

The Relationship between Job Motivation and Job Performance of Auxiliary Nurses, Shoush, Iran

Seyed Mansour Keshfi¹, MD, MPH; Abdolreza Moradi², MSc; Tayebeh Rakhshani¹, MD; Zahra Motlagh¹, PhD

¹Research Center for Health Sciences, Institute of Health, Shiraz University of Medical Sciences, Shiraz, Iran

²Supervisor and Instructor of Behvarzi Education Center of Shoush City, Dezful University of Medical Sciences, Dezful, Iran

Correspondence:

Tayebeh Rakhshani, MD; Research Center for Health Sciences, Institute of Health, Shiraz University of Medical Sciences, Shiraz, Iran

Tel: +98 71 37251004

Email: Virtualhealth20@gmail.com

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Abstract

Background: Human resources are considered as one of the most important production resources and the basic capital of the organization. This study aimed to investigate the relationship between job motivation and job performance of auxiliary nurses under the coverage Shoush health centers.

Methods: This cross-sectional study was carried out on auxiliary nurses under the coverage of Shoush health centers in 2017. Auxiliary nurses were enrolled in the study using census sampling method (150 people). The data collection tools were Herzberg's job motivation questionnaire and Paterson's job performance questionnaire that were completed through the self-report method. Data were analyzed through SPSS-22 software using Pearson correlation and multiple regression tests.

Results: Ninety-nine people (66%) were female and 51 (34%) were male. The average motivation and job performance of the subjects were 184.22 ± 14.98 and 42.50 ± 6.26 , respectively. According to the results of Pearson correlation test, there was a significant relationship between motivation and job performance ($r = -0.223$, $P = 0.006$). According to the results of multiple regression, personal relationships with each other and work environment conditions predicted 22 percent of changes in performance of auxiliary nurses.

Conclusion: In the present study, according to the relationship between motivation and job performance of health workers, it is suggested that measures should be taken to increase motivation to improve their job performance.

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Introduction

Health and safety are among the fundamental rights of every human being in the community, and their equal provision for the community is one of the most basic duties of a government. The idea of providing basic health care was the onset of a revolution that began in the second half of the twentieth century in the healthcare delivery systems. Fortunately, this global evolution coincided with glorious Islamic Revolution in Iran and the fields of design, implementation, expansion,

and even promotion of it were approved in our country in the post-revolutionary period. Paying attention to the network system is undoubtedly one of the most important factors in the success of the health system, in which health center is considered as the first and most important level of health care provision.¹ The name of health worker (auxiliary nurse) is now a known name in the whole world and there is no exact translation for it, but today, the World Health Organization uses the word auxiliary nurses in its correspondence, which is the result of many years of efforts by health worker auxiliary

nurses has been defined at an appropriate level of the health system from the beginning till now; this issue besides the effective delivery of health services and its huge achievements in the deprived areas of the country is considered as the most commendable aspect of the work of health workers and health systems. The use of health workers is a very good example of low-cost and effective ways in the health system. They are selected from among people and serve the people by learning health issues. A health worker is a person who is well-known and trustworthy for people and this is the most important mystery of their success.¹

As we know, improving mental health, providing preventive services, improving quality and lifestyles, and expanding life with vitality are important missions for health workers in rural areas.² More than 79 million people are living in Iran; of them, 23 million people live in rural areas.³ The development of health indicators is not possible without rural development, and, given the changing needs, the effective role of health workers is of utmost importance.²

Human resources play an important role in the health care system. How to motivate people is considered as one of the most interesting questions in the field of management, and many research and theories have focused on this field over the past few years.⁴

The motivation-hygiene theory (also known as two-factor theory) was presented by a psychologist named Frederick Herzberg in the 1950s-60s. He believed that there was a main relationship between a person and his work, and one's attitude toward his work could lead to his success and failure.⁵

Having employees who are *motivated* to work is one of the key components to increase the performance of an organization such as the health network. Having job motivation and guiding others toward appropriate motivations is one of the essential requirements for the proper use of human resources.⁶

According to Herzberg, motivation is affected by both internal and external stimuli. He believes that internal stimuli refer to the motivators which are derived from work, and creation of job satisfaction in one person as internal or subjective reward. In contrast, external stimuli are related to the environment and occupational field that is essential for maintaining the organization's health and staff's health in the organization.⁷

Herzberg believes that internal and external motivation factors have a significant effect on the performance of employees. External factors include the suitability of factors such as salary, administrative policies and regulations, personal relationships with peers and subordinates, job security, work environment situations, and supervision quality which

prevents dissatisfaction (but does not necessarily lead to satisfaction). The other group of motivational factors includes the nature of work, recognition and appreciation, success, responsibility, growth, and development; their existence is satisfactory, but lack of them rarely leads to dissatisfaction.⁸

According to the studies conducted in this field, the necessity of motivational factors in improving the employee performance has been confirmed. Khosravi et al. (2014) in a study entitled "the relationship between job motivation and job performance of health workers in the health center of Sari" concluded that there was a relationship between the components of job motivation and job performance of health workers.⁹ Bott and Asaju in their study entitled "Motivation and job performance" revealed that there was a strong relationship between motivation and job performance.¹⁰ Also, according to the study of Onoyase on motivation and job performance of educators¹¹, there was a relationship between the work environment of the employees and their job performance.¹¹ In the health care system of the country, the first human resources in the health care providers are auxiliary nurses who are responsible for education and health services in the villages and emphasize the importance of motivation in improving the employee performance. This study aimed to investigate the relationship of factors between motivation and the performance of health workers in rural health centers in Shosh health center.

Methods

This cross-sectional study carried out on auxiliary nurses of health care centers under the coverage of Shoush health centers in 2017. Sampling method used in this study was census, and all the health workers of rural health centers affiliated to Shosh health center (n=150) participated in this study. The data collection tools were Herzberg's job motivation questionnaire and Paterson's job performance questionnaire which were completed through the self-report method.

1. Job Motivation Questionnaire: Job motivation was measured by Herzberg's Job Motivation Questionnaire. It contains 40 questions that examine job motivation in 11 fields (5 fields of internal effective factors and 6 fields of external factors). Subscales of internal factors included recognition and appreciation (5 questions), Occupational progression and development (4 questions), nature of work (3 questions), Occupational responsibility (3 questions), and Occupational position (2 questions); the external factor subscales included salary (3 questions), environment policy (3 questions), personal relationships with the partners (5 questions), job security (4 questions), work environment conditions (3 questions), and how to supervise (5 questions). The questions were scored based on the 5-point Likert scale

with options of it doesn't include (1) to very significant;⁵ also, and the scores ranged from 40 to 200.¹² The reliability coefficient of this questionnaire in the study conducted by Bakhshi et al. was 0.92.¹² In the present study, the reliability coefficient of the questionnaire using Cronbach's alpha method was 0.94.

2. Paterson's (1970) job performance questionnaire: Job performance was measured by Paterson's Job Performance Questionnaire. The questionnaire had 15 questions, which, based on the 4-point Likert scale, was scored from rarely (1) to always (4). The scores ranged from 15 and 60.¹³ The reliability of this questionnaire in the study of Salehi, using Cronbach's alpha method, was obtained 0.86.¹³ It was 0.92 in the research done by Sakhalin et al. In this study, Cronbach's alpha coefficient was 0.95. Data were analyzed by SPSS-22 software using Pearson correlation and multiple regression statistical tests.

Results

Most of the participants in this study were female (n=99, 66%) and had a diploma (n=85 people, 56.7%) and 140 participants (93.3%) were married. The demographic characteristics of the subjects are shown in Table 1.

The mean and standard deviation of motivation was 184.22±14.98 and performance was 42.5±6.26. The mean job motivation and its dimensions and job performance are presented in Table 2.

Table 3 shows the correlation between motivation and performance. There was a significant relationship between motivation and job performance (r=0.223, P=0.006). Also, this test showed that there was a positive relationship between the performance of health workers and the dimensions of external motivation including salary (r=215, P=0.008), environmental policy (r=265, P=0.001), personal relationships with each other. There was a significant positive relationship between job satisfaction (r=383, P=0.000) and job security (r=254, P=0.002).

According to the results of multiple regression, personal relationships with employees and work environment conditions explained 22% of the changes in the variance of health workers (Table 4).

Discussion

According to the results, there was a significant relationship between motivation and performance of health workers. This issue was consistent with the results of Khosravi et al. (2014) on health workers in the health center of Sari, and the results showed that there was a significant relationship between components of job motivation and job performance. Also, the results of Ghodrati et al. (2013), Jobedar and Esmailpoor (2010), which examined the impact of motivation on the employees' performance, are consistent with those of the present study.^{9, 14, 15} Human resources, as the most important asset of each organization, determines how

Table 1: The subjects' demographic characteristics

Variables		N	%
Sex	Female	99	66.0
	Male	51	34.0
Marital status	Single	10	6.7
	Married	140	93.3
Education level	Under the diploma	31	20.7
	Diploma	85	56.7
	Associate Degree	5	16.7
	Bachelor	9	6.0

Table 2: The subjects' mean of motivation and job performance

Variable	Variable	Number of questions	Mean±SD	
Job motivation	Intrinsic	Recognition and Appreciation	5	22.34±3.30
		Occupational progression and advancement	4	18.20±2.36
		Nature of work	3	14.22±1.37
		Job responsibilities	3	13.53±1.90
		Job position	2	9.12±1.20
	Extrinsic	salary	3	14.48±1.07
		Environmental policy	3	14.09±1.29
		Personal relationships with each other	5	23.05±2.39
		Job security	4	09/19±1.46
		work place conditions	3	19.09±1.75
		How to supervise	5	22.16±3.08
Total		40	184.22±14.98	
Performance	15		42.50±6.26	

Table 3: Correlation coefficient of motivation and job performance of the subjects

Variable		Performance	
		Correlation(r)	Significance level
Intrinsic motivation	Recognition	0.088	0.285
	Occupational progression and advancement	0.076	0.353
	Nature of work	0.118	0.151
	Job responsibilities	0.127	0.121
	Job position	0.077	0.352
Exterior motivation	Salary	0.215	0.008
	Environmental policy	0.265	0.001
	Personal relationships with each other	0.383	<0.001
	Job security	0.254	0.002
	Work place conditions	0.081	0.325
	How to supervise	0.121	0.137
Total motivation		0.223	0.006

Table 4: Performance regression analysis with dimensions of job motivation in the subjects

Criterion variable	Predictor variable	Non-standard B	P	R ²
Performance	Recognition and Appreciation	0.221	0.563	0.221
	Occupational progression and advancement	0.080	0.54	
	Nature of work	0.018	0.870	
	Job responsibilities	0.113	0.393	
	Job position	0.026	0.8111	
	salary	0.145	0.106	
	Environmental policy	0.062	0.539	
	Personal relationships with each other	0.349	0.000	
	Job security	0.211	0.08	
	work place conditions	0.235	0.05	
	How to supervise	0.028	0.834	

other resources can be used which has made it possible to realize the goals of the organization. When organizations manage their investment in the field of human resources well, they will benefit from motivated employees, who play an important role in the development and prosperity of the community by providing high quality care. Since there are different motivational methods that are extracted from different theories, employees may enter the organization with different motivations, so identifying motivational factors has a significant effect on improving the employees' performance. Motivating and satisfying this group with their jobs is very important because health workers are considered as a key component of community participation in primary health care and play a valuable role in providing basic health services.

In this study, no significant relationship was observed between internal motivation and health workers' performance. In study carried out by Mohebbifar et al. (2015) aiming to determine the Correlation of Organizational Motivation and Rewards with Medical Personnel Performance in Qazvin University of Medical Sciences and in the study of Ong et al. (2016) entitled Motivation and Job Performance among Nurses in the Private Hospitals in Malaysia, a significant relationship was observed

between internal motivation and performance.^{7, 16} The reason for the differences between the results of the mentioned studies with the present study is the difference in organizations, managements, different cultures, and ultimately the difference in the viewpoints of the accountable employees. In the present study, the target group was auxiliary nurses and in the study of Mohebbifar et al., the hospital staff and in the study of Ong, nurses. It seems that internal motivation factors such as career development and job condition in hospital staff are more important compared to the health workers and this leads to a significant relationship between internal motivation and performance in them. Therefore, any planning in order to increase productivity and improve performance in each organization requires understanding the motivational factors of the employees in the organization.

Another result of this study is the relationship between some of the external motivational factors and the performance of health workers. A significant positive relationship was observed between external motivational factors of salary, environmental policy, personal relations, and job security with health workers' performance. In the study of Ong et al. (2016),¹⁶ extrinsic motivation will be positively

related to the nurses' job performance. This result was consistent with those of Mohebbifar et al.'s study (2015)⁷ on Medical Personnel of Qazvin University of Medical Sciences and Greenslade et al. (2011).¹⁷ In the study of Ong and Johari (2014),¹⁸ it was found that hospital management was responsible for the effectiveness and performance of their staff coupled with the best service behavior to the patients. If the hospital management would put the nurses into action and improve their job performance, extrinsic motivation is one of the factors that can get the best out of them.

According to the results of multiple regression, personal relationships with each other and work environment conditions explain 22% of the variance changes in health workers. Job satisfaction and, in general, the motivation of humans have been discussed by scientists for a long time and several theories have been developed in this field. For example, Herzberg (cited by Rouhani, 1994) in his two-factor theory states that when people express their lack of satisfaction with their job, they refer to work-related factors, such as the policies of the institution, supervision, relationship with the authorities, the physical conditions of work, personal life, position, status, and salary, which he called them "external factors" of work, and when people are satisfied with their job, they refer to factors that are entirely related to work, such as success, appreciation and rewards, type of work, responsibility, progress, and growth that he called "internal factors." Herzberg believes that if external factors are desirable, they will be satisfied with their work, but it does not necessarily mean that they will make their efforts to work well and will have more efficiency because they are not just dissatisfied, but if they try to perform their duties well, they not only should not be dissatisfied, but also should be satisfied. However, if the health care system is going to deliver desirable services to health workers and increase their performance, then there should be a situation in which health workers are satisfied with their work, so that they have maximum effectiveness.

The limitations of the present study include: The present study is a cross-sectional research that examines the participants in a given time period; this does not allow the extraction of causal results. 2. The only tool used for data collection in this study was a questionnaire that has a self-report aspect and it depends on the feeling of health workers when answering the questions.

Conclusion

In this study, given the relationship between external motivational factors and job performance of health workers, it is recommended that the job performance of health workers should be improved by providing

incentives such as salary, Environmental policy, Personal relationships with each other, and Job security. Any planning in order to increase productivity and improve performance in each organization requires understanding the motivational factors of the employees of the organization. Therefore, we expected that the results of this study and similar research can help policymakers and human resources managers in the health sector in order to achieve the goals of the health system and sustainable development of the country by better understanding the factors affecting the motivation of health workers and effective strategies for increasing productivity of these valuable resources.

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Conflict of Interest: None declared.

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