

Impact of Motivation on Employee Performance: A Case Study of Liaquat University of Medical & Health Sciences Hospital

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Abstract

The purpose of this study is to assess the impact of encouragement on medical personnel efficiency at the Liaquat University of Medical & Health Sciences (LUMHS) University. In specific, the research is aimed at (i) examining the motivating actions taken by hospital management (LUMHS) to maintain the efficacy of clinical staff (ii) Observation of the current level of medical nursing services (LUMHS) during their daily operational duties (iii) Determining how motivating products affect the performance of healthcare workers in their day-to-day organizational reactions. Using a questionnaire, a retrospective survey of 200 health workers is carried out. Numbers started to be evaluated using the statistical package for social sciences (SPSS) model 21.0. The study showed that although there are certain compensation programs for hospital medical staff (LUMHS), such as pay, job security, advancement, training and development, assistance / work tools / good physical work environment, appreciation, benefits and pension, the scheme is not well thought out and enforced. This relies only on the hospital's top management, and is withheld from the employees. Therefore, hospital staff (LUMHS) are not completely satisfied with the incentive program and therefore did not affect their efficacy, since the study showed that their effectiveness is low compared to the encouragement packages. Some of the main problems encountered by administrators in implementing employee benefits and compensation packages are lack of funds and difficulty with adequately including a sufficient number of employees benefit program. Health facilities administration are encouraged to take effective reward measures to improve the productivity of the staff.

Keywords: Self-Efficacy SE, Job Performance JP, Job Commitment JC, Job Satisfaction JS

Introduction

The paper draws on a larger health sector analysis to define variables that may contribute to success and efficiency of the workers. Throughout fact, the results is gathered using a standardized questionnaire based on the understanding of employees throughout terms of facets of their employment, such as remuneration and rewards, contact, appreciation,



training and development, the relationship of work and personal life, equity and prosperity, the perceptions of senior management and the quality of life in hospitals. This research work seeks to propose certain collaborations to enhance working conditions at (LUMHS), which is the expected result of a thorough analysis of the advantages and morale of the workers. Despite a good working environment with the appropriate technical tools and equipment, the study provides the impact of reward programs on quality and line management of clinical staff. A research is carried out to clarify the efficiency of workers, utilizing incentive programs focused on their working environment. The research will be done with a public health sector, leading to the wide distribution of public sector organization. Employees in a conventional health policy and are expected to apply such social and legal security mechanisms to the workers in their environment. Collective expertise, skills and experience are increasingly seen as an important contribution to corporate development, advancement and employee efficiency, which is the main source of competitive advantage. Human capital is one of the valuable resources in any organization. (Fabiene et al, 2016).

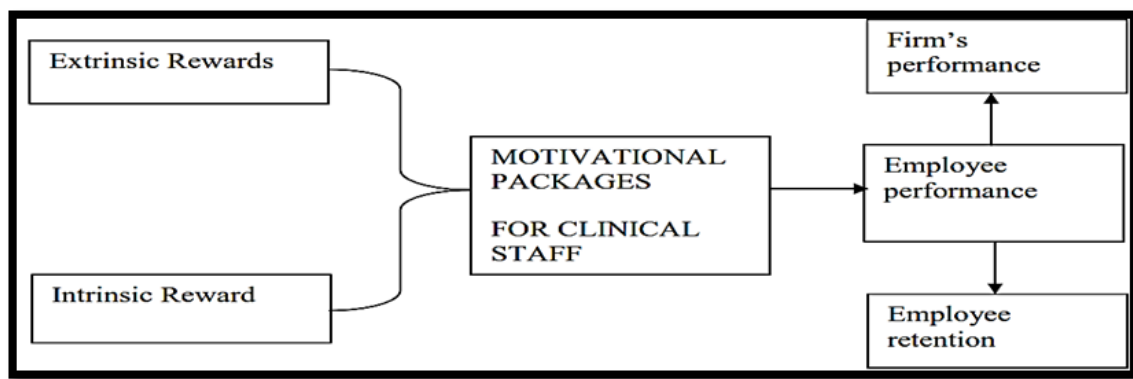


Figure 1. *Conceptual model base on empirical studies (Fabiene et al, 2016)*

(Yousef, 2017), given the rapid evolution of the business environment, an organization's success and profitability in terms of its employee performance is dependent on engagement, encouragement and happiness. Therefore, creative human resources are critical because of numerous motivational strategies to maintaining talented workers through employers. (Tekingündüz et al, 2017) underlined that the potential of a company to attract and retain highly talented workers depends entirely on its capacity to effectively execute motivational programmes. Therefore, the most successful compensation approaches to recruit and retain employees with highly qualified and competent human capital are better performance in order for a business to achieve its goals. Due to the compelling availability of lucrative benefits by most medical institutions, rivalry for lack of quality workers has become the main problem of hospital staff management, as retention of employment is currently the main priority of most staff. The high turnover of medical institutions is a strong trend in most government

institutions, especially in the health sector, because of the ineffectiveness of motivational strategies to maintain them.

Literature Review

(Lambrou et al, 2010) Motivation is a requirement for improving organizational effectiveness, it can be defined as a mechanism that describes the power, purpose, and determination of an individual's efforts to accomplish an objective. The inspiration also stems from the need to be bridged, which adds to certain actions. In the area of safety (Berger et al, 2016), the accomplishment of community health priorities largely depends on the delivery of effective, accessible, easy, affordable and efficient resources to health professionals, motivated by practical considerations. (Humphreys et al, 2017) Hopefully, each employee would work better if compensation programs encourage and meet everyone's needs. In this respect, while economic factors play a decisive role throughout attracting and sustaining health workers, particularly nurses, in medical centers and other workplaces, other influences are equally important. (De Simone et al. Healthcare professionals have specific features that cannot be overlooked, and inspiration can play a crucial role in many of today's critical healthcare issues. Today, the nature of the economic relationship between system users and the system itself (doctors, patients, and hospitals) complicates the task of motivation and exacerbates the management of workforce heterogeneity. Several studies show that healthcare institutions, without sufficient personnel preparation, experience external pressures that cannot be easily overcome. Consequently, the growth of the labor force continues to be a critical element in the health policy cycle.

(Iqbal & Waseem, 2012) Workers achieve better results in developed countries, because they are trained and rewarded in compliance with international standards. But the issue of discontent and staff turnover has always emerged in developing countries, leading to the employer's lack of interest in workers. The public sector in Pakistan is experiencing some difficulties. Employee performance, such as in hospitals, has always been questionable, especially in the public sector. Most of the population isn't happy with their jobs. Employee activity in their jobs also diminished patient promotion and credibility. (Irfan et al, 2011) due to the annoying attitude of public hospital workers, people prefer private hospitals for better treatment. Since public hospitals are interconnected, most medical professionals continue to participate in endless educational and training activities on central functions and patient care. Private hospitals always had enough staff to consciously treat patients, offering them the best conditions. (Jehangir et al, 2016) Another reason for the workload and stress in public hospitals is to receive a large number of underclass patients. Although public hospitals provide patient care free of charge, those who cannot afford private clinics turn to public hospitals for free. This endless series of public hospitals is causing mental tension and frustration among staff, contributing to disrespectful and offensive actions towards patients. (Riaz et al, 2012) Employers are primarily responsible for the programs which follow different approaches to improve the quality of hospital care. There are several methods available, but overall

control of the output may be more valuable in detail. Performance assessment and accountability in Pakistan public sector hospitals are also very weak. To improve employee productivity and achieve better results. To gain public trust and raise the share of national income tax, Pakistan needs to focus on public hospital workers. If workers are happy, they will make the facilities more productive and more profitable. To this end (Haroon et al, 2012) have studied the fact that intermediate and senior managers of public sector hospitals can improve the quality of hospital services and promote positive citizen behavior. (Salman and others, 2016) Specific effects play an important role in the organization. Person high productivity requires with his or her job self-efficacy, satisfaction and motivation. (Nordin et al, 2017) An activity is an event delegated to an organization's employee, and its execution is related to effective and beneficial function for the organization. (Abbas & Yaqoob, 2009) humans cannot compare with computer precision and reliability, but over time they can develop skills that will improve them and deliver outstanding results (Hurter, 2008) "Willingness to work" or "Organizational dedication" is the term used to describe an individual who is above average and contributes to the organization's end result. (Kravchenko et al., 2017) impacts the burden of the employee in carrying out daily duties or responsibilities within the company. Because supervisors are always interested in knowing the effect of their own success on the efficiency and actions of workers, this is associated with the output of employees at work.

Scope of Research Work

The research is performed as a part of a patient success incentive impact assessment and measurement (LUMHS). The research is to be carried out in multiple clinics. This did not cover non-clinical services or other non-clinical programs that reflected the overall approach to empowering workers (LUMHS) at the facility. The study is focus solely on public health professionals including surgeons, nurses, pharmacists, and medical scientists. Therefore, the conclusion will not be interpreted but its outcomes will be put within the appropriate context of the various entities being investigated.

Research Questions

- 1) What are the motivational actions taken by the hospital management (LUMHS) to ensure the work of its clinical staff?
- 2) What is the level of performance of clinical personnel in a hospital (LUMHS) during their daily operations?
- 3) How the incentive package impacts the efficacy of clinical staff at hospitals (LUMHS) in carrying out daily operations?
- 4) Which challenges will hospital management (LUMHS) encounter when the reward programs are introduced?

Research Objectives

The main objective is to assess the effect inspiration has on hospital services.

- 1) To assess the motivating practices conducted by the hospital management to ensure the performance of its clinical staff.
- 2) Research the present level of performance of the clinical staff while conducting their daily operations.
- 3) Evaluate how motivating products affect the efficiency of medical staff in carrying out their everyday operating functions.
- 4) Analyzing the challenges that management has to address when implementing motivating products.

Research Methodology

The details are gathered from primary as well as secondary sources. The cluster sampling technique will be used through a semi-structured questionnaire in the initial data collection process. The primary data collection will be carried out as part of a cross-sectional strategy of 200 autonomous questionnaires, which will be collected correctly utilizing simple random sampling methods, through questions will be asked to help determine the success of the reward strategies utilizing questionnaires that have been validated before. Using the (SPSS) 21.0 the results will be analyzed. The study showed that although there are certain incentives for hospital medical staff (LUMHS), such as compensation, job security, continuing education, training and development, assistance / work tools / good physical work environment, evaluation, remuneration and a pension package, the scheme is not very well developed and applied, as it focuses solely on hospital management.

Table 1: *Distribution of respondents from department*

Category	Number
Doctors	40
Nurses	70
Pharmacists	30
Biomedical scientists	20
Scientists	30
Management	10
Total	200

Data collection is a systematic approach to collecting and reviewing information from different outlets to get a complete and accurate view of the area involved. The details are gathered from primary and secondary sources for this study, in order to achieve their objectives. This study used the form of interview. The purpose of this study is to introduce the investigative system to ensure the distribution of the findings and details. The data was coded to aggregate the responses for a specific number of categories. The

details are provided in tabular, narration and graphic type. Descriptive statistical methods are employed during the analysis of the data.

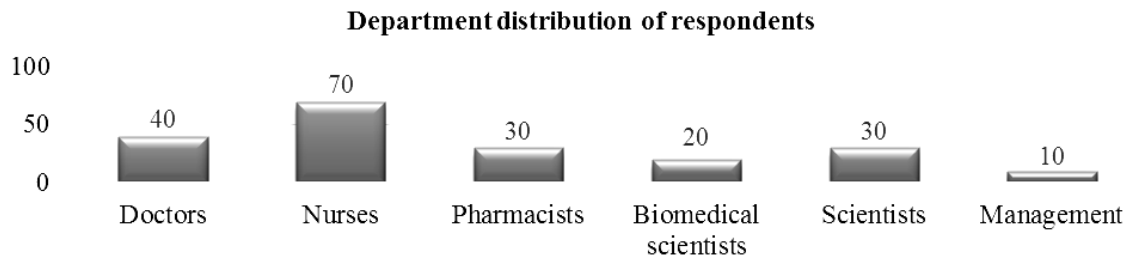


Figure 2. *Department distribution of respondents*

The correlation with the Pearson correlation coefficient was used to study the relationship between healthcare providers' motivation and performance in four dimensions: responsiveness, accessibility, productivity, and competency. A total of 200 questionnaires were sent, with 168 completed and usable returned. Characteristics of the person responsible, such as marital status.

Table 2: *Kind of respondents*

Gender	Frequency	Percentage	Cumulative percentage
Male	93	55.4	55.4
Female	65	44.6	100
Total	168	100	

Gender of Respondents

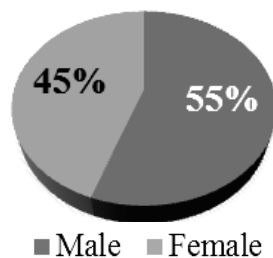


Figure 3. *Gender of Respondents*

Results and Discussion

This study had two research goals, and outcomes are presented and discussed for each objective.

(i) Motivational activities (LUMHS) hospital

The positive actions taken by hospital management (LUMHS) were analyzed as the study's first goal. The clinical staff questionnaire was used to obtain the necessary information needed for the hospital-accepted motivating exercises, and the findings are summarized in table 3 below. During the analysis, 14 variables of motivating intervention were established which can be adopted by the hospital to improve the efficiency of medical personnel. The mean score and standard deviation are the methodological measure used for measurement and understanding of respondents' answers. In this section, average scores are accepted for values greater than 2.5, since the degree of uniformity is evenly divided on a 5-point Likert scale, where 4 and 5 reflect an acceptable response, and 1 and 2 represent an unreasonable response. This means that if a variable's average value is greater than 2.5, respondents will generally agree with that variable's truth.

Table 3: Results of motivational activities undertaken by (LUMHS) hospital management

Description	Mean	Std. Deviation
Salaries	4.12	0.728
Job Security	3.83	1.159
Promotion	3.8	0.8255
Training and Development	3.4	1.0232
Working aids/tools/good physical working environment	3.4	1.0115
Recognition	2.6	3.286
Allowance	2.6	1.655
Retainment Package	2.4	1.3622
Bonus	2.2	0.924
Health Insurance	2.1	1.05569
Incentives	1.98	0.7574
Auto loans	1.9	0.84487
Personal Vehicle	1.85	0.84805
Profit Sharing	1.83	0.81112

All of these factors had an average value above 2.5, except for the insurance bundle, which had an average value below but was very similar to 2.5, or 2.46. The researcher introduced the pension package on the assumption that only a few percent of respondents are over 45 years old and would therefore owe the pension package substantial attention. Bonuses, health insurance, benefits, a car loan, personal transportation / transportation system, and profit sharing are listed as one of hospital managed least used reward programs (LUMHS) with average contract values.

Results on motivational activities embarked by the management of LUMHS hospital

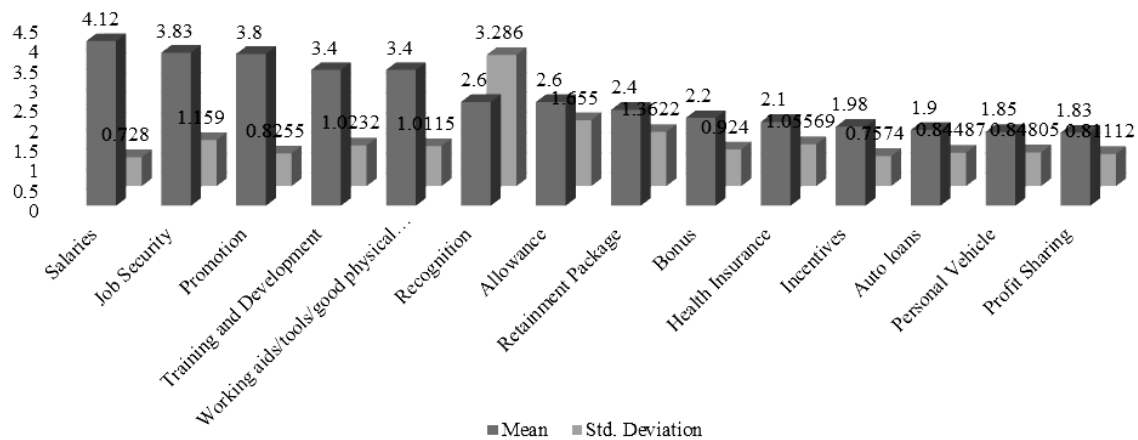


Figure 4. Results of motivational activities undertaken by LUMHS hospital management

Table 4: Packages applied

Description	Mean	Std. Deviation
Target base	3.314	0.9678
Salary base	3.037	1.1486
Performance base	2.49	0.7421
Dividend base	2.259	0.7569
Revenue base	2.222	0.6039
Profit base	2.173	0.7174

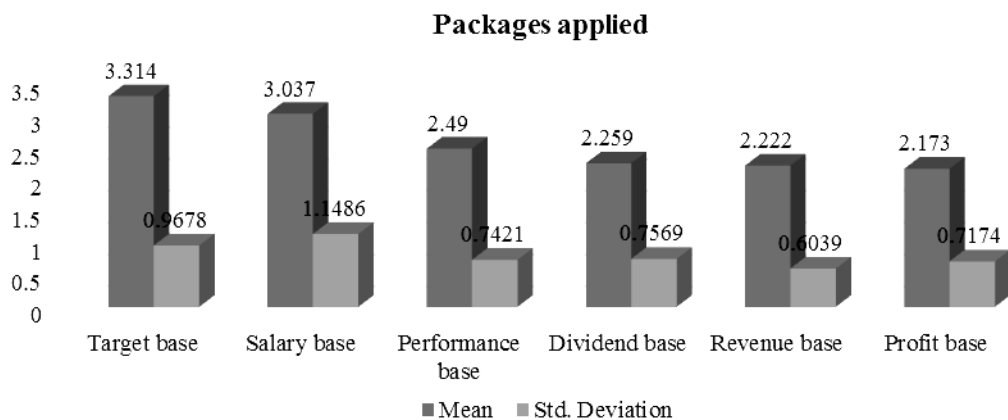


Figure 5. Packages applied

The findings provided in table 5 indicate that there is little consensus among respondents with the average values of 3.31 and 3.03, that incentive packages are implemented based on goal metrics and incomes. With an average of 2.49, 2.25, and 2.22, the study shows from the respondents' responses that the hospital management (LUMHS) does not assign reward and salary schemes dependent on bonuses, profits or revenue. This can be interpreted as profits and revenue, as the hospital is not a productive institution, so employee development cannot be directly linked to financial performance. Hospital management (LUMHS) has to have a performance appraisal program to provide benefits and bonuses equally and effectively to those who truly deserve it, rather than depending on those with a powerful or high role.

Table 5: *Existence of system of regulation*

Description	Frequency	Percentage
Applicable	66	40.7
Not Applicable	98	69.3
Total	164	100

Existence of control mechanism

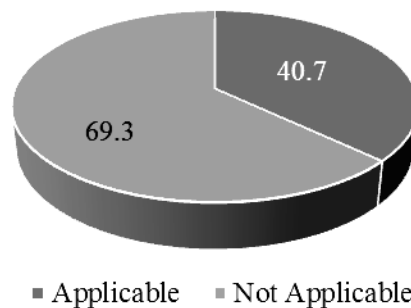
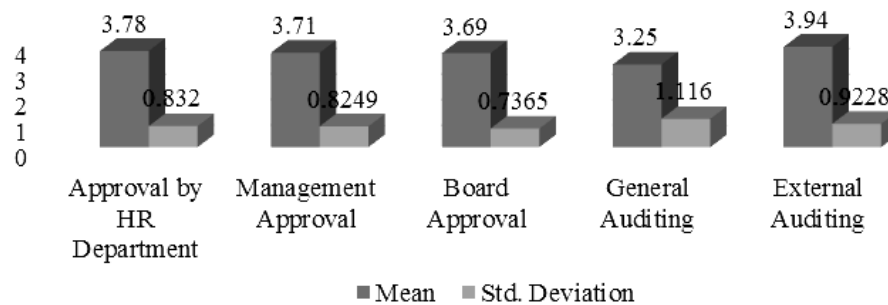


Figure 6. *Existence of control mechanism*

Several respondents 69.3% suggested that hospital management (LUMHS) does not use any control mechanisms to execute incentive programs efficiently and correctly. 40.7% of respondents agree that management is using a control mechanism to execute incentive programs efficiently and correctly. A high percentage of respondents who believe there is no control mechanism may imply only two possible cases. Misunderstanding of the incentive method of the hospital or, in reality, there is no such control mechanism in the management. The analysis also demands that some of the agreed control mechanisms be established.

Table 6: Control mechanism for controlling motivational intervention applications

Description	Mean	Std. Deviation
Approval by HR Department	3.78	0.832
Management Approval	3.71	0.8249
Board Approval	3.69	0.7365
General Auditing	3.25	1.116
External Auditing	3.94	0.9228

Control mechanism for monitoring the implementations of motivational management**Figure 7.** Control mechanism for controlling motivational intervention applications

It indicates that the entire package of hospital inspiration is managed by the department of personnel, management and the board of directors. Respondents slightly agree that during the screening of employees liable for remuneration or remuneration, a general examination is performed. It indicates that only hospital management centres the whole motivating system, and is strongly influenced.

(ii) Current performance level of clinical staff (LUMHS) hospital

The questionnaire asked medical staff about their work-related effectiveness in relation to hospital incentives and working conditions (LUMHS) as they currently stand. The survey results are outlined in table 7 below shows that most healthcare workers are not interested in working with the current employment and relaxation conditions (LUMHS). 62.5% of respondents said they are not motivated to work better, while 23.2% said they are motivated to work better. Only 14.3% of respondents said they are best off pursuing the current work challenge.

Table 7: *Perform better with current state of work incentive*

Description	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid Yes	24	14.3	14.3	14.3
Valid No	105	62.5	62.5	76.8
Averagely	39	23.2	23.2	100
Total	168	100	100	

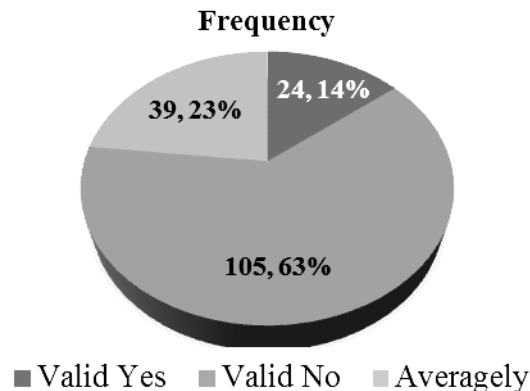
**Figure 8.** *Perform better with the current state of job opportunity measurement of health workers' success*

Table 7 indicates that all respondents who are 100.0 per cent realize what they should do. Many healthcare professionals, who account for almost 90 percent, believe that the customers they refer to are mostly pleased with the facilities they receive. Also, 70.2% of them said they are always ready to respond to their clients' health and emotional needs. 50% of respondents indicated that complaints about individual health care professionals from different stakeholders are rare. About 30% said they are undecided and about 19% disagreed. 60.1% of respondents are found to deny whether patients are happy with the timeliness of care and 10.1% remain unsure.

Table 8: *Issues related to transparency of health workers (n = 168)*

Description	Agree	Disagree	Undecided	Total
➤ I am always available when my services	151	17	0	168
➤ I am always present during my office time	101	50	17	168
➤ I put in much effort when I am	152	16	0	168

As can be seen from the tests, the doctor tries whatever he can to take part in the role. It should be remembered that, without an adequate supply of medications, accessibility and good clinical standards, the presence of medical personnel alone cannot significantly improve health results. Good human health resources are an important part of a sustainable health care system that can improve public wellbeing along with other social determinants.

Items concerning the availability of health workers

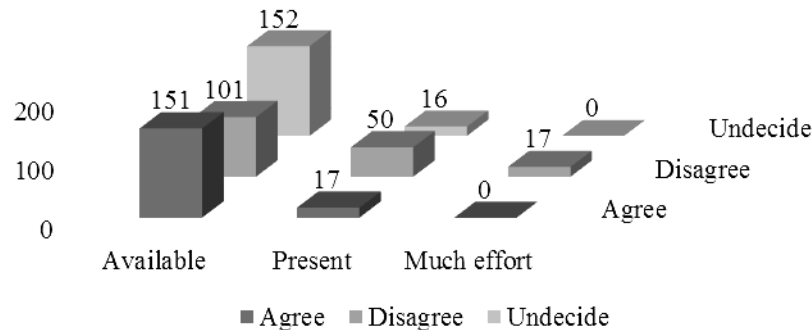


Figure 9. Items concerning the availability of health workers

Conclusion:

Motivational activities by the management

The study results showed that some key motivational packages are accepted by the hospital management (LUMHS) to encourage their employees to work better. Such programs include compensation, job security, bonuses, training and development, health / work tools / good physical work environment, appreciation, retirement benefits, and rewards. Such programs have been defined focused on acceptable requirements and salaries for delivery to the employees. Based on the results of the survey of respondents, it is noted that hospital management does not issue incentive and compensation packages on the basis of results, dividends or income. This can be recognized by the dividend and income stream, as the hospital is not a competitive institution, and the output of workers cannot be directly linked to financial profit. Management should have a performance management system to provide rewards and incentives equally and efficiently to those who truly deserve it. Some respondents suggested that management has no control mechanisms for controlling the incentive program execution, while others stated that control mechanisms rely only on the highest governing agency, department of human resources, approval management and approval board. This means the hospital incentive scheme (LUMHS) is not clear at all personnel rates. Hospital employees (LUMHS) have listed benefits, health insurance, promotions, car loans, personal transportation / vehicle programs and profit sharing as some of the least used reward schemes.

Current performance level of clinical staff

The results show that most clinical staff are not interested in performance improvements based on the current state of the conditions and benefits of the hospital (LUMHS). Respondents stated that the reason is that incentives are needed to improve the productivity of their workers. The research has shown that poor work in the healthcare work environment will present itself in fields such as poor patient interaction for workers, paying special attention to the wealthy and overlooking the disadvantaged in the expectation of financial support and a high level of absenteeism.

Motivational packages affect the performance of clinical staff

The study revealed many ways in which motivational packages would affect the efficiency of medical personnel. Next, he defined some of the motivating items that influence a high level of employee engagement, including advancement, retirement package, job security, career support / resources and a good physical climate, preparation, growth and acknowledgement. He finds that taking healthcare workers to a higher level motivates them to do everything they need and helps them learn for their workplace performance, thus growing self-esteem. Accompanying the move is also a salary increase. Personnel safety is important to workers, since employment is critical for the lives of people. Such people's regard for care or even services often rests on whether or not they function. Because of the value of education, as people lose their jobs or have no work and do their utmost they can be "nuts," they can strengthen their life and protect their job. Recognition motivates employees because it includes recognition of employee efforts, creativity and willingness to make additional efforts. Everyone also wants to be hired or acknowledged for the tasks they perform.

Based on data, respondents suggested that the affordability of the necessary medical equipment and hospital services (LUMHS) influences the efficiency of their clinical staff. Additionally, insurance and pension packages approved by hospitals (LUMHS) have a positive effect on their employees' performance. Study of association to describe the motivation efficiency link has shown that there is a favorable and statistically significant connection between encouragement and three of the four performance indicators for workers. In terms of responsiveness, accessibility and competence, motivation was associated with employee effectiveness.

Challenges faced with the management

Many deficiencies in the hospital incentive reward program were found during the analysis, as most respondents reported frustration with the existing value of the compensation packages. It arose because there were some issues with the hospital management in handling the remuneration and remuneration system. One of the main problems weakening the Hospital's motivating system's efficacy is the poor level of concern given to it by hospital management. Based on the results, some other important issues that management (LUMHS) will face in implementing a successful employee benefit program involve lack of funds, challenges in sufficiently including a significant

number of employees in the employee benefit agreement and 1 and policy orders, prejudice due to personal biases and favoritisms, poor management strategies that do not take full responsibility.

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