

¹ The Nexus between Motivation and Employees' Job Satisfaction: ² Special Reference to the Base Hospitals in Ampara District

³ Atham Gany Imam Mohamed Ithrees¹ and Ambalam Pushpanathan²

⁴ ¹ Vavuniya Campus of the University of Jaffna

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⁷ **Abstract**

⁸ The study will be useful to understand motivation and employees' job satisfaction in
⁹ hospitals. The main objective of this study is to examine the relationship between motivation
¹⁰ and job satisfaction of doctors and nursing staff in base hospitals in Ampara. For this study
¹¹ purpose, two base hospitals in Type- A and Type-B in Ampara District namely Ashraff
¹² Memorial Hospital (Kalmunai South Base Hospital) and Ninthavur Base Hospital were
¹³ selected. Sample size of this research was 158 hospital staff (Doctors and Nurses) which was
¹⁴ selected by using simple random sampling method. Structured questionnaire used to get the
¹⁵ primary data collection. The findings of the study indicated that there is a significant and
¹⁶ positive relationship between Motivation and employees' job satisfaction. Further, The results
¹⁷ of this study show that level of the motivation of doctors and nursing staff in base hospitals is
¹⁸ moderate level where the motivation variables namely Recognition, Work itself, Professional
¹⁹ Growth Opportunities, Responsibility are moderate level and other motivation variables
²⁰ namely Opportunities for Advancement, Good Feelings about Organization, Clarity of Mission
²¹ are high level. Level of job satisfaction experienced by doctors and nursing staff in base
²² hospitals is high level. Some recommendations are suggested to improve the motivation and
²³ job satisfaction of hospital staff (Doctors and Nurses).

²⁴

²⁵ **Index terms**— motivation, job satisfaction, clarity of mission.

²⁶ **1 Introduction**

²⁷ Increasing the productivity or performance of the organization has been a major concern for all organizations both
²⁸ in the public and private sectors, great and small alike in the world. However, most of the organizations are paying
²⁹ attention to improve the productivity or performance of the organization, most organizations still face problems
³⁰ in retention of employees because of the counter-productive behaviors of employees in many organizations such
³¹ as absenteeism, theft, wasting resources, verbal abuse and procrastinating etc. These negative behaviors of
³² employees affect their performance and the performance of the organization as a whole. Beck (1983) identified
³³ that happy employees tend to be more motivated and will be faithful to a company. They will conduct themselves
³⁴ and work on the assignments assigned to them more enthusiastically and passionately and consequently yielding
³⁵ higher quality output. As a result, it is important for organizations to be more concern about the welfare of
³⁶ workers. Most employees need motivation to feel good about their jobs and perform optimally. Some employees
³⁷ are money motivated while others find recognition and rewards personally motivating. Motivation levels within
³⁸ the workplace have a direct impact on employee productivity. Workers who are motivated and excited about
³⁹ their jobs carry out their responsibilities to the best of their ability and production numbers increase as a result
⁴⁰ (Ganta, 2014). Many researchers and practitioners had taken interest in the topic that explain motivation and
⁴¹ employee satisfaction.

3 LITERATURE REVIEW

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

52 2 a) Statement of the Problem

53 Many countries currently experience a shortage of qualified health workers specially doctors and nurses. Health
54 care professionals in developing countries are migrating to developed countries that affect the healthcare system
55 in developing countries and, hence, the health of the population. At current levels, wage differentials from country
56 to country are so large. In the past history of Sri Lanka, health workers specially doctors and nurses went on strike
57 to demand the Government on salary issues, reinstate their right to import tax-free cars and other benefits. And
58 also the healthcare workers including doctors, nurses, medical technicians and minor staff are suffering by heavy
59 workloads, extended working hours and time-related pressure. Based on the above issues, the health workers can
60 experience poor motivation that lead to less satisfaction in their job. Poorly motivated health workers can have a
61 negative impact on individual facilities and an entire health system. Therefore, keeping health workers satisfied
62 and motivated helps the entire health system work smoothly.

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

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

67 3 Literature Review

68 Motivation means the willingness of an individual to do efforts and take action towards organizational (Dobre,
69 2013).

70 Luthans (2011) stated that motivation is a process that starts with a physiological or psychological deficiency
71 or need that activates a behavior or a drive that is aimed at a goal or incentive. Smerek and Peterson (2007)
72 developed the motivators such as Recognition, Work itself, Opportunities for advancement, Professional growth
73 opportunities, Responsibly, Good feelings about organization and Clarity of mission.

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

77 Job satisfaction is the employee's opinion that how much they are satisfied with their job. It is positive and
78 emotional state resulting from evaluation of one's job. Existence of enterprises and their success are affected
79 by quality of human resources (Zafar et al., 2014). Velnampy (2009) indicated that there are three generally
80 accepted dimensions to job satisfaction. (i) Job satisfaction is an emotional response to a job situation. It cannot
81 be seen; it can only be inferred. (ii) Job satisfaction is often determined by how well outcomes meet or exceed
82 expectations. For example, if organizational participants feel that they are working much harder than others in
83 the department but are receiving fewer rewards, they will probably have a negative attitude toward the work,
84 the boss, and/or coworkers. They will be dissatisfied conversely if they feel they are being treated very well and
85 are being paid equitably, they are likely to have a positive attitude toward the job. They will be job satisfied.(iii)
86 Job satisfaction represents several related attitudes.

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

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

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

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

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

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

108 **4 III.**

109 **5 Methodology**

110 Here focused on how this research study has been carried out scientifically. It explains the research conceptual
111 framework, hypotheses and survey methodology, composition of the sample and method of analysis adopted
112 to achieve the stated primary objective of the research: to examine the relationship between motivation and
113 employees' job satisfaction in base hospitals in Ampara district.

114 **6 a) Hypotheses of the Study**

115 A hypothesis can be defined as a logically conjectured relationship between two or more variables expressed in the
116 form of a testable statement. Relationships are conjectured on the basis of the network of associations established
117 in the conceptual framework formulated for the research study. By testing the hypotheses and confirming the
118 conjectured relationships, it is expected that solutions can be found to correct the problem encountered (Sekaran,
119 2003).

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

122 IV.

123 **7 Data Analysis**

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

126 **8 Motivation**

127 **9 Recognition**

128 **10 Work itself**

129 **11 Opportunities for Advancement H 1 :**

130 There is a relationship between motivation and employees' job satisfaction H 2 :

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

132 **12 H 3 :**

133 There is a relationship between work itself and employees' job satisfaction.H 4 :

134 There is a relationship between opportunity for advancement and employees' job satisfaction.H 5 :

135 There is a relationship between professional growth and employees' job satisfaction H 6 :

136 There is a relationship between responsibility and employees' job satisfaction H 7 :

137 There is a relationship between good feelings about organization and employees' job satisfaction H 8 :

138 There is a relationship between clarity of mission and employees' job satisfaction. motivation and employees'
139 job satisfaction was analyzed and interpreted based on the methodology.

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

143 **13 a) Descriptive Analysis**

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

146 **14 Results and Discussion**

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

150 15 Variables

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

154 Recognition was found to significantly correlate with Employees' Job Satisfaction ($r = .905^{**}$, $p=.000$), implying that there is a strong positive relationship between Recognition and Employees' Job Satisfaction. Hence H 1 of Sub Hypothesis-2 is accepted.

157 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 H 1 of Sub Hypothesis-3 is accepted.

160 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 H 1 of Sub Hypothesis 4 is accepted.

163 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 H 1 of Sub Hypothesis-5 is accepted.

166 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 H 1 of Sub Hypothesis-6 is accepted.

169 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 H 1 of sub hypothesis-7 is accepted.

172 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 H 1 of sub hypothesis-8 is accepted.

175 16 VI.

176 17 Conclusion

177 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.

182 The first specific objective of this study is to identify the level of the motivation for doctors and nursing staff in base hospitals. 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. ^{1 2 3}

41

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			

Figure 1: Table 4 . 1 :

Figure 2: Table 4 . 2 :

Recognition, Opportunities, Recognition, Work itself, Professional Work itself, Professional Growth Opportunities and Responsibility are moderate level.

Figure 3:

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