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Determination of Motivation Factors that Affect Performance in Healthcare Providers[1]

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Abstract

The job performance of healthcare workers is crucial to overcoming challenging situations, given the working conditions, and increasing patient expectations. Motivation theory argues that motivation is crucial for job performance because it motivates people to meet their needs and seek fulfillment. Therefore, striking a balance between intrinsic and extrinsic motivation can lead to greater fulfillment of needs and, higher performance. This article aims to determine the impact of motivation on job performance for healthcare providers The research was planned descriptively. It was conducted with 122 health workers working in three public hospitals in Istanbul. Research data, socio-demographic information of employees, Motivation Scale and Performance Scale were collected. As a result, the research shows that both psycho-social tools and organizational and managerial motivational tools are positively correlated with the job performance of healthcare providers. The job performance of healthcare providers is positively affected by psychosocial, organizational, and managerial motivation parameters. Economic motivation does not play a significant role This study can help healthcare managers design motivational programs that will motivate and guide healthcare professionals to achieve job performance.

Keywords: *Motivation, Employee Performance, Economic Tools, Psycho-Social Tools, Organizational and Managerial Tools.*

Sağlık Hizmeti Sunucularında Performansı Etkileyen Motivasyon Faktörlerinin Belirlenmesi

Öz

Sağlık çalışanlarının iş performansı, zorlu çalışma koşulları ve artan hasta beklentileri göz önüne alındığında, zorlu durumun üstesinden gelmek için çok önemlidir. Motivasyonel teori, motivasyonun iş performansı için çok önemli olduğunu savunur. Bu nedenle, içsel ve dışsal motivasyon arasında bir denge kurmak, ihtiyaçların daha fazla karşılanmasına ve dolayısıyla daha yüksek performansa yol açabilir. Bu makale, sağlık çalışanlarının motivasyonunun iş performansına etkisini belirlemeyi amaçlamaktadır. Bu amaca yönelik örgütsel ve yönetsel motivasyon araçları, psiko-sosyal motivasyon araçları ve ekonomik motivasyon araçları çalışanların iş performansını etkileme düzeyi değerlendirilmektedir. Araştırmada nicel yöntem tercih edilmiş olup, tanımlayıcı bir araştırma olarak planlanmıştır. İstanbul'da üç kamu hastanesinde çalışan 212 sağlık çalışanı ile yürütülmüştür. Araştırma verileri anket tekniği kullanılarak toplandı ve Amos'ta Yapısal Eşitlik Modellemesi kullanılarak analiz edildi. Veri analizinin sonuçları çalışanların sosyo-demografik bilgileri, çalışanların Motivasyon Ölçeği ve çalışanların Performans Ölçeği ile toplanmıştır. Araştırma sonucunda; hem psiko-sosyal araçların hem de örgütsel ve yönetsel motivasyon araçlarının sağlık hizmeti sağlayıcılarının iş performansıyla olumlu yönde ilişkili olduğunu göstermektedir. Sağlık çalışanlarının iş performansı psikososyal, örgütsel ve yönetsel motivasyon parametrelerinden olumlu yönde etkilenmektedir. Ekonomik motivasyon pandemiler sırasında önemli bir rol oynamamaktadır. Bu çalışma, sağlık çalışanlarını iş performansına ulaşmalarını motive edecek ve yöneticilerin motivasyonel programlar tasarlamalarına yardımcı olabilir.

Anahtar Kelimeler: *Motivasyon, İş Gören Performansı, Ekonomik Araçlar, Psiko-Sosyal Araçlar, Örgütsel ve Yönetsel Araçlar*

Introduction

[1] The Publication and Research Ethics Committee of Istanbul Kent University Social and Human Sciences approved the study; the approval dated 22.04.2021 and No: 06.

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Motivation is a concept that is used on a daily basis and is needed in many areas of life. Motivation is an internal state that mobilizes, directs and encourages the individual to continue their behavior. The performance of employees affects the effectiveness and efficiency of the organization and contributes to sustainable competitive advantage. Motivation is the power that allows someone to act towards a specific goal. Arshadia (2010) confirmed in his study that there is a positive effect between motivation and performance. Marinak and Gambrell (2008) stated that motivation is a psychological process that provides goals and direction to employees' behaviors or an internal drive to meet employee satisfaction, as well as internal processes and external forces related to organizational behavior (Baljoon, et.al.2018).

Research reports that 80% of organizational performance problems are caused by the system, while individuals cause 20% (Khalid et al., 2016; Scherkenbach, 1986). Organizational performance depends on individual performance. Since the behaviors and motivation of employees will affect organizational performance, it can increase job performance both individually and in groups (Paais & Pattiruhu, 2020). Chen et al. (2012) stated that understanding both the motivation that exists within the employees themselves and the motivation that comes from the environment will help improve performance. In this case, the manager needs to direct motivation by creating a corporate culture, so that employees are encouraged to work harder to achieve higher performance (Chen, et al., 2012).

Motivated employees are more inclined towards autonomy and freedom and are more self-motivated compared to less motivated employees, resulting in development opportunities that benefit them. Employee motivation can be classified as intrinsic and extrinsic. Intrinsic motivation is related to self-satisfaction, which can be reflected through achievement, recognition, the work itself, responsibilities and personal growth. Extrinsic motivation occurs when there are triggering factors outside of the employees themselves, such as safety, working conditions, company policy, status, remuneration, and interpersonal relationships (Paais & Pattiruhu, 2020).

Motivating employees ensures effective and efficient achievement of organizational goals and improved job performance. Job performance is determined by the successful implementation of activities related to employees' work (Deming, 2018; Gartner & Naughton, 1988; Vinzant & Vinzant 1999). The results of a study conducted in Korea with

401 employees in 29 companies showed that extrinsic motivation significantly improved job performance (Chang, 2003). The increase in job performance in the dimension of employees affects organizational performance and results at the organizational level (Pardee, 1990; Ramlall, 2004). Today, managers of health institutions want to motivate their employees and increase their performance. Therefore, this study was conducted to determine the motivational factors affecting the performance of healthcare workers and the relationships between them. Studies on the determination of motivational tools affecting the performance of employees in the health sector are not sufficient. Therefore, this study contributes to the literature.

1. Material and Methods

The data of this study were collected between April 2021 and June 2021. The sample of the study consists of 122 healthcare professionals working in three hospitals in Istanbul. Participants from three hospitals participated voluntarily and the sample was determined by convenience sampling method.

It has been determined that the sample of this study has the power to represent the main mass and is sufficient in terms of statistical analysis. Determine the sample size; n = N. s^2 t^2.a; the formula sd/(N-1). d2 was used (Özdamar, 2003) and the first error of type (a) in the sampling error in the formula was determined as d=0.05. The universe was determined as 364 people and the sample size was calculated as 120 people. The information of a total of 122 participants who voluntarily participated in the study, whose data were complete and filled in by individuals over the age of 18, were evaluated. The design and questionnaire of the study consist of three parts. In the first part, the sociodemographic characteristics of the participants are included. In the second part, the Motivation Scale created in Amabile's article "Motivation and Creativity: The Effects of Motivational Orientation on Creative Writers" (Amabile, 1985) was used. The Motivation Scale is taken from Salihoğlu's (2020) thesis study on "Motivational Factors Affecting Performance and the Relationship Between Them". In the third part, the Performance scale developed by Erdoğan et al. (2011) and Kirkman and Rosen (1999) was used. Volunteers from three hospitals working in the health sector in Istanbul were asked to complete questionnaires

Motivation Scale: The Motivation Scale developed from Amabile's (1985) article "Motivation and Creativity: The Effects of Motivational Orientation on Creative Writers"

was used. The Motivation Scale consists of 3 dimensions and 13 questions: economic, psycho-social, organizational and managerial tools. A 5-point Likert-type scale was used in the questionnaire. Participants were asked to answer the questions as 1-strongly disagree, 2-disagree, 3-undecided, 4-agree and 5-strongly agree.

Performance Scale: we used the Performance scale, developed by Erdogan et al. (2011) and Kirkman and Rosen (1999), to measure the performance of employees. Also, the performance scale, which was created by making use of the scales developed by Fuentes, Saez and Montes (2004) and Rahman and Bullock (2004), was used. The performance scale consists of 1 dimension and 6 questions. A 7-point Likert-type scale was used in the questionnaire. The participants were asked to answer the questions as 1 - strongly disagree and 7 - completely agree. Responses to the questionnaire used in this study were analyzed using SPSS for Windows 25.00 program and AMOS 24.0 program. Confirmatory Factor analyses and measurement model confirmatory factor analyses were applied for the Motivation Tools Scale (MS) and Performance Scale (PS). An analysis of reliability, convergence, and discriminant validity was performed before the model was tested. Cronbach's Alpha, mean-variance explained (AVE), and composite reliability (CR) values were computed.

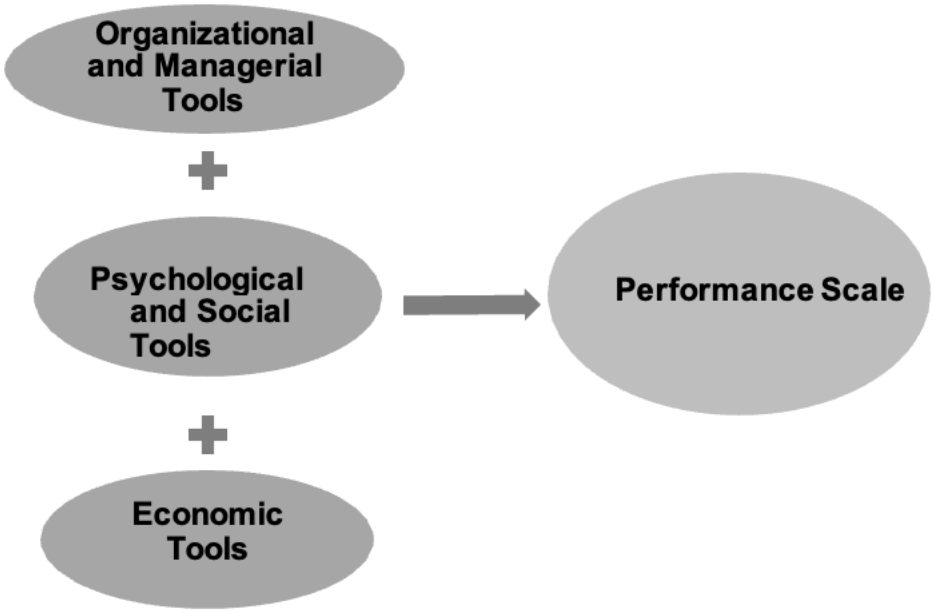
The research model examined the effects of Motivational Tools Scale (ME) scale sub-dimensions, Economic Tools (EA), Psychological and Social Tools (PSA), and Organizational and Managerial Tools (OMT) variables on Performance Scale (PS) scores. Figure 1 illustrates the research model graphically.

2. Ethical Approval

The Publication and Research Ethics Committee of Istanbul Kent University Social and Human Sciences approved the study; the approval dated 22.04.2021 and number 06.

Figure 1

The Model of the Research



Hypotheses of the Research

H1. Organizational and managerial motivation tools positively affect the work performance of employees.

H2. Psycho-social motivation tools positively affect the work performance of employees.

H3. Economic motivation tools positively affect the work performance of employees.

3. Findings

3.1. The Demographic Feature of the Participants

Females comprised 62.3% and singles comprised 69.7% of 122 participants. With 45.9% of the participants being between 21 and 27 years of age, and 29.5% being high school graduates, the 21-27 age group had the highest rates of participation. Details of the demographic information of the participants are given in Table 1.

Table 1

Demographic Features of the Participants

		n	%
Gender	Male	46	37.7%
	Female	76	62.3%
Marital status	Single	85	69.7%
	Married	37	30.3%
Age	21-27 years	56	45.9%
	28-34 years	32	26.2%
	>35 years	34	27.9%
Educational status	High school	36	29.5%
	College	32	26.2%
	University	31	25.4%
	Degree	23	18.9%

Among the participants, 50.8% had 5 years or more of work experience, and nurses accounted for 57.4%. A detailed description of the occupational distribution and working time distribution of participants is given in Table 2.

Table 2

Distribution of Job and Work Experience Among the Participants

		n	%
Work Experience	<1 year	7	5.7%
	1-3 years	20	16.4%
	3-5 years	33	27.0%
	>5 years	62	50.8%
Occupation	Doctor	8	6.6%
	Nurse	70	57.4%
	Executive	19	15.6%
	Technician	11	9.0%
	Other	14	11.5%

3.2. Design and Modeling of the Research

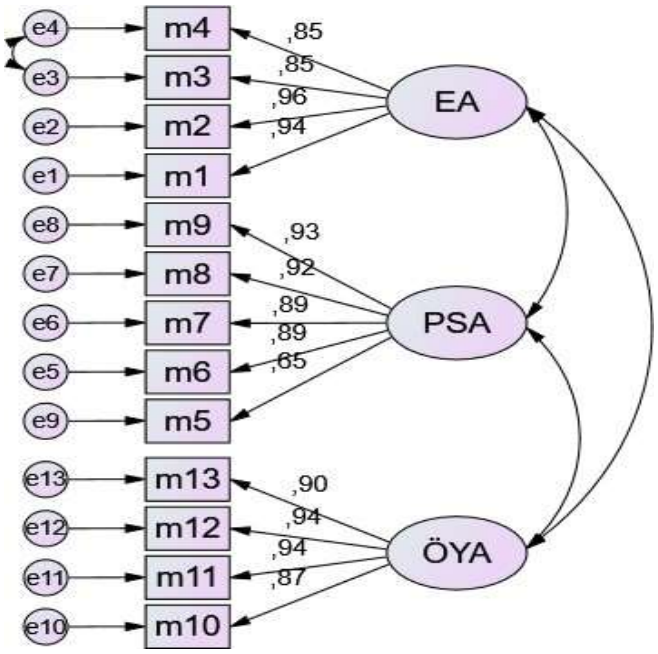
In the research model, the effect of the Motivational Tools Scale (MTS) sub-dimensions: Economic Tools (ET), Psychological and Social Tools (PST), and Organizational and Managerial Tools (SST) variables score was investigated with the effect on the Performance Scale (PC).

3.3. Motivational Tools Scale (BTS) Confirmatory Factor Analysis

The confirmatory factor analysis revealed standard factor loads in all 13 items (FY>0.50). Therefore, no item was eliminated from the analysis. The analysis consisted of 13 items and the standard factor loads were (.65; .96). Figure 2 presents structural representation of the Motivational Instruments Scale (MC) confirmatory factor analysis schematically.

Figure 2

Structural Structural Representation of the Motivational Instruments Scale (MC) Confirmatory Factor Analysis Economic Tools, (EA) Psycho-Social Tools, (PST) Organizational and Managerial Tools (ÖYA)



In factor analysis, model fit values (p<0.05), including x2 (95.71), x2/df (1.595), GFI (.906), CFI (.984), SRMR (.0346), RMSEA (.0700) It is understood that it is within the limits of "permissible". To improve the model parameters, modifications were made between the 3rd and 4th items.

The detailed parameter values of the Motivational Tools Scale (MTS) sub-scales' confirmatory analyses were performed and presented in Table 3. As shown in Table 3, the significance levels of all the items in the confirmation factor analysis of the Motivation Tools Scale (MTS) were at the level p<0.001.

Table 3

The Detailed Parameter Values of Motivational Tools Scale (MTS) Sub-Scales' Confirmatory Factor Analysis

	Item	Estimate	S.E.	C.R.	P
Economic Tools	m1	1,000	,940		
Economic Tools	m2	,944	,956	22,014	***
Economic Tools	m3	,897	,853	15,137	***
Economic Tools	m4	,884	,849	14,964	***
Psychological and Social Tools	m6	1,000	,892		
Psychological and Social Tools	m7	,936	,891	15,026	***
Psychological and Social Tools	m8	1,007	,916	16,091	***
Psychological and Social Tools	m9	1,013	,934	16,919	***
Psychological and Social Tools	m5	,713	,655	8,567	***
Organizational and Managerial Tools	m10	1,000	,869		
Organizational and Managerial Tools	m11	1,070	,938	15,941	***
Organizational and Managerial Tools	m12	1,071	,937	15,868	***
Organizational and Managerial Tools	m13	1,045	,899	14,439	***

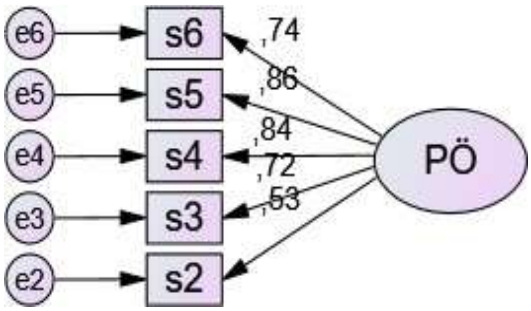
****p<0,001 **p<0,01 *p<0,05*

3.4. Performance Scale (PS) Confirmatory Factor Analysis

In the confirmatory factor analysis, factor loads on a 4-item scale were found for 4 items (FY>0.50) Therefore, the first item of the scale was eliminated from the analysis because it had a factor load (FY<0.50). The analysis was carried out with 5 items, and the standard factor loads were between (.53; .86) values. Figure 3 presents structural representation of the Performance Scale (PS) confirmatory factor analysis schematically.

Figure 3

Structural Representation of the Performance Scale (PS) Confirmatory Factor Analysis



In factor analysis, model fit values (p>0.05), including x2 (7.065), x2/df (1.413), GFI (.982), CFI (.994), SRMR (.0346), RMSEA (.0580) that are "acceptable" appear to be within limits. The detailed parameter values of Performance Scale (PS) confirmatory

analyses were performed and presented in Table 4. As shown in Table 4, the significance levels of all the items in the confirmation factor analysis of the Performance Scale (PS) assessed significance levels of p<0.001.

Table 4

The Detailed Parameter Values of Performance Scale (PS) Confirmatory Factor Analysis

	Item	Estimate	S.E.	C.R.	P
Performance Scale	s2	,915	,533	5,985	***
Performance Scale	s3	,719	,722	7,297	***
Performance Scale	s4	,895	,836	10,112	***
Performance Scale	s5	1,000	,858		
Performance Scale	s6	,719	,743	8,867	***

****p<0,001 **p<0,01 *p<0,05*

3.5. Confirmatory Factor Analysis and Reliability Analysis of the Measurement Model

Combined reliability (CR) values are calculated from factor loadings calculated from confirmatory factor analysis. When the combined reliability value is (CR≥0.70), it can be said that the combined reliability condition is met (Raykov, 1997).

The indicator of convergent validity is the explained mean-variance (AVE). The mean- variance explained (AVE≥0.50) is required to confirm convergent validity. In order for the factors to have discriminant validity in a CFA model, the conditions for √ (AVE) > correlation values in the same column must be met (Fornell & Larcker, 1981).

The reliability and validity values of the scales used in the research were analyzed. Cronbach's Alpha values of the scales applied to the participants for the research were found to be “high reliability” in all dimensions: the reliability values in the Motivational Tools Scale (MTS) scale sub-dimensions (0.949) for Economic Tools (ET) were 0.932, for Psychological and Social Tools (PST) 0.932, and for Organizational and Managerial Tools (OMT) 0.952. The overall reliability value for Performance Scale (PI) was 0.818. Table 5 presents the values of reliability and validity of all the scales performed in the study.

Table 5

Reliability And Validity Values of the Scales Used in the Research

	AM	SD	ET	PST	OMT	PS
ET	4,19	1,20	(,830)			
PST	4,13	1,06	,579**	(,900)		
OMT	4,16	1,15	,659**	,456**	(,911)	
PS	5,78	1,07	,178*	,223*	,186*	(,746)
	Alpha		,949	,932	,952	,818
	CR		,945	,945	,951	,861
	AVE		,710	,811	,830	,558

****p<0.001 **p<0.01 *p<0.05* Alpha: Cronbach's Alpha, CR: Composite reliability, SD: Standard Deviation ET: Economic Tools, PST: Psychological and Social Tools, OMT: Organizational and Managerial Tools, PS: Performance Scale Score, AM: Arithmetic Mean

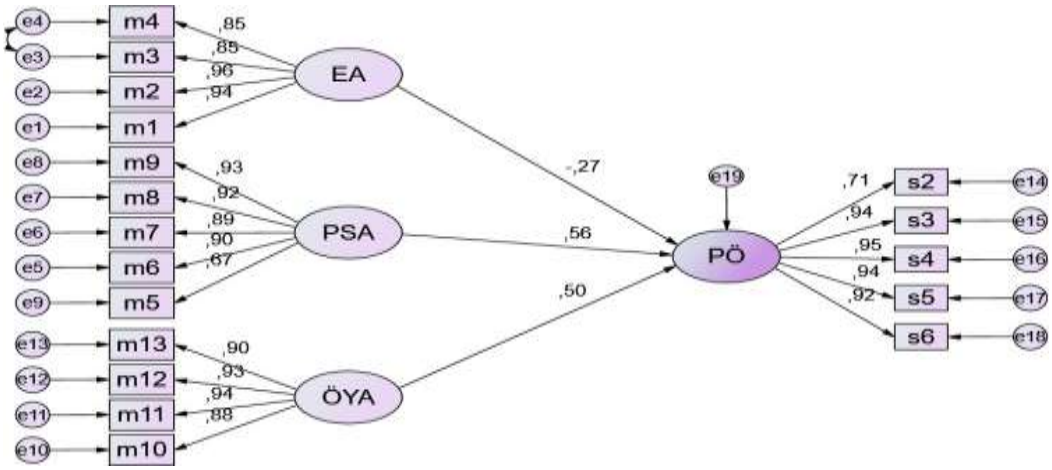
Since these values (Table 5) are higher than all correlation values in the more clarified, it is understood that discriminant validity is provided (CR>0.70; AVE>0.50).

3.6. Path Analysis Model Using Observed Variables

Prior to testing the research model, the mean and standard deviation values of all variables, as well as correlations between variables, were calculated using SPSS 25.0. The research model shown in Figure 2 was then tested through the AMOS program version 24.0 using path analysis with observed variables (Kline, 2005). Figure 4 presents structural representation of regression model path analysis applied with observed variables schematically.

Figure 4

Regression Model Path Analysis Applied with Observed Variables



PST: Psychological and Social Tools, OMT: Organizational and Managerial Tools, PS: Performance Scale Score

A part of the study focused on analyzing the predictive (effect) values calculated for the regression model. In the path analysis model with implicit variables, it is clear that the model is significant since the test values are x2-226,517, x2/df -1,888 with p<0.05. Furthermore, it is understood that the model is valid since the fit index values of the model are within the acceptable fit limits of GFI (.904), CFI (.963), SRMR (.0600), and RMSEA (.070). The results of the model estimations and the relevant estimation values are given in Table 6.

Table 6

Estimated (Effect) Values Calculated for the Model

Hypotheses	Estimate	Std. estimate	C.R.	P	Result
Economic Tool Performance Scale	-,399	-,266	-1,315	,188	***Hypothesis rejected***
Psychological and Social Tools Performance Scale	,942	,560	2,493	,013*	***Hypothesis accepted***
Organizational and Managerial Tools Performance Scale	,858	,500	2,916	,004**	***Hypothesis accepted***

****p<0.001 **p<0.01 *p<0.05*

This study investigated the effect of the variables of Economic Tools, Psychological and Social Tools, and Organizational and Administrative Tools, which are the sub-dimensions of the Motivational Tools Scale in the research model, on the Performance Scale score. Above, in Table 6, the direct effect of the motivation scale variables on the performance scale variable was given together with their significance levels.

• In the direct effect of Economic Instruments on the Performance Scale, the product was insignificant (β=-.266; p>.05). According to this result, the hypothesis that the Economic Instruments dimension affects the Performance Scale variable was rejected.

• In the direct effect of Psychological and Social Tools on the Performance Scale, the product was found to be positive and significant (β=.560; p<.05). According to this result, the hypothesis “Psychological and Social Tools dimension affects the Performance Scale variable” was accepted.

• In the direct effect of Organizational and Managerial Tools on the Performance Scale, the product was found to be positive and significant (β=.500; p<.05). According to

this result, the hypothesis that “Organizational and Managerial Tools dimension affects the Performance Scale variable” was accepted.

4. Conclusion, Discussion and Suggestions

For this study, we used the Motivation scale, which was developed based on the article "Motivation and Creativity: Effects of Motivational Orientation on Creative Writers" by Amabile (1985). This scale examines the main three dimensions of motivation: economic tools, psychosocial tools, and organizational and managerial tools. Additionally, Erdogan et al. (2011) utilized Kirkman and Rosen (1999) to assess the performance of employees. A one-dimensional performance scale was developed by combining Fuentes, Saez, and Montes (2004) and Rahman and Bullock (2004).

This study aimed to investigate the motivational factors that influence the performance of health workers and their relationships. Several studies have examined the relationship between motivation and performance, one of the variables examined in this study. Therefore, this study will contribute to the literature, be original, and give a new perspective to future studies in the field.

In our study, while making the motivational evaluation of health workers, we evaluated the detailed sub-items and the economic, psycho-social, and organizational sub-steps of motivation. We found that among these sub-units, psychosocial and organizational motivators were effective on work performance, while economic motivator parameters were not at the same level.

This was perhaps the most striking result we obtained in this study: Examining the motivation and compassion fatigue status of healthcare workers, Kişmir et al. found that the wage factor was an important consideration in the development of compassion fatigue (Kişmir & İrge, 2020). Similarly, according to Herzberg's theory, goals, and motivation to achieve them determine extrinsic and intrinsic motivation (salary benefits, bonuses, promotion, sponsored trips) because intrinsic motivation can serve as a motivational reinforcement and extrinsic motivation can enhance career advancement (Alshmemri et al., 2017). As a result, perceived job satisfaction can be determined by employee loyalty, career opportunities within the organization, equality of opportunity, attitudes and behaviors of officials towards employees' needs and problems, colleagues' behavior towards each other, and job security. However, one of the main outputs of our study was to

determine that economic motivators were the least effective factor on the job performance of healthcare workers in a period that requires high dedication and sacrifice. In previous studies conducted on health professionals, it has been reported that the Psychological and Social Tools dimension affects the Performance Scale: Korkmazer et al. (2016) stated that psychological entities, which are one of the development areas of positive organizational behavior, are seen as a psychological resource that can support development and performance at the personal level. Increasing the psychological presence levels of healthcare workers can be effective in getting the desired efficiency from them and increasing their performance (Korkmazer et al., 2016). The results of that study are similar to the results of this study. The investigative group Kişmir and İrge (2020) investigated the effect of psychosocial status on job motivation with the opposite hypothesis, the effects of burnout and emotional fatigue on work motivation (Kişmir & İrge, 2020). In their study, there was no statistically significant relationship between the Compassion Fatigue Scale, the Motivation Scale and the Job Satisfaction Scale, and it was determined that the compassion fatigue of healthcare workers was at a parallel level with low motivation. While social problems such as high patient demand and unfair approaches in promotion systems come to the fore in public hospitals, organizational problems such as busy working hours and economic problems such as low wages of health workers constitute a major problems in private hospitals (Chang, 2003). According to the study of Gürkan and Duygu (2021), who investigated the effect of the attitude of colleagues and team leaders on the motivation and job performance of healthcare workers in the evaluation of the Organizational and Managerial Tools dimension, it was determined that the perception of ethical leadership among health professionals had a weak but significant effect on work motivation (Gürkan & Duygu, 2021). Stress can also be reduced through good cooperation between professionals, effective preventive measures and a positive attitude. The health workers in this study were also motivated to cope with the epidemic by receiving adequate information and support from hospitals. As a result, we state that psychosocial and organizational factors, which are the most self-sacrificing occupational elements in society, significantly affect the motivation of health workers. However, economic factors were found to be the motivating subunit with the least impact on performance.

Study Limitations

The main limitation of our study is the relatively low number of survey participants. Another important limitation is that the participant occupation and age distribution are not

homogeneous. However, we proved that the scales we use are valuable and valid with confirmation analyses, reliability analyses and via path analysis using regression analysis. Consequently, with the data of our study, we hope to make a valuable contribution to the literature, especially on Turkish health workers and their motivation-performance levels.

Support Information: There was no support from any organization for this study.

Ethics Approval: All procedures performed in studies involving human participants comply with the 1964 Helsinki Declaration and ethical standards.

Informed Consent Form: An informed consent form was obtained from all health professionals participating in the study. Their motivation and behavior can significantly affect health system performance. Organizations can improve the motivation and performance of healthcare workers to provide more effective, efficient, and quality healthcare. In addition, the health service provided by employees with high motivation and performance can increase customer satisfaction. The healthcare industry manager should be aware that healthcare providers are not always driven primarily by monetary rewards, but that non-monetary rewards, such as career advancement and greater involvement in decision-making, can have a greater impact on performance. To address this issue, we suggest that the various performance-enhancing methods and strategies adopted by current healthcare organizations should be reconsidered. Therefore, it is recommended that more empirical research be carried out to strengthen the health system. Further studies should focus on understanding the factors associated with motivation and performance determinants.

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