

JOB CHARACTERISTICS AND INTRINSIC MOTIVATION OF EMPLOYEES IN HEALTH ORGANIZATIONS

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ABSTRACT

Intrinsic motivation is the initiation and direction of certain employee behaviour through intangible and non-financial rewards. In health organizations, intrinsic motivation stands out as a key factor in achieving efficiency, which is why human resource managers strive to stimulate employees to provide high quality health care by applying intrinsic rewards. Job design can be used as one of the ways to improve the level of intrinsic motivation, by involving the integration of motivational, social and contextual factors of job design. The aim of this paper is to determine the impact that the business design of health organizations has on the intrinsic motivation of health workers. The results of the research showed that there is a high correlation between motivational, social and contextual factors of job design to intrinsic motivation of employees.

Keywords: intrinsic motivation, job design, human resources, health sector.

INTRODUCTION

In health organizations, the issue of motivation stands out as a key task of human resource managers, since depending on the level of motivation depends on the efficiency of achieving goals and the degree of satisfaction of patients and users of health services. At the same time, motivation stands out as a factor that can affect the retention of human capital and employee loyalty to the health organization (Muthuri, Senkubuge, & Hongoro, 2020). Due to the specific nature of the work they perform, as well as due to their unique personal characteristics and competencies, health professionals are not primarily interested in material and financial rewards. The degree of motivation, thus job satisfaction and loyalty to the organization, is often determined by non-financial and intangible rewards, including a stimulating work environment, additional education, balance of life and work, etc. (Habib, Khalil, Manzoor, & Jamal, 2017). The concept of motivation, which is not related to material and financial rewards, but which represents the inherent satisfaction that arises from the very performance of a specific job, is known as intrinsic motivation. While extrinsic rewards are an integral part of a job, and therefore represent a form of controlled motivation, intrinsic rewards are an integral part of the work itself, which create a special inner psychological satisfaction. In other words, intrinsic motivation is an autonomous form of reward, which is related to a person's value system and attitudes (Deci, & Ryan, 2008).

Intrinsic motivation in modern organizations, including health organizations, implies the application of various strategies and techniques. One of the approaches to build intrinsic motivation involves job design. Understood as the process of identifying relevant activities and tasks that employees will perform in the workplace, job design specifies operational procedures and decision-making procedures, as well as knowledge that must be possessed in order to perform work efficiently (Foss, Minbaeva, Pedersen, & Reinholt, 2009). It is a specific activity of human resource management that can have a positive effect on employee motivation, not only because it tells them what and how to do, but because the job design itself can be implemented in a way that will allow employees to use knowledge (Edwards, Scully, & Brtek, 2000). Of course, in order to motivate employees, job design should not follow a mechanistic approach, which is characterized

by specialization, repetition of activities, reduced investment in training and reduced employee demand for awards (Campion, Mumford, Morgeson, & Nahrgang, 2005). In order for job design to encourage employee motivation, and especially intrinsic motivation, it is necessary to implement job design in such a way as to ensure the following (Garg, & Rastogi, 2006):

- variety of activities and tasks,
- job identity,
- the importance of work,
- autonomy,
- feedback,
- responsibility,
- feeling fulfilled and
- use of knowledge and skills.

The aforementioned elements are often classified within the so-called motivational factors of job design, which reflect the overall complexity of the job and the level of knowledge that will be applied in the work process. In other words, motivational factors include elements of knowledge and tasks, and Morgeson and Campion (2003) identify social and contextual factors in addition to them. Social factors of job design encompass social interactions within and outside the organization and are related to the social capital that exists between employees, superiors, and people outside the health care organization (Ryan, & Deci, 2001). As such, social factors also include support that exists between employees, interaction, and interdependence of jobs within the organization (Morgeson, & Humphrey, 2006). Contextual factors are related to the physical environment and primarily include ergonomics, which reflects the degree to which a job allows for a responsible position, employee movement in the organization, and availability of resources during work (Edwards, Scully, & Brtek, 1999). In addition, contextual factors are related to the physical aspects of the work environment and the nature of working conditions (Harvey, Friedman, Hakel, & Cornelius, 1988).

The job design of health organizations must be done in the direction of creating such a work environment in which employees will have a certain autonomy of decision-making, and the task itself must be such as to enable the use and improvement of knowledge of health workers. Autonomy and the improvement of competencies through training and coaching are essential elements of intrinsic motivation. In order to further build such motivation within health organizations, job design must follow motivational principles, whose characteristics and working conditions are characterized by good interpersonal relationships, communication, feedback, participation in decision-making, effective leadership and availability of necessary resources for work (Dunn, Wilson, & Esterman, 2005; Begat, Ellefsen, & Severinsson, 2005).

In order to provide intrinsic motivation to employees in the job design process, human resource managers must know the needs of their employees. Building motivation, especially that of an intrinsic nature, implies meeting the sublime needs of employees, which are related to self-esteem, self-actualization and social needs. Starting from the views of the theory of self-determination, intrinsic motivation is determined by activities, ie jobs that provide autonomy, application of acquired competencies and their development, as well as connecting with others, ie creating social capital (Ryan, & Deci, 2020). In order to design the work of health organizations to ensure the development of intrinsic motivation, it must be associated with some intangible rewards such as the possibility of continuous improvement, career development, recognition, balance of life and work, etc. (Gunawan, Aunguroch, & Fisher, 2018).

The performance of health professionals is a function of their competencies. This is a complex concept, as the competencies of health professionals cannot be used or developed through material and financial rewards (McCloy, Campbell, & Cudeck, 1994). The extent to which employees will use and improve their knowledge, which stands out as crucial in providing health care, depends on some other factors, mostly of an intrinsic nature. In order to enable the above, it is necessary to implement certain concepts of intrinsic reward system in the process of job design, especially when it comes to autonomy, participation and building social relations. Given the above,

the subject of research is the relationship between job design and intrinsic motivation of health organizations. The aim of this paper is to determine the impact that the job design of health organizations has on the intrinsic motivation of health workers. Since Morgenson and Campion (2003) emphasize three important elements of job design, namely motivational, social and contextual elements, it is possible to define the following research hypotheses:

- H1: There is a statistically significant correlation between motivational elements of job design and levels of intrinsic motivation of employees in healthcare organizations.
- H2: There is a statistically significant correlation between the social elements of job design and the levels of intrinsic motivation of employees in healthcare organizations.
- H3: There is a statistically significant correlation between the contextual elements of job design and the level of intrinsic motivation of employees in healthcare organizations.

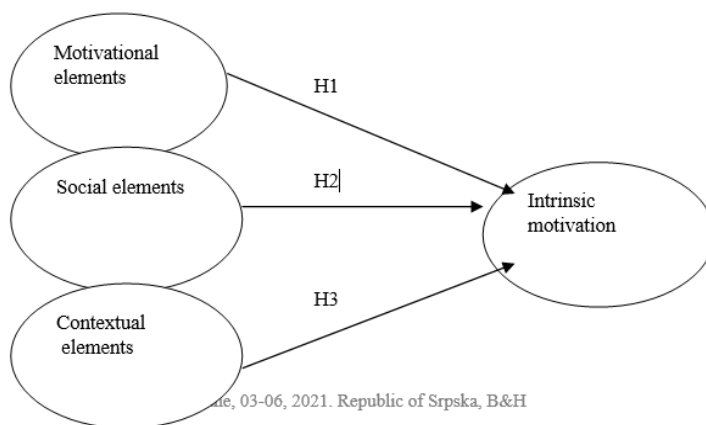


Figure 1. Research model.

MATERIAL AND METHODS OF WORK

Hypothesis testing requires the application of empirical research. Having in mind the subject of the paper, the research process includes health workers in health centers, hospitals, clinics and other healthcare institutions. In this way, a sample of 362 respondents was formed

An independent variable in the model is job design, within which the motivational, social and contextual elements of job design are specifically analyzed. The items are taken from research by Morgeson and Campion (2003) and Morgeson and Humphrey (2006). The dependent variable in the model is intrinsic motivation, with the items taken from the Intrinsic Motivation Scale by Deci and Ryan (2012). When it comes to intrinsic motivation, all the findings are divided into four subgroups: interest and enjoyment in doing work, perceived competencies, perceived choice and work under pressure. All respondents expressed their degree of agreement or disagreement on a five-point Likert scale, where a score of 1 referred to complete disagreement and a score of 5 to complete agreement. Data processing was performed in the statistical software SPSS v23, and descriptive statistical analysis, reliability test and correlation analysis were used as statistical methods.

Female respondents have the largest share in the sample structure, accounting for 83.15% of the entire sample. The largest number of respondents is of average age between 31 and 40 years, of which 35.08% of the sample. A significant part of the respondents in the sample has a work experience of more than 21 years, ie 35.08% of such respondents. Finally, in terms of education, the largest number of respondents have completed high school (71.55%). A more detailed overview of the sample structure is given in Table 1.

Table 1. Characteristics of respondents in the sample.

| Data on respondents | Frequency | % |
|---|-----------|--------|
| Gender of respondents | | |
| Ladies | 301 | 83,15% |
| Male | 61 | 16.85% |
| Age of respondents | | |
| Up to 30 years | 43 | 11.88% |
| 31-40 years | 127 | 35,08% |
| 41-50 years | 85 | 23.48% |
| 51-60 years | 80 | 22.10% |
| Over 61 years | 27 | 7.46% |
| Years of work experience of the respondents | | |
| Up to 5 years | 41 | 11.33% |
| 6-10 years | 68 | 18.78% |
| 11-15 years | 63 | 17.40% |
| 16-20 years | 63 | 17.40% |
| Over 21 years | 127 | 35,08% |
| Education of respondents | | |
| High School | 259 | 71,55% |
| College | 82 | 22.65% |
| College | 21 | 5.80% |

RESULTS AND DISCUSSION

Table 2 shows the results of descriptive statistical analysis for the used statements that construct model variables.

If the results of descriptive statistics are viewed in the context of motivational elements of job design, the highest value of the arithmetic mean (4,497) is achieved by the statement "My job is significant and important in the full sense of the word", which leads to the conclusion that health workers perform a variety of jobs. Based on other findings in this group, the high value of the arithmetic mean have findings that indicate the interconnectedness of work, as well as the application of different competencies during work. In the group of social elements of business design, the greatest value of the arithmetic mean (4.18) is achieved by the statement "My superior takes care of the well-being of his people". This attitude of employees indicates that there are good interpersonal relationships within health care organizations, which is confirmed by some other findings related to attitudes about interdependence during work and interaction with people outside the health care organization. In terms of contextual factors, the greatest value of the arithmetic mean (4.11) is achieved by the statement "Work is done in a clean environment", which confirms that the work is done in a physically clean work environment and that different equipment is used. Within all elements of job design, the highest values of the arithmetic mean were achieved with the motivational elements of job design. This result is expected, because the work of health organizations is based on the use of different knowledge and skills of health workers. Therefore, in the process of designing a job, the competencies and experiences that should be had, the ways of using them and improving them are anticipated. When it comes to intrinsic motivation, the statement "I think I'm good at what I do" has the greatest value of the arithmetic mean (4.19). Healthcare professionals believe in their competencies, have a certain degree of self-confidence in what they do, which is why they are willing to implement their competencies during work. Positive attitudes towards work are also of great importance in terms of intriguing motivation. All variables

in the research model achieve a satisfactory level of reliability, higher than the prescribed value of 0.7 (Nunnally, 1978). The highest level of reliability is achieved by the variable related to the social elements of job design (0.852).

Table 2. Results of descriptive statistics and reliability test.

| Findings | Arithmetic mean | Standard deviation |
|-------------------------------|-----------------|--------------------|
| Motivational elements of work | | |
| Cronbach's alpha = 0.744 | | |
| | 3.7376 | 1.15558 |
| 2 | 4.3508 | 0.90619 |
| 3 | 4.4972 | 0.85597 |
| 4 | 3.8785 | 0.84972 |
| 5 | 3.6409 | 0.99766 |
| 1 | 4.1630 | 0.92874 |
| 7 | 3.8674 | 1.05215 |
| Social elements of work | | |
| Cronbach's alpha = 0.852 | | |
| 8 | 4.1823 | 1.10647 |
| 9 | 3.9282 | 1.11417 |
| 10 | 3.6519 | 1.10168 |
| 11 | 3.5028 | 1.20306 |
| 12 | 3.5221 | 1.21660 |
| 13 | 3.8011 | 1.17178 |
| Contextual elements of work | | |
| Cronbach's alpha = 0.753 | | |
| 14 | 3.7265 | 1.24318 |
| 15 | 4.1188 | 1.12623 |
| 16 | 4.0525 | 1.04206 |
| 17 | 3.8978 | 1.04367 |
| Intrinsic motivation | | |
| Cronbach's alpha = 0.784 | | |
| 1 | 3.4696 | 1.09919 |
| 2 | 3.9144 | 1.02374 |
| 3 | 4.1906 | 0.93537 |
| 4 | 3.8923 | 0.99416 |
| 5 | 3.3923 | 1.35244 |
| 6 | 4.0000 | 1.09139 |
| 7 | 3.8370 | 1.03590 |
| 8 | 3.8591 | 1.09116 |
| 9 | 2.9116 | 1.39962 |
| 10 | 4.0166 | 1.16255 |
| 11 | 4.1436 | 1.10467 |
| 12 | 2.8425 | 1.37853 |
| 13 | 3.9724 | 1.06795 |

Table 3 shows the results of correlation analysis relevant to answering the research hypothesis. Interpretation of the results of correlation analysis was performed as follows (Cohen, 1988):

- if the correlation coefficient ranges from -0.29 to -0.10, or 0.10 to 0.29, it shows a weak correlation,

- if the correlation coefficient is in the interval from -0.49 to -0.30, or 0.30 to 0.49, it shows a moderate correlation,
- if the correlation coefficient is in the range from -1 to -0.50, or 0.50 to 1, it shows a high correlation.

Observing the results of correlation analysis, it can first be seen that a high correlation is achieved between all variables, since Spearman's correlation coefficient in all cases achieves a value in the range from 0.50 to 1. The highest degree of correlation is achieved between variables social elements and contextual elements and amounts to 0.686.

Table 3. Results of correlation analysis.

| Variables | Motivational elements | Social elements | Contextual elements | Intrinsic motivation |
|-----------------------|------------------------------|------------------------|----------------------------|-----------------------------|
| Motivational elements | 1,000 | 0.587 ** | 0.588 ** | 0.568 ** |
| Social elements | 0.587 ** | 1,000 | 0.686 ** | 0.548 ** |
| Contextual elements | 0.588 ** | 0.686 ** | 1,000 | 0.543 ** |
| Intrinsic motivation | 0.568 ** | 0.548 ** | 0.543 ** | 1,000 |

** - All correlation coefficients are significant at the level of 0.01

The obtained results of correlation analysis are relevant from the aspect of giving answers to the set research hypotheses. Starting from the relationship between motivational elements of job design and intrinsic motivation, the results of correlation analysis showed that there is a high correlation (0.568), with statistically significant results at 0.01. The job design of health organizations should contain those elements that are related to the knowledge of employees, ie the nature of the work performed should be such as to allow the use of employee competencies. Motivational elements of job design are related to the human capital of employees, because they enable the implementation of acquired skills, but also to improve them by performing various and challenging tasks, regular training and autonomy during work. Human resource managers in healthcare organizations therefore define certain aspects of work responsibilities related to intrinsic motivation in the job design process. The results of this research have shown that these are motivational elements related to the possibility of independent decision-making, performing various tasks, applying knowledge and creativity, using specialized tools and equipment, etc. Autonomy, competencies, participation in decision-making, improvement of skills, are just some of the factors of intrinsic motivation. Therefore, it can be stated that there is a statistically significant correlation between the motivational elements of job design and the levels of intrinsic motivation of employees in healthcare organizations, thus confirming the H1 hypothesis.

Analyzing the relationship of social elements of job design to intrinsic motivation of employees of health organizations, the results showed the existence of a high correlation (0.548), which is statistically significant at the level of 0.01. Given that the social elements of job design relate to social capital inside and outside the health care organization, it is expected that they will have a positive impact on intrinsic motivation. Managers of health organizations recognize the fact that the level of exchange of information, resources and knowledge increases if an adequate working environment is provided in which there are good interpersonal relationships. The social aspect of job design has a positive effect on intrinsic motivation because creating such a work environment enables easier exchange of information, good interpersonal relationships with colleagues and superiors, communication with people outside the health organization, where the job itself is designed so that there is interdependence of work obligations. Given the above, it can be said that there is a statistically significant correlation between the social elements of job design and the level of intrinsic motivation of employees in health care organizations, which confirmed the H2 hypothesis.

Finally, if the relationship between contextual factors and intrinsic motivation is analyzed, it is noticed that the level of correlation is still high and amounts to 0.543, with the results being statistically significant at the level of 0.01. Certain physical aspects, and certainly ergonomic aspects of work in health organizations have a positive effect on the intrinsic motivation of employees. In this regard, the adaptation of the working environment to employees should be emphasized first. When they know what equipment is used, how to use it, as well as when they have available resources for work, health workers feel a higher degree of job satisfaction, which is an important determinant of intrinsic motivation. Properly designed work environment, ie its lighting, temperature and hygiene, also has a positive effect on satisfaction. The job involves the use of various technologies, certainly information and communication. Working on such technology requires health professionals to improve their competencies and abilities, ie learning, which certainly represents the antecedent of intrinsic motivation. Therefore, it can be said that there is a statistically significant correlation between the contextual elements of job design and the level of intrinsic motivation of employees in healthcare organizations, thus confirming the H3 hypothesis.

CONCLUSIONS

Employees of health organizations have the most important role in achieving effective results and providing health care. The task of human resource managers is to properly use the competencies that employees have and in order to ensure that, it is necessary to first adequately design the job, and then provide a certain degree of motivation. Having in mind the specific characteristics and competencies of health workers, the exclusive use of material and financial incentives will not be enough, but it is necessary to create a sense of inherent satisfaction among employees. This is achieved by creating intrinsic motivation, which is mainly associated with intangible and non-financial rewards.

Job design can be used as a factor of intrinsic motivation of health workers, and in order for that to be possible, it is necessary to design the job in such a way as to provide autonomy, development and use of competencies and creation of social capital. Healthcare professionals have a higher degree of motivation in their work if they have a certain independence in making certain decisions, the ability to apply and develop knowledge, good relations with colleagues, available resources and work in an environment that is adequately adapted to their needs. These factors are an integral part of the motivational, social and contextual elements of job design, which in this study have been shown to achieve a high degree of correlation with intrinsic motivation. The greatest degree of connection is expected to be present between the motivational elements of job design and intrinsic motivation, because these are the factors of job design related to knowledge, autonomy in work, use of intellectual and creative skills.

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