

Original research article

## A Study to Identify the Motivational Factors Among Doctors in a Tertiary Care Hospital

Dr. Avinash Borkar<sup>1</sup>, Dr. Namita Deshmukh\*<sup>2</sup>, Dr Ranjit Ambad<sup>3</sup>

<sup>1</sup>Associate professor, Department of Community Medicine, Datta Meghe Medical College, Nagpur

\*<sup>2</sup> Associate professor, Department of Community Medicine, Datta Meghe Medical College, Nagpur

<sup>3</sup>Associate professor, Department of Biochemistry, Datta Meghe Medical College, Nagpur

Corresponding Author: Dr. Namita Deshmukh.

Email: [namitad0712@gmail.com](mailto:namitad0712@gmail.com)

### Abstract

**Introduction:** Health professionals deal with human life and have to perform many functions at a single point of time like taking care of the patients, teaching medical students and have various administrative responsibilities as well, along with the responsibilities of their own family. Lack of motivation at any level of this health profession hierarchy can affect their performance and directly or indirectly affect the patients as well. Hence, this study is planned to identify the factors that exactly motivate doctors in a Government Tertiary care hospital.

**Materials and Methods:** The study was carried out in a Government Tertiary care Hospital and Medical College of Chhattisgarh from Jan 2019 – March 2019 on 100 doctors who voluntarily participated in the study. A preformed and pretested proforma was used to interview the Doctors which inquired about their socio-demographic details and Work Motivation Scale by Udai Pareek (2002) was used to assess and identify intrinsic and extrinsic motivation factors of the Doctors. Data was analysed using Microsoft excel and Statistical analysis was done by percentages and T-test. Statistical significance of differences between group means was tested. The p-value <0.05 was taken as statistically significant

**Results:** The mean age of doctors was  $37 \pm 6.01$  years. Professional growth, an intrinsic factor was ranked higher (mean score 13.98) by majority of doctors. Salary and job security and benefits were the extrinsic factors that were ranked higher by majority of the doctors (mean score 17.28, 16.32 and 15.78 respectively). The mean score of Extrinsic motivating factors was significantly more than that of the Intrinsic motivating factors. (t value 21.11, p<0.001, significant).

**Conclusion:** The main motivating factors for the health workers in this tertiary care hospital and medical college sample were, salary, job security, benefits, professional growth and working environment.

**Keywords:** Employee, Health professionals, Job satisfaction, Motivation

## Introduction

Health professionals spend a large part of their life, almost 40–45 years, in delivering medical services. They deal with human life and have to perform many functions at a single point of time. They take care of the patients, deal with the relatives, media and politicians, teach undergraduate medical students and have various administrative responsibilities as well, along with the responsibilities of their own families.

Hence, it is important that these professionals experience positivity towards their tasks and remain continuously motivated to provide quality health services and shoulder other responsibilities as well. Lack of motivation at any level of this health profession hierarchy can affect their performance and directly or indirectly affect the patients as well.<sup>1</sup>

Each individual has his own set of motivating forces, so it is the duty of the manager/ Health care team leaders, to carefully identify and address these motivating forces. Motivation can be divided into two different theories known as *intrinsic* (internal or inherent) motivation and *extrinsic* (external) motivation. Intrinsic motivation is the self-desire to seek out new things and new challenges, to analyse one's capacity, to observe and to gain knowledge.<sup>2,3,4,5</sup> It is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on external pressures or a desire for consideration.<sup>6</sup>

Extrinsic motivation refers to the performance of an activity in order to attain a desired outcome and it comes from influences outside of the individual. E.g.; rewards (money or grades) for showing the desired behaviour, and the threat of punishment following misbehaviour.<sup>5,6,7,8</sup> There are hardly any studies referring about motivational factors at work in any hospital attached to a medical college. Hence, this study is planned to identify the intrinsic and extrinsic factors that truly motivate doctors in a Tertiary care hospital.

## MATERIAL & METHODS

The present study was carried out in a tertiary care hospital in Chhattisgarh with the objective to identify the factors that exactly motivate doctors.

**Study design:** Observational cross-sectional study

**Study setting:** Government Tertiary care Hospital and Medical College, Chhattisgarh

**Study Participants:** Doctors working in a Government Tertiary care Hospital and Medical College, Chhattisgarh

**Study period:** Jan 2019 – March 2019

## METHODOLOGY

### Tools and Instruments used for data collection:

The data was collected by using the pretested structured questionnaire, consisting questions regarding age, sex, qualifications, teaching experience, designation and occupational history. Work Motivation Scale by Udai Pareek (2002) was used to assess motivational factors of doctors.<sup>2</sup>

This scale was derived from the works of Udai Pareek (2002) and some additional variables were included, based upon the literature review that cover those factors that work as motivator for medical teachers and doctors. Thus, an 18- item scale was used in this study. The 18 items of the scale, were required to be ranked from one to 18 by respondents, rank one being the most motivating factor and rank 18 least motivating factor. Thus, rank one was given highest score of 18 and rank 18 was assigned a least score of one for calculating the mean score of motivation. The chronbach's alpha of reliability and internal consistency of the scale was 0.73.<sup>9</sup> For analysis the 18 items of the scale were subdivided into intrinsic and extrinsic motivating factors, each containing a subset of 9 factors. Intrinsic Motivating factors were namely, Job characteristics, autonomy, responsibility, feedback, Professional Growth, Personal growth, work life balance, social perception of the profession and respect and recognition from student. Extrinsic Motivating factors were namely salary, benefits, working environment, recognition and appreciation, supporting leadership, college policy procedures, job security, amount of work and student's performance. 100 doctors from clinical and non-clinical departments were included in the study. The participants were well informed regarding the purpose of the study and their confidentiality. Their verbal consent was taken. The questionnaire was administered to the participants at working place. It took around 15-30 min to complete the proforma.

Data collected was analysed using Microsoft excel. Continuous variables were summarized in terms of means and standard deviations while categorical variables in the form of frequencies and percentages. Statistical analysis was done by percentages and T test. Statistical significance of differences between group means was tested. p-value <0.05 was taken as statistically significant.

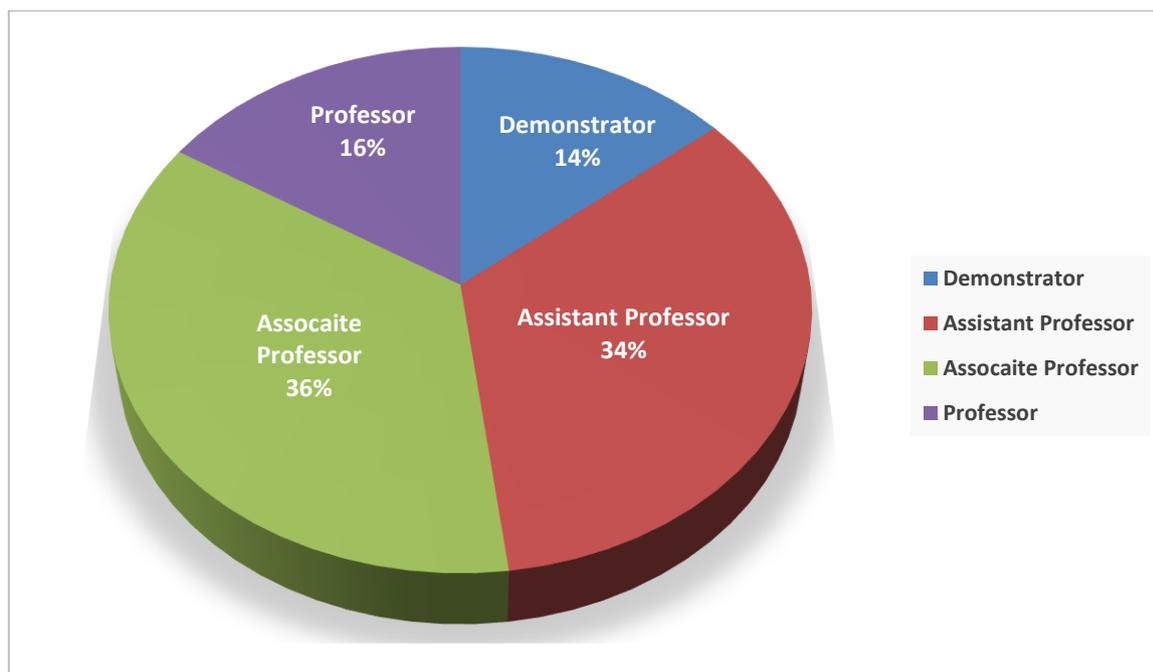
## RESULTS

In the current study, maximum doctors (60/100) 60% were in the age group of 31-40 years, and the mean age of doctors was  $37 \pm 6.01$  years. 56/100 doctors i.e., 56% were males while 44/100 i.e., 44% doctors were females. (**Table 1**)

**Table 1: Age-wise and Sex-wise distribution of doctors**

Age-group	Males N (%)	Females N (%)	Total N (%)
<30 years	04 (28.57)	10 (71.43)	14 (14)
31-40 years	32 (53.33)	28 (46.67)	60 (60)
41-50 years	20 (76.92)	06 (23.08)	26 (26)
<b>Total</b>	56 (56)	44 (44)	100 (100)

Maximum i.e., 84/100 doctors (84%) had completed their post-graduation and only 16/100 doctors (16%) were Graduates. Maximum doctors i.e., 36/100 (36%) worked as Associate Professors, followed by 34/100 (34%) doctors who worked as Assistant Professors. There were 16/100 (16%) Professors and Head and only 14/100 (14%) were demonstrators. (**Fig 1**) About 14 doctors (14%) who worked as demonstrators were in a regular (permanent) service while 86 doctors (86%) who worked as Assistant Professor, Associate Professor and Professor were in a contractual (time bound) service.



**Figure 1: Distribution of doctors according to their designation**

As shown in **Table 2**, amongst the intrinsic factors of motivation, professional growth was ranked higher (mean score 13.98) by majority of doctors followed by personal growth (mean score 12.42), while respect and recognition from students and social perception of the profession were ranked lower (mean score 3.16 and 3.74 respectively) by the doctors of our present study.

**Table 2: Mean Score of Individual Intrinsic Motivation Factors of Doctors**

Individual Intrinsic Factors	Mean Score
Feedback	4.2
Professional Growth	<b>13.98</b>
Personal Growth	<b>12.42</b>
Social Perception of The Profession	3.74
Respect And Recognition from Student	3.16
Job Characteristics	9.9
Autonomy	8.58
Responsibility	8.34
Work Life Balance	7.62

Amongst the Extrinsic motivating factors (**Table 3**), Salary and job security and benefits were ranked higher by majority of the doctors (mean score 17.28, 16.32 and 15.78 respectively) while student performance was ranked lowest by majority doctors (mean score 3.64 only). After comparing the scores of both the intrinsic and extrinsic factors, it was observed that salary, job

security, benefits, professional growth and working environment were ranked higher by majority of doctors and were the top five motivating factors for employee doctors. (**Table 4**)

**Table 3: Mean Score of Individual Extrinsic Motivation Factors of Doctors**

Individual Extrinsic Factor	Mean Score
Working environment	13.22
Salary	<b>17.28</b>
Benefits	<b>15.78</b>
Recognition & Appreciation	11.18
Supporting leadership	6.56
College policy procedures	6.58
Job security	<b>16.32</b>
Amount of work	8.5
Students' performance	3.64

**Table 4: Top five Motivating factors for doctor employees**

Sr. No	Motivating factor	Mean Score	Type of factor
1	Salary	17.28	Extrinsic
2	Job security	16.32	Extrinsic
3	Benefits	15.78	Extrinsic
4	Professional Growth	13.98	Intrinsic
5	Working environment	13.22	Extrinsic

After comparing the mean scores of Intrinsic and Extrinsic motivating factors, it was evident that mean score of Extrinsic motivating factors was significantly more than that of the Intrinsic motivating factors. (t value 21.11,  $p < 0.001$ , significant) (**Table 5**)

**Table 5: Comparison of mean scores of Intrinsic and Extrinsic motivating factors**

Type of motivating factors	Mean score	Standard Deviation	T value	Level of significance
Intrinsic motivating factors	7.97	0.72	21.11	$p < 0.001$
Extrinsic motivating factors	11.01	0.72		

## Discussion

The present study was carried out at a Government Medical College and Hospital, with the objective to identify the factors which motivate doctors in a Government Tertiary care hospital. Total 100 doctors were interviewed and it was observed that 56 (56%) were males and 44(44%) were females and maximum number of doctors i.e., 60% were in the age group of 31-40 years while the mean age was  $37 \pm 6.01$  years. These findings were consistent with *Kontodimopoulos*

*et al (2009)*<sup>10</sup> who observed 65.9% male doctors and 34.1% female doctors with mean age of whole sample close to ours that is 39.9 years. Also, *Bajpai et al (2015)*<sup>11</sup> observed 55.08% male doctors and 44.92% female doctors in a study of employee satisfaction and role of motivation in super-speciality hospital.

In the present study it was observed that salary, job security, benefits and working environment which were also the extrinsic motivating factors were ranked amongst the first five of all the 18 factors and only one intrinsic motivating factor that is professional growth secured a position in the first five motivating factors. Similar findings were recorded by *Bajpai et al(2015)*<sup>11</sup> that incentives and rewards are the prime factors that impact on employee motivation. While, *Lambrou et al (2010)*<sup>12</sup> observed that achievements (like professional growth in our study) was ranked highest motivating factor and remuneration (like salary in our study) was ranked second highest. This might be because all the employees in their study were regular employees unlike the subjects of our study. Also, expectations and promotions and working conditions were ranked amongst first five motivating factors by the future employees in thesis conducted by *Peter Abong Ajang*.<sup>13</sup> In a study conducted by *Jafri et al(2013)*<sup>9</sup> Salary, professional growth and working environment secured higher ranks in the top six motivating factors list similar to our findings. This shows that doctors are mainly looking for opportunities of professional growth, to move up the ladder of their career in an organization. If provided with these opportunities, employees will be highly motivated to perform better.

In the present study, after comparing the mean scores of Intrinsic and Extrinsic motivating factors, it was evident that, the mean score of Extrinsic motivating factors ( $11.01 \pm 0.72$ ) was significantly more than that of the Intrinsic motivating factors ( $7.97 \pm 0.72$ ). (t value 21.11,  $p < 0.001$ , significant). *Tremblay et al (2009)*<sup>14</sup> also got similar findings that extrinsic motivation was more important for employees than the intrinsic motivation. Every institute differs in culture and policies and also needs of their employees. It is the responsibility of higher authorities to find out the unmet needs of the employees and address them adequately. This applies to educational institutes as well. Not only financial but also non-financial factors contribute in creating motivation in the doctors and this should be taken care of. *Malgorzata Chmielewska et al (2020)*<sup>15</sup> observed that quality of work, respect from co-workers and autonomy were ranked higher by doctor employees.

## Conclusion

In conclusion, this study showed that motivation was influenced by both financial and non-financial incentives. The main motivating factors for the health workers in this tertiary care hospital and medical college sample were, salary, job security, benefits, professional growth and working environment. The kind of non-financial incentives identified should be taken into consideration when developing human resource management strategies. The knowledge of motivational factors and factors leading to increased job satisfaction of the employees allows the organizations to implement strategies according to the needs of their employee, which in turn can prove to be the biggest asset for the organization itself.

Additional research should be carried out to gain a continuous understanding and knowledge of what motivates employees to perform best in their job. It should be a continuous process leading to continuous improvement in health care settings. After all, an employee who is well motivated will go an extra mile and put efforts to achieve his personal as well as his organizational goals.

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