

MOTIVATIONAL FACTORS OF HOSPITAL EMPLOYEES: EVIDENCE FROM NORTH CYPRUS

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Abstract

It is important for a service oriented organization to know and understand the motivating needs of its employees since employee motivation is a significant element of health systems' performance. Providing a motivating environment for employees becomes more important in the health-care system in our world today. This quantitative study helps to increase our awareness and knowledge of the influencing motivational attributes of a major private hospital staff in North Cyprus. It helps to examine the motivational attributes that hospital employees take important to their job satisfaction. Frederick Herzberg's motivation-hygiene theory was used as the theoretical framework for this study. The results shows that Herzberg's the 'motivator' and 'hygiene' factors are not enough predictors of job satisfaction, except for connectedness to the organization. Furthermore, the demographics are not also effective contributors to job satisfaction too.

Keywords: Motivation, Intrinsic Factors, Extrinsic Factors, Employees, Job Satisfaction

1. Introduction

A pleased and well motivated employee delivers an exceptional service to the organization with outstanding results to back it up. Hospital staff finds it difficult to meet the needs of their patients if their personal needs are not satisfied (Ovretveit 1990, Linn et al, 1985). The management of a hospital is responsible for the welfare and effectiveness of their staff coupled with an excellent service to the patients (Hansefeld, 1983). Employees need to be motivated to increase productivity. Prior literature has proven that the ability to understand what employees' want and their individual various needs is the first step in designing a strategy to engage them to create a hospital experience that results are not just in great outcomes, but in a positive patient experience (Stanowski, 2009). It is important for a service oriented organization (i.e. hospital) to know and understand the motivating needs of its employees since health systems' performance is dependent on workers motivation (Franco, 2002). Improved productivity is driven by positively motivated employees by the organization (Oosthuizen, 2001). The awareness of the motivating factors and factors leading to increased job satisfaction allow the implementation of targeted strategies of continuous improvement (Unterweger et al, 2007). Bolman and Deal (2008) shows that when workers are dissatisfied with their work they withdraw and exhibit behaviours such as absenteeism, rebellion and attitude that affects their performance which leads to loss of productivity and effectiveness in the organization but if they are satisfied with their jobs they effectively utilize their skills and the organization benefits. Bearing this in mind one can see that satisfaction at job is important to both the workers and organization.

The purpose of this quantitative study is to determine the attributes that Cyprus Life Hospital (which is the greatest private hospital in the North Cyprus) staff takes important to their job satisfaction while at work in the hospital. The staff that works with the hospital are made up of five occupational categories which

include the physicians, nurses, assistant nurses, diagnostic and therapeutic staffs, and administrative and support staff.

Herzberg dual-factor theory was used as the framework for this study. His theory states that two set of theory affects employee's job satisfaction. One is "hygiene" which consists of pay, benefits, leadership, supervision and relationship with workers. Herzberg (1966, 2003) classified the second as "motivator" and they are growth, achievement, recognition, responsibility and work-itself. He further said motivator encourage job satisfaction.

This research placed emphasis on the importance of hospital staff by looking at the attributes that contributed to their job satisfaction and to inquire about the relationships among the variables. The research objectives of the study can be summarized as follows:

1. To determine the effect of the motivational attributes as they relate to Herzberg's dual-factor theory, of the workers has on their job satisfaction.
2. To determine the difference between the levels of job satisfaction of the employees and this demographic variables (namely, marital status, gender, years of service, and age).
3. To determine the relationship between job satisfaction of the employees and their job security.
4. To determine the relationship between job satisfaction of the employees and stress at work.

1.1. Significance of the Study

Workers play a vital role in the effectiveness of health care delivery service which has a concurrent effect on the growth of the industry. This research is insightful and will make great and significant contribution to the health sector because of its emphasis on the importance of motivation and job satisfaction of hospital employees. The study gives enlightenment to the motivating attributes that are more important to the health care workers; it shows the impact of workers demographic feature (i.e. age, gender, years of service, ethnicity, marital status and ethnicity) on their job satisfaction, the effect of stress on employees behaviour and performance, and the strong significance of job security to the worker and organization. The research work also provides insight into what is needed to improve the work environment. Having an understanding of the attributes that contribute to job satisfaction can help hospitals to manage well their organization having to do with areas such as employee attendance, effectiveness, turnover and productivity. Moreover, a comfortable and good work environment helps to increase right thinking, act of innovation and ability to work well (Zelenski, Murphy, & Jenkins, 2008). More important for any health institution to be conscious of the well being of their internal customer (the employees), i.e. how they feel, what they enjoy doing and what makes them happy, so they can be all round healthy and be in the right position to provide and take good care of the external customer (the patients).

2. Theoretical Framework

Organizations use variety of methods today to improve their human resources management. Strategies like good pay, promotion, suitable benefits package and encouraging work environment is utilized. Herzberg (1966) refers to this factor as hygiene or extrinsic factors, and they are also known as the externalities. Herzberg further classified other factors such as growth, promotion and recognition as the motivators or intrinsic factors. Frederick Herzberg is highly recognized for his theory of motivation, because he is concern with the wellbeing of workers at work and not just the attainment of organizational goals (Kaplan & Tausky 1977).

It is obvious that job dissatisfaction makes health workers to leave their job which hereby have an indirect effect on the turnover rate (Price & Mueller 1981), and an employee will find it difficult to discharge his duties if not catered for (Ovretveit 1990, Linn et al, 1985). Looking at the effects of dissatisfaction of an employee at work to his or herself and the organization, an awareness of the motivating factors and factors leading to increased job satisfaction by the organization helps to increase productivity and gives room for continuous improvement (Unterweger et al, 2007).

Fredrick Herzberg developed the "two factor" or "hygiene-motivation" theory to learn about the motivational characteristics of workers (Herzberg et al., 1959). The authors assert that two individual

unique factors are paramount to the job environment: hygiene factors and motivational factors. Herzberg (1996, 2003) had two sets of factors that influenced job satisfaction and job dissatisfaction of employees at work.

The hygiene factors: The hygiene, seen as the maintenance factors in the organization is also relevant though their satisfaction does not necessarily motivate the employees. Moreover, their absence in the organization creates dissatisfaction which impacts a negative message (Nelson and Quick 2003). It has also been shown that relating with co-workers, supervisor and opportunities for growth creates a positive impact on job satisfaction (Ting 1997). These create awareness on the features or elements found in the job environment. Herzberg (1966, 2003) referred to factors such as salary, fringe benefits, relationship; with co-workers, peers and supervisors, physical environment, work conditions, job security, work conditions and leadership as "hygiene" or extrinsic factors. These factors are the extrinsic of the job and are usually seen as the external or maintenance factors in the organization. Their satisfaction do not necessarily motivates the employees, because they lack the real values of motivation and their impact is temporary. Moreover, their absence in the work environment of an organization due to dissatisfaction send a negative signal to the employees and affect his or her motivation on the job. In themselves, they do not motivate but help to manage dissatisfaction level which could alter the level of motivation for the employees. Also, the factors are similar to the first three needs level of Maslow which are; physiological needs, safety needs and social needs. The presence and effectiveness of these factors in the organization helps to control bad and negative feelings among the employees and hereby decreases their level of dissatisfaction though does not increase the overall satisfaction.

The motivational factors: The motivators are the job content factors, while their presence produce positive feelings and they serve as the organizational pillars, which is significant for productivity and profit in the organization. The motivators are known to increase satisfaction within the organization (Hong 2011). They are intrinsic of the job, with in-depth awareness of the job content. These factors include recognition, personal growth, achievement, work itself and promotion. Their presence produces and increase positive feelings among the employees since they serve as motivation pillars in the organization. They are factors that increase satisfaction and morale (Hong, 2011), and they help focus on the job itself by providing opportunities for the gratification of higher order needs or growth needs. They give a settled and permanent satisfaction to the employers. These factors are similar to the fourth and fifth needs level of Maslow: ego needs and self-actualization needs; they are significant for productivity, giving the employees a sense of fulfilment in what they do. The motivators help to increase job satisfaction and enhance performance in the organization. (Herzberg et al., 1959).

The result of Herzberg study on the professionals shows that though, the two set of factors may look contradictory, they should not be treated as such, for the opposite of satisfaction is not dissatisfaction, rather satisfaction opposite is no satisfaction and dissatisfaction opposite is no dissatisfaction. Herzberg dual factors of motivation are paramount in the organization for the employee's effectiveness and productivity in totality.

Table 1: Herzberg's Hygiene and Motivational Factor

He further argue that that hygiene factors are physiological needs, and are different from motivator factors, which are influenced by psychological needs (Herzberg, 1966).

Figure 1: Herzberg's Two-factor Theory; Grobler et. al. 2006 (Adapted)

Adams (2007), Nelson and Quick (2003) reason that the combination of motivators and hygiene factors has four (4) possible outcomes in a work environment:

- i. Highly motivated staff and few grievances: in such an environment, staff employees are motivated to perform above anticipation and are contented with their work environment.

ii. Jobs which is low in both hygiene factors and motivators: it gives an environment with low levels of motivation and many employees complaints, employees are not motivated to function and unhappy with the working conditions.

iii. Job which is high in motivators, but low in hygiene factors: workers are discontented with their work environment, but inspired to accomplish, more important when proud of their work.

iv. Job which is low in motivators, but high in hygiene factors: employees in such an environment do not complain much about the work environment, they are contented with little motivation to excel.

Nelson and Quick (2003) further argues undoubtedly, that hygiene factors has value and the presence of motivators in the work environment are essential to complement employee motivation to exceed at work. Nel et al. (2001) cited in Adams (2007) hereby resolve that organizations need to prioritize hygiene factors before the introduction of motivators. The itemized content theories helped the organization in identifying factors responsible for job satisfaction and dissatisfaction of their employees (Hwara, 2009) by focusing on the needs and incentives creating the behaviour (Ivancevich et al., 2008). In conclusion, from the study done by Fairbrother and Warn (2003) on the connections between workplace dimensions, stress and job satisfaction, the authors observed that intrinsic satisfaction has the highest predictions for job satisfactions, and more also their findings validate Herzberg's two-factor theory.

Understanding and appreciating the influencing effect of Herzberg dual factor of motivation on employee's job satisfaction helps the organization to increase morale, effectiveness and productivity among the workers (Hong, 2011). The Herzberg two-factor theory was used as a framework for this study because of the reasons stated below:

-Herzberg proposes a theory that brings humanity to workplace and management (Herzberg 1959), one that is man conscious, such that seeks to bring a balance to the employee doing the work and not just the end product which is profit for most organization.

-He posited a set of factors affecting workers job satisfaction (Herzberg 1966, 2003), the 'hygiene' and the 'motivators', and being able to show the difference between 'what gives satisfaction' and 'what give dissatisfaction', job satisfaction and job dissatisfaction. One having to do with individual feelings about the work itself while the other lay emphasis on the individual relationship with the environment.

-Herzberg was able to clarify that both the intrinsic and extrinsic factors are needed by the organization, for they fulfil different purpose, though the lack of one could send a negative message to the organization (Shipley & Kiely, 1986).

-Herzberg was able to establish and show the difference between 'motivation' and 'job satisfaction', he defines motivation as the process at which behaviour is created or initiated and job satisfaction as job satisfaction as an attitude of the mind (Shipley & Keily, 1986). It means that workers can be satisfied with their work without being motivated; also they can be motivated and not attain job satisfaction.

Since job satisfaction has to do with individual feeling and affection on his or her job (Blum & Naylor 1968), diverse numbers of factors are prone to affects employees' satisfaction at work. Seashore and Taber (1975) shows that employees personal attributes is of great importance if good judgement is to be given to job satisfaction at work, and when it comes to the work environment, job satisfaction could be redefined as the collection of employees' feelings about their job (George & Jones, 2008).

With regards to gender, women seem to have higher job satisfaction than men at work (Clark 2007), though it does not mean that their job is better off men's job but due to their low expectations. Furthermore, Brush, Moch, and Pooyan (1987) were unable to come up with a substantial result on the relationship between job satisfaction and gender between men and women.

Brush et al., (1987) in their research in eleven manufacturing organizations and ten service organizations asserts that the pattern of relationship between education and job satisfaction is not consistent. On the contrast, Kh Metle (2003) certifies that a strong connection exists between educational level and satisfaction with work itself, though usually negative. Bedeian et al., (1992) shows that people who are more experienced on their job are more satisfied compared to others with little experience.

Lots of conflicting results are present on the issue of job satisfaction and age; age could give satisfaction or dissatisfaction at work (Weaver 1980), older workers are seen to be more satisfied with their job than young ones due to the length of their service and wealth of experience (Bedeian 1992, Melvin 1979). Though it is obvious that workers that have worked with an organization over the years possess wealth of experience of what they do and also appreciate it in different ways. Robinson (2002) showed that overall job satisfaction among United States workers increases with age.

Boo et.al, (2010) justified from their research on 'Part-Time Work, Gender and Job Satisfaction' that married men have higher job satisfaction for fulltime jobs, while married women having children shows higher job satisfaction in full-time jobs compared to single women.

Stress - related illness is a subject of discussion from the employees at all levels within the organization (Cuirrin, 2007). It came up in the psychological abstract index in 1944 (Lazarus and Folkman, 1984). Stress was coined out of the Latin word 'stingere', meaning to draw tight (Cox, 1978), irrespective, of the several researches done on the topic, and no one definition has been agreed on for it (Cuirrin 2007, Dabney, 1998). Some researchers see it as dependent variable while others see it as independent (Cox, 1978).

Dabney (1998) shows that stress is being used as an approach, which considers the relationship between a person and his or her environment. Several researchers agree that stress should not be defined in terms of stimulus or response but in terms of interaction (Cuirrin 2007). Several findings show that stress have an effect on the employee's psychology and performance (Estes, 1973; Surtees and Ingham, 1980 and Tyrrel 1992).

Wiley (1997) showed that job security has become of significant importance to the employees. The female respondent in the computing industry sees job security as a source of stress at work because it creates high levels of stress while it's no problem to the male (Cuirrin, 2007). The senior management do not see job security as an issue because they feel they are more significant to the organization and better pay awaits them up the organizational hierarchy (Buckley et al., 2002).

Based on the literature review on employee motivation and job satisfaction, the following hypotheses were deduced for this research study:

Hypothesis 1 - (H₁): Employees' motivating attributes positively and significantly affect their job satisfaction.

Hypothesis 2 - (H₁): There is a significant difference in the levels of job satisfaction of the employees and (gender, age, marital status, and years of service).

Hypothesis 3 - (H₁): There is a significant relationship in the overall job satisfaction of the employees and job security

Hypothesis 4 - (H₁): There is a significant relationship between employees' job satisfaction and stress at work.

Figure 2: The Study Model

3. Research Design and Methodology

The design of the study was based on a quantitative analysis approach using a survey methodology to determine factors that workers see important to their job satisfaction. There are three key parts which were utilized as independent variables for this study: demographics (e.g., gender, age, marital status, ethnicity, length of service), hygiene factors (e.g., leadership, supervision, pay, benefits, relationship with co-workers), and motivator factors (e.g., achievement, recognition, growth, work itself, connectedness to organization), and the dependent variable is job satisfaction. The job satisfaction (i.e. the dependent variable) depends on the influence of other variables.

This survey was used to gather data relating to the intrinsic and extrinsic features of all the staff in Cyprus Life Hospital, that is the greatest private hospital in the North Cyprus. These features are important if job satisfaction is relevant to fulfilment for them at work and in life.

The questionnaire used for the research work was adapted from Smerek and Peterson's (2007) study. The analysis carried out a test on the Herzberg two-factor theory, which is well known as the 'motivation-hygiene theory (Herzberg et al., 1959, 1966). The questionnaire is plotted on a 5-point likert scale; from strongly disagree to strongly agree.

A 59-item survey questionnaire is used for this study. The research questionnaire is divided into four sections: motivator factors, hygiene factors, job satisfaction, and demographic data such as gender, age, marital status, occupational category, and length of service. The instrument used by Smerek and Peterson's (2007) for their research work has a Cronbach's alpha reliability ranging from .75 to .97, with .89 as the average reliability. Smerek and Peterson (2007) in their study use exploratory factor analysis to give loading numbers as a validity measurement for their instrument and Garson (2010) shows that finding with high loading values propose validity, so .4 or higher were used as the loading marker for validity in the instrument the authors used. A self developed questionnaire was used to collect employee's demographic data. Participants were asked to provide information relating to their, gender, age group, marital status, educational status, years of service, occupational class, job status and ethnicity in the institution. The Job Satisfaction Survey Instrument used for the research work was also adapted from Smerek and Peterson's (2007) study. Additionally, to increase validity, one question from each subset of the four factors is negative. Fifty (50) questions in the questionnaire is used to gather data relating to the motivational attributes, employees take important to getting them satisfied with their job, by using Herzberg dual-factor theory as the perceived work environment, Participants attend to the questioned asked by using a 5-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree). Nine (9) additional questions were also asked to collect the demographic data of the employees. The entire questionnaire (59 questions) is administered to collect data.

The motivator factor question used for this study is made up of five subsets which include: 'recognition, work itself, responsibility, growth, and the employees' connectedness to the organization'. Each of the subset is represented by four questions, with a chosen question at random which is negatively asked-question chosen to increase validity. The recognition factor of the questionnaire includes an act of acknowledging, admitting and lauding each person's achievement. The work itself factor is measured inform of internal satisfaction and the fulfilment of a job well-done. Responsibility involves being in control at what you do and decision making participation. Growth factors consist of personal development, training and progress. The connectedness to the organization factor is made up of commitment to the hospital, pride and a sense of belonging to the place of work.

The hygiene factor question used for this study is made up of five subsets too which include: "supervisor, leadership, salary, benefits and relationship with the co-workers". Each of the subset is represented by four questions, with a chosen question at random which is negatively-asked. The supervisor factor in the questionnaire has to do with respect, trust, care and effective communication. The leadership factor goes with good communication practice and profitable decision making. Salary factor concerns fair pay, competitive package and timely increase. The benefit factor has to do with the benefit package which is reasonable, influencing and satisfactory. The relationship with co-workers factor includes trust-centred relationship, reliable and respectable colleagues.

Survey Population and Sample

The targeted population for this research work is the staff of Cyprus Life Hospital (N = 133). They consist of five occupational categories or classes (Physicians, Nurses, Nursing assistants, Therapeutic and Diagnostic staff, and Administrative & Support). All the employees of the institution were encouraged to participate in the survey. One hundred and fifty (133) questionnaires were administered, but one hundred and six (106) were returned, it gives 80% response rate. And it has been justified by Sekaran (2000) in his study, that a response rate of thirty percent or more is acceptable for research purposes. The tested sample (n = 106) is made up of the male, female, Turkish, Turkish-Cypriot, other nationalities, and workers at all levels cutting across the five occupational categories in the hospital.

The General Manager of the hospital gave the permission to conduct the research work, and was asked to channel all the enquiries and questionnaire administration through the hospital Psychologist to help with the questionnaire distribution.

4. Data Analyses and Findings

The study data collected was collated on an excel spread sheet, which was imported to Statistical Package for the Social Sciences (SPSS) and the SPSS was used to analyze the relationship between the independent variables and dependent variables. Descriptive statistics was used to analyze the demographical data collected and it includes frequency, mean, percentage distribution and standard deviation.

The inferential statistics used for analysis in this study includes Hierarchical multiple regression, Pearson product moment correlation coefficient, Analysis of variance (ANOVA), and T-tests. Inferential statistics helps the researcher to derive from the collated data by analyzing the relationship between two variables, differences in variables among different groups and how independent variable shows the variation in dependent variable (Sekaran 2000). Hierarchical multiple linear regression analysis (which enhances good prediction of variable blocks) was used to determine the relationships between controlled variables, multiple independent variables, and the dependent variable, job satisfaction. Hierarchical regression analysis therefore provides a better measure for variance explained in the dependent variable (Leech et al., 2008). The demographic variable differences were analyzed by utilizing independent samples t-tests and analyses of variance (ANOVAs). Independent samples t-tests were designed to compare the mean scores of two unrelated groups, so the test was used to check differences for gender and marital status. Since age and years of service contained more than two groups, ANOVAs were used.

Three key areas were researched within the study as independent variables are demographics (e.g., gender, age, marital status, ethnicity, length of service), hygiene factors (e.g., leadership, supervision, pay, benefits, relationship with co-workers), and motivator factors (e.g., achievement, recognition, growth, work itself, connectedness to organization), and the dependent variable which is job satisfaction

This study used hierarchical multiple regression to look at predictors of job satisfaction. In practice, multilinear regression analysis approaches statistical variables based on its multi collinearity. This (Leech et al., 2008) is a potential limitation. In multiple regression, the tolerance value is calculated in order to determine the level of multicollinearity (Leech et al, 2008). A Tolerance that is less than 1 minus adjusted R square ($1-R^2$) is generally not acceptable while value greater than 0.2 is allowed. Furthermore, another measurement value to help identify multi collinearity is the Variance Inflation Factor (VIF) values. SPSS calculates the VIF as part of the collinearity statistics. An acceptable VIF value of less than 5 is a good sign that multicollinearity does not exist.

Table 2 shows the central tendencies of the ten factors. All kurtosis and skewness values were less than +or-1; therefore, the data assumed normal distribution.

Table 2: Measures of Central Tendencies for Hygiene & Motivator Factors

Generally, a reliability score (alpha) of at least .70 is considered good (Nunnally 1978). The results showed that all variables' Cronbach's alphas were at acceptable levels, except for the variable *benefits* (Table 3 below). *Benefits* and *leadership* had alpha scores of .29 and .40, respectively. Therefore, we cannot rely on the result of significance for *benefits and leadership because of low alpha value*.

Table 3: Cronbach's Alpha Coefficient for Hygiene and Motivator Variables

The hierarchical regression analysis (which is shown in Table 4) was conducted to test the effects of the independent variables on the dependent variable. Three blocks were defined with the first block consisting of the demographic variables, second block containing Hygiene or extrinsic variables and the third block including motivator or extrinsic variables.

Table 4: Model Summary of Hierarchical Regression

The result showed that demographic variables had an adjusted R square ($R^2=0.081$). This shows that less than 10% of variance could be predicted with the demographic variables, which is not a considerable amount compared to the entire population of the data. When Hygiene variables were added to the model, the adjusted (R square) $R^2 = 0.268$, showing that approximately 27% of variance in predicting job satisfaction was explained by Herzberg's hygiene or extrinsic factors. When motivator variables were added to the model, the adjusted (R square) $R^2 = 0.266$, indicating 26.6% of variance in predicting job satisfaction was explained by Herzberg's motivator factors. There is no significant change in these variables, showing that they are not enough predictors of job satisfaction. This showed that other wide range of factor or variables also contributes to job satisfaction (i.e. individual factors, organizational factors, social factors, environmental factors, and cultural factors (Mullins 2005).

Connectedness to organization had statistical significance to job satisfaction. Herzberg (1966, 2003) considered this variable to be motivator or intrinsic factor to achieving job satisfaction. The p-value for Connectedness to organization is (0.039, $p < 0.05$), indicating statistical significance, and we cannot rely on the result of significance for benefit because it has a low Cronbach alpha of 0.294.

Beta coefficients represent contributory weights in predicting job satisfaction (Table 5 below). Beta weights (β) which further reveals the weight contribution of these motivators to job satisfaction are benefits with highest beta weights ($\beta = 0.359$), but cannot be relied on because it has a low alpha. A beta weight of relationship with workers ($\beta = 0.207$) and connectedness to organization ($\beta = 0.200$) indicates a small-to-medium effect sizes (Cohen, 1988).

Gender: An Independent sample t-test was used to analyze differences in job satisfaction between males and females. The null hypothesis (H_0) for this test was that there would be no difference between male and female workers in terms of job satisfaction. T-test showed no statistical significance with ($t = -0.96$, $p = 0.4$) at $p < 0.05$. Therefore the null hypothesis is accepted indicating no differences between males and females with respect to job satisfaction.

Age: A one way ANOVA was used to test for job satisfaction differences by age range. The null hypothesis (H_0) was that there would be no differences by age range in terms of job satisfaction. The ANOVA showed no statistically significant difference with ($F = 1.87$, $p = 0.128$, $p < 0.05$). Therefore, the null hypothesis is accepted.

Table 5: Factors for Job Satisfaction with Their Beta Weights

Marital Status: An independent sample t-test was used to analyze differences in job satisfaction between married and unmarried workers. The null hypothesis (H_0) was that there would be no difference between married and unmarried workers in terms of job satisfaction. The t-test yielded shows no statistical significant difference at ($t = .057$, $p = 0.608$, $p < 0.05$), marital status has no relationship with regards to job satisfaction. Therefore, the null hypothesis is accepted.

Years of Service: A one way ANOVA was used to test for differences in job satisfaction by years of service. The results indicate statistically significant differences at ($F = 4.065$, $p = 0.04$, $p < 0.05$). The service years has a significant role to play in determination of job satisfaction.

Job Security: Pearson's correlation was used to test for the relationship between Job security and Job satisfaction. The result indicate that there is a significant positive relationship between job security and job satisfaction ($r = 0.504$, $p < 0.05$).

Stress: Pearson's correlation was used to test for the relationship between job satisfaction and employees stress at work. The result revealed a very low relationship between job satisfaction and stress ($r = 0.197$, $p < 0.05$). The alternative hypothesis (H_1) is accepted. Thus, stressed workers are more likely not to be satisfied with this condition at work.

5. Discussion of the Results

There are three areas used for this study and it was utilized as independent variables explained below: demographics (e.g., gender, age, marital status, ethnicity, length of service), hygiene factors (e.g., leadership, supervision, pay, benefits, relationship with co-workers), and motivator factors (e.g., achievement, recognition, growth, work itself, connectedness to organization), and the dependent variable is job satisfaction.

The results from the study show that the motivators or hygiene factors had little impact on influencing the job satisfaction level of the hospital employees. It shows that the Herzberg two factors were not enough predictors of job satisfaction. On the other hand, it was observed that Connectedness to organization, have great significance towards job satisfaction. The p-value for Connectedness to organization is (0.039, $p < 0.05$), showing statistical significance. This variable considered as an intrinsic factor play vital role as motivators in achieving job satisfaction (Herzberg 1966, 2003).

Connectedness to the organization also gives the employees exposure and an opportunity to well utilize their skills with the assurance of job security and career development (Chao, Walz & Gardner, 1992).

Benefits, an extrinsic factor with p-value (0.000, $p < .05$) is also significant but not reliable because of its low alpha value (0.0294).

Secondly, most of the demographic variables tested showed no statistical significance to job satisfaction which depicts that they are not effective contributors in job satisfaction among workers. The results shows gender, age, and marital status, have no influence on employee's job satisfaction.

It is only years of service that has a significant role to play in the determination of job satisfaction from the tested demographic features. Though it is obvious that workers that have worked with an organization over the years possess wealth of experience of what they do and a sense of connectedness to the organization added to it helps them to be fulfilled and satisfied with their work in different ways. Workers deviate away from all this factors, probably they are looking for change, tired of the same cycle over and over again, and they desire something new from life, since change itself is inevitable and constant.

Our society is gradually undergoing change; paradigm shift is what we are experiencing, and the nature of man changes on a daily basis, hereby affecting their wants and needs. There is summoning for managerial approach, a touch of the practicalities of life and not being restrained and confined to the theories. In the industrial age era, financial rewards were used to compensate workers for job done, and it serves as a strong motivating tool back then, but a shift from industrialization to globalization caused a change in the motivation techniques or tools needed by the employees. E.g. Americans are motivated by financial incentives in the early century, while the Asians i.e. Japanese and Chinese are motivated by family ties.

Thirdly, the results also show that a significant positive relationship exists between the employee's job security and the job satisfaction attained at work. Job security is becoming more important to the workers due to the high rate at which organization downsizes in recent days. Employees are glad with the assurance that their job is safe and job security is offered as incentives in some organization (Randall & O'Driscoll, 1997). Jandaghi et al, (2011) justifies that a significant and positive relationship exist between job security, job satisfaction and organization commitment, and that permanent employees have higher job satisfaction and are more committed than contract based employees.

Fourthly, the result revealed a low relationship between employees' job satisfaction and stress encountered at work. Stress could serve as a motivator sometimes, and employees are more likely not to be satisfied with this condition at work but it has a way of influencing their performance positively. Though, workers do not like stress, yet they chose to keep their jobs.

Emphasis on the Factors Relating to Job Satisfaction from the Study

The factors collated from the results influencing the job satisfaction of the employees in this study are explained below:

Connectedness to the Organization: Connectedness to the organization has been notice to influence the job satisfaction of employees. From this study work, employee's connectedness to the organization entails their commitment, care, pride and sense of belonging to the place of work. Employees' commitment to its place of work is founded on their belief of the company's values, goals and strategies.

Raghuram et al (2001) shows that employees connectedness to the organization is the extent at which employees believe they are at the centre of the organization and deeply involved in its community. It is also referred to as the function of the communication and socialization behaviour of each employee. Baumeister & Leary (1995) posits that every employee wants to be part of the larger communal settings, an environment that gives them a sense of belonging, and provide them with the information and support they need. This also helps them to build a long-term relationship with the organization, and hereby aids the achievement of the strategic goals of the organization.

Management practices is evolving, man is becoming more relevant each passing moment in the business world because of their significant contribution, communication and interaction is becoming of a necessity, and there is a greater transformation from the "economic man" to the "social man" on a daily basis.

Job Security: Job security has a significant strong relationship with job satisfaction attained. Workers tend to appreciate stable employment and job security which could be a form of work incentives in some organization (Randall & O'Driscoll, 1997). Wiley (1997) observed that job loss or threat to workers job security leads to psychological behaviours such as low self confidence, anxiety, and low self-esteem which consequently affects their relationship with friends and families. Job insecurity affects organizational performance, since an unhealthy employees is not healthy for the organization.

Stress: A very low relationship exists between stress and job satisfaction, and a stressed worker is more likely not to be satisfied with his or her job. Stress could also serve as a motivator sometimes, and employees are more likely not to be satisfied with this condition at work but it has a way of influencing their performance positively.

On the contrary, stress is been found to be costly to the employees in some organization; having to do with their health, wellness and job dissatisfaction and also to the organization; having to do with workers absenteeism and turnover rate, and if not attended to dully may have adverse effect on the care to be given to the hospital patients (Konstantinos and Christina, 2008). Stress could hamper the working relationship meant to exist among the hospital staff, between the staff and management, and more also the patients in the hospital.

Conclusively, Strange and Brown, (1970) asserts that high stress reduce motivation level and have an effect on employees work performance. The employees are unable to utilize and maximize their full potential.

6. Conclusions and Recommendations

The focus of this research is to know the motivational attributes that employees take important to influencing their job satisfaction.

Enhancing job satisfaction among the entire staff of the organization helps to encourage good relationship among the workers, with a professional relationship with the authority and management, and a resulting positive experience for the customers as well.

When staff members are not motivated and they are dissatisfied with their jobs, they probably not participate in additional tasks which may be profitable to the company. For example, dissatisfied employees will generally not offer to volunteer for committees that plan the annual company picnic or help move departments from one part of the office to another. When the company creates an atmosphere of job satisfaction and properly motivates employees, it can be easier to find volunteers to complete outside projects that are necessary for improving company morale or the operation of the organization. A pleased and well motivated employee delivers an exceptional service to the organization with outstanding results to back it up.

A pleased and satisfied hospital employee renders excellent service to their patients (customer) because of the judicious use of their time and honed skills to get result.

Recommendations

- The management should ensure that they give the employees a sense of belonging, connectedness and feelings being cared for by their organization.
- Management should introduce reward and compensation strategies (i.e. early retirement incentives), career development schemes, and outplacement techniques may follow workforce reduction efforts. For they help to awaken positive psychological states that encourage and sustain productive, rather than destructive, behaviour.
- The management should introduce good human resource management which includes effective work incentives system i.e. stable employment and job security (Randall & O'Driscoll, 1997, Kwon 2001)
- Effectiveness in management should not be limited to the attainment of organizational goals but extended to a thorough understanding of what motivates the work force in an organization, so the complete purpose of an organization; which is to be responsible for the welfare and effectiveness of their staff coupled with an excellent service to the patients (Hasenfeld, 1983) can be achieved.
- The management should avail themselves of the detail knowledge of employee's want, need and different areas of satisfaction which will help to improve the quality of service within the organization (Snipes, 2005)
- Management should also consider other range of variables that could possibly influence employees job satisfaction; Since job satisfaction means different things to different people, and workers derive satisfaction from different aspect of their job (Mullins, 700-702; 2005).
- I recommend that future research could look into the motivational attributes and job satisfaction of the occupational categories of private hospitals.
- A study could also be conducted on the job satisfaction of the entire hospital staff; thus allowing for comparison between private hospitals in North Cyprus.
- Further study is needed to analyze the interrelationship between motivation and stress among health workers.
- Future research should be done to analyse the relationship between job satisfaction, job security and organizational commitment among hospital staff.

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Annexure

Figures and tables:

Table 1: Herzberg's Hygiene and Motivational Factor

HYGIENE (EXTRINSIC) FACTORS	MOTIVATOR (INTRINSIC) FACTORS
Supervision	Recognition
Relationship with coworkers	Work itself
Salary	Responsibility
Fringe Benefits	Advancement
Leadership	Growth

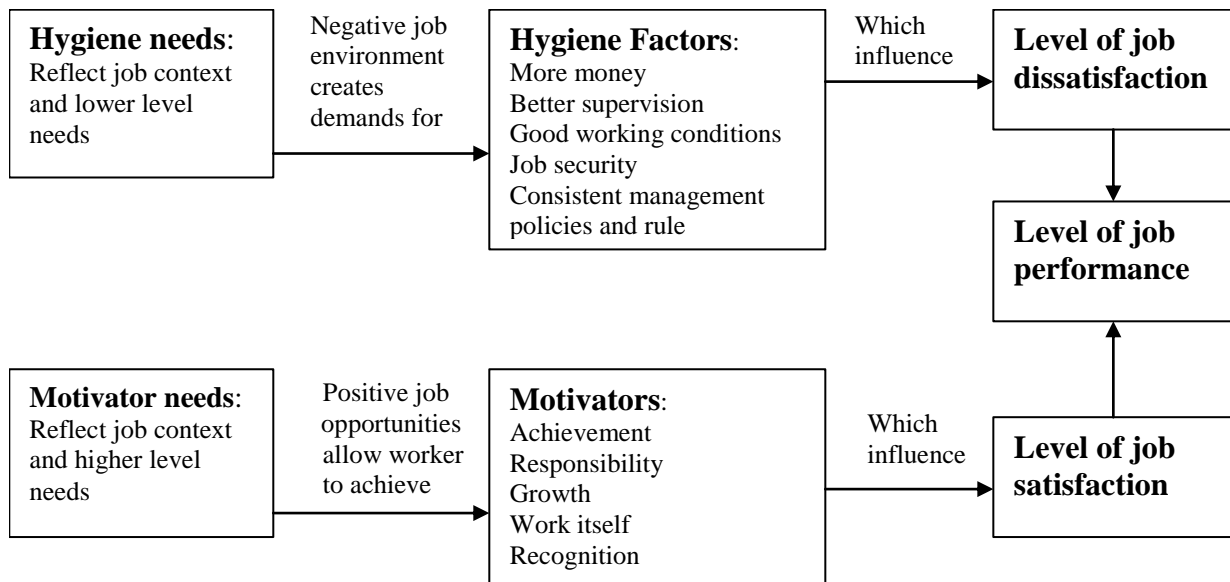


Figure 1: Herzberg's Two-factor Theory; Grobler et. al. 2006 (Adapted)

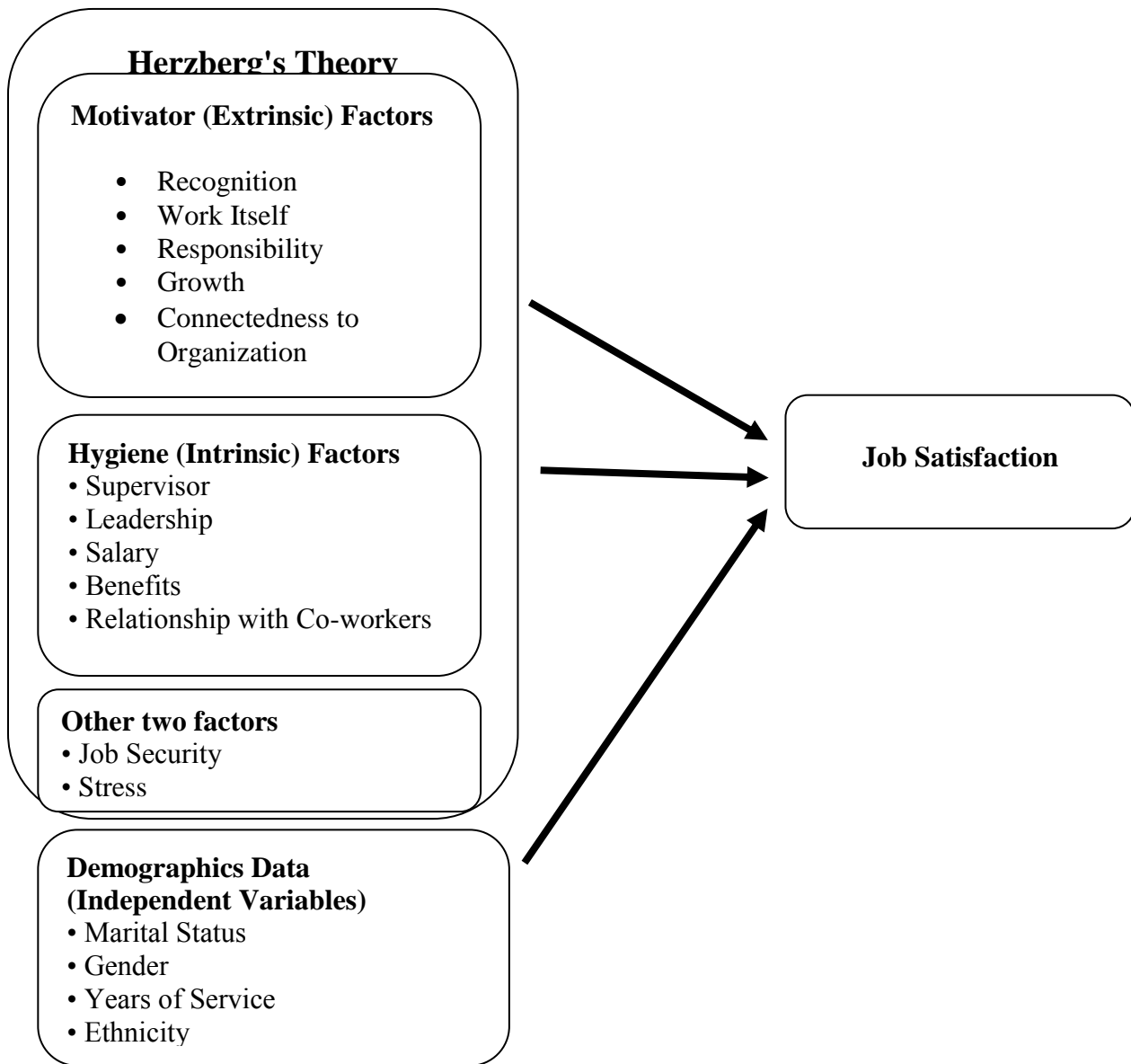


Figure 2: The Study Model

Table 2: Measures of Central Tendencies for Hygiene & Motivator Factors

Hygiene & Motivator	Minimum	Maximum	Mean	Standard deviation	Skewness	Kurtosis
Connectedness to Organization	1.00	5.00	3.34	1.04	-.128	-.705
Growth	1.00	5.00	3.24	1.04	.146	-.669
Recognition	2.00	5.00	3.87	.801	-.453	-.075
Work itself	1.00	5.00	3.56	.873	-.425	-.116
Responsibility	1.00	5.00	3.28	1.02	-.104	-.477
Supervisor	0.00	5.00	3.00	.867	-.465	.265
Leadership	1.00	5.00	3.04	.773	.044	-.329
Salary	1.00	4.00	2.99	.941	-.610	-.530
Benefits	2.00	5.00	3.39	.726	.294	-.082
Relationship with Coworkers	0.00	5.00	2.99	1.16	-.311	-.429

Table 3: Cronbach's Alpha Coefficient for Hygiene and Motivator Variables

FACTOR	VARIABLE	CRONBACH'S ALPHA	STANDARDIZE D ALPHA	
Motivators	Recognition	0.821	0.816	
	Work Itself	0.759	0.776	
	Responsibility	0.753	0.763	
	Growth	0.710	0.712	
	Connectedness	0.731	0.739	
Hygiene	Supervisor	0.773	0.775	
	Leadership	0.409	0.411	
	Salary	0.689	0.697	
	Benefits	0.294	0.339	0.509
	Relationships with co-workers	0.776	0.776	

Table 4: Model Summary of Hierarchical Regression

Model	R	R Square	Adjusted R Square	Std. Error Of The Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.380	.145	.081	.66556	.145	2.270	7	94	.035
2	.596	.355	.268	.59411	.210	5.794	5	89	.000
3	.624	.389	.266	.59491	.035	.952	5	84	.452

Table 5: Factors for Job Satisfaction with Their Beta Weights

VARIABLES	B	STD. ERROR	BETA
Ethnicity	.052	.085	.072
Age	-.047	.086	-.064
Marital Status	.024	.066	.040
Educational Status	-.100	.107	-.110
Years of Service	.049	.052	.091
Sex	.148	.135	.107
Occupational Category	.068	.059	.106
Supervisor	.056	.083	.067
Leadership	.148	.092	.160
Salary	.054	.065	.073
Benefits	.353	.093	.359
Relationships With Workers	.124	.055	.209
Recognition	.099	.077	.115
Work Itself	.028	.077	.035
Responsibility	.022	.066	.031
Growth	.027	.073	.041
Connectedness To Organization	.121	.070	.182