



Identification and Impact of Motivational Factors on Job Satisfaction and Job Performance of Health Workers of Punjab Government Health Department

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Abstract: Motivation of an employee plays a very important role in all departments of every organization. Organizations cannot think of achieving its goals or objectives without motivating or encouraging their employees. The main objective of this research is to determine the impact of motivational factors (intrinsic and extrinsic) on employees' job satisfaction and their performance particularly in health field workers in Punjab. In this study, a questionnaire is prepared, consisting 4 parts where questions in part one are for the personal information of the respondents, questions in part two are prepared for variables of motivational factors as play a very important role for motivating the health workers, part three for Job Satisfaction and part four for health worker's performance. 190 health field workers were taken to distribute the questionnaire (nurse staff and allied health workers) of Punjab health department. Out of 190 health field workers, 171 filled the questionnaire properly. Data was gathered through questionnaire and personal interviews. Correlation, regression and reliability analysis were used to analyze the data. This research study has made an attempt to determine the motivational factors and their impact on worker's job satisfaction and their performance. The result of study reveals that the health worker's motivational factors affect their satisfaction and performance in the organization.

I. INTRODUCTION

Motivation is the inner state of mind which acts as a psychological force to an employee and channelizes his behavior towards the achievement of goal. The word motivation means anything that gives direction to an activity or an action. Every employee in an organization is very important asset, which can't be replaceable. Every employee in an organization has different needs and desires. It is due to different motives of the employees from each other. Motivation is an internal factor which can be externalized through his behavior, energy level, commitment and creativity that an employee brings to his life. It is the responsibility of every manager to find the various ways to motivate his team. It's not easy to understand the motivation of health workers due to the involvement of various extrinsic and intrinsic factors.

According to Shahzadi, et. al (2014)^[1] motivation is internal to a worker, which a manager can't see and very difficult to understand the motivational level of an employee. It can be understood or externalized through his behavior. So to understand the motivational level of the employees in the organization, managers need to understand their behavior. In most cases, lack of fulfillment of needs are the main cause of dissatisfaction and dissatisfaction of an employee leads to a low job performance. Fulfillment of needs is the result of some kind of rewards, which can be either monetary or non monetary. Internal or intrinsic factors of motivation exist within the individual. A manager can't see them but they are inferred through their behavior e.g. to have a good or bad feelings about a job, degree of involvement in a job, high or low enthusiasm, absenteeism rate and labour turnover etc., whereas the external or extrinsic factors are the rewards given by the organization e.g. salary increment, transfer, promotion etc. Extrinsic and Intrinsic motivational factors play a very important role to make the health workers satisfy in their jobs, which may result in high job performance. In case of health workers, job satisfaction plays a vital role to give the best service to the people and the whole health system. Lack of motivation in health workers may lead poor quality of service to the individuals and can negatively impact the whole health system. Retention of the health workers depend upon the kind of motivational factors available in the health organizations. Motivated workers don't think of leaving job. Lack of absenteeism and labour turnover is very low in the organization where the workers are highly motivated. It also helps the organization to reduce the costs in recruiting, hiring, and conducting orientation of new workers. Many psychologists have studied the term motivation in detail and have made a number of theories about factors of motivation. Maslow's hierarchy of need theory, Aldersfer's ERG theory, Herzberg's Motivational - Hygiene factor theory and McClelland's needs theory define the needs of the workers. Lack of fulfillment of these needs can lead to dissatisfaction and poor performance. Some theories of motivation (Adam's equity theory, Vroom's expectancy theory, Locke's goal setting theory) are based on intrinsic factors, focusing on internal thought processes and perceptions about motivation. Motivation is influenced by a complex set of social, professional and economic factors^[2]. Number of reasons is available in the organization to make health workers remain motivated and to generate their interest in the jobs.

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Health workers feel motivated and satisfied with their jobs, if they realize that they are performing their jobs effectively and efficiently. Factors like fair compensation, good opportunities for career development, conducive working environment, praise, recognition, participation in decision making, empowerment, etc. contribute towards the enhancement of motivation and job satisfaction of an employee. Healthy relationship with the superiors, colleagues and subordinates can also increase motivation. In a study in Ethiopia, nurses experienced more job satisfaction if they felt they had greater autonomy to make their own decisions regards to patient needs⁽³⁾. The aim of our study is to determine motivational factors and their effect on job satisfaction and employee's job performance in health workers.

II. OBJECTIVES

The following objectives have been formulated to determine Correlation and Regression between two variables.

- 1- Identification of motivational factors.
- 2- Impact of motivational factors on Job satisfaction.
- 3- Impact of motivational factors on employee's job performance.

III. REVIEW OF LITERATURE

According to the WHO, the African continent is currently facing a severe human resource problems in the health sector which appears to have affected the delivery of quality and efficient healthcare services. Sub-Saharan Africa has the lowest health worker-to-population ratio in the whole world. According to **Dieleman et al.**^[4,5], in case of health workers, the brain drain is very high in Africa. Health workers are moving from Africa to other countries due to low motivation in the working area. Health workers are also moving from rural areas to urban areas within the same country. The biggest reason of migration of health workers from one country to other country or from rural areas to urban areas is low motivation in the work place. The health workers, present in sufficient numbers and appropriately allocated across different occupations and geographical regions are the most important assets of the health department and greatly influences the overall performance of the health system⁽⁶⁾. The lack of explicit policies for human resource management has produced, in most countries, imbalances that threaten the capacity of health care systems to attain their objectives^[7]. In any organization, employee motivation plays a very important role to enhance the job satisfaction, leading to high job performance. Though motivation of an employee is a very crucial factor of the performance of the health system, it is greatly understudied^[8]. There are various factors in the workplace affect the decision of health workers to keep working in or leaving their jobs. Among these are low pay, lack of career opportunities and promotion and poor living and working conditions^[9-12]. Lu et al.^[13] have pointed out, job satisfaction depends both on the nature of

the job and on the expectations health workers have of what their job should provide, and is thus the affective orientation that employees have towards their work.

IV. MOTIVATIONAL FACTORS

1. *Intrinsic Factors*

Hiam (2003,12)^[14] focuses, when an employee works with full efforts without expecting any monetary rewards and shows interest towards work or learn and explore new things and ideas then intrinsic motivation occurs. Intrinsic factors of motivation are the psychological factors of the employees. These factors are internal to an individual. The major intrinsic factors in any organization are challenge, curiosity, recognition, competition, co-operation, control etc. Some of them are explained.

A. *Competition*

The competition also plays a very important role to motivate the people to work hard and get the expected result. Sometime organization generates a feeling of competition by assigning competitive task among all employees. In order to gain higher rank in the organization, employees motivate themselves to work hard. Competitive environment determines the level of motivation in the organization. Feeling of competition among the employees also help the organization to reduce the cost of supervision.

B. *Recognition*

Recognition or praise is a very important non monetary factor of motivation. Employees in the organization sometime want their work to be recognized by the superior or colleagues. Some time employees are more motivated by only praising or recognizing their work than monetary benefits. Recognition in some cases is more effective than monetary benefits to motivate the employees.

C. *Challenge*

Nowadays people are overambitious. Challenging at the higher level motivate the employees most. Achievement of challenging task demands the huge efforts and hard work from the people. So challenging task acts as a motivation towards the achievement of goal. In order to get success in the organization, employees accept challenging task with the aim of getting fast track career growth.

D. *Curiosity*

The degree of curiosity varies from person to person. The curious people are highly motivated in the organization. Curious people always put full efforts to figure out the desire result. They are very much prone to learn new skills in the organization. It is one of the most important motivation factors that is internal to an individual.

E. *Empowerment*

It generates a feeling of belongingness and pride in the employees.

It motivates the employees by generating a feeling that they are the important assets of the organization. It also helps the superior to share his workload to the lower level people. It leads a Win - Win approach for both superior and subordinates in a way that superior shares his workload and concentrate in a higher goals and subordinates get opportunity to learn new skills and also get freedom to take decision on their own. Empowered employees reflect positive attitude and focused behavior towards their jobs and organizational goals. Empowered employees perform their jobs with full zeal and enthusiasm. It also generates a feeling of sense of responsibility among all employees and prefers accomplishment of organizational objectives at the cost of their own interest.

F. Participation

Participation takes place when people in the same workplace are invited to participate on subjects that are related to their job. When lower level employees have the opportunity to influence managerial decisions it makes them feel part of the organization and promotes trust in them. Moreover, they feel that they are the important assets of the organization. Employee participation enhances motivation, job satisfaction and performance in the organization.

G. Trust

A definition of trust is what individuals think about each other and is based on the level of behavior and communication adopted. Trust is very important and influential on employee workplace relationships so it should be conserved to improve workplace motivation and organizational survival. Trust builds a feeling of cooperation and team spirit among all the workers of the organization. By generating a feeling of team spirit among all the employees, it helps the organization to accomplish its goal within a stipulated time period. It also builds healthy relationship among all working in the organization and healthy relationship promotes a feeling of cooperation. Feeling of cooperation helps the employees to save time, efforts and money by achieving their goal within a stipulated time period.

2. Extrinsic Factors

According to Hiam (2003, 12),^[14] the factors that involved to make the people to work in the expect of something, very often related to the rewards are the extrinsic factors. Extrinsic or external factors of motivation play a very important or vital role to motivate the employees. The extrinsic factors can be financial rewards, pressure from the colleague, promotion, threats of punishment. The extrinsic factors can be either positive or negative. Some of the factors are explained below.

A. Promotion

Promotion means shifting of an employee from the current position to the higher one. It can also be said as growth in the organizational hierarchy. It also increases the power and amount of salary. It makes the employees responsible to take the higher responsibilities and authorizes them to make higher level decisions. Authority and responsibility increases simultaneously. It also gives monetary benefits to the employees.

B. Financial Rewards

It is expressed in terms of monetary benefits. The monetary rewards can be incentives, fringe benefits, profit sharing in form of bonus, shares of the organization etc. Monetary methods are the most commonly preferred methods to motivate the workers in the organizations. The basic desire of an employee is to earn a handsome amount of money and the rewards in terms of money motivate the employees automatically^[15].

C. Punishment

This method is used when the organizations use a negative motivational factors to motivate their to work hard. Negative motivational factors like demotion, salary decrement, criticism, warnings etc. are the punishment assigned to the workers to avoid responsibilities. Every employee in the organization doesn't want to lose his job. So employees in the organization work without any strict supervision. To make the people work done, organization generates a feeling of threat of losing job. The feeling of losing job motivates the worker to work perfectly. This method is also used in a case where employees violate the rules and regulations of the organization.

D. Coworker's Achievement

People nowadays are very competitive in nature. Sometime employees feel pressure from their colleagues when they find that their coworkers are working hard to achieve the goal. The feeling of pressure from their colleagues, motivates to work hard in the organization. The employees feel pressure from their colleagues in a case where they realize that the co-workers are achieving their goals effectively and efficiently^[15]. It also helps to reduce the cost of supervision.

E. Money

Organization should always remunerate its employees respective of their capabilities. Monetary rewards always motivate the employees towards the accomplishment of higher level goals. It has the supremacy to Magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor has clearly mentioned monetary benefits, as the most valuable factor for worker's motivation to achieve the higher level productivity.

F. Work Life Balance

In recent years the work-life balance has become more important and new practices are being applied due to the new scenarios at home and the workplace. Some examples are reduced hours, working schedules, flexible working hours and child care opportunity measures. All of these have increased the positive attitudes and behaviours of employees towards their organizations and are having a positive effect on employees' extrinsic motivation.

G. Career Advancement Opportunity

Every employee wants to climb the ladder of success. It acts as a motivator to motivate the employees by offering a number of career development opportunities to satisfy the human-growth needs.

Praise, sufficient resources, support from management enhances the motivation of the employees in their new assignments. The most important achievement of the employees in the organization is their career growth and advancement. When they convert their dreams into reality, they feel highly motivated.

V. METHODOLOGY

The study is descriptive in nature. The research paper is mainly based on primary data. Survey method is used for data collection. A questionnaire has been prepared for data collection. Random sampling technique was used for data collection. Collection of data was done from adjoining villages of Punjab. A total of 171 health workers were made to participate in this survey. All the survey is made in the town of Punjab as my research is on health workers of Punjab. The survey is made in to meet the overall objectives of the present work, three different localities of Punjab were taken to conduct the survey.. In questionnaire, questions related to motivational factors are framed from the items mentioned in WEIMS Scale and questions based on job satisfaction are framed from the items mentioned in Overall Job Satisfaction Scale (OJS Brayfield & Rothe, 1951)^[16]. Questions on Job Performance are framed after detailed discussions with the health workers to get holistic understanding of subject. Data was analyzed using correlation and regression analysis. Newspapers, magazine and internet websites are used for collecting secondary data on different variables of the motivational factors, job satisfaction and employee's performance. Computer is used for data processing and result analysis. Data is analyzed with the help of SPSS and Microsoft Excel.

VI. RESULTS AND ANALYSIS

Items considered for determining impact of motivational factors were Extrinsic and Intrinsic factors. Overall Job Satisfaction Scale (OJS Brayfield & Rothe, 1951)⁽¹⁶⁾ was used to measure employee job satisfaction. Overall Job Satisfaction scale consists of salary, opportunity to use ability, opportunity for training and development, support from supervisors, participation in decision making, general feelings about job itself, amount of responsibility, promotion etc. Employee's performance was measured using items like health problems, work load, interest, distraction and responsible behavior. The variables mentioned in the questionnaire were measured by using 5-item Likert scale varying from strongly dissatisfied (1) to strongly satisfied (5).

VII. PROCEDURES

Three stages were used to analyze the data using SPSS. Respondent's demographic profile was analyzed in the first stage. In order to ensure consistency, reliability estimates were analyzed in the second stage. SPSS software was used to generate Cronbach's coefficient alpha and to measure how well

the items or variables positively relate to each other, descriptive statistics and correlation analysis were conducted. Regression analysis was used in the third stage. This stage of analysis has evaluated the relationship mentioned in the objectives.

VIII. RESULT

Percentage and frequency of gender, and Age are mentioned in table 1. Table 1 shows the percentage of male and female i.e. 59.64 and 40.39 respectively. The research shows that 13.45 per cent respondents belong to the age group of 20-25, 55.5 percent belong to 26-30, 14.61 percent belong to 31-35 and 16.37 percent fall in a age group which is above 35. Mean and Standard deviations of evaluated items or variables are shown in Table 2. The mean scores for motivational factors and job satisfaction were greater than three indicating a high degree of agreement from the respondents. Three variable's Standard Deviation was varying from 14.6538 to 7.4325, showing that the data were reasonably homogeneous. The result of the Pearson correlation for three variables is shown in Table 2. The result shows that the dependent variables of job satisfaction are significantly related to motivational factors. The Table 2 also presents that there is a positive correlation between the dependent variables of employee's performance and the variables of motivational factors. Dependent variables of job satisfaction and employee's performance have significant correlation with the variables of motivational factors. Regression analysis was also used to test the objectives. To test the second objective i.e. determination of an impact of motivational factors on achievement of job satisfaction, regression analysis was used to examine the objective. To present .253 percent of the variance in the independent variables, motivational factors were mentioned in Table 3. Table 3 shows the result of regression analysis indicating that there is a significant positive relationship between independent variables of motivational factors and dependent variables of job satisfaction followed by the Coefficient of Beta factor of motivational factors is 0.469 and T value is 6.536. It is significant at $p < 0.001$ level of significant. On the basis of the result shown in Table 3, objective 2 is accepted as it presents that there is a strong positive relationship between the variables of Motivational Factors and the variables of Job Satisfaction. In order to determine an impact of motivational factors on employee's job performance, regression analysis was used to examine the objective 3. To present, .261 percent of the variance in the independent variables, motivational factors was mentioned in Table 4. Table 4 shows the results of regression analysis indicating that there is a significant positive relationship between independent variables of motivational factors and dependent variables of employee's job performance followed by the Coefficient of Beta factor of motivational factors is 0.519 and T value is 6.568. It is significant at

$p < 0.001$ level of significant. On the basis of the result shown in Table 4, objective 3 is accepted as it presents that there is a strong positive relationship between the variables of motivational factors and the variables of employee's job performance.

IX. CONCLUSION

The purpose of the research study was to determine an impact of motivational factors on job satisfaction and job performance of health workers of Punjab Government Health Department. The research at the end is concluded that the health worker's motivational factors affect their satisfaction and performance in the organization. So it is proved that the significant relationship exists in Motivational Factors, Job Satisfaction and Health Worker's Performance. The result of Pearson correlation indicates that there is a significant positive relationship between independent variables of motivational factors and dependent variables of job satisfaction of health workers.

That is why the research objective '2' is accepted. The result of Pearson correlation for objective also indicates that there is a significant positive relationship between independent variables of motivational factors and dependent variables of job performance of health workers. Therefore objective '3' of the research is also accepted. At the end, the higher level management should always try to motivate their employees to get them satisfied and to ensure high performance from their side. Understanding the relationship between motivational factors, health worker's job satisfaction and their performance provide data for study in future and give benefits to Health Department and individual.

Table 1: Respondent's Demographic Profile (N=171)

Gender	Percentage	Frequency
Male	59.64%	102
Female	40.39%	69
Age		
20-25	13.45%	23
26-30	55.5%	95
31-35	14.61%	25
Above 35	16.37%	28

Table 2: Descriptive Statistics and correlation Analysis

Variables/Items	N	Mean	SD	MF	JS	E JP
Motivation_Factors(MF)		65.7534	14.6538	.932		
Job Satisfaction(JS)		65.8660	12.8668	.485*	.856	
Employee' JOB Performance(EJP)		34.2356	7.4325	.522*	.843*	.756
	171					

Deviation. ii. * = $p < 0.01$ (2 tailed). iii. Reliability alphas are shown in bold values.

Table 3: Regression analysis for the impact of motivational factors on job satisfaction (N=171)

Dependent Variables	Independent Variables	R square	F	t	B
JS	MF	.253	41.368	6.536	.469

Note 2: i. F = F statistic, t = t statistic. ii. * $p < 0.001$.

Table 4: Regression analysis for the impact of motivational factors on employee’s job performance (N=171)

Dependent Variables	Independent Variables	R square	F	t	B
EJP	MF	.261	45.937	6.568	.519

Notes 3: i. F = F statistic, t = t statistic. ii. *p<0.001

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