



Job Motivation and the Influential Factors in Hospital Staff of Golestan University of Medical Sciences, Iran (2016)

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Abstract

Background and Objective: The performance of organizations depends on the motivation of each individual to help improve the quality of services. The present study aimed to assess the correlation between job motivation and the motivational priorities of the employees working in hospitals affiliated to Golestan University of Medical Sciences, Iran.

Material and Methods: This cross-sectional study was performed on 367 hospital staff of Golestan University of Medical Sciences in 2016 during nine months. The participants were selected via stratified sampling and simple random sampling using the standard situational motivation scale (SIMS) and Lawrence Lindal motivational priorities. Data analysis was performed in SPSS version 20 using descriptive and analytical statistics.

Results: The mean age of the employees was 26-50 years, and their mean work experience was 11-30 years. In total, 258 participants (68.1%) worked in medical wards. The key motivating factor in the staff was interest in the job (n=84; 19.8%), which was considered the first priority. In addition, a significant difference was observed between the mean job motivation and ethnicity (P=0.012). However, Spearman's test showed no significant correlation between job motivation and motivational priorities, except for mutual understanding (P=0.049).

Conclusion: According to the results, job motivation was desirable in the studied hospital staff, and the factor of interest in the job was the foremost priority of the staff. Therefore, managers should pay attention to the influential factors in the motivation of their employees.

Keywords: Motivation [[MeSH](#)], Workforce [[MeSH](#)], Health Services Administration [[MeSH](#)]

Highlights

- In the priority of employees' motivational factors the interesting, work discipline, respectful orders and job security are the first while salary and benefits are in the middle range of employees. There is also a significant relationship between motivational factors and mutual understanding.

Introduction

Provision of quality services is an important policy of health service organizations (1). Statistics suggest that although the quality of most products has improved in recent decades, the quality index of medical services remains unchanged (2). Motivation is a significant influential factor in the quality of human resource services (3, 4), as well as a determinant of the performance improvement of employees. The current level of individual motivation could act as a regulatory factor to optimize employees' performance (5-7). Motivation and its application are of great importance in health services (8).

In various studies, motivation has been evaluated along with satisfaction and motivation to achieve goals, which could arise from internal or external factors (9). Hospitals are a primary health service organization with a particular structure and complexity, and manpower is considered the main source of service provision in hospitals. Therefore, recognizing and analyzing the motivational factors of hospital employees are paramount (10).

Several studies confirm the relationship between job motivation, organizational commitment, and job satisfaction. For instance, Franco et al. consider the most important motivational factors to be effectiveness, honesty in management, and job security (11). Furthermore, Timmerck identified factors such as a sense of accomplishment, recognition, a sense of responsibility, and promotion as the most important motivational priorities (12). In another study, Raisi and Mohebifar also reported factors such as adequate salary/job benefits, favorable

working conditions, and job security to be the first three priorities in this regard (13).

Hospital jobs impose physical and psychological pressures on employees (14), and measuring motivation is a critical concept in this area (15), which provides theoretical and practical insights into the reasons behind different behaviors (16).

The present study aimed to evaluate the correlation between job motivation and the motivational priorities of the employees working in the hospitals affiliated to Golestan University of Medical Sciences, Iran.

Materials and Methods

This cross-sectional study was conducted on 367 hospital staff of Golestan University of Medical Sciences in 2016 during nine months. The participants were selected via stratified sampling based on the number of the staff per each hospital, followed by a simple randomized self-report, which was performed for the staff of the administrative and financial departments. The nursing and paraclinical employees with minimum work experience of six months who were willing to participate were enrolled in the study.

Data were collected using questionnaires, which were distributed by pre-trained individuals among the eligible samples. Research tools included a demographic questionnaire (age, gender, work experience, ethnicity, marital status, position, workplace, and work shifts) and the standard situational motivation scale (SIMS). The SIMS contains 16 phrases that are scored based on a seven-point likert scale (completely incorrect=1, completely correct=7) within the score range of 16-112; the higher scores in this scale indicate higher job motivation.

The internal reliability of the SIMS has been measured using the Cronbach's alpha for the subscales of internal motivation (0.86), known regulators (0.65), external motivation (0.73), and lack of motivation (0.62) (17). In Iran, Abedanzadeh et al. have also measured the Cronbach's alpha of the scale for the subscales of

internal motivation (0.80), known regulators (0.88), external motivation (0.81), and lack of motivation (0.84; total: 0.82) (18). In the present study, a test version of the SIMS was completed by 30 hospital staff, and the Cronbach's alpha coefficient of the entire instrument was calculated to be 0.86. The questionnaire of Lawrence Lindal was also used for data collection in the present study, which contains 10 motivational factors scored one for the most importance and 10 for the least importance. This questionnaire was used by Turani et al. in Iran with the retest reliability and correlation of $r=0.84$ (13).

Data analysis was performed in SPSS version 20 using central indicators and descriptive statistics dispersion. The correlation between job motivation and motivational priorities was assessed using Spearman's correlation-coefficient due to non-normal data distribution. Moreover, the Mann-Whitney U test and Chi-square were applied to compare the mean scores of the study groups. In all the statistical analyses, the P-value of less than 0.05 was considered significant.

Results

The mean age of the participants was 26-50 years, and their mean work experience was 11-30 years. Most of the participants were selected from Gorgan city ($n=160$; 42.2%), and the smallest number of the participants was in Minoodasht city ($n=16$; 4.2%). In total, 273 participants (71.8%)

had a personal property, 313 (82.6%) worked overtime, 258 participants (68.1%) were employed in medical wards, and the remaining staff were employed in other wards. The majority of the participants were female ($n=266$; 70.2%), 284 participants (47.9%) had Persian ethnicity, and the majority ($n=288$; 76%) were married.

According to the findings, interest in the job was the first priority of 84 participants (19.8%), and their lowest motivational priority was full attention and appreciation of the work done ($n=39$; 9.1%). No significant correlations were observed between the statistical tests, motivational priorities, and other demographic and occupational characteristics (e.g., age, gender, workplace, marital status, overtime work, work shifts, and job position). However, Chi-square showed a significant difference between the city of residence and the motivational priorities of participation ($P=0.049$), appreciation ($P=0.008$) and honesty ($P=0.040$).

According to the results of Kruskal-Wallis test, the mean score of job motivation had a significant difference between various ethnicities ($P=0.012$). Due to the non-normal distribution of the data, Spearman's statistical test indicated a significant correlation between job motivation and motivational priorities of management's friendly understanding and attention to employees' problems ($P=0.49$; $r=-0.095$).

Table 1. Frequency distribution of motivational priorities in viewpoint of staff of Golestan University of medical sciences, Iran

Motivational Priorities	N	%
Interest in job	84	19.8
Serious and respectful discipline and order in workplace	79	17.7
Job security	72	16.7
Adequate and appropriate salary and job benefits	66	15.3
Feeling of participation and belonging in workplace	60	14.0
Integrity and uniformity of management toward employees	56	13.0
Management's friendly understanding and attention to employees' problems	50	10.1
Suitable working conditions	42	9.8
Possibility of promotion and career advancement	40	9.3
Full attention and appreciation in task performance	30	9.1

A significant correlation was observed between various job motivation subscales (e.g., regulators and participation) ($P < 0.05$). In addition, Spearman’s test regarding the subscale of external motivation and motivational factors indicated significant associations between interest in the job, discipline, and serious and respectful order in the workplace ($P < 0.05$). Furthermore, Spearman’s test regarding the subscale of intrinsic motivation

and motivational factors indicated significant correlations between interest in the job, discipline, and serious and respectful order in the work environment ($P < 0.05$). The same test regarding the subscale of lack of motivation and motivational factors showed significant associations between interest in the job, discipline, serious and respectful order in the workplace, and job security ($P < 0.05$) (Table 2).

Table 2. Correlations between job motivation and motivational priorities of hospital staff of Golestan University of Medical Sciences, Iran

Row		Motivational Priorities									
		Interest in Job	Discipline	Security	Gratitude	Honesty	Workplace Conditions	Upgrade	Understanding	Participation in Decision-making	Salary and Job Benefits
Known regulators	r	-0.242**	-0.147**	-0.101*	-0.019	-0.53	-0.135**	-0.73	-0.137	-0.114*	-0.021
	P-value	0.000	0.002	0.036	0.699	0.270	0.005	0.132	0.004	0.018	0.671
External motivation	r	0.231	0.094	0.052	0.019	0.024	0.063	0.056	0.000	0.046	-0.049
	P-value	0.000	0.051	0.0284	0.701	0.0627	0.192	0.245	0.991	0.342	0.309
Intrinsic motivation	r	-0.296**	0.128**	-0.043	-0.023	-0.047	-0.132**	-0.111*	-0.168**	-0.176**	-0.032
	P-value	0.000	0.008	0.379	0.639	0.0336	0.006	0.024	0.000	0.000	0.514
Lack of motivation	r	0.229**	0.134**	0.122*	0.043	0.016	0.051	0.152*	0.075	0.152**	0.046
	P-value	0.000	0.005	0.011	0.371	0.736	0.293	0.002	0.121	0.002	0.338
Job motivation (total)	r	-0.018	-0.024	0.020	0.005	0.011	0.043	0.029	0.095	0.039	-0.009
	P-value	0.0714	0.627	0.0687	0.912	0.818	0.396	0.544	0.049	0.415	0.858

Discussion

According to the results of the present study, job motivation had no significant correlation with the priorities of the hospital staff in most cases, while job motivation was significantly correlated with the motivational factor of management's understanding and friendly attention to employees' problems. In this regard, the study conducted by Franco et al. indicated that honesty in management was the most important motivational factor in the viewpoint of healthcare providers

(11). Moreover, Leonteva et al. and Van Borg evaluated healthcare providers regarding the same subject and reported a feeling of kinship was an important motivational factor in the viewpoint of the staff (20). However, their findings are inconsistent with the present study as the mentioned three motivational priorities of the employees were reported to be adequate salaries and benefits, proper work conditions, and job security (13). This discrepancy could be due to cultural and social differences. In addition, the aforementioned studies were mainly focused on

managers, while we focused on hospital employees regarding their motivational factors.

According to the current research, factors such as interest in the job, discipline, and serious and respectful order in the workplace were the motivational priorities of the hospital employees. This is consistent with the results obtained by Balut, which indicated the main motivational factors to be job performance, development and promotion, related professional status, internal success, mental and intellectual factors, and the perception and response of individual toward their job (21). In another study conducted by Raisi et al., the first three motivational priorities were reported to be adequate salary and job benefits, proper work conditions, and job security. In the opinion of the managers and employees in the mentioned study, interest in the job was the only factor with a significant difference, and no significant difference was reported in the other factors (13). This is inconsistent with the results of the present study possibly due to interpersonal differences between the subjects.

In the current research, the factors of management's understanding and friendly attention to employees' problems, a sense of participation and belonging in task performance, and adequate salaries and job benefits had the lowest priority. According to Lambero et al., success factors and communication with colleagues had no significant correlations with job satisfaction in physicians (9). On the other hand, Farnham et al. reported that intrinsic motivation and overall motivation had a significant, positive correlation with job satisfaction (22), which is inconsistent with our findings. Although it may seem that salary and job benefits are an important motivational priority, this factor was overshadowed by the other priorities of the hospital staff in the current research.

Conclusion

According to the results, the main motivational priorities of the hospital staff were interest in the job, serious and respectful order in the work environment, and job security, followed by salary

and job benefits. Furthermore, a significant correlation was denoted between the motivational factors and mutual understanding, which highlights the importance of various motivational factors.

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