention strategy.

Marjolein dieleman et al(2003) has studied to identifying factors for job motivation of rural health workers in north viet nam. The study aimed to determine the major motivation factor and it is the first time that looks at health workers job perception and motivation. Apart from health workers, managers at national and at provincial level were interviewed as well as some community representation .it showed that motivation is influenced by both financial and non-financial incentives', activities associated with appreciation such as performance management are currently not optimally implemented, as health workers perceive supervision as control, selection for training as unclear and performance appraisal as not useful.

Mischa willis-shattuck et.al (2008) was undertook a systematic review of motivation and retention of health workers in developing countries to consolidate existing evidence on the impact of financial and non-financial incentives on motivation and retention four literature database were searched. Twenty articles met the inclusion criteria the consisted of a mixture of qualitative and quantitative studies seven major motivation themes were identified. There was some evidence to suggest that the use of initiatives to improve motivation had been effective in helping retention while motivation factors are undoubtedly country specific, financial incentives carrier development and management issues are care factor. Nevertheless financial incentives alone are not enough to motivate health workers. Appropriate infrastructure can improve morale significantly.

Marjolein dieleman et al(2009) was study the human resource management intervention to improve health workers performance in between and middle income countries. A realist review not only asks whether an intervention has shown to be effective, but also through which mechanism an intervention produces outcomes and which contextual factors appear to be of critical influence. Forty- eight published studies are reviewed. the results show that HRM intervention can improve health workers performance but that different context produce different outcomes.

Inke mathauer (2006) was made a study assessed the role of nonfinancial incentives human resource management tools for health worker motivation in Africa. The study design entailed semi-structured qualitative interviews with doctors and nurses from public private and NGO facilities in rural areas. The interview material was coded and quantitative data was analyzed with spss software the findings confirm the starting hypothesis that non-financial incentives and HRM tools play an important role with respect to increasing motivation of health professionals.

Patrick mbindyo et al(2009) has sought to explored contextual influences on worker motivation in district hospital in Kenya influences was used to frame the study qualitative methods including individual in depth interviews. Small group interview and focus group discussion were used to gather data from 185 health worker during one- week visit to each of eight district hospitals . effective management at hospital level may create an enabling working environment modifying import resource short ally. Motivation is likely to influence powerfully any attempts to change or improve health worker and hospital practices some factors influencing motivation may themselves be influenced by the process chose to implement change.

Persefoni Lambrou et al (2010) was study to investigate motivation and job satisfaction among medical and nursing staff in a Cyprus public general hospital and validate instrument addressing four work related motivation (job attributes remuneration co workers and achievements ) was used .two categories of health care professionals medical doctors and dentist (N:67) and nurses (N=219) participated and motivation and job satisfaction was compared across socio demographic and occupation variable health care professionals tend to be motivated more by intrinsic factors..

David H peters et al (2010) was to investigate job satisfaction and motivation of health workers in public and private sector: cross-sectional analysis from two Indian states and cross- sectional surveys of 1916 public and private sector health workers in Andhra Pradesh and uttarPradesh, india were conducted using a standardized instrument to identify health workers satisfaction with key work factors related to motivation. Where all 17 items had greater discordance for public sector worker than for workers in the private sector.

Gavin gerge et al(2013) has examined to understanding the factors influencing health worker employment decision in south Africa .The study utilized cross-sectional survey data gathered in 2000 in the province of kwazulu-Natal. The health workers sample came from three public hospital (n=H30) two private hospital (n=131) and one non government organization (HGO) hospital (n=133) in urban areas and consisted of professionals nurses staff nurses and nursing assistants .The results highlight the importance of considering a broad range of nonfinancial incentives that

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encourage health workers to remain in the already overburdened public sector.

### BENEFITS OF RESEARCHERS

Both satisfaction and motivation played significant role in predicting the variance in performance. However, motivation found to be more important in explaining that variance. Then job satisfaction reported a positive yet and a significant relationship with job motivation. To conclude satisfied people showed higher levels of motivation which in turn lead to higher levels of job performance. It shows differently, if employees are satisfied about their job, pay, rewards, and relation with co-workers, supervisory style and promotion chances they are likely to:

1. Workers must achieved their needs, or feel that their needs must be satisfied.
2. Accordingly they develop the right drives that make them work for the organization.
3. And feel satisfied with hospitals rewards and recognition.

This positive perception of work motivation is likely to arouse, energize, direct, and sustain behaviour and performance, i.e. to be reflected positively on employees' work outcomes, e.g. increasing quality and quantity of work. The findings also agree with the workers which showed that who received individual incentives performed better than those who did not receive. And workers exhibited productive work behaviour when rewards were made contingent upon performance. Finally observed that poor remuneration in relation to profits made by organization, wage differentials between high and low income earners among other things contributed to low morale, lack of commitment and low productivity.

### RECOMMENDATION

- ❖ Health workers will choose to train and increase their skills if the rewards of doing so exceed the cost. In general, the supply of skilled professionals rises as rewards increase, because more will seek training, more will return to the workforce, and fewer will move to other jobs or other countries. Because health workers value both financial and nonfinancial rewards, they will work for lower salaries if other job characteristics are attractive.
- ❖ For measuring job satisfaction, organizational researchers typically use overall or facet measures of job satisfaction (Spector, 1997). Overall measures of job satisfaction look at one's global level of job satisfaction. In comparison, facet measures of satisfaction examine individual satisfaction with various facets of the job. Brayfield & Rothe's (1951) global measure of job satisfaction was used to examine overall job satisfaction. In contrast, facet job satisfaction was represented by nine facets- pay, promotion, supervision, benefits, rewards, operating procedures, coworkers, nature of work, and communication. Each facet is conceptually and empirically distinct and may be combined together to form an overall measure of job satisfaction (Spector, 1997).
- ❖ Some suggestion for motivate the health workers to improving partnerships between health facilities and services and the communities they serve. Increasing appropriate and accessible care and information from community based providers. Integrating promotion of key family practices critical for child health

### CONCLUSION:

This literature reveals widespread support of motivation concepts in organizations. Theoretical and editorial literature confirms motivation concepts are central to employees. Job satisfaction and job performance are broader environmental factors are the key variables influence employees' motivation in organization. The importance of reward in the day-to-day performance of workers" duties cannot be over emphasized, especially when it comes to being rewarded for a job done. It is a well-known fact that human performance of any sort is improved by increase in motivation.

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