THE MOTIVATION OF HOSPITAL STAFF MEMBERS: AN IMPLEMENTATION IN ANTALYA PROVINCE

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ABSTRACT

Increase in the share of the service sector in the world economy and the economy of Turkey, the average life expectancy in almost all countries of the world, and accordingly, the constant technological developments and economic growth in the health sector have increased the importance of the quality of the services provided in the sector. Especially, since the enterprises are in service in all sectors started to adopt the customer-generated marketing, in Turkey, the establishments are in service in the health sector have targeted to increase the quality of service by various initiatives (Yagci and Duman, 2006, p:219).

The most important internal factor to increase the quality of the service is improving the motivation of hospital staff. The main objectives of the research are determining the current levels of motivation of hospital staff, motivation levels based on demographic characteristics and their assessments, correlation between motivation levels, identifying the level of importance of the factors and tools affecting motivation.

Key Words: Motivation, Motivational Tools, Hospital Management.

1. INTRODUCTION:

Motivation can be defined as discovering the needs of the staff and applying appropriate methods (Aksit, 2010, p:30). Motivation, at the same time, stands for researching and creating necessary conditions in order that the hospital staff can work productively in line with organizational goals (Karakaya and Alper, 2007, p:56). Motivation is guiding an individual's effort, activities and interests in line with organizational goals. While guiding to
an individual, it is necessary to prepare suitable environment and incentives which will help meeting an individual’s needs and expectations (Eroglu, 2004, p: 324). In this case, administrators also need to know well the reasons for the behaviours of employees, how these behaviours occurred and how to activate them.

One of the most significant phenomena that shapes human relations is motivation. No matter what sector they are in, the common goal of all organizations is to be able to guide individual efforts in line with common goals. It is providing the work is able to be done, make the individual be willing to work and love it and show sufficient effort for the work. An individual's motivation level provides all this enthusiasm (Findikci, İ., 2002, p:3739).

2. THE CONCEPT AND TYPES OF MOTIVATION

There are several definitions about motivation in literature. Eren, one of those definitions, defines the motivation as the sum of the efforts for actuating one or more people continuously towards a specific goal or purpose (Eren, 2001, s.492). In other words, motivation is defined as discovering the needs of employees and appying the methods appropriate for these needs and aspirations.

Motivation, at the same time, means that researching and creating the necessary conditions in which individuals works and show performance in line with organizational objectives (Karakaya and Alper, 2007, p:56). Motivation is to direct an individual's efforts and activities, centers of interest in line with organizational goals. While doing this action of directing, it should be based on determining external factors promoting individuals doing a certain action of behaviour rather than explaining aspirations and needs in meeting the needs

2.1. Intrinsic Motivation:

Intrinsic motivation is the objectives of individuals about their needs, expectations, beliefs, reasons for the actions and interests (Durmuş, 2007, s.8). The most characteristic feature of intrinsic motivation is an individual’s actuating himself independently of influence of any external factors. Another feature of intrinsic motivation is that the pleasure and its degree derived at the end of the action to be done is determined by an individual himself and is completely internal. (Argon and Eren, 2004, s.118)

Intrinsic motivation, at the same time, is related to the needs and aspirations an individual needs internally. These are effective on the individual’s thought and directs them. The most important point here is that the uniqueness of an individual's needs and aspirations. Even if the others attempt to influence him, the last word is his in the decision-making process. The aspirations and needs of an individual are determined by the factors that affect his biological, psychological structure and his learning (Özdemir, 1989).

If an individual endeavour to increase his work performanas, it is due to his intrinsic motivation.

2.2. Extrinsic Motivation:

Extrinsic motivation stands for a person's action by a reinforcement or reward coming from environment. In extrinsic motivation, it requires that same reward or punishment should periodically be given depending on the source of motivation. However, this will not be sufficient enough after a period of time, so its type and dose should be changed as well.

The suggestion and reinforcement are to be made to increase extrinsic motivation can work, but it requires continuous control. Unless this control from the outside is not be internalized by the person that you try to motivate, as soon as the control ends, the behaviour motivated does not continue as well. Therefore, as the general rule, the reinforcement and suggestions are to increase intrinsic motivation should be used more.

Many theories and models have been developed to motivate employees in organizations. It is quite difficult to

3. Employee Motivation Tools

It is not only the economic purposes that connects the employees to their works in a business. There are also psycho-social, organizational and managerial motivation tools available which aims to motivate employees. The ability and motivation levels of the employees have a significant impact in ensuring the performance of the business. In this context, to ensure that employees are able to use their capabilities in line with the aims and objectives of the organization, management is required to use effective means of motivation as well. (Sabuncuoğlu and Tokol, 2001, p.321). It is possible to examine the motivation tools in three groups.

Economic instruments, the first that comes to mind is of course fee. In order to improve the performance of employees and connect them to their work, it must be met the physiological needs of the individual. In this context, it is important the correct use of economic instruments by the business. The economic tools can be listed as salary, bonus, awards, profit-sharing, social benefits (Şahin, 2004, p.543).

Psychosocial motivational tools is determined more to meet an individual’s intrinsic motivation needs. As a result of globalization, businesses now strive to meet and strengthen employees’ intrinsic motivation (Sabuncuoğlu and Tüz, 1998, p.127). Psycho-social motivation tools can be listed as independent work environment, recognition, respect for private life, harmony with the environment, the value and status, social activities, career planning.

Organizational motivation tools can be listed as job security, job rotation, delegation of authority, training, and promotion, participating in decisions, balance of responsibility, communication, unity of purpose and the improvement of working conditions. Organizational tools is also referred to as the tools of encouraging motivation.

4. THE MOTIVATION OF HOSPITAL STAFF MEMBERS

As a result of globalization and the rise of the service sector due to continuous technological development and economic growth in the health sector have increased the importance of the quality of the services sector. Especially, with the adoption of customer-oriented marketing by the all companies operating in all sectors, organizations in health sector aims to raise the quality of the service through various initiatives. (Yağcı ve Duman, 2006, p.219).

It is important to ensure the satisfaction of hospital staff in order to get quality service. Therefore, employees are the basic subject of efficiency of an hospital.

The importance given to the employees, ushers in a quality health service. For this reason, hospital managers have a great role in providing this. Hospital managers, need to know the needs and aspirations of employees. If individuals’ needs are met, they satisfy in their works. In addition, the working environment and job satisfaction have become increasingly important in hospitals.
Therefore, the administrator needs to be aware of motivation.

Employees working in an organization have different properties. Although there are a number of common objectives and similar aspects, people's abilities are differ from each other. Therefore, individuals working in an organization have also different working skills from each other. (Eroğlu, 2004, p.330).

There are two ways managers can implement to improve the performance of the business. The first is to improve the ability of employees through training. The second alternative is to increase the variety of motivations (Eroğlu, 2004, p.331).

5. METHODOLOGY

The basic goal of the research is to determine the current motivation level of the hospital employees, their understanding and evaluating the motivation dimensions according to demographic characteristics, the relationship between motivation dimensions, the determining of the importance of the factors and tools affecting motivation.

It is considered that the findings from the hospital employees will be advisor for the hospital employees and hospital administration. At the end of this research, the administrators will get knowledge in the motivation level of their employees, the factors and tools affecting motivation and also in increasing their employees’ motivation.

Determining the level of the employees and motivation tools and, planning according to the findings will increase the hospitals’ efficiency. Also, motivation is important for the employees’ working efficiently, increasing their personal performance. In this regard, the information of the administration about its employees’ will and need and motivating them will bring personnel and hospital success with it.

5.1. Study Group

The population of this research consists of the personnel in a hospital in Antalya. Within the scope the research, the effect level of the motivation tools on the personnel was determined to see the effect on work performance. Accordingly, polls were conducted to the personnel and 239 valid polls were subjected to evaluation.

5.2. Data Analysis

In the evaluation of the research, SPSS 20.0 programme was used. Reliability analysis was made and, research method was determined according to the results. Frequency distributions and graphics of the distributions were examined with the help of the programme.

One way Anova test was used in the comparison of the average of variables more than two, Post Hoc Tukey test was used in the determination of the variables causing difference, Factor Analysis and Manova were used to determine the relationship between the demographic characteristics of the participants and the sub dimensions of the scale.
<table>
<thead>
<tr>
<th>WEIGHT</th>
<th>OPTION</th>
<th>LIMIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Agree Strongly</td>
<td>1-1,79</td>
</tr>
<tr>
<td></td>
<td>Agree</td>
<td>1,80-2,59</td>
</tr>
<tr>
<td>3</td>
<td>Neutral</td>
<td>2,60-3,39</td>
</tr>
<tr>
<td>4</td>
<td>Disagree</td>
<td>3,40-4,19</td>
</tr>
<tr>
<td>5</td>
<td>Disagree Strongly</td>
<td>4,20-5</td>
</tr>
</tbody>
</table>

Table.1: Grading Scala

1 was considered as the highest point and 5 was as the lowest point in the scale of the polls.

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>Cronbach’s Alpha Based on Standardized Items</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>0,879</td>
<td>0,900</td>
<td>35</td>
</tr>
</tbody>
</table>

Table.2: Reliability Statistics

Cronbach’s Alpha value is 0,879. This shows that the poll has a quite high reliability.

<table>
<thead>
<tr>
<th>ANOVA</th>
<th>Sum of Squares</th>
<th>d f</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Items</td>
<td>3341,668</td>
<td>3</td>
<td>4</td>
<td>123, 354</td>
<td>0,000</td>
</tr>
<tr>
<td>Nonadditivity</td>
<td>2,055³</td>
<td>1</td>
<td>2,055</td>
<td>2,579</td>
<td>0,108</td>
</tr>
</tbody>
</table>

Grand Mean = 2,0094

Table.3: ANOVA with Tukey's
Between Items=0,000 shows that difference between measurements is statistically meaningful, Nonadditivity=0,108 shows that nonadditivity is statistically meaningless. It is obvious that the difference among Hotelling's T-Squared Test P=Sig.<0,01 question averages is statistically meaningful. When looked at “Cronbach's Alpha if Item Deleted” values, it is seen that if it is removed, there will not be a higher variable used to get a higher value than Cronbach’s Alpha value. Thus, it was decided that no variable would be removed.

<table>
<thead>
<tr>
<th>Hotelling’s T-Squared</th>
<th>F</th>
<th>df</th>
<th>df</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1561,577</td>
<td>3</td>
<td>4</td>
<td>0,000</td>
</tr>
</tbody>
</table>

**Table.4: Hotelling’s T-Squared Test**

The male rate of the participants of the research is 28% whereas it is 78% for females.

**Figure.1: Gender Distribution**

The male rate of the participants of the research is 28% whereas it is 78% for females.

**Figure.2: Age Distribution Graphic**

It is seen that the 43.1% of the participants are between 26-35 years old and 36.4% is between 36-45.
It is seen that the 23.4% of the participants have been working for 2-5 years and 26.4% for 6-9 years in the institution. 31% of the participants graduated from high school, 40% from associate degree and 22% from postgraduate. It is also seen that 73% of the participants are married. Moreover, 49.8% of the participants get 1500-1999 YTL and 17.2% get 2000-2499 YTL.

<table>
<thead>
<tr>
<th>MOTIVATION SCALE</th>
<th>Agree Strongly</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Disagree Strongly</th>
</tr>
</thead>
<tbody>
<tr>
<td>I like doing only what I enjoy in my work.</td>
<td>26.8</td>
<td>32.2</td>
<td>4.6</td>
<td>23.0</td>
<td>13.4</td>
</tr>
<tr>
<td>I prefer having a high title to having a job of higher salary.</td>
<td>20.1</td>
<td>36.0</td>
<td>12.6</td>
<td>19.7</td>
<td>11.7</td>
</tr>
<tr>
<td>I usually choose the job which looks the finest among the jobs.</td>
<td>14.6</td>
<td>36.4</td>
<td>7.9</td>
<td>29.7</td>
<td>11.3</td>
</tr>
<tr>
<td>The person with whom I chose to spend my time is the person who I like most.</td>
<td>9.6</td>
<td>35.6</td>
<td>8.8</td>
<td>29.3</td>
<td>16.7</td>
</tr>
<tr>
<td>If I do not like the job, I quit.</td>
<td>17.2</td>
<td>44.8</td>
<td>16.3</td>
<td>14.2</td>
<td>7.5</td>
</tr>
<tr>
<td>Economical trust is important for motivation.</td>
<td>8.4</td>
<td>4.2</td>
<td>0.8</td>
<td>27.6</td>
<td>59.0</td>
</tr>
</tbody>
</table>
Table 5: Motivation Scale

The rate of the participants who agree strongly with “I like doing only what I enjoy in my work” is 26,8%, who agree with it is 32,2% ; who agree with “I prefer having a high title to having a job of higher salary” is 36,0% and who disagree with it is 11,7%. The rate of the participants who agree with “I usually choose the job which looks the finest among the jobs” is 36,4% whereas who do not agree with it is 29,7. The 35,6% of the participants agree with “The person with whom I chose to spend my time is the person who I like most” and 29,3% of them do not agree with it.

The 44,8% of the participants agree with “If I do not like the job, I quit” and 14,2% of them do not agree with it. Those who agree strongly with “Economical trust is important for motivation” is 8,4% and those who disagree strongly with it is 59,0%. The adoption of this view shows that not only the salary is important but also other motivation tools.

Whereas the 6,7% of the participants agree strongly with “If I know that the more effort, the more Money, then I work harder,” 41,0% of them do not agree with it. The adoption of this view can be seen as a sign that hospital administration can use motivation tools as well.

The rate of the participants who agree with “I often decide according to what other people think” is 42,7% and 6,7% of them disagree strongly with it. The rate of those who agree with “Taking advice about my job is important for my motivation” is 51%. The disagreement rate of “It is important for me to work in an institution which lets me use my abilities and talents” is 46,7%.

The rate of the participants who disagree with “I like doing things giving me the personal success feeling” is 49,8% while it is 6,3% for those who agree with it. The rate of the participants who disagree with “To work hard, an organization mission must be compatible with my values” is 45,6% an it is 21,8% for those who agree with it. The disagreement rate of “If a Project is appreciated by people around me, I work harder in this Project” is 48,1%.
MOTIVATION FACTORS

<table>
<thead>
<tr>
<th>Motivation Factor</th>
<th>Strongly Effective</th>
<th>Effective</th>
<th>Neutral</th>
<th>Noneffective</th>
<th>Strongly Noneffective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is taking earthly reward while doing your job effective in your motivation?</td>
<td>54,0</td>
<td>33,9</td>
<td>3,3</td>
<td>6,3</td>
<td>2,5</td>
</tr>
<tr>
<td>How much is taking complimentary sayings about your work effective in your motivation?</td>
<td>48,1</td>
<td>43,5</td>
<td>2,1</td>
<td>5,0</td>
<td>1,3</td>
</tr>
<tr>
<td>Does satisfaction of the others with your service affect your motivation?</td>
<td>43,5</td>
<td>49,8</td>
<td>0,8</td>
<td>5,4</td>
<td>0,4</td>
</tr>
<tr>
<td>Is acting independently while doing your job effective in your motivation?</td>
<td>48,5</td>
<td>40,6</td>
<td>4,6</td>
<td>4,6</td>
<td>1,7</td>
</tr>
</tbody>
</table>

Table 6: Motivation Factors

The rate of the participants who say strongly effective for “Is taking earthly reward while doing your job effective in your motivation?” is 54%, and of who say strongly noneffective is 2,5%. The rate of the participants who say strongly effective for “How much is taking complimentary sayings about your work effective in your motivation?” is 48,1% and of who say effective 43,5%. The rate of the participants who say effective for “Does satisfaction of the others with your service affect your motivation?” is 49,8. It is also pleasing that there are employees who are content with their job especially in service sector. The rate of the participants who say strongly effective for “Is acting independently while doing your job effective in your motivation?” is 48,5. We see that motivation factors are used correctly by the employees. This makes easier to use motivation tools for the administrators.

MOTIVATION TOOLS

<table>
<thead>
<tr>
<th>Motivation Tool</th>
<th>Very Effective</th>
<th>Effective</th>
<th>Neutral</th>
<th>Noneffective</th>
<th>Too Noneffective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income Level</td>
<td>61,1</td>
<td>32,6</td>
<td>2,1</td>
<td>3,3</td>
<td>0,8</td>
</tr>
<tr>
<td>Gaining Reward</td>
<td>56,1</td>
<td>38,5</td>
<td>1,3</td>
<td>3,3</td>
<td>0,8</td>
</tr>
<tr>
<td>Gaining Profit</td>
<td>56,9</td>
<td>35,1</td>
<td>2,1</td>
<td>3,8</td>
<td>2,1</td>
</tr>
<tr>
<td>Taking Social Welfare</td>
<td>36,4</td>
<td>44,4</td>
<td>6,7</td>
<td>12,1</td>
<td>0,4</td>
</tr>
<tr>
<td>Being Appreciated</td>
<td>56,1</td>
<td>37,2</td>
<td>1,3</td>
<td>5,4</td>
<td></td>
</tr>
<tr>
<td>Retirement Assurance</td>
<td>59,4</td>
<td>37,2</td>
<td>1,3</td>
<td>2,1</td>
<td></td>
</tr>
<tr>
<td>The Attractiveness of the Job</td>
<td>45,2</td>
<td>43,5</td>
<td>2,5</td>
<td>7,9</td>
<td>0,8</td>
</tr>
<tr>
<td>Physical Working Conditions</td>
<td>58,2</td>
<td>37,2</td>
<td>0,8</td>
<td>3,3</td>
<td>0,4</td>
</tr>
<tr>
<td>Teamwork</td>
<td>50,6</td>
<td>37,7</td>
<td>5,0</td>
<td>6,7</td>
<td>99,6</td>
</tr>
</tbody>
</table>

Table 7: Motivation Tools

The correct understanding of the motivation tools affecting the employees’ motivation and increasing work performance affect positively. We can range the findings of our research about this subject. The rate of the participants who say very effective for income level is 61,1% while who say non effective is 3,3%. The rate of people who say very effective for gaining reward is 56,1%. The rate of the participants who say very effective for gaining profit is
56.9%. The rate of the participants who say effective in motivation for taking social welfare is 44.4% whereas it is 12.1% for those who say it is non effective. The rate of those who say very effective for being appreciated is 56.1% and those who say very effective for retirement assurance is 59.4%. The rate of those who say very effective for the attractiveness of the job is 45.2%, those who say it is effective is 43.5%. The rate of saying very effective for physical working conditions is 58.2%, of saying very effective for teamwork is 50.6%. This case is related to educational status and work environment.

![The Level Of Motivation And Willingness To Come](chart.png)

**Table.8: The Level Of Motivation And Willingness To Come**

It is remarkable that the group whose most members (43.24%) say the hospital administration is eager to increase motivation has the lowest income level in the income groups.

On the contrary, the group whose most members (47.83%) say the administration is reluctant to increase motivation has the highest level income.

Most of the people who have average income level (72.27%) say the administration is partly eager to increase motivation.

This shows up a both interesting and challenging graphic similar to the above.

**CONCLUSION**

It is seen in the medical institutions that hospital administrations apply to tools such as course, seminar, social activities and appreciating but these are not considered sufficient by employees.

However this case brings the wage rise expectation, when considering people who say “I prefer having a high title to having a job of higher salary” form the majority, it is seen that the idea that activities done for increasing motivation is
insufficient is not only because of the low level of gaining wage rise reward.

It is obvious that the gaining earthly reward of the medical institution employees while doing their job is important for motivation but also that they will not work harder just to gain earthly reward. This case shows that the sense of belonging to their professions and workplaces is great.

It is also seen that being praised, the content of other people with their work, using initiative are as effective as gaining earthly reward.

It is clear that characteristics about working area such as the sufficiency of examination environment, of Professional material, of Office equipment, innovation of the tools in the Office according to technology, the sufficiency of heating, ventilation and illumination systems are considered significant by the employees. Also, the expectations about these characteristics are increased as the income level increases.

This case shows both that working in a clean, healthy, and technological and relief environment increases motivation and that seeing the workplace similar to their homes or their personal lives will increase the employees’ motivation.

Moreover, it is seen that those whose income level is low are affected by motivation tools such as social activities and being appreciated whereas those whose income level is high find these studies insufficient and expect motivation as earthly reward.

Employees are affected more by the activities done by the hospital administration to increase motivation as their working hours increase. However, those who have just begun working are not sure about this, and this is clear.

The case that people who have worked more than one hospital say that the current hospital administration is more eager to increase motivation can be explained in that hospital administrations give more importance to motivation activities as a matter of policy as time goes by. However, as reflected in the answers, these studies have not reached the sufficient level yet.

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