

## Investigation of the Motivation Parameters in Health Care Establishments

Osman Durmaz<sup>1</sup>

<sup>1</sup>Business and Management Department, Ishik University, Slemani, Iraq  
Correspondence: Osman Durmaz, Ishik University, Slemani, Iraq.  
Email: osman.durmaz@ishik.edu.iq

Received: April 5, 2017

Accepted: May 17, 2017

Online Published: June 1, 2017

doi: 10.239 18/ijsses.v3i4p44

**Abstract:** In this study, the factors that influence the motivation of employees in the health sector with the aim of finding articles and research are examined. As far as can be seen in reviews in this field, various studies have been conducted in different countries. The specific findings of this research were concluded. When these findings are examined, particularly in the area of Health 'Management' and 'working conditions' had positive effect on the motivation of health personnel was observed. However, the tools of economic motivation, tools to motivate health employees, psychosocial factors have been identified as the most important managerial tools and organizational tools to motivate.

**Index Terms:** Motivation, Health Motivation in Organizations, Types of Motivation

### 1. Introduction

Mankind is the establisher of every sorts of business. The effective, efficient and enthusiastic strive of mankind for work is only possible by providing motivational impulses. a motivated member of an establishment drags his team to success. The opposite of this situation also may be the case. Business employees in a lack of motivation, may cause productivity decrement, and hence, can even cause the collapse of the business. For this reason, it's a prerequisite for the managers to be vigilant and prepare a motivating environment for workers in health care establishments, where human life is concerned (Korkmaz, 2008).

The success of any business largely depends on the well understanding of the multi-dimensional and complex structure of Human species and thoroughly providing a feasible work environment for this structure. Motivation can be expressed in the form of researching and developing the conditions necessary for the employees to work willingly in the direction of organizational goals and to be productive in the consequence. Motivation is particularly important for the adroit, talented, skillful, and initiative employees in order to upgrade their knowledge and skills to the higher levels.

Working life is the time period in which people devote most of their time. The quality of this time and the intimacy of the employee to work through it also significantly affects the quality of the efforts put forward., this situation is more important, when it comes to speak about working at health care centers in comparison to other fields of work, Because the task of health professionals is with no doubt very

sensitive and it's about life-death of the individuals and any tinge faux pas cannot be recompensed (Kilic & Keklik, 2012).

Admission to the goals of the most important hospitals in human life depends on the effective and efficient performance of the health personnel they employ. Motivational tools are the means by which employees are operative and productive. The important thing is to motivate employees by using these motivational tools in the right way. Employees with a high level of motivation contribute positively to the achievement of the aims of the establishment as well as their professional achievements.

As a general view the work carried out in this area, health services are commonly expected to be discerned from the factors that affect the motivation. Therefore, if the employees adopt the holistic philosophy of the establishment as well as their stimuli for the work will be rewarded as a form of the patients' satisfaction for the establishment. The content of health care employees with their career life also have a positive upshot on the patients who need moral treatment and motivation in the hospital environment. Establishments that work in vital areas such as healthcare will have to make more effort than other sectors to keep their employees' quality of life and motivation high. Since there are regional differences in respect of the employees and in terms of the service sector, it is important for each hospital to measure the content rate of the employee staff in certain periods and the patients benefiting from the service in order to determine establishment policies

## **2. Literature Review**

The counterpart of the term "motive" can be determined as stimuli and momenta . Motivation is the power that drives a person for a specific purpose (Argon &Eren 2004). The impulse is "to be influenced and inspired by the individual to create a work environment that satisfies the needs of individuals and groups" (Can, 2002).

Motivation is Latin-origin word, which refers to drive an individual and having necessary desire and self-sacrifice to focus and attain a specific goal. Safe motivation, the motivation that extends forward into imaginal dimensions; the drive of a person to a certain purpose is discerned as a source of power, and it's stated as a situation of which the person can imagine creating a future which that person is content with.

In short, motivation is defined as a phenomenon in which individuals turn towards a certain purpose and try to attain the realization of these goals (Turkish Language Institute Dictionary, 2000, p.603). Motivation, which means stimulation, induce, encouragement and transition to work, can be defined in many other different ways due to its correlation with other fields of science.

Some of these definitions go like this. Motivation is that people try and act with their own desires and longs to achieve a specific goal. Motivation can be described the role of external stimuli as well as the individual's willingness to do get the work done (Smithers et al., 2000). Motivation is a force that initiates the behaviors necessary to make a need. Motivation refers to internal factors that motivate behavior and external factors that encourage individual behavior (Waterman, 2005).

The common configuration of the different definitions of motivation is in the influence of an individual's behavior and hence driving him/her to a significant goal. Motivational behavior can affect three directions: orientation (preference), intensity (effort) and duration (persistence). Motivation not only affects the acquisition of the skill and ability of the individual, it also determines how and in what capacity they will use it (Locke & Latham, 2004).

In motivation, it is necessary to know what is important for the person to motivate, and then to create an approach that will respond to the person's wishes. It can be argued that there is a linear relationship between the motivation of an employee and his / her work in a job and in an environment suitable for their qualifications (Britt, 2005)

## **2.1 Types of Motivation**

### **2.1.1 Intrinsic Motivation**

When the individual achieves success by trying to achieve something, he feels self-sufficient, independent, and unable to meet his or her high-level needs (Onaran, 1981). In other words, there is a natural driving force that is intrinsically motivated when individual activity is achieved and satisfied. This power comes from within and the individual is self-motivated. An intrinsically motivated individual makes effort for himself and gives the award to himself. There is a direct relationship between the work done and the award, and the worker takes this award while doing the job. The work done is enjoyable and the satisfaction is achieved in the process of making the job. In intrinsic motivation, the individual develops behavior toward his own internal needs.

Intrinsic motivation factors are (Banger, 2008):

- Soothing
- Encouraging tasks
- The desire to overcome some certain obstacles
- Supportive working / living environment
- The willingness of the person
- Being content with occupation/educational life
- Confident with your courageous
- Avoiding frustration
- Creating success opportunities
- Evaluation of individuals as individuals
- To encourage taking risky behavior
- Communication attention
- Creating self-worth perception
- Acceptance with trust
- Curiosity

### **2.1.2 Extrinsic Motivation**

Extrinsic motivation arises from outside of the individual with reward or reinforcement from one's environment allows you to do something. The effects of extrinsic motivation are temporary, low intensity and persistence of behavior (Baltas, 2002).

The student who is extrinsically motivated strives to get a higher grade and get the teacher's praise (Woolfolk, 1998). The extrinsic motivating factors are classified into two categories (Banger, 2008):

Positive extrinsic motivation factors:

- Note (performance score)
- Reward
- Prize
- Certificate
- Cup
- Medal
- Club and association membership
- A sense of recognition and acceptance
- Friendly environment

Negative extrinsic motivation factors:

- Regiment
- Humiliation
- Insult with harsh word
- Attack
- Punishment
- Revert rights

### **2.1.3 The Relationship between Motivation and Productivity**

It is the motivation that supports the success of the individual at work and directly affects the performance of employees. In general, it is possible to define motivation as "individual's desire and quest to attain the realization of his/her goal (Koçel, 2001). Or, according to another definition, motivation can be defined as a willing and high effort to reach organizational goals. Mobilizing people and Concentrating their energies in certain directions can provided through motivation (Eroğlu, 1995). Nevertheless , we can direct the people to increase their productivity as much as we demand (Akdemir, 2003)

According to a recent survey in the US on productivity and motivation it's found hat %97 of the employees asserted higher effect on productivity, while 92% indicated that motivation was a key factor in their commitment to the companies, where it is pointed out that, 38% indicated higher customer satisfaction, and 22% indicated higher productivity and 27% showed that higher profits was achieved,

On the other hand, it is also emphasized that managers need to know what motivates their employees first (Good & Nelson 1997) in order to ensure work of their staff and avoid losing their effective employees.

#### **2.1.4 Motivation Tools**

Today, any business uses a variety of motivational tools to motivate its staff and ensure that the staff performs well. Human needs are endless and unlimited, and for this reason every human being is set to be motivated. The important thing is to have the right motivation. In the literature; the validity of material and spiritual motivational tools which are generally accepted and determined by many researches includes; Economic tools, psychosocial tools and organizational / managerial tools.

##### **Economic tools**

Money

Awards

Profit Share System

Social Aids

##### **Psychosocial Aids**

The act of being appreciated

Status

Consultancy services

Providing a work which is worth to practice

Security

Independent Study

Suggestions

##### **Organizational and managerial Tools**

Promotion Opportunities

Unity of Purpose

Make the Job Appealing

Physical Working Conditions

Expanding Your Business

Job Enrichment

Job Cycle

Teamwork

Adjust and constancy discipline system.

## **2.2 Hospitals and Hospital Employees Motivation**

### **2.2.1 Hospital Description and Features**

The hospital term is derived from Latin hostel, host, and hospice origins. The meaning of these words is to accept guests and hospitality. According to the management regulations of the bed treatment institutions, the hospitals are defined as "the institution where pregnant give birth at and the place where wounded, those who suspect the disease and those who want to control their health status at the same time that they are monitored, examined, diagnosed, treated and rehabilitated (Sözen, 2003). Since hospitals are service providers, they have different characteristics than other businesses. These features are outlined

Hospitals are complex open-dynamic systems Hospitals are today's most complex businesses that produce services within the definition of health (Sahin, 2004) There are several reasons why the hospitals are complex. One of these is the fact that the factors affecting the hospital outside the hospital, the hospital environment, are very complex. Another cause is the irregularity of patients arriving at the hospital complaining to a number of different diseases. Therefore, the demand for the hospital for any moment cannot be predicted correctly. Simple and complex production processes are also observed in service manufacturing enterprises. A large hospital is where the simplest and most complex health services are shaped. While some patients are trying to get their health by medication only, some of them have much more long-term and complicated treatment procedures (laboratory, x-ray, surgery, in-bed care). The urgency of the treatments, the necessity of acceptance, the fact that they are always ready in terms of personnel and equipment cause the employment of a large number of personnel in the hospital and therefore a complicated structure (Başol, 1994).

Hospitals are organizations that serve 24 hours a day. Patients are treated all day long because the treatment of the patient shows the immediacy and irrefutability of the treatment and some patients in the hospital must be kept under constant care. Some staff in the hospital are employed on shifts and / or seizures so that they can be serviced 24 hours a day. In particular, nighttime and evening shift management is important for the control of hospital costs and for the health of the patient, especially in the case of nighttime personnel, where interpersonal relationships and weakness in relative loyalty are observed

### **2.2.2 Staff in Hospitals**

At the beginning of the main entrances of health institutions, human resources are coming. The developments in medical science and technology have led to the emergence of new diagnostic and therapeutic possibilities. Parallel to these developments, the need for more specialized departments, specialization and more qualified personnel has also increased in health institutions. It distinguishes

health institutions from other industrial and service organizations. The distinctive features of the health institutions are listed on the table (Kavuncubasi, 2007):

1. The services provided are difficult to identify and measure the resulting output,
2. The work done in health institutions is largely complex and changing
3. Most of the activities carried out in health institutions are urgent and unendurable
4. The work done is very sensitive to errors and uncertainties
5. The level of specialization in health institutions is very high
6. Functional dependence in health institutions is very high: therefore a high degree of coordination between the activities of different professional groups is necessary
7. In healthcare institutions, the vast majority of human resources are made up of professionals, and these people attach more importance to professional goals than to corporate goals.

### **2.3 Effects of Motivation on Employee Efficiency in Health Care Organizations**

Health institutions are not seen as long-term economic incentives. There has been a long debate about whether or not health institutions should be regarded as an economic establishment. Those who advocate that health institutions are not an economic establishment base their point of view that the main purpose of the health institutions can not be earned. Those who view this suggest that organizations that are nonprofit establishments. According to this view; Consideration of efficiency in health institutions means that the health of the patients is put at risk and that their social injuries are severely limited by the health services. Healthcare institutions have to use certain production elements in the production of health services to reach their goals and fulfill their functions. These production elements are human power, money, time, machinery, materials, space and building. Among these, the most important thing for health institutions is human power (Dalkıran, 1993). In particular, hospitals are aiming to recover unhealthy customers into healthy conditions. The most important point here is that the whole attention of the crew should be directed to the course of the human being. Because the slightest mistake can affect human life and health in negative ways. For centuries, maintaining a charitable nature and pursuing nonprofit purposes have been an important factor in the philosophical understanding of the healthcare establishments. A charitable establishment cannot be managed with concepts such as, economic and profitability. However, the researches show that health establishments have many common potentials of other economic enterprises. As a result, the fact that health establishments are economic businesses has begun acceptable.

### **2.4 The Importance of Employee Motivation in Health Care Institutions**

It is possible for healthcare employees to be able to present the health service at the best state of their own health conditions, (Dalkıran, 1993).improving the life quality of the healthcare employees; we cannot talk about productive healthcare employees and well-presented health services unless these conditions and possibilities of The regulation of working conditions and the attainment of democratic rights are provided.

Working with self-sacrifice and creativity is a dignified, stunning and important quality. People work more efficiently and competently as long as they are satisfied with the desired and work environment. Within the competitive conditions of quality understanding, customer satisfaction has gained a

significant importance. therefore, the expectation of the internal customer as well as the external customer is dependent on the health and comfort that is regarded as the internal customer to provide the fastest, high quality and efficient service, and the satisfaction and performance to be achieved by the motivation of the other employees and healthcare employees .Nurses make up about 60% of health care employees who work in the hospitals. For this reason, the motivation of the nurses is important for the efficiency and productivity of the hospitals (Altindis, Özdemir & Altindis, 2006).

## **2.5 Factors Motivating Personnel in Healthcare Facilities**

Appreciation and loyalty of the employees to their organizations and also to their jobs is directly related to creating friendship environment and to teach them by The way to provide their tasks. Because what is motivated is what can be understood by the interpretation of their behavior. Also, it should not be forgotten that motivation is a personal incident. In other words, any situation that would make an employee to motivate to a specific task might not affect one other. For this reason, managers should define each worker as an individual, and respect their differences, hence determine what motivates the each and every single employee (Gürgen, 1997). Each and every single individuals are different from each other, they have distinctive the qualities, needs, desires, expectations, etc.

Individuals whose level of knowledge, social and cultural accumulation is increasingly beholding for social satisfaction elements as well as monetary expectations in institutions they now work with. Employees adopt the aims of the functioning organization at a satisfactory level of fulfillment from the establishment in which they spend most of their work and life, and they are also productive at the same time. Consistency of personal aims with the objectives of the establishment affects the success of the establishment (Bayar, Durna & Söylemez, 2000).As hygiene or an environmental factor, money alone is not enough to be an important motivation factor for many people. However, it can contribute to increased motivation (Gerçeker, 1998). There are many motivational factors that are interactive with each other and with many other features and can vary according to the individuals. Motivation factors are categorized in different researches, different qualities and different aspects according to their perspectives (Qu, Ping & Wong 1999).

## **2.6 Investigation of the Factors Affecting Motivation in Hospitals**

In this section, the factors affecting motivation in hospitals is examined and its results are stated. When the literature is examined in this area, as it can be seen in the previous sections it can be seen that an enormous number of articles and researches have been made. For example; it is seen that "relation of managers " is influenced by 62% of independent variables which express job satisfaction dimensions of dependent variables (Kilic & Keklik, 2012). As the importance attached to job satisfaction dimensions' increases, the relevance of healthcare employees to managers will also increase significantly ( $R^2 = 622$ ). Motivational factors, on the other hand, are (39%) influenced by the "quality of work" and "services provided. In addition, "Decision making process" is influenced by the level of the work quality by the rate of 48%. As far as the research is concerned, it has been found that there is no effect on the "incentive and evaluation system" factor, which is the only motivation factor of the dimensions of the work quality of life, and hence this hypothesis has been rejected. As another research the study of Doğanlı and Demirci (2014) has been inspected. According to the results of the inspection, 20 different



motivational tools resulting in factor analysis related to factors affecting motivation of nurses were combined under 7 factors. As a result of the tests conducted, it was observed that the working conditions of the nurses on job satisfaction were improved and the cooperation between the staff of the institution and the managers were important. Thus, it has been seen that the working conditions and the services provided are in accordance with the size of the work and the working dimensions' compatible with the managers. In this case, it has been seen that the working conditions and services provided in the studies of (Doğanlı & Demirci, 2014; Kılıç & Keklik, 2012) are in harmony with the motivation effect. It is seen that the leadership qualities of the managers influence the motivation and performance of the employees (Koçak & Özüdoğru, 2012). As the leadership qualities displayed by the managers increase, the motivation of the employees also increases. The hypothesis that there is a strong relation between the leadership of the managers and the performance of the employees and the relationship between the increase in the motivation of the employees and the high performances is verified. The most important motivational tools for nurses are "job security", "social security" and "managers' value", while the least important three motivational tools are "competition" Working in the field of business trade union activities being important to the enterprise "and" having common aspects with the co-workers outside the workplace ".

### 3. Conclusion

When the results of the research were examined, it was seen that the leadership qualities of the managers and working conditions positively affected the motivation of the health employees in general. It should be understood that in the articles considered in the review section, the manager-employee relationship, which is addressed in different titles, especially in relation to managers, managerial leadership, or employee-manager relationship, is very important in terms of motivation of health personnel and care should be taken to keep managers' They need to show them. Considering the studies under the heading "Working conditions for outsiders", it can be said that the level of income is not lowered below market standards and that the necessary standards on social rights are applied at a satisfactory level, which can be easily seen at the point of motivation of the staff. This study covers only the motivation of health workers. Instead of conducting an applied research in this sense, it was thought to be more appropriate to use the results of the studies that were in this field. As a result, the necessary results can be put in place.

### References

- Altındis S., Özdemir S., Altındis M. (2006). Bir Üniversite Hastanesinde Çalışan Hemsirelerin Motivasyon Düzeyleri. Iv. Ulusal Sağlık Kuruluşları Yönetimi Kongresi, Bilimsel Kitabı, Editör: Haydar Sur, Onur Yarar Ölüdeniz-Fethiye.
- Argon, T., & Eren A. (2004). *İnsan Kaynakları Yönetimi*. Ankara: Nobel Yayın Dağıtım.
- Akdemir A. (2003). *Temel İşletmecilik Bilgileri*. İstanbul: Türkmen Kitabevi.
- Britt, T. V. (2005). The Effects of Identity-Relevance and Task Difficulty on Task Motivation, Stres, and Performance. *Motivation and Emotion*, 29(3).189-202.
- Baltaş A. (2002). Çalışmak İçimden Gelmiyor. Retrieved on February 25, 2008 from [http://www.makalem.com/Search/ArticleDetails.asp?bWhere=true&nARTICLE\\_id=2097](http://www.makalem.com/Search/ArticleDetails.asp?bWhere=true&nARTICLE_id=2097)
- Banger G. (2008). "Motivasyon" bilgiekonomisi. Retrieved from [googlepages.com/motivasyon.ppt](http://googlepages.com/motivasyon.ppt)
- Başol K. (1994). Hastanelerde Performans Değerlemesi. Uludağ Üniversitesi Sosyal Bilimler Enstitüsü,

Yüksek Lisans Tezi, Bursa.

- Bayar, M., Durna, M., & Söylemez, D. (2000). Sağlık işletmelerinde Motivasyonun Önemi Ve Personel Üzerindeki Etkisi . Modern Hastane Yöneticiliği Dergisi. Mayıs-Haziran, Retrieved in 2008 from <http://Sabem.Gov.Tr/Akademik-Metinler>
- Can, H. (2002). *Organizasyon ve Yönetim*. Ankara: Siyasal Kitabevi.
- Dalkıran, M. (1993). TSK Asker Hastanelerinde Görev Yapan Sağlık Personelinin Daha Verimli Çalışmasına Etki Eden Motive Edici Faktörlerin Belirlenmesi: Yayınlanmamış Yüksek Lisans Tezi Gata Sag.Bil.Enstitüsü:Ankara
- Doğanlı, B., & Demirci, Ç. (2014). Sağlık Kuruluşu Çalışanlarının (Hemşire) Motivasyonlarını Belirleyici Faktörler Üzerine Bir Araştırma. *Yönetim ve Ekonomi: Celal Bayar Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 21(1), 47-60.
- Eroğlu F. (1995). *Davranış Bilimleri*. İstanbul: Beta Yayınları.
- Good, L., & Nelson B. (1997). Motivate Employees According to Temperament. *HR Magazine*, 42 (3), 51.
- Gürgen, H. (1997). *Örgütlerde İletişim Kalitesi*. İstanbul: Der Yayınları.
- Gerçeker, A. (1998). Quantitative Approach For Analysing Motivational Factors;And its Application . , Yayınlanmamış Yüksek Lisans Tezi, Orta Dogu Teknik Üniversitesi: Ankara.
- Korkmaz, S. (2008). Hastanelerde Doktor, Hemşire ve Ebelerin Motivasyonunu Etkileyen Faktörler Bir Uygulama. Çağ Üniversitesi, Sosyal Bilimler Enstitüsü, Yüksek Lisans Tezi, İçel.
- Kılıç, R., & Keklik, B. (2012). Sağlık çalışanlarında iş yaşam kalitesi ve motivasyona etkisi üzerine bir araştırma
- Kavuncubası, S. (2007). Sağlık Kurumları Yönetimi. Anadolu Üniversitesi Açık Öğretim Fakültesi. Yayın No:1778: Eskisehir.
- Koçak, R. D., & Özüdoğru, H. (2012). Yöneticilerin Liderlik Özelliklerinin Çalışanların Motivasyonu ve Performansı Üzerindeki Etkileri: Kamu ve Özel Hastanelerinde Bir Uygulama. *Faculty of Education Journal*, 1, 77-78.
- Koçel, T. (2001). *İşletme Yöneticiliği*. İstanbul: Beta A.Ş.
- Locke, E., Latham, A., & Gary, P. (2004). What Should We Do about Motivation Theory? Six Recommendations for The Twenty-First Century. *Academy of Management Rewiev*, 29(3).
- Onaran, O. (1981). *Çalışma Yaşamında Güdülenme Kuramları*. Ankara: Ankara Üniversitesi Siyasal Bilgiler Fakültesi Yayınları, No: 470, Sevinç Matbaası.
- Smithers, G. L., & Walker, D. (2000). The Effect of the Workplace on Motivation and Demotivation of Construction Professionals. *Construction Management and Economics*, 14(2), 147-54.
- Sözen, C. (2003). Sağlık Yönetimi; Ankara: Palme Yayıncılık.
- Şahin, A. (2004). Yönetim Kuramları Ve Motivasyon İlişkisi. *Selçuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 11, 523-547.
- Türk Dil Kurumu Sözlüğü, (2000), Ankara: Türk Dili Kurumu Yayınları, B.2.
- Waterman, A. S. (2005). When Effort is Enjoyed: Two Studies of Intrinsic Motivation for Personally Salient Activities. *Motivation and Emotion*, 29(3).
- Woolfolk, A. E. (1998). *Educational Psychology* (7th ed.). Boston: Allyn and Bacon.
- Qu, H., Ping, Elsa., & Wong, Y. (1999). A Service Performance Model of Hong Kong Cruise Travelers' Motivation Factors and Satisfaction. *Tourism Management*, 20(2), 237-244.