

The Importance of Staff Motivation in Improving Performance and Job Satisfaction in The Public Health Sector*

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Abstract

The purpose of the study was to identify the impact of staff motivation on worker performance and job satisfaction in the public health sector, determine the relationship between motivation, worker performance, and job satisfaction, identify the acceptance rate for participants regarding staff motivation, worker performance, and job satisfaction, and to identify the demographic characteristics of participants. The study was a descriptive cross-sectional design; data was collected in the different public health sectors in Iraq/Erbil from 10 March 2021 to 15 June 2021. The researchers distributed 280 questionnaires through an online application format. 250 questionnaires were received and completed properly, and 30 questionnaires were missing, so the sample size of the study was 250 participants, including doctors, nurses, and other workers. The study's limitation is the COVID-19 pandemic; the authors could not make field visits to organizations to gather information and directly interview participants. The Findings obtained by performing ANOVA and Chi-Square tests using SPSS -24 version indicated that there was an impact of staff motivation on worker performance and job satisfaction in the public health sector, and there was a strong relationship between motivation, worker performance, and job satisfaction.

Keywords: Motivation, Job Satisfaction, Public Health, Work Performance, Public Sector.

Kamu Sağlık Sektöründe Performansın Artırılması ve İş Tatmininde Personel Motivasyonunun Önemi

Öz

Bu Bu çalışmanın amacı, kamuya ait sağlık kurumlarındaki personein motivasyon düzeyinin çalışanların performansı ve iş tatmini üzerindeki etkisini ortaya çıkarmak, çalışan performansı ve iş tatmini arasındaki ilişkiyi belirlemek, motivasyonu, performansı ve iş tatmini ilişkisini katılımcıların demografik özelliklerine göre analiz etmektir. Çalışma, Irak'ın Erbil kentinde bulunan farklı kamu sağlık kurumlarında 15 mart-15

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haziran 2021 tarihleri arasında elde edilen verilere dayalı tanımlayıcı kesitsel dizayn yöntemine göre yapılmıştır. Araştırmada, evren olarak Erbildeki kamu sağlık kurumları belirlenmiş ve örneklem olarak da doktor, hemşire ve diğer sağlık çalışanları olmak üzere 280 kişi seçilmiştir. Katılımcılara online anket gönderilmiş ve 250 adet anket yanıtlanarak geri dönmüştür. COVID-19 salgınından dolayı katılımcılarla yüzyüze görüşülemediği için bu durum çalışmanın sınırlılığı olarak belirlenmiştir. SPSS -24 versiyonu kullanılarak ANOVA ve Ki-Kare testleri yapılarak elde edilen bulgular, kamu sağlık sektöründe personel motivasyonunun çalışan performansı ve iş tatmini üzerinde etkisi olduğunu ve motivasyonun, çalışan performansı ve iş tatmini arasında güçlü bir ilişki olduğunu göstermiştir.

Anahtar Kelimeler: Motivasyon, İş Tatmini, Halk Sağlığı, Çalışma Performansı, Kamu Sektörü.

INTRODUCTION

Numerous Ministries of Health are attempting to enhance the operation of their health care systems by resource reallocation modifications, improved management, and changes in the government's role, such as increased accountability at lower levels via decentralization. A well-motivated staff is a necessary condition for a well-functioning system (Dieleman, Cuong, & Martineau, 2003). A concerted attempt to accomplish organizational goals. Employee motivation occurs both at an individual level and as a result of interpersonal interactions: it stems from the relationship between an employee and their working environment, as well as the fit of these interactions with the broader social context (Franco, Bennett, & Kanfer, 2002). Job satisfaction of health care professionals The attitude toward work is a critical factor for health centers. Work is the result of complex interactions between on-the-job experience, the organizational environment, and motivation. Job satisfaction is integrally tied to motivation, and both entail cognitive, affective, and behavioral processes, with worker motivation typically defined as the rationale for employees' actions in pursuit of personal and organizational goals. While neither job happiness nor motivation is clearly observable, both have been identified as crucial to health care professionals' retention and performance (Mbindyo, Blaauw, Gilson, & English, 2009). In order to achieve success, modern organizations strive to change the old organizational structures by fostering teamwork. Because cooperation enables employees to accomplish achievements that they would not have achieved on their own, by enhancing their potential, increasing their Modern businesses seek to supplant old organizational structures by emphasizing teamwork as a means to success. Because collaboration enables employees to accomplish achievements that they could not reach through individual performance by boosting their potential and profitability through the production of higher-quality, faster, and lower-cost products (Erdoğan & Çelik, 2016). To create an optimal work atmosphere and improve working circumstances, it is anticipated that it will invigorate both motivation and enthusiasm in employees (Parashakti, Fahlevi, Ekhsan, & Hadinata, 2020). The health sector's ability to retain qualified healthcare personnel is critical to ensuring access to high-quality healthcare (Adjei-Appiah, 2008). In fact, high nurse turnover is seen to have a detrimental impact on a hospital's capacity to meet patient demands and offer excellent treatment (Shields & Ward, 2001). Employee retention issues will become the primary concern for workforce management in the near future. Effective organizations, which rely on growth, inventiveness, and adaptation for their lives and success, might later alter their behavior towards certain drugs in the current workplace (Ameen).

The extrinsic motivation of health workers has gotten a lot of attention from policymakers throughout the world. Pay-for-performance or creating favorable work conditions has been supported in low- and middle-income countries, whereas new public management practices such as performance management, audits, and marketization have

been favored in higher-income countries (Simonet, 2015). However, it has been suggested that solutions based solely on extrinsic incentives lead to a low-trust culture, which inhibits intrinsic motivation (Ryan & Deci, 2000). Recognizing the need for intrinsic motivation to provide great health care is due to the significant relationship between intrinsic motivation and positive health care service delivery, enjoyment of work, quality of work, and retention of health care employees in current jobs (Dieleman, Gerretsen, & van der Wilt, 2009; Henderson & Tulloch, 2008).

Many doctors, nurses, and other workers work in Iraq's public health sector, and the current study aims to neutralize the role of motivations in job performance. The study is critical for hospital management to obtain experienced and efficient health workers, as well as to entice them to stay so that the turnover rate can be reduced.

STAFF MOTIVATION

Motivation refers to the processes that determine an individual's level of effort, direction, and persistence toward a goal (Robbins & Judge, 2001). Motivation is frequently triggered by an unmet need, which results in a certain activity. Satisfaction of needs results in a reward, which can be intrinsic or extrinsic. The former stem from within the individual, for example, taking pleasure in one's accomplishments and feeling good about a job well done, whilst the latter refers to benefits bestowed by another person (Buchbinder, Shanks, & Kite, 2019). Staff motivation varies with time, even in a stable working environment. The health sector's reform, which is primarily a process of change, further destabilizes the working environment by altering national health priorities, law, rules, organizational structure, and financial arrangements in the name of improving national policies, programs, and practices. However, the projected impact on healthcare efficiency has been absent from programs aimed at improving working conditions and incentives. Workers frequently engaged in "unanticipated" behaviors, indicating a lack of internalization of health reform and organizational goals (Franco et al., 2002). When employees do work activities, the work environment is critical. By focusing on a positive work environment or providing settings that foster motivation, employers can impact an employee's enthusiasm or passion for work (Sunyoto, 2015). As evidenced by a description of the critical nature of paying attention to the work environment in order to support performance, to develop high-performing teams, a combination of team skills and processes training, familiarity with team-supporting physical environment features, and instruction in how to use them is required (Torrington, Hall, & Taylor, 2002). Even in a steady workplace, what inspires employees changes with time. Health sector reform, which is fundamentally a change process, destabilizes the work environment further by modifying health sector priorities, legislation, rules, organizational structure, and finance arrangements. Nonetheless, even measures aimed at improving working conditions and incentives have not always had the desired effect on health system efficacy. Workers frequently exhibited "strange" behavioral patterns, indicating a failure to internalize health reform and organizational goals (Franco et al., 2002). Healthcare employees will learn about the factors that influence motivation among themselves and their coworkers in the industry. Health policymakers and implementers will be able to use this data to develop evidence-based strategies to improve the motivation of healthcare employees (Muthuri, Senkubuge, & Hongoro, 2020). motivation is essential rules for health policies that aim to use all available human resources efficiently in order to incorporate a wide range of wage incentives that encourage individuals to improve their performance in many ways, whether material incentives or moral.

STAFF PERFORMANCE AND JOB SATISFACTION

In the increasingly competitive health care sector, management that promotes personal growth may be the difference between attracting and maintaining valued employees. Training, a commitment to continuing professional development, informal mentoring, and knowledge exchange are all ways to foster personal growth or power (Robbins & Judge, 2012). Health care professionals are influenced by both motivations' variables, such as compensation and working conditions, as well as by job satisfaction and economic prospects (Chankova, Muchiri, & Kombe, 2009). It is critical to ensure that employees are adequately compensated for their efforts in order to retain them. However, compensation is not the only factor to consider (Willis-Shattuck et al., 2008). The lack of supporting infrastructure and chances for personnel and their families are to blame for the low number of educated health workers in rural locations (Rockers et al., 2012; Rowe, De Savigny, Lanata, & Victora, 2005). While researchers and health-service managers alike worry about the link between job satisfaction and performance and turnover, the management of job satisfaction with regard to performance and turnover is important to the researcher community and the health-service management community alike (Patterson et al., 2010). Conveyed through two phrases, workers can be described as those who show an emotional orientation (both to their work and to their expectations about what their employers should give) and as those who show a positive attitude (hence the workers' affective orientation) (Lu, Barriball, Zhang, & While, 2012). Global job satisfaction is examined when attitudes about the job are measured, while specific areas of job discontent are analyzed with the multi-faceted approach (Coomber & Barriball, 2007). When workers perform their jobs with high performance, it leads to satisfaction first by the population and secondly by the administration of an organizations and health sectors.

THE RELATIONSHIP BETWEEN MOTIVATION AND STAFF PERFORMANCE

Motivation is a critical characteristic that drives every human being to accomplish his or her goals. Indeed, motivation is the driving force that enables people to remain focused on the route to achievement in the face of adversity. This encompasses both personal and professional aims and objectives (Vohs & Baumeister, 2016). All health sectors trying to getting a high performance for their staffs. Employee motivation is important since it motivates them to work hard and enthusiastically in order to attain high production (Sunyoto, 2015). Performance cannot be neglected when it comes to working motivation. Although staff performance is good under lower motivation, their output will decrease (Sinambela, 2012). There are numerous elements that might influence a person's capability, such as elements that determine an individual's competency: Capability and motivations (Tosti & Amarant, 2005). Motivation in an organization is rather broad in scope and is comprised of several goals and objectives aimed at enhancing the organization. Among them include raising employee job satisfaction, which in turn improves employee performance (Notoatmodjo, 2009). Intrinsic motivation is more powerful than extrinsic motivation. From within, intrinsic motivation comes. It focuses on the connection between a worker and their tasks and is typically implemented by the worker themselves. Achieving goals, accomplishing tasks, working through challenges, and mastering tasks are all examples of intrinsic motivation (Afful-Broni, 2004). Extrinsic motivation is generated by the setting where you do your work, outside of yourself and your task. This incentive is made up of various forms of supervision, decent income, fringe perks, and enabling policies (Mankoe, 2006). As a health sector, or organization is not devoid of the existence of a specific and deliberate system or program for motivations in order to help employees to

provide their best for work, which is reflected positively on activating the role of the organization within the community, and thus be able to achieve its goals.

H1. Motivations are very important and have a significant role in employee performance and job satisfaction

H2. There is a significant impact of motivation on performance and job satisfaction.

H3. There is a strong relationship between motivation, performance and job satisfaction

METHODOLOGY

It was a descriptive study design in Erbil city in the north of Iraq from 10 March 2021 to 15 June 2021. The researchers distributed 280 questionnaires through an online application format, 250 questionnaires were received and completed properly, and 30 questionnaires were missing, so the sample size of the study was 250 participants, including doctors, nurses, and other workers. The questionnaire was used to collect data and was divided into three parts: part one was about the demographic characteristics of the sample study, part two was about staff motivation and included 17 questions, and part three was about improving performance and job satisfaction in the public health sector. So, based on the scoring system, participant responses to questions were classified into five levels: 1 for Strongly Disagree, 2 for Disagree, 3 for Neutral, 4 for Agree, and 5 for Strongly Agree. The questionnaire was viewed by a panel of experts for validity and reliability. The pilot study was done to check the barriers and challenges to conducting the study. This study was critical because it determined the importance of staff motivation in improving performance and job satisfaction based on the opinions of residents about items and questions directed to them through online applications. After all, COVID-19 is an infectious disease and may be attached to most individuals in populations. Therefore, we have used an online application as a limitation of the study. The authors have obtained permission from all the public health sectors to conduct the study. Also, we have verbal acceptance of each participant before sending them the questions. The SPSS program version 24 was used for data analysis.

RESULTS

Table 1. Socio-Demographic Characteristics

Items	Variables	Frequency	Percentage
Gender	Male	137	54.8
	Female	113	45.2
	Total	250	100.0
Age	18-25	62	24.8
	26-40	87	34.8
	41-50	68	27.2
	51 above	33	13.2

	Total	250	100.0
Educational level	Secondary	44	17.6
	Diploma	41	16.4
	Bachelor	111	44.4
	Master	29	11.6
	PhD	25	10.0
	Total	250	100.0
Family status	Single	84	33.6
	Married	156	62.4
	Divorced	10	4.0
	Total	250	100.0
Economic status	High	6	2.4
	Middle	165	66.0
	Low	79	31.6
	Total	250	100.0
Address	Urban	171	68.4
	Suburban	72	28.8
	Rural	7	2.8
	Total	250	100.0

Table 1 shows the socio-demographic characteristics of the participants, so the majority of them were male, which represents 54.8%. The majority of them were between the ages of 26 and 40, which represents 34.8%. The vast majority of them (approximately 44.4%) were bachelors. The majority of them were married, representing a 62.4% difference. The majority of them were in middle economic status, which represented 66.0%. The vast majority of them are from urban areas, which is about 68.4%.

Table 2. Descriptive Statistics About Staff Motivation

Items (Papac, Pejanović-Škobić, & Lesko Bošnjak, 2020)	N	Mean	Std. Deviation
The job I perform gives me enough autonomy and freedom	25 0	4.032 0	0.80096
I am adequately paid for the job I perform.	25 0	3.996 0	0.94209
Salary and material compensation are the most important motivators to me.	25 0	3.980 0	0.84288
Non-material motivators can never be more important to me than material motivators can.	25 0	3.924 0	0.87251
On the job I perform, there is a recognizable system of non-material motivation of employees (other working conditions).	25 0	3.952 0	0.85359
Often, the chief commends my job	25 0	3.996 0	0.88494
I am satisfied with the way my job is designed and organized	25 0	3.936 0	0.87577
I believe that taking into account suggestions of employees would make their satisfaction and performance at work better.	25 0	3.964 0	0.87508
I am satisfied with the course and way of communication with my superior	25 0	3.932 0	0.87317
I am satisfied with the way superiors pass on information to employees	25 0	3.980 0	0.86637
I am satisfied with the level of participation in decision-making and problem solving	25 0	3.972 0	0.84265
I am satisfied with the way of receiving feedback at work.	25 0	3.944 0	0.85779
I am satisfied with the level of appreciation and recognition at work	25 0	4.044 0	0.87929
I am satisfied with the possibilities of additional training and the acquisition of new skills on the job (seminar, education, training).	25 0	3.980 0	0.85705

I believe that equal treatment of all employees by superiors would increase their satisfaction and performance at work.	25 0	3.880 0	0.92792
I believe that interpersonal relationships are very good at the job I perform.	25 0	3.992 0	0.91393
Due to the conditions and relationships at work, I do not plan to change jobs	25 0	3.920 0	0.89712

Table 2 indicated that the second part of the questions related to independent variables included staff motivation, which was about 17 items, so the statistical analysis revealed that the mean of all items was more than the standard of study value of 3.5. This part indicated a high acceptance rate according to the standards of the study and this showed the high level of all of the questions about staff motivation.

Table 3. Descriptive Statistics About Performance and Job Satisfaction

Items (Mwita, 2003)	N	Mean	Std. Deviation
With performance-based incentive scheme my individual efforts and achievements are recognized	25 0	3.960 0	0.90868
With performance-based incentive scheme my work objectives are clear and specific. I know exactly what my job is.	25 0	3.892 0	0.96127
With performance-based incentive scheme I can see how my work contributes to the health center as a whole.	25 0	3.904 0	0.94783
With performance-based incentive scheme I have a clear idea about how the health center is performing overall.	25 0	4.008 0	0.91832
I am generally told what is going on in the health center	25 0	3.916 0	0.90344
I've got a clear idea of what this health centers' goals and plans are for the future.	25 0	3.964 0	0.93713
Increased communications with boss as a result of performance-based incentive scheme.	25 0	3.984 0	0.85479
Performance-based incentive scheme makes me show more initiative.	25 0	3.876 0	0.87618
Performance-based incentive scheme makes me focus on what I'm meant to achieve.	25 0	3.956 0	0.88838

I have a clear idea of the council's goals and plans for the future	25	4.052	0.83672
	0	0	

Table 3 shows that the third part of the questions related to independent variables included performance and job satisfaction, which were about 10 items, so the statistical analysis revealed that the mean of all items was more than the standard of study value of 3.5. This part indicated a high acceptance rate according to the standards of the study and this showed the high level of all of the questions regarding performance and job satisfaction.

Table 4. Statistical Analysis of Correlation and Influence (ANOVA)

Dependent	R	R square	df	F	Sig.
Q1	.975	0.951	17	267.842	.000
Q2	.971	0.942	17	222.510	.000
Q3	.974	0.948	17	250.358	.000
Q4	.975	0.951	17	267.786	.000
Q5	.974	0.949	17	255.759	.000
Q6	.974	0.949	17	253.568	.000
Q7	.979	0.958	17	315.230	.000
Q8	.976	0.953	17	280.489	.000
Q9	.976	0.952	17	269.746	.000
Q10	.978	0.957	17	302.096	.000

Table 4 shows that the significant value is (.000). It is less than the approved case (0.05), and this indicated that there was a correlation between the research variables, which indicated that depending on staff motivation will lead to improving performance and job satisfaction in the public health sector, with attention to the value of the determination coefficient R square, shows the high rate of effects between variables. It also shows the values of (F) at the level of significance (.000), which indicates that there was an impact of staff motivation on improving performance and job satisfaction.

Table 5. Chi-Square Tests of Socio-Demographic Characteristics (Gender, Age Group, and Education Level) With All Items Regarding Staff Motivation

Items	Gender	Age	Educational Level
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	Value	df	P. Value	Value	df	P. Value	Value	df	P. Value
Q1	.771	2	0.680	7.088	6	0.313	2.205	8	0.974
Q2	4.482	4	0.345	10.306	12	0.589	21.393	16	0.164
Q3	7.773	3	0.051	9.637	9	0.381	11.579	12	0.480
Q4	6.084	3	0.108	14.288	9	0.112	15.356	12	0.223
Q5	5.261	3	0.154	12.592	9	0.182	7.554	12	0.819
Q6	7.164	3	0.067	11.002	9	0.276	10.746	12	0.551
Q7	2.138	3	0.544	9.150	9	0.424	23.612	12	0.023
Q8	1.179	3	0.758	4.825	9	0.849	20.268	12	0.062
Q9	2.396	3	0.494	2.901	9	0.968	8.638	12	0.733
Q10	1.795	3	0.616	9.409	9	0.400	14.066	12	0.297
Q11	1.297	3	0.730	8.401	9	0.494	5.890	12	0.922
Q12	2.627	3	0.453	5.056	9	0.829	6.501	12	0.889
Q13	.780	3	0.854	6.064	9	0.733	18.838	12	0.093
Q14	.863	3	0.834	4.918	9	0.841	16.352	12	0.176
Q15	10.162	3	0.017	12.733	9	0.175	12.862	12	0.379
Q16	3.191	3	0.363	6.101	9	0.730	9.786	12	0.635
Q17	7.481	3	0.058	5.063	9	0.829	8.996	12	0.703

Table 5 indicated that there was a significant association between gender with Q15, and educational level with Q7 in the study sample, where the significance value was less than the alpha value of 0.05. The result accepted the alternative hypothesis, which is that the variables are not independent, and rejected the null hypothesis. However, there was not a significant association between gender, age group, and education level with other questions in the study sample, where the significance value was more than the alpha value of 0.05. The result accepted the null hypothesis, which is that the variables are independent, and rejected the alternative hypothesis.

Table 6. Chi-Square Tests of Socio-Demographic Characteristics (Family Status, Economic Status, And Address) With All Items Regarding Staff Motivation

Items	Family Status			Economic status			Address		
	Value	df	P. Value	Value	df	P. Value	Value	df	P. Value
Q1	6.363	4	0.174	3.830	4	0.430	3.580	4	0.466
Q2	11.274	8	0.187	2.424	8	0.965	7.638	8	0.470
Q3	13.521	6	0.035	4.138	6	0.658	9.935	6	0.127
Q4	3.912	6	0.689	7.572	6	0.271	7.015	6	0.319
Q5	5.838	6	0.442	8.946	6	0.177	9.795	6	0.134
Q6	4.034	6	0.672	6.382	6	0.382	2.631	6	0.853
Q7	6.478	6	0.372	5.618	6	0.467	9.717	6	0.137
Q8	5.189	6	0.520	4.174	6	0.653	9.590	6	0.143
Q9	6.331	6	0.387	5.109	6	0.530	5.814	6	0.444
Q10	3.647	6	0.724	9.152	6	0.165	7.556	6	0.272
Q11	5.365	6	0.498	6.843	6	0.336	5.940	6	0.430
Q12	16.307	6	0.012	5.359	6	0.499	9.912	6	0.128
Q13	13.072	6	0.042	5.234	6	0.514	11.511	6	0.074
Q14	5.260	6	0.511	10.140	6	0.119	2.331	6	0.887
Q15	7.332	6	0.291	1.668	6	0.948	9.326	6	0.156
Q16	8.532	6	0.202	5.348	6	0.500	1.660	6	0.948
Q17	6.956	6	0.325	9.002	6	0.173	3.922	6	0.687

Table 6 shows that there was a significant association between family status with Q3, Q12, and Q13 in the study sample, where the significance value was less than the alpha value of 0.05. The result accepted the alternative hypothesis, which is that the variables are not independent, and rejected the null hypothesis. However,

there was not a significant association between family status, economic status, and addressing other questions in the study sample, where the significance value was more than the alpha value of 0.05. The result accepted the null hypothesis, which is that the variables are independent, and rejected the alternative hypothesis.

Figure 1. Normality Plots of Distribution Data for The Second Part Items Regarding Staff Motivation

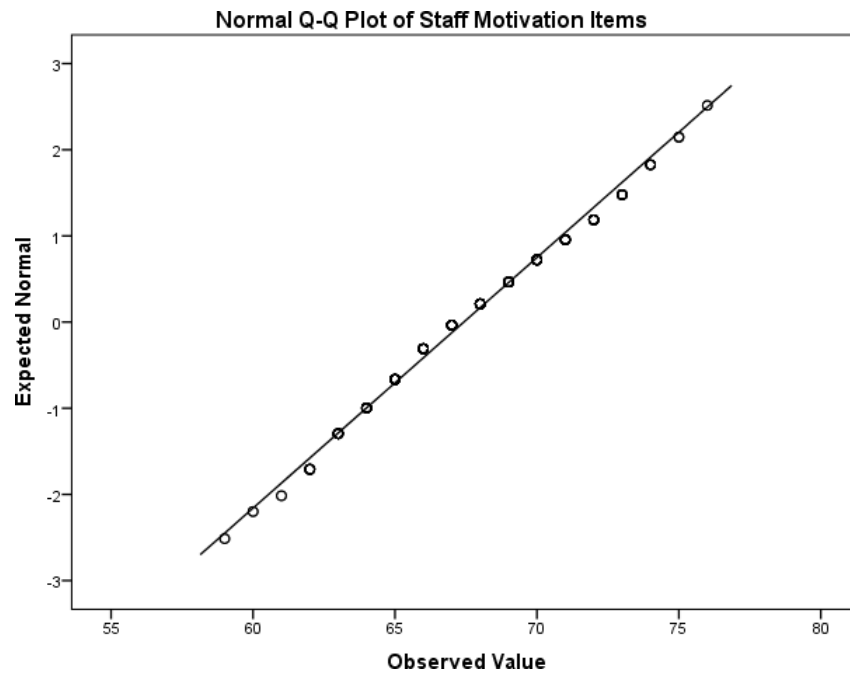


Figure 1 shows the normality plots of the second part, representing the importance of staff motivation.

Table 7. Statistical Analysis of Chi-Square Tests for Socio-Demographic Characteristics (Gender, Age Group, And Education Level) With All Items Regarding Improving Performance and Job Satisfaction

Items	Gender			Age			Educational Level		
	Value	df	P. Value	Value	df	P. Value	Value	df	P. Value
Q1	2.752	3	0.431	8.457	9	0.489	7.327	12	0.835
Q2	3.075	3	0.380	5.590	9	0.780	10.608	12	0.563
Q3	3.284	3	0.350	8.583	9	0.477	5.084	12	0.955
Q4	.947	3	0.814	4.593	9	0.868	13.782	12	0.315

Q5	3.684	3	0.298	9.443	9	0.397	9.105	12	0.694
Q6	4.685	3	0.196	8.019	9	0.532	13.602	12	0.327
Q7	3.045	3	0.385	17.658	9	0.039	11.391	12	0.496
Q8	9.591	3	0.022	1.356	9	0.998	7.293	12	0.838
Q9	1.326	3	0.723	11.302	9	0.256	11.168	12	0.515
Q10	6.369	3	0.095	8.646	9	0.471	9.922	12	0.623

Table 7 shows that there was a significant association between gender with Q8, and age group with Q7 in the study sample, where the significance value was less than the alpha value of 0.05. The result accepted the alternative hypothesis, which is that the variables are not independent, and rejected the null hypothesis. However, there was not a significant association between gender, age group, and educational level with other questions in the study sample, where the significance value was more than the alpha value of 0.05. The result accepted the null hypothesis, which is that the variables are independent, and rejected the alternative hypothesis.

Table 8. Statistical Analysis of Chi-Square Tests for Socio-Demographic Characteristics (Family Status, Economic Status, And Address) With All Items Regarding Improving Performance and Job Satisfaction

Items	Family Status			Economic status			Address		
	Value	df	P. Value	Value	df	P. Value	Value	df	P. Value
Q1	4.636	6	0.591	6.532	6	0.366	4.283	6	0.638
Q2	7.618	6	0.267	5.887	6	0.436	2.498	6	0.869
Q3	4.052	6	0.670	5.301	6	0.506	1.591	6	0.953
Q4	7.313	6	0.293	9.070	6	0.170	.725	6	0.994
Q5	2.369	6	0.883	6.478	6	0.372	6.600	6	0.359
Q6	2.618	6	0.855	12.437	6	0.053	2.569	6	0.861
Q7	5.056	6	0.537	5.053	6	0.537	1.319	6	0.971
Q8	3.381	6	0.760	3.593	6	0.732	5.261	6	0.511
Q9	1.636	6	0.950	17.122	6	0.009	19.351	6	0.004

Q10	2.579	6	0.860	3.131	6	0.792	4.579	6	0.599
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Table 8 revealed that there was a significant association between economic status with Q9, and address with Q9 in the study sample, where the significance value was less than the alpha value of 0.05. The result accepted the alternative hypothesis, which is that the variables are not independent, and rejected the null hypothesis. However, there was not a significant association between family status, economic status, and addressing other questions in the study sample, where the significance value was more than the alpha value of 0.05. The result accepted the null hypothesis, which is that the variables are independent, and rejected the alternative hypothesis.

Figure 2. Normality Plots of Distribution Data for The Third Part Items Regarding Performance and Job Satisfaction

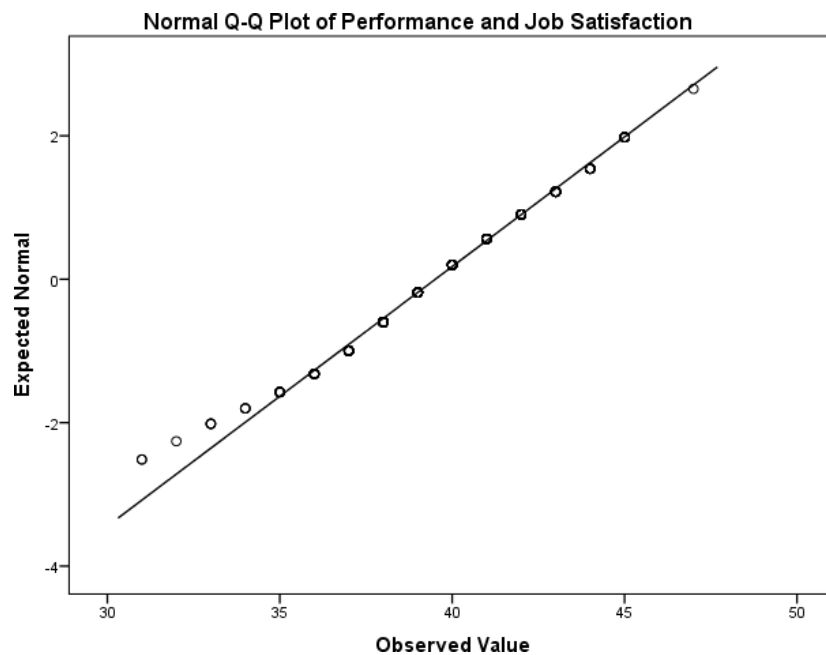


Figure 2 shows that the normality plots of the second part, representing Improving Performance and Job Satisfaction.

DISCUSSION

Job satisfaction is strongly connected to job motives, as well as work incentives. An organization's effectiveness is related to the human element's ability to work and to their personal motivation to do so. An efficient approach is to apply available resources and people to maximize performance in the health sector. The findings of the study revealed that there was an effect of motivation on improving performance, this result agrees with the study done by (Franco et al., 2002) who mentioned that employee motivation is important to the performance of health care systems. Other findings of the present study concluded that other non-financial motives have a significant role in job satisfaction and increasing performance among workers in the health sectors, this finding similar to the study done by (Peters, Chakraborty, Mahapatra, & Steinhardt, 2010) who discovered that

the primary factor affecting health care workers' job satisfaction is their motivations related to their work environment. Managers and legislators should also take into consideration other non-financial motivators, such as available skill development possibilities. However, managers must also consider the necessity of monitoring conditions locally and dealing with monetary incentives to inspire healthcare employees. (Quarshie, Attafuah, & Sarfo, 2020) reveals that Motivation is particularly crucial for strengthening retention, boosting employee performance, effectiveness, and efficiency, according to healthcare professionals. However, some healthcare professionals believe that hospital-based incentive is woefully inadequate. This implies that the nature of the hospital's motivational challenges may have an effect on staff retention if not addressed properly. This circumstance can have a negative impact on staff performance, effectiveness, and efficiency, ultimately leading to increased employee turnover at the hospital.

Working circumstances and staff motivation levels are favorably correlated with the provision of high-quality care and productivity, they are simultaneously needed to be incorporated into health facilities' quality improvement programs (Alhassan et al., 2013). The results of the study (Lambrou, Kontodimopoulos, & Niakas, 2010) revealed that both financial and non-financial incentives were used to influence motivation. The appreciation of supervisors and coworkers, a stable job/income, and training were the most important motivators for the health workers. Low salary and tough working conditions were the most discouraging factors. Performance management, for example, is currently not being applied properly because health workers regard supervision as control, training selection as confusing and unfair, and performance measurement as useless. When creating human resource management strategies, the types of non-financial incentives indicated should be taken into account. Knowing what motivates people and what leads to higher job satisfaction allows you to adopt focused continuous improvement techniques. (Ojaka, Olango, & Jarvis, 2014) concluded that health care employees are influenced by a variety of motivational and retention variables in the public health sector. Salary is a critical factor in determining health care worker motivation and retention. There are solutions for health-related human resource challenges, such as employee satisfaction and work environment. The finding of the (Okello & Gilson, 2015) study indicated that trust relationships in the workplace facilitate social interactions and cooperation among health care employees, have an effect on their intrinsic motivation, and have ramifications for retention, performance, and quality of service. Human resource management and organizational policies play a crucial role in preserving workplace trust and motivating health care workers. (Afful-Broni, 2012) found that more salary does not always imply more productivity, it is worth noting that employees frequently point to a lack of motivation as the primary cause of their lack of passion at work. In addition, a lack of clear career advancement and delays in the promotion can lower morale and negatively impact job performance. (Bonenberger, Aikins, Akweongo, & Wyss, 2014) explored at the health sector level, good human resource management strategies improve the motivation and job satisfaction of health workers, minimizing turnover. As a result, it is worthwhile to develop district-level human resource management abilities and to assist district health managers in implementing retention methods. The study done by (Erdoğan & Çelik, 2016) suggests that it is critical for hospitals to maintain a high level of morale and motivation among their personnel if they wish to be favored by patients. Morale is a subjective abstract term that is difficult to quantify and varies significantly between individuals.

CONCLUSION

Motivated employees in the public health sector are more efficient, which means they perform their jobs to the best of their abilities with minimal waste of time and resources, as motivated employees always use the best resources. The findings of the study indicated that there was an impact of staff motivation on worker performance and job satisfaction in the public health sector. There was a strong relationship between motivation, worker performance, and job satisfaction, and there was a high acceptance rate for participants regarding staff motivation, worker performance, and job satisfaction. The result of the study accepted all the hypotheses. The study recommended that each public health sector administration should pay attention to all kinds of motivations in order to perform the duties of health workers, and researchers should conduct additional research in this field to clarify this topic and enrich it further.

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