



The Nexus between Motivation and Employees' Job Satisfaction: Special Reference to the Base Hospitals in Ampara District

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The Nexus between Motivation and Employees' Job Satisfaction: Special Reference to the Base Hospitals in Ampara District

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Abstract- The study will be useful to understand motivation and employees' job satisfaction in hospitals. The main objective of this study is to examine the relationship between motivation and job satisfaction of doctors and nursing staff in base hospitals in Ampara. For this study purpose, two base hospitals in Type- A and Type-B in Ampara District namely Ashraff Memorial Hospital (Kalmunai South Base Hospital) and Ninthavur Base Hospital were selected. Sample size of this research was 158 hospital staff (Doctors and Nurses) which was selected by using simple random sampling method. Structured questionnaire used to get the primary data collection. The findings of the study indicated that there is a significant and positive relationship between Motivation and employees' job satisfaction. Further, The results of this study show that level of the motivation of doctors and nursing staff in base hospitals is moderate level where the motivation variables namely Recognition, Work itself, Professional Growth Opportunities, Responsibility are moderate level and other motivation variables namely Opportunities for Advancement, Good Feelings about Organization, Clarity of Mission are high level. Level of job satisfaction experienced by doctors and nursing staff in base hospitals is high level. Some recommendations are suggested to improve the motivation and job satisfaction of hospital staff (Doctors and Nurses).

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I. INTRODUCTION

Increasing the productivity or performance of the organization has been a major concern for all organizations both in the public and private sectors, great and small alike in the world. However, most of the organizations are paying attention to improve the productivity or performance of the organization, most organizations still face problems in retention of employees because of the counter-productive behaviors of employees in many organizations such as absenteeism, theft, wasting resources, verbal abuse and procrastinating etc. These negative behaviors of employees affect their performance and the performance of the organization as a whole.

Beck (1983) identified that happy employees tend to be more motivated and will be faithful to a

Author a o: Department of Economics and Management, Faculty of Business Studies Vavuniya Campus of the University of Jaffna, Sri Lanka. e-mails: pushpa642002@yahoo.com, ithrees.fm@gmail.com

company. They will conduct themselves and work on the assignments assigned to them more enthusiastically and passionately and consequently yielding higher quality output. As a result, it is important for organizations to be more concern about the welfare of workers. Most employees need motivation to feel good about their jobs and perform optimally. Some employees are money motivated while others find recognition and rewards personally motivating. Motivation levels within the workplace have a direct impact on employee productivity. Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increase as a result (Ganta, 2014). Many researchers and practitioners had taken interest in the topic that explain motivation and employee satisfaction.

Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact the new managerial paradigm which insists that employees should be treated and considered primarily as human beings. When analyzing job satisfaction the logic that a satisfied employee is a happy employee and a happy employee is a successful employee. A nation's growth does not only depend on its income or natural resources but also on social services such as improvement in healthcare delivery. Health care is conventionally regarded as an important determinant in promoting the general physical and mental health and well-being of people around the world. Without good healthcare, people cannot exercise their right to work, "health is a fundamental human need" Health workers occupy a crucial position in any health care facility. They heal and care for people, relieve them of their pain and suffering and prevent diseases. Therefore, they must be motivated and supported.

a) Statement of the Problem

Many countries currently experience a shortage of qualified health workers specially doctors and nurses. Health care professionals in developing countries are migrating to developed countries that affect the healthcare system in developing countries and, hence, the health of the population. At current levels, wage differentials from country to country are so large. In the

past history of Sri Lanka, health workers specially doctors and nurses went on strike to demand the Government on salary issues, reinstate their right to import tax-free cars and other benefits. And also the healthcare workers including doctors, nurses, medical technicians and minor staff are suffering by heavy workloads, extended working hours and time-related pressure. Based on the above issues, the health workers can experience poor motivation that lead to less satisfaction in their job. Poorly motivated health workers can have a negative impact on individual facilities and an entire health system. Therefore, keeping health workers satisfied and motivated helps the entire health system work smoothly.

Based on the problem statement, the researcher interested to do this research proposing the issue that the motivation significantly and positively relates to employees' job satisfaction in base hospitals. This study focuses on addressing the following research question.

Is there a significant relationship between motivation and employees' job satisfaction?

II. LITERATURE REVIEW

Motivation means the willingness of an individual to do efforts and take action towards organizational (Dobre, 2013).

Luthans (2011) stated that motivation is a process that starts with a physiological or psychological deficiency or need that activates a behavior or a drive that is aimed at a goal or incentive.

Smerek and Peterson (2007) developed the motivators such as Recognition, Work itself, Opportunities for advancement, Professional growth opportunities, Responsibly, Good feelings about organization and Clarity of mission.

Job satisfaction is a result of employees' perception of how well their job provides those things that are viewed as important. It is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied employee attitude (Luthans, 2011).

Job satisfaction is the employee's opinion that how much they are satisfied with their job. It is positive and emotional state resulting from evaluation of one's job. Existence of enterprises and their success are affected by quality of human resources (Zafar et al., 2014).

Velnampy (2009) indicated that there are three generally accepted dimensions to job satisfaction. (i) Job satisfaction is an emotional response to a job situation. It cannot be seen; it can only be inferred. (ii) Job satisfaction is often determined by how well outcomes meet or exceed expectations. For example, if organizational participants feel that they are working much harder than others in the department but are

receiving fewer rewards, they will probably have a negative attitude toward the work, the boss, and/or coworkers. They will be dissatisfied conversely if they feel they are being treated very well and are being paid equitably, they are likely to have a positive attitude toward the job. They will be job satisfied.(iii) Job satisfaction represents several related attitudes.

Luthans (2011) indicated that through the years following five job dimensions have been identified to represent the most important characteristics of a job about which employees have affective responses.

Satisfaction is considered as most important attitude in motivating people in the Organisations. Hence today's organisations are taking much interest in satisfying employees through various strategies. Congenial working environment and pleasurable work situation will lead to the inspiration of the people which will help to the achievement of individual and organizational goals (Velnampy2009).

Job satisfaction is very essential to employees to perform their duties effectively and efficiently. A person with higher level of Job Satisfaction, perform their duties effectively than the employees who has less job satisfaction or high job dissatisfaction. So office worker's job satisfaction is very important because the employees are the decision makers, in the organization and direct the organization in to a success (Jayathilaka, 2014).

Rajan (2015) made a study in hospital where he concluded in his study that adequate motivation is essential to keep them satisfied and improve their performance in order to enhance satisfaction, safety and quality of the service in the hospital.

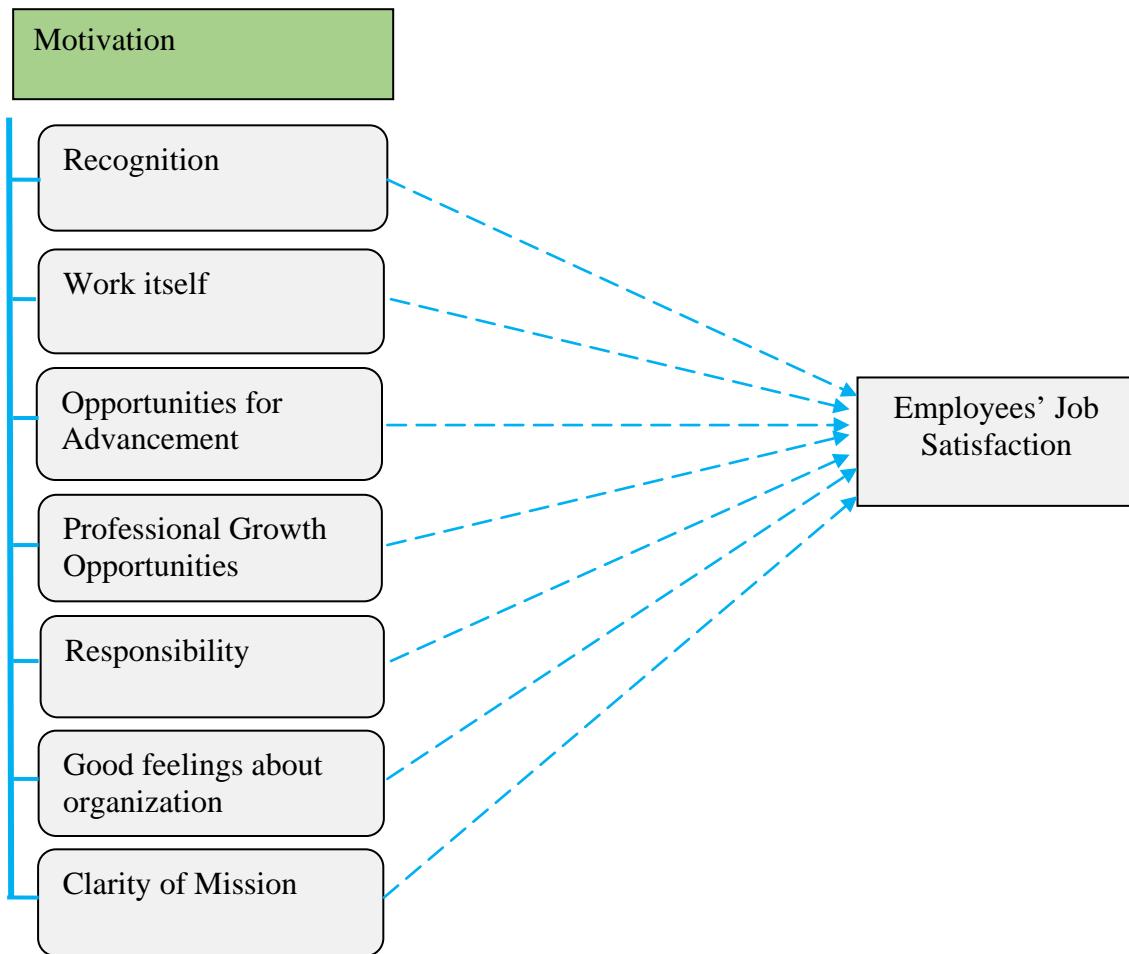
Job satisfaction describes how satisfied an individual is with his or her job. Job satisfaction is not the same as motivation but it is related to motivation also (Mallikarjuna, 2012).

Motivation and job satisfaction are like two sides of the same coin. Both of them have direct impact on job performance, morale, commitment and productive contribution of the employees. Motivated and satisfied employees will utilize the resources at optimum level, respect the co-workers, seniors, superiors and patients in a well manner, extend adequate cooperation to other staffs in the own department and other department, take part in the team work well, be discipline, follow the ethics of the organization and profession, show high performance in the work, obey the rules and regulations of the hospital properly and utilize their ability fully (Rajan, 2015).

III. METHODOLOGY

Here focused on how this research study has been carried out scientifically. It explains the research conceptual framework, hypotheses and survey methodology, composition of the sample and method of

analysis adopted to achieve the stated primary objective of the research: to examine the relationship between motivation and employees' job satisfaction in base hospitals in Ampara district.



(Source: Smerek and Peterson, 2007)

Figure 3.1: Conceptual Model

a) *Hypotheses of the Study*

A hypothesis can be defined as a logically conjectured relationship between two or more variables expressed in the form of a testable statement. Relationships are conjectured on the basis of the network of associations established in the conceptual framework formulated for the research study. By testing the hypotheses and confirming the conjectured relationships, it is expected that solutions can be found to correct the problem encountered (Sekaran, 2003).

The following hypotheses were tested to examine the relationship between motivation and employees' job satisfaction in base hospitals in Ampara district.

H_1 : There is a relationship between motivation and employees' job satisfaction

H_2 : There is a relationship between recognition and employees' job satisfaction.

H_3 : There is a relationship between work itself and employees' job satisfaction.

H_4 : There is a relationship between opportunity for advancement and employees' job satisfaction.

H_5 : There is a relationship between professional growth and employees' job satisfaction

H_6 : There is a relationship between responsibility and employees' job satisfaction

H_7 : There is a relationship between good feelings about organization and employees' job satisfaction

H_8 : There is a relationship between clarity of mission and employees' job satisfaction.

IV. DATA ANALYSIS

The basic idea of this study is to understand the relationship between Motivation and Employees' Job Satisfaction with Special Reference to Base Hospitals in Ampara District. In this study, relationship between

motivation and employees' job satisfaction was analyzed and interpreted based on the methodology.

The main statistical analysis of Descriptive analysis and Correlation analysis were used in this study and the response patterns under the descriptive analysis were analyzed by using mean and standard deviation. Under the correlation analysis, the relationship of independent variable with the dependent variable was analyzed.

a) Descriptive Analysis

Based on the result of descriptive analysis, the systematic level of each variable of motivation and job satisfaction of hospital staff are shown in table 4.1 below.

Table 4.1: Results of Measurement of Motivation and Job Satisfaction of Hospital Staff

Variables	Mean	Standard Deviation	Level
Motivation	3.9627	.47294	moderate
Employees' Job Satisfaction	4.0332	.42851	high
Recognition	3.7519	.67094	moderate
Work itself	3.9778	.59146	moderate
Opportunities for Advancement	4.1614	.85682	high
Professional Growth Opportunities	3.5620	.62848	moderate
Responsibility	3.7430	.66086	moderate
Good Feelings about Organization	4.0937	.57492	high
Clarity of Mission	4.4494	.45835	high

b) Correlation Analysis

This section is focused on examining the relationship of the independent variable with the dependent variable. Based on the result of Correlation analysis, the relationship between variables of Motivation and Job Satisfaction of hospital staff are shown in table 4.2 below.

Table 4.2: Results of Measurement of Relationship between Motivation and Job Satisfaction of Hospital Staff

Variables	Correlation (<i>r</i>)	Pvalue
Relationship between Motivation and Employees' Job Satisfaction	.779**	.000
Relationship between Recognition and Employees' Job Satisfaction	.905**	.000
Work itself and Employees' Job Satisfaction	.415**	.000
Opportunities for Advancement and Employees' Job Satisfaction	.452**	.000
Professional Growth Opportunities and Employees' Job Satisfaction	.503**	.000
Responsibility and Employees' Job Satisfaction	.913**	.000
Good Feelings about Organization and Employees' Job Satisfaction	.424**	.000
Clarity of Mission and Employees' Job Satisfaction	.383**	.000

V. RESULTS AND DISCUSSION

According to the correlation analysis, the relationship between variables of Motivation and Job Satisfaction of hospital staff are analyzed and further hypotheses were tested by using correlation. The following table provides a snapshot view of whether the formulated hypotheses are accepted or not.

Table 5.1: Hypotheses Testing

Hypotheses	Analysis	Results
H ₁ : There is a relationship between motivation and employees' job satisfaction	Correlation Analysis	Accepted
H ₂ : There is a relationship between recognition and employees' job satisfaction.	Correlation Analysis	Accepted
H ₃ : There is a relationship between work itself and employees' job satisfaction.	Correlation Analysis	Accepted
H ₄ : There is a relationship between opportunity for advancement and employees' job satisfaction.	Correlation Analysis	Accepted
H ₅ : There is a relationship between professional growth and employees' job satisfaction	Correlation Analysis	Accepted
H ₆ : There is a relationship between responsibility and employees' job satisfaction	Correlation Analysis	Accepted
H ₇ : There is a relationship between good feelings about organization and employees' job satisfaction	Correlation Analysis	Accepted
H ₈ : There is a relationship between clarity of mission and employees' job satisfaction	Correlation Analysis	Accepted

As it can be seen from the table 5.1, Motivation was found to significantly correlated with Employees' Job Satisfaction ($r = .779^{**}, p=.000$), implying that there is a strong positive relationship between Motivation and Employees' Job Satisfaction. Hence H₁ of Hypothesis-1 is accepted.

Recognition was found to significantly correlated with Employees' Job Satisfaction ($r = .905^{**}, p=.000$), implying that there is a strong positive relationship between Recognition and Employees' Job Satisfaction. Hence H₁ of Sub Hypothesis-2 is accepted.

Work itself was found to significantly correlate with Employees' Job Satisfaction ($r = .415^{**}, p=.000$), implying that there is a positive relationship between Work itself and Employees' Job Satisfaction. Hence H₁ of Sub Hypothesis-3 is accepted.

Opportunities for Advancement was found to significantly correlate with Employees' Job Satisfaction ($r = .452^{**}, p=.000$), implying that there is a positive relationship between Opportunities for Advancement and Employees' Job Satisfaction. Hence H₁ of Sub Hypothesis 4 is accepted.

Professional Growth Opportunities were found significantly correlate with Employees' Job Satisfaction ($r = .503^{**}, p=.000$), implying that there is a positive relationship between Professional Growth Opportunities and Employees' Job Satisfaction. Hence H₁ of Sub Hypothesis-5 is accepted.

Responsibility was found to significantly correlate with Employees' Job Satisfaction ($r = .913^{**}, p=.000$), implying that there is a strong positive relationship between Responsibility and Employees' Job Satisfaction. Hence H₁ of Sub Hypothesis-6 is accepted.

Good Feelings about Organization was found to significantly correlate with Employees' Job Satisfaction ($r = .424^{**}, p=.000$), implying that there is positive relationship exist between Good Feelings about Organization and Employees' Job Satisfaction. Hence H₁ of sub hypothesis-7 is accepted.

Clarity of Mission was found to significantly correlate with Employees' Job Satisfaction ($r = .383^{**}, p=.000$), implying that there is there is positive relationship between Clarity of Mission and Employees' Job Satisfaction. Hence H₁ of sub hypothesis-8 is accepted.

VI. CONCLUSION

Primary objective of this study is to examine the nexus between motivation and employees' job satisfaction of doctors and nursing staff in base hospitals in Ampara. The results of this study show that motivation has significant positive relationship with employees' job satisfaction since the motivational factors such as Recognition, Work itself, Opportunities for Advancement, Professional Growth Opportunities, Responsibility, Good Feelings about Organization, Clarity of Mission are significantly and positively correlated with employees' job satisfaction.

The first specific objective of this study is to identify the level of the motivation for doctors and nursing staff in base hospitals. The results of this study show that level of the motivation of doctors and nursing staff in base hospitals is moderate level where Recognition, Work itself, Professional Growth Opportunities, Responsibility are moderate level and Opportunities for Advancement, Good Feelings about



Organization, Clarity of Mission are high level. The second specific objective of this study is to identify the level of job satisfaction experienced by doctors and nursing staff in base hospitals. The results of this study show that level of job satisfaction experienced by doctors and nursing staff in base hospitals is high level. The third specific objective of this study is to explain how motivational factors should be improved to increase the job satisfaction of doctors and nursing staff in base hospitals. Based on the results of descriptive analysis, Recognition, Work itself, Professional Growth Opportunities and Responsibility are moderate level.

Inferential statistics reveal that there is a significant positive association between motivation and job satisfaction. Hence, it can be inferred that job satisfaction can be improved if organizations pay attention more on motivational factors.

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