

JOB LIFE QUALITY AND MOTIVATION FACTORS IN HEALTHCARE

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ABSTRACT

To have a high motivation and better life standards, work life is an important factor. It is expected that not just monetary benefits increase the motivation but physiological factors like approval and feeling of helping others. The purpose of this study is determining preferences of job life quality and motivation of workers in healthcare. To determine the Job Quality of Life and motivating factor affecting satisfaction, 109 questionnaires about 10% of staffs (900 staffs) were applied to the Bingöl city main government hospital at third quarter of 2016. Descriptive statistics are used to analyze questionnaires. Materialistic prizes such as permission and wage increase are seen the most effective rewarding methods. Moreover, they do not want to have a good communication with management and they are not eager to take more responsibilities and authority.

Keywords: Job Life Quality, Motivation, Healthcare

1. Introduction

The level of morale and motivation, motivation tools, variables determining job satisfaction, leadership styles and qualifications, promotions, awarding system, preferences for business quality of life, business dissatisfaction, overall expectations and expectations in terms of professional development are main factors affecting both job life quality and motivation. Healthcare is a service oriented field needing high motivation for better treatment and increasing satisfaction of patients. Work life and personal life balance takes the attention of many authors and different cultures have different motivational tools, working styles and life styles. Hence,

there are varieties of studies on healthcare staffs motivational tools.

Physical factors like high motivation and anxiety situations have high effect efficiency and productivity of staffs. Hence, it is aimed to determine factors affecting the life quality and motivations of staffs working at Bingöl Government Hospital. To find most effective factors affecting the motivation and Job Life Quality (JLQ), a survey method was applied to gather data and compare the results found from this study with other national and international studies. Different from past studies, each staff was asked to make some preferences/ranking of factors for each factor. Later, sub

factors/groups are combined to create two main groups named as preferences for moral and motivation and preferences for JLQ.

2. Theory of The Research

JLQ measured as the level of meeting the requirements of workers and instilling on workers trust ability, honesty, family democracy, ownership, autonomy, responsibility, flexibility is related to satisfaction level, motivation, and personal experience at work. It supports employees to increase business quality of life, to open communication channels at all levels, to identify opportunities for participation in decisions, and to empower them to perform their duties. Motivation is concerned with how employees are treated and how/what they feel about their work. According to Riggio (2003: 184), motivation is a force that performs three functions: it gives energy or causes people to act, directs behavior toward a specific purpose and makes efforts to achieve those goals. Bentley (1999: 180) defines the motivation as the power within a person that enables him or her to be in some manner either positively or negatively to reach a certain personal will and be satisfied with the result.

Psycho-social factors: independent work, social participation, value and status, development and success, compliance with the environment, recommendation system, psychological assurance and social endeavors and organizational-managerial factors: balance, training and promotion opportunities, participation in decisions, communication, expansion of work, job enrichment, semi-autonomous working

groups, improvement of working environment are main groups affecting JLQ and motivation of staffs. Moreover, workers also want to be appreciated about their work and their personality, depending on the confidence that the person has felt for himself and the development of respect. Some workers can show extraordinary achievements by being appreciated and praised. Furthermore, these effects can be motivation factors for the future (Küçükler & Mergen, 2015). Öztürk (2010: 3-4) found that nurses did not exhibit healthy lifestyle behaviors adequately and they fulfilled their job satisfactorily at medium level and had the quality of work life under the middle in the study of work quality of 478 nurses in Zonguldak province. In addition, psychosocial areas and job quality defined as healthy lifestyle behaviors of nurses affecting job satisfaction levels were statistically found significant from the study. Better payment, working hours, management, and recognition were stated by 206 nurses and doctors from 1,032 sample of study in Australia to improve JLQ. According to the results of the research, it is found that there is a statistically strong relationship between the human relational model and job satisfaction, organizational commitment, empowerment and decision making, whereas there is a negative relationship between the human relational model and staff turnover from a study 276 staffs from seven different hospitals in USA. It has been determined that sufficient support for individual development in the business environment, having sufficient knowledge and skills for the work done,

stress and reasonable workload are variables affecting JLQ from 71 nurses study in Kırıkkale, Turkey (Kılıç & Keklik, 2012).

3. Research Method

In this study, it was tried to rank the factors that affect the motivation levels of personnel working in health field at Bingöl Government Hospital. In addition, it has been tried to examine the level of JQL and qualifications in working life of healthcare workers on motivation. Survey items are prepared based on Quality of Work Life Measurement survey developed by Walton(1975) and Çiçek(2005) study. Items are divided into preference towards morale and motivation group and preferences towards job quality group. 5 point likert-scale is used from (1-the least Significant) to (5- the Most Significant). Descriptive statistics are used to check the hypotheses. About 10% (109 questionnaires) of staffs were surveyed, which is enough to represent

the population. Cronbach's Alpha is 0.899 for items to measure the reliability of survey and all items have high Cronbach's Alpha if Item deleted.

4. Result and Discussion (Calibri 14 bold)

According to survey results, the average salary is 3,312.66 TL. 33.9% and 40.4% of them are in 20-30 and 30-40 age ranges respectively. Hence, it can be said that the staffs are mainly in the middle age or young age group. 53.2 % of them are male and the rate of women is 46.8 %. Furthermore, 14.8 % of them have high school degree and 34.3% of them have associate degree 2 years' programs at universities. Moreover, 35.2% of them have four years' undergraduate degree and just 2 staffs have doctorate degree as shown below. 43.15 % of them are nurse-midwives and 25.7% of them are technician such as staff making blood tests or taking radiology films.

Table 1: Demographic values

Variables	Category	Percent %(Frequency)
Age	15-20	1.8 (2)
	20-30	33.9(37)
	30-40	40.4(44)
	40-50	18.3(20)
	50+	5.5(6)
Gender	Female	46.8(51)
	Male	53.2(58)
Education	Primary education	0.9(1)
	High school	14.8(16)
	Associate degree	34.3(37)
	Undergraduate	35.2(38)
	Master	13.0(14)
	Doctorate	1.9(2)
Profession	Doctor	8.3(9)
	Nurse-Midwife	43.1(47)
	Technician	25.7(28)
	Administrative Staff	22.9(25)

According to means, the highest mean is 3.40 from expectation of organization group and lowest mean is 2.92 from motivation tools group. Preference towards morale and motivation and preferences towards job quality have 3.15 and 3.29 means respectively that JLQ and motivation are at middle level at that hospital. “Fees and the possibility of social rights and business environment” with 3.77 mean is the most effective factor affecting the morale and motivation level of staffs and relations with managers, contact and communication with 2.81 mean has the lowest effect on motivation as seen below. Moreover, the training and

promotion are seen as the second important motivation tool while transfer of authority and responsibility and participating in decisions of management are other important motivation tools. Fee and meeting individual needs item with 3.33 mean is the most effective factor on job satisfaction. Materialistic prizes such as permission and wage increase are seen the rewarding methods with high 3.93 mean. Later, training and promotion are seen the main rewarding method while being able to work closer with manager and different tasks has the lowest mean as shown in Table 2.

Item/Group	Mean	Priority
Preference towards morale and motivation	3.1570	-
Morale and motivation Level	3.2919	-
Fees and the possibility of social rights and business environment	3.7757	1
Relations with management	3.0467	4
Fees and social rights and business environment	3.5189	2
Ability to develop with competence and responsibilities	3.2202	3
Relations with managers, contact and communication	2.8173	5
Motivation tools	2.9202	-
Training and promotion	3.2593	2
Transfer of authority and responsibility	2.7339	4
Participating in decisions of management	2.7798	3
Wages, benefits, awards and bonus system	3.3333	1
Competition conditions and performance evaluation	2.4537	5
Variables determining job satisfaction	3.1252	-
Promotion and self-development	2.9815	4
Working conditions	3.2477	2
Cooperation and communication	2.8991	5
Fee and meeting individual needs	3.3303	1
Professional prestige with moral and motivation	3.1682	3
Promotion Factors	3.0852	-
Outward appearance and ability to represent	2.6132	4
External pressures and continues status	2.5421	5
Service duration and experience	3.2685	2
Good relationships with managers, communication and human relationships	3.1852	3
Education, talent, hard work and Self-sacrifice	3.7383	1
Administrator qualifications	3.3352	-
Using self-confidence and initiative	3.2523	4

Education, knowledge, experience, rank and seniority	3.8598	1
Physical abilities	2.5093	5
Planning ability and self-provenance	3.3704	3
Personnel orientation and human relationships	3.6759	2
Rewarding for success	3.1967	-
Materialistic prizes such as permission and wage increase	3.9333	1
Training and promotion	3.7596	2
More authority and initiative	2.9615	3
Spiritual awards such as appreciation, scrolls and plaque	2.9417	4
Being able to work closer with manager and different tasks	2.2941	5

Table 2: Ranking preference towards morale and motivation group

Security both monetary and physically is the most important preference as a need and family building and social needs item is the second important need in hospital while approval and psychological needs is not seen important people needs towards JQL as shown in Table 3. The fee and

work itself item is the most effective dissatisfaction factor while lack of authority and responsibilities item and inadequate in competitive conditions, promotion and training opportunities have lowest effects on work dissatisfaction.

Table 3: Ranking preferences towards job quality group items

Item/Group	Mean	Priority
Preferences towards job quality	3.2952	-
People's needs	3.3308	-
Approval and psychological needs	3.1143	5
Family building and social needs	3.4151	2
Need for security	3.5794	1
Food, clothing and physiological needs	3.1415	4
Appreciation, love and being loved and showing skills	3.3491	3
Reasons for work dissatisfaction	3.1589	-
Relationships with managers and colleagues	3.4486	2
the fee and work itself	3.5660	1
Lack of authority and responsibilities	2.7547	5
Physical conditions of work environment and working hours	3.1308	3
Inadequate in competitive conditions, promotion and training opportunities	2.8396	4
Your expectations from the organization	3.4093	-
Safety and good working conditions	3.4340	2
Wages and benefits	3.7619	1
Team work and participation in decisions	3.2170	5
Recognition, appreciation, love and respect	3.2358	4
Ability to use talents, achievement and progress	3.3619	3
Reasons for working	3.2409	-
Making production and evaluating time	2.9712	4
Making money and building a family	4.0962	1
To gain training and experience	3.1333	2
To serve the community and to be a member of an organization	2.8679	5
Establishing relationships with people, earning respect in society	3.0952	3
Expectations in terms of professional development	3.3403	-
Wage increase	3.8868	1

Promotion and appreciation	3.3714	2
Job security and more authorization	3.0952	4
Demonstration and respect, communication and friendship	3.2885	3
Good working conditions and possibility to work abroad	3.0095	5
Job quality of life development	3.3010	-
Improvement of in-house physical conditions	3.5825	2
Reduction of working time	3.1845	3
More fees	3.9029	1
Giving more authority and responsibility	2.9808	4
Better communication with managers	2.8738	5

Wages and benefits are main reasons of expectation with 3.76 mean as seen in Table 3 and safety and good working conditions item is the second highest expectation while team work and participation in decisions item has the lowest mean since the bureaucracy comes from top to down in Turkey. Making money and building a family are the main reasons of working with 4.09 mean while to serve the community and to be a member of an organization item has the lowest mean. They expect wage increase in terms of professional development and job quality of life with promotion and appreciation possibilities. Staffs do not want better communication with managers and being given more authority and responsibility in terms of improving job life quality to them.

5. Conclusion

Staffs of Bingöl hospital are mainly in middle age range while more experienced staffs prefer to work in other cities that there is high staffs' circulation. Working with different staffs decreased the motivation and increase patients' dissatisfaction. Preference towards morale and motivation and preferences towards job quality have 3.1570 and 3.2952 means respectively that job life quality

and motivation are at middle level for the hospital. "Fees and the possibility of social rights and business environment" with 3.77 mean is the most effective factor affecting the morale and motivation level of staffs. Fee and meeting individual needs with 3.33 mean is the most effective factor on job satisfaction. Materialistic prizes such as permissions and wage increase are seen the most effective rewarding methods with high 3.93 mean. Later, training and promotions are seen as main rewarding method. Security both monetary and physically is the most important preference as a need and family building and social needs item is the second important need. The fee and work itself is the most effective dissatisfaction factor that the salary average 3,312.66 TL(₺) is low according to staffs and wages and benefits are main reasons of expectation of working while team work and participation in decisions item has the lowest mean meaning not preferred by staffs.

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