



Motivation and Job Performance among Nurses in the Health Tourism Hospital in Malaysia

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ABSTRACT

In light of the increasing expectations of health travelers towards the quality of healthcare, this study intends to examine nurses' motivation and job performance in the health tourism hospital in Malaysia. Nurses were intended in this study because they represented majority of the workforce. The role of nurses is critical in patient's evaluation of their experience in the hospital. Administered on-site method was used to collect data from 180 respondents in a health tourism hospital. The finding of this study indicates that intrinsic motivation is positively and significantly related to nurses' job performance. The finding has prompted the hospital management to turn to intrinsic rewards instead of extrinsic rewards to motivate their nurses. Realistically, intrinsic rewards are less costly and more effective in enhancing nurses' performance. Career development, job enrichment and providing greater autonomy were among the ways to increase nurses' job performance. In addition, it is suggested that implementing interventions in terms of training, guidance and counseling would be able to produce motivated and high performance nurses in the hospital. This in return will fulfill the existing demands and expectations of the health travelers in Malaysia.

Keywords: Job Performance, Intrinsic Motivation, Extrinsic Motivation, Nurses

JEL Classifications: J62, L83

1. INTRODUCTION

The concept of health tourism in Malaysia has evolved many decades ago. The health tourism sector has experienced continuous growth since the beginning of 1990's. For the past decades, health tourism has become a significant contributor to the healthcare industry in Malaysia. According to the Malaysia Healthcare Travel Council (MHTC), the number of healthcare travelers has increased from 641,000 in 2011 to 882,000 in 2014. There are countless reasons that make Malaysia the preferred destination for the health tourists. One of them was Malaysia offers quality care with safety standards at par with the best of international healthcare centers in the world. In addition, Malaysia is able to offer specialties in various medical disciplines with renowned specialists. In fact, many of the private hospitals in Malaysia were licensed under the Private Healthcare Facilities and Services Act, 1998, Private Healthcare Facilities and Services Regulations, 2006 and accredited by National or International Accreditation Bodies (MHTC, 2011-2014).

Since the year 2000, Malaysian government has recognized the importance of health tourism and targeting revenue growth at 10% per annum for the nation in year 2011-2015 (Tenth Malaysia Plan, 2010). The Economic Transformation Program (ETP) has specified healthcare sector as one of the National Key Economic Areas (NKEAs), aiming at increasing Gross National Income by RM35.5 billion and 181,000 jobs by 2020 (ETP, 2011). The NKEA intends to put the country in a distinguished position by extending the customer base and raising the margin of inpatient and outpatient treatments. In order to achieve the aim, health tourism hospital plays an important role in identifying key drivers and formulating strategies to attain the goals. In the health tourism hospital, health tourists are looking for experienced and well-trained doctors as well as excellent healthcare services. Today, patients are viewing healthcare services from different perspectives. Patients' expectation is no longer limited to diagnosis and treatment but services and care they receive during their stay in the hospital. This is owing to the reasons that patients are well-informed and their affluence is leading them towards high

demand of quality healthcare. Therefore, health tourism industry in Malaysia is undergoing tremendous transformation to meet the patient needs of today.

Healthcare is a people-oriented industry. Generally, patients use healthcare services on their physical body and receive nursing care that is managed by nurses. Nurses provide on-going care from patient's admission till discharge. Nurses are personnel who occupy a leading position in assisting to heal, protect, soothe and prevent patients from pain and diseases. Given that the role of nurses is critical in patient's evaluation of their experience in the hospital (Darby and Daniel, 1999), job performance among nurses and its determinants were seriously emphasized by the health tourism hospital. According to past researchers Altindis (2011); Kolawole and Ali (2013); Muogbo (2013), one of the factors that influence nurses' job performance is motivation. Therefore, this paper selects motivation as the determinant of job performance and intends to examine the relationship between motivation and job performance among nurses in the health tourism hospital.

2. LITERATURE REVIEW

2.1. Job Performance

Nurses are one of the inputs to any healthcare system and have strong effect on the organization performance (Fritzen, 2007). Health tourism hospital with nurses as majority workforce should take cognizance of the importance of their job performance which is the fundamental value of achieving high standard of patient care. In addition, how effective nurses perform their duties is associated with the direct care of their patients (Dieleman et al., 2006). Hence, hospital management should extend their view exceeding the medical perspective and apply a holistic social approach to improve their nurses' job performance.

In the healthcare context, nurses' job performance focuses on understanding patients' needs by delivering proper care and solutions. It is imperative that nurses should be able to adjust their performance in order to reflect patients' reality (Daniel and Darby, 1997). Since nurse-patient interface embraces element of the nurse-patient interaction to co-produce a service, the aspect of interaction is important to meet the incremental patients' expectation. The expressive and interactive performance of nurses will be mostly evaluated because patients are more sensitive towards the service behavior the nurses (Yoon et al., 2007). On top of that, it was emphasized that caring processes have to be accommodated into the performance criteria to fulfill patient needs in terms of intimate and complex service means (Darby and Daniel, 1999). The aspect of caring processes has a primary influence in formulating expectations and controlling patient experiences. On the other hand, it was stated that to ensure an excellent delivery of healthcare that involved interaction between patient and caregiver is difficult as it is related to human behavior (Jun et al., 1998). However, the performance of nurses is still depending on this aspect as patient's evaluation usually refers to their sentimental reaction to prominent aspect of the context and outcome of their experience (Pascoe, 1983). Patient's experience may be ultimately used to verify the medical treatment provided whether it has met their expectations (Babakus and Mangold, 1992).

This paper focuses on the job performance of nurses because successful healthcare organization generally customizes the experience of healthcare around the individual needs of its patients and the needs of its staff members (Kerfoot, 2000). It is widely accepted that excellent nurses' performance is more likely to generate satisfied patients and create more favorable outcomes to the organization. Conversely, if the nurses' performance declines, it will lead to unwanted consequences such as substandard of patient care and growing number of patient complaints. In a nutshell, hospital with better nurses' performance has the competitive advantage over those that do not perceive job performance as an important factor for the patients to return to the same hospital (Bruce et al., 1998).

2.2. Motivation

Motivation is defined as a process that begins with a psychological or physiological need. The existence of these needs initiate behaviors to achieve the aimed goals (Berry, 1971). In the organizational context, motivation is explained as the inducement of work behavior which channels the employee's effort to achieve the organization's goals (Balunywa, 2005). Generally, researchers have categorized motivation into two dimensions, namely intrinsic and extrinsic motivation (Ryan and Deci, 2000). The main difference between these two dimensions is the motivational state where intrinsic motivation is internally derived and extrinsic motivation is externally derived.

2.3. Intrinsic Motivation

Intrinsic motivation is an internal force that leads employees to meet personal and organizational goals. It directs people to perform activity that they find it interesting (Lindner, 1998). Individuals who were intrinsically motivated possess inner drive that creates behaviors and encouragement to carry out tasks without any external influences. They found that the task itself is interesting, challenging and fun. Intrinsic motivation is also referred to as meeting basic human needs in terms of control and efficiency (Sansone and Smitch, 2000). Without coercion of others, intrinsic motivation arises from the individual's self-interest or pleasure in the task itself. It is established by its own and does not rely on end results. In the healthcare context, intrinsic motivation among nurses is operationally defined as self-gratification and pleasure in performing duties instead of working towards external rewards. Their job performance is generated by self-interest and self-determination. They possess enthusiasm that leads them to engage in their job effectively. Past research (Gagne, 2005) has indicated that intrinsic motivation does improve nurses' performance. Intrinsically motivated nurses work with diligence and dedication to perform their duties. They wish to remain in the organization and they believe that they are valuable to the organization. Apparently, intrinsic motivation is able to bring positive outcomes to nurses' job performance. Hence, in view of the above explanation, it is hypothesized that:

H1: Intrinsic motivation is positively related to nurses' job performance.

2.4. Extrinsic Motivation

Extrinsic motivation is an external force that leads workers to meet personal and organizational goals. It directs individuals to perform tasks by using instruction or coercion to get rewards in

return (Lindner, 1998). Types of extrinsic rewards include pay, awards, benefits and bonuses (Muogbo, 2013). It also can be in the forms of good working conditions, co-workers relation, better facilities and higher supervisor’s quality at the workplace (Mankoe, 2006). In the healthcare context, extrinsic motivation leads the nurses to perform work behaviors that benefit themselves and the organization. These work behaviors are created by external stimuli such as incentives, prizes, awards, positions and various fringe benefits. If the hospital management would like to improve the nurses’ performance, extrinsic motivation is one of the options that can elicit the best out of them (Hasenfeld, 1983). This is further echoed in a research by Muogbo (2013) that extrinsic motivation is significantly and positively related to worker’s performance. When there is an increase in extrinsic motivation, there is a corresponding increase in worker’s performance. Based on the above discussion, it is hypothesized that:

H2: Extrinsic motivation is positively related to nurses’ job performance.

3. METHODOLOGY

3.1. Population and Sample Selection

The population of this study consists of nurses in a health tourism hospital in Malaysia. The sample of this study was determined by using generalized scientific guidelines for sample size decisions (Saunders, 2007). Data were collected by means of administered on-site questionnaires where the survey is conducted face to face with the respondents. Respondents were required to indicate their level of agreement on a Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). Simple random sampling technique was employed in this study. A total of 180 responses were obtained during the survey. There were 175 female respondents and 5 male respondents. The higher number of female respondents shows that nursing profession is still dominating by the females in the country.

3.2. Measures and Instrumentation

The intrinsic and extrinsic motivation items were adapted from Altindis (2011) to measure the level of motivation among the respondents. Job performance was measured by using measures adopted from Johari and Ong (2013). The questionnaire contains 26 items which further categorized into intrinsic motivation (6 items, $\alpha = 0.92$), extrinsic motivation (9 items, $\alpha = 0.88$) and job performance (11 items, $\alpha = 0.90$). All the items were rated on a 5-point Likert scale.

4. RESULTS AND DISCUSSION

4.1. Validity and Reliability Test

The study variables were validated through factor analysis. Table 1 below shows the results of the factor analysis for extrinsic and intrinsic motivation. The value of Kaiser-Meyer-Olkin for Measuring of Sampling Adequacy (KMO/MSA) (i.e. 0.814) was exceeding the minimum value of 0.7 for a good factor analysis (Hutcheson and Sofroniou, 1999). The Bartlett’s test of Sphericity was statistically significant at the 0.001 level with Chi-square value of 539.350. Principal component analysis extracted two factors with 4-items for extrinsic motivation and 3 items for intrinsic motivation. Both extrinsic and intrinsic motivation contributed 51.586% and

18.651% of the common variance respectively with Eigenvalues of 3.611 and 1.306. The two factors cumulatively represented 70.237% of the variance. The values of factor loading for both study variables were in the range of 0.677-0.873. Reliability test revealed that Cronbach’s alpha for factor 1 (extrinsic motivation) and factor 2 (intrinsic motivation) was 0.832 and 0.816. Both numbers were above the minimum value of 0.7 as suggested by DeVellis (2003). Hence, the measures of the variables were deemed reliable and consistent throughout the study.

Table 2 depicts the factor loadings of job performance. The value of KMO/MSA (i.e. 0.927) indicates a great factor analysis (Hutcheson

Table 1: Factor analysis and reliability test for extrinsic and intrinsic motivation

Item	Description	Factor loading	
		1	2
EM1	I get extra pay for high performance	0.789	
EM2	I think that the salary I get from the hospital is enough	0.868	
EM3	There is an opportunity to be promoted in this hospital	0.839	
EM4	My colleagues are always with me in solving personal and family problems	0.677	
IM1	I have responsibilities related to work		0.873
IM2	My colleagues appreciate me for what I did for my work		0.783
IM3	I believe that the work which I’ve done is a respectable job		0.833
Eigenvalue		3.611	1.306
Percentage of common variance		51.586	18.651
Cumulative percentage		51.586	70.237
Reliability coefficient (Cronbach’s alpha)		0.832	0.816

KMO/MSA=0.814. Bartlett’s Test of Sphericity: $\chi^2(21)=539.350, P<0.001$. KMO/MSA: Kaiser-Meyer-Olkin for Measuring of Sampling Adequacy

Table 2: Factor analysis and reliability test for job performance

Item	Description	Factor loading
JP1	I help patients by fulfilling their needs	0.776
JP2	I achieve my goals by satisfying patients	0.747
JP3	I have the patient’s best interest in mind	0.772
JP4	I get patients to discuss their needs	0.721
JP5	I influence patients with information rather than pressure	0.653
JP6	I offer nursing care best suited to the patients’ needs	0.831
JP7	I find out nursing care that most helpful to the patients	0.836
JP8	I answer patient’s question about nursing care correctly	0.775
JP9	I use nursing care to solve patient’s problem	0.838
JP10	I give patients an accurate expectation of nursing care	0.855
JP11	I figure out patient’s needs	0.804
Eigenvalue		6.771
Percentage of common variance		61.554
Cumulative percentage		61.554
Reliability coefficient (Cronbach’s alpha)		0.935

KMO/MSA=0.927. Bartlett’s test of Sphericity: $\chi^2(55)=1382.496, P<0.001$. KMO/MSA: Kaiser-Meyer-Olkin for Measuring of Sampling Adequacy

and Sofroniou, 1999). Principal component analysis extracted one dimension of job performance with 11 items of strong loadings. Bartlett's test of Sphericity was significant at the 0.001 with Chi-square value of 1382.496. The Eigenvalue was recorded at 6.771 where the items were able to explain 61.554% of the common variance. The values of the factor loadings were in the range of 0.653-0.855. Reliability test shows that Cronbach's Alpha was rated at 0.935. It has exceeded the minimum value of 0.7. Hence, the items were deemed reliable and consistent.

4.2. Regression Analysis

Multiple regression analysis was employed to test the relationship between extrinsic motivation, intrinsic motivation and job performance. Table 3 shows that there is a positive significant relationship between intrinsic motivation and job performance. The F statistic (40.102) of the regression model was significant at the 0.001 level. The R² value indicates that 31.2% of the variance in job performance can be explained by the regression model. The result also reveals that intrinsic motivation is positively related to job performance ($\beta = 0.577, P < 0.05$). For every increase of intrinsic motivation, there will be a corresponding increase of nurses' job performance. This implies that nurses who are intrinsically motivated will perform better in their duties. Among plausible reasons to explain this significant relationship are nurses prefer intrinsic rewards that create a sense of achievement, satisfaction, responsibility and ownership. Intrinsic motivation bonds them with their job. In addition, nurses are sending a message to the hospital management indicating that intrinsic rewards such as growth, autonomy, recognition and feedback should be given due attention on top of financial incentives and remuneration. Referring to the analysis results in Table 3, hypothesis H1 was supported whereas hypothesis H2 was rejected.

5. CONCLUSION AND IMPLICATIONS

The findings of this study provide support that intrinsic motivation is important in improving nurses' job performance in the health tourism hospital. The importance of intrinsic motivation cannot be undervalued. To date, extrinsic rewards seem the best option to motivate employees as many organizations are still using tangible and monetary rewards to reward their employees. However, the findings of this study prompted that nurses have started to turn to intrinsic rewards by realizing their actual needs in the organization. Hence, hospital management should strike a balance between intrinsic and extrinsic rewards and pay more attention to intrinsic motivation. Realistically, intrinsic rewards are less costly and more effective in increasing the nurses' performance. For example, congratulate the nurses on a job well done and presenting them with a certificate of appreciation would certainly increase their

motivation at an exponential rate. Therefore, hospital management should continue to praise and recognize the nurses individually or as a team for their achievement and contribution towards the organization. Additionally, career development, job enrichment and providing greater autonomy would also enhance their performance level in their job. It is suggested that implementing interventions in terms of training, guidance and counseling would be able to produce motivated and high performance nurses in the hospital. This in return will fulfill the existing demands and expectations of the health travelers in the country.

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Table 3: Regression analysis for the study variables

Independent variables	Dependent variable Job performance
Extrinsic motivation (beta)	-0.042
Intrinsic motivation (beta)	0.577*
F	40.102***
R ²	0.312

*P<0.05, ***P<0.001 (Tabachnick and Fidell, 2007)

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