

MOTIVATIONAL DETERMINANTS AMONG RADIOLOGY WORKERS IN HARARE

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Introduction:

Motivation refers to factors that undergird individual behavior that is characterized by willingness and volition. These factors can be either intrinsic or extrinsic. Intrinsic motivation is characterized by personal enjoyment, interest, or pleasure, whereas extrinsic motivation is governed by reinforcement contingencies. Motivation, therefore, involves a constellation of closely related beliefs, perceptions, values, interests, and actions.

The noun motivation is derived from the verb motivate which means to move, or to act to satisfy a need or want. Any consideration, idea or object prompting the individual to act or move to do what needs to be accomplished is what motivation is. Motivation is therefore synonymous with the willingness to exert effort to achieve a goal (Direction), the amount of effort allocated (Intensity) and the persistence or the time to achieve the desired goal or objective for rewards. (Jishi, 2009).

Motivation within individuals tends to vary across subject areas, and this domain specificity increases with age. (Lai, 2011). A motivated and qualified workforce is crucial to increase the productivity and quality of health services in order to contribute to the achievements of health service targets (Dielema,2006). The Zimbabwean public health sector has over the past thirty years been subjected to a number of reforms and attempted reforms. These reforms have impacted upon the motivation of staff. (Mutizwa-Mangiza,1998:25). Furthermore, in the first decade of the new millennium Zimbabwe suffered an economic implosion that triggered an unprecedented migration of health professionals and also undermined the level of government investment into public hospitals. The net impact of all this is that the public health sector is characterized by inadequate and often dysfunctional equipment, staff shortages and overworked

staffs. These factors are known antecedents of low staff morale and poor motivation. The current paper reports on the level of motivation among the radiology staffs of the biggest public hospital in Zimbabwe. The relative importance of different motivators is also investigated.

Research Objectives

The objectives of the study were as follows:

- (1) To investigate the motivation factors among workers in the radiology department.
- (2) To investigate the relative importance of different motivation factors among workers in the department.
- (3) To investigate the correlations between demographic factors of workers such as gender, occupation and tenure with the motivation level.
- (4) To measure the motivation levels of workers in the radiology department.

Methodology

After obtaining ethical approval from the Joint Research Ethics Committee at the University of Zimbabwe College of Health Sciences and Parirenyatwa Hospital a cross sectional survey was conducted. The radiology department had 38 staff members. All of them were included in the study. The research instrument was a questionnaire made up of both closed ended and open ended items. The questionnaire consisted of three sections. The first section elicited data on demographic factors such as gender, tenure and profession. The second section was designed as a five point Likert scale designed to measure the level of motivation of the staffs; while the third section consisted of open ended items requesting the respondents to indicate the relative importance of different motivators.

Results

Thirty-eight questionnaires were hand distributed to all the staffs in the radiology department and 36 usable questionnaires duly completed were returned. This translates to a 92.1% response rate. A review of the published social research literature suggests that a response rate of at least 50 percent is considered adequate for analysis and reporting. A response of 60 percent is good; a response rate of 70 percent and above is very good, according to Singleton et al. (2005). Forty six percent of the respondents were male and the remaining 54% were female. Fifty seven percent of the respondents had been in the employ of the hospital for one year or less, while only 5.4% had been with the hospital for five or more years. This is attributable to the high attrition

rate among public hospital healthcare in Zimbabwe. The distribution of the sample according to the highest educational qualifications is depicted in Table I below.

Table I: The educational qualification levels of workers

Educational qualifications	Frequency	Valid Percent
Standard six level	2	5.7
Certificate level	2	5.7
Ordinary -Level	6	17.1
Advanced level	2	5.7
Ministry of Health Diploma	3	8.6
Higher National Diploma (HND)	2	5.7
First Degree	18	51.4
Total	35	100.0

Eighteen workers in the department hold First degree certificates at the same time they have the highest percentage of (51.4%), in terms of the numbers of workers. This percentage comprises of radiographers, chief-radiographer, sonographers, radiologists and accountants.

Motivation level

The motivation level was computed from the second section of the questionnaire which had items on a five point Likert scale ranging from strongly disagree (scored as 1) to strongly agree (scored as 5). There were ten items and 35 respondents. Thus the total possible score was 1750 (i.e. 35x10x5). A summary of the results for each item and the whole scale are presented in Table II below. The total motivation level for the workers in the X-Ray department is 71.6%.

Table II Summary of motivation score per item.

Motivation level per item in the instrument	Number of respondents	Mean	Sum total of questions
(1)Worrying about work when not at the workplace	35	2.97	104
(2)Low motivation due to lack of career paths	35	3.37	118
(3) Punctuality	35	3.74	131
(4) Completing tasks efficiently and correctly.	35	4.17	146
(5) Feeling good about with your job	35	3.63	127
(6)These days I am motivated to work as hard I can.	35	3.23	113
(7)Inspiration from the department	35	3.94	138
(8)I am a hard worker	35	4.54	159
(9)I am proud working in this department	35	2.85	100
(10)I am glad I work for this facility rather than other facilities	35	3.35	117
			Grand Total 1253/1750= (71.6%)

One-Way ANOVA yielded no significant differences in motivation scores by gender, tenure and educational qualifications.

Relative Importance of Motivators

Each respondent was asked to rank 13 motivators from a given list in order of their importance to him or her. The relative importance of the motivator was determined by its rank on the list of the respondent with the top motivator given a score of 1 while the least important motivator was

given a score of 13. These scores were then summed for the 38 questionnaires from the respondents. The same approach was applied to a list of 13 given de-motivators. A summary of the results is presented in Table III below.

Table III: Ranking of motivators and de-motivators.

Motivators	Rank	De-motivators	Rank
High salaries	1	Low salaries	1
Appreciation by others on your work	8	Lack of appreciation and punishment	10
Transport, food and night shift allowances	3	Lack of allowances	3
Profession-development Workshops	9	No workshops	7
Culture and religion recognition.	12	Poor cultural recognition skills	13
Co-operation with others	10	Competition within the department	8
Recognition by the higher authority	4	Poor relationships with colleagues.	4
Presence of modern resources	7	Lack of resources	12
Supervisor relationships	2	Poor supervisor relationships	2
Better communication	6	Poor communication	6
Peace at work	11	Work place violence	11
Short working hours	5	Long working hours	5
Safety at work	13	Workplace hazards and injuries	9

The top five motivators were high salaries, supervisor relationships, transport, food and shift allowances, recognition by higher authorities and short working hours. On the other hand the top de-motivators were low salaries, poor supervisor relationships, lack of allowances, poor work relationships among colleagues and long working hours.

The participants were further asked to indicate any other motivators and de-motivators that were important to them but were not included on the given list. The participants indicated that the

introduction of a performance related bonus, timely approval of leave applications and staff loans would go a long way towards improving staff motivation. Work overload, absence of over-time allowances and food allowances for night duty staffs were the frequently cited extra demotivators.

Discussion

The first major finding of this study is that the motivation levels of the radiology department employees is high. Given the difficult circumstances under which these employees operate, this finding is rather cryptic. Employees working in an environment characterized by low pay, a preponderance of dysfunctional equipment, work overload and long working hours are expected to exhibit low motivation levels. However, according to Herzberg's (1966) theory all these factors are the so called hygiene factors. By their very nature when their absence in a work situation causes dissatisfaction but their presence on its own does not necessarily result in a highly motivated workforce. Herzberg (1966) posited that motivators such as recognition, achievement, personal growth and development, career advancement and job interest are responsible for pushing the motivation of an individual up. The high motivation levels reported in this study can be attributed to the prevalence of motivators in the jobs of the interviewed healthcare workers.

The other possible explication of the high motivation levels in these healthcare workers is the design of their jobs. The core business of the radiology department is to produce images, be they X-rays or scans, which aid in the diagnosis and treatment of the patient. The production of these images is normally accomplished within a short space of time. Hence these jobs are designed to give immediate feedback to the healthcare worker since the healthcare worker knows in real time whether they the image has been successfully acquired or not. Furthermore, the healthcare worker has the satisfaction of knowing that he or she has aided in successfully diagnosing the patient. The healthcare worker working in a radiology department often receives immediate recognition from patients and referring physicians; which reinforces the value of the imaging specialists and their colleagues in the functioning of the hospital. These three factors; immediate feedback, immediate recognition and a profound sense of importance emanating from the critical role radiology services play in the management of patients; create and foster within the healthcare worker in the radiology department a critical psychological state. The healthcare

worker perceives his work as meaningful, and this gives meaning to the worker. This critical psychological state more than offsets the dissatisfaction stemming from the absence of the hygiene factors. Altruism is an important factor that influences the motivation of healthcare workers.

The second major finding of the current study is that the participants ranked motivators linked closely to monetary rewards such as high salaries, allowances, bonuses and overtime pay very highly as motivators. The absence of these factors was also cited as being among the top causes of dissatisfaction. Drucker (1974) asserted that anti materialism is a myth. This is true even of healthcare workers that are largely driven by altruistic motives. Benefits and incentives make employees increase productivity according to (Manion, 2005). These findings are in sync with the findings of Malik et al (2010) who reported that in a sample of physicians in Pakistan 66% of the workers suggested that good salaries was their main important motivator while 28% of the workers selected social-cultural activities as the least motivator. Just as in the current study, the Pakistan physicians also ranked poor salaries as the top de-motivator. A study by Malik et al 2010 had consistency results to this study whereby 66% of physicians in Lahore in Pakistan suggested less pay as their main important de-motivator. The primacy of salaries as a motivator is therefore universal and transcends cultural and ethnic boundaries.

There were no statistically significant differences in the motivation scores of different groups along gender lines, education levels and tenure. This suggests that the various employees are affected equally by the same organizational environmental factors. The finding that all participants ranked high salaries as the top most motivator and low current salaries as the primary de-motivator lends credence to this.

Conclusion

It can be concluded that the healthcare workers working in this radiology department are highly motivated. The source of this motivation is intrinsic and associated to the nature, the importance, and the design of their jobs. However, high salaries are still regarded as an important motivator.

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