

Leadership and Job Satisfaction in the Public Healthcare Sector: An Empirical Analysis of Employees' Motivations

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Abstract: The supply of health services, which are primarily supplied by the human resources that staff the health facilities, makes the field of health extremely difficult. The conduct of health professionals as a result of their efforts heavily influences the quality of the services under study. To boost their efficiency and, by extension, the effectiveness of the health units, the administrations of the health units must place a high value on the use of the human component. Simply said, incentives are necessary to incentivize healthcare staff in order for them to please patients and improve their efficacy. Incentives provided to healthcare personnel appear to help them overcome these issues and provide patients with the best care possible, even in situations where they lack the appropriate resources and tools. Many academics argue that giving employees what they need in the form of incentives is a potent weapon that managers may use to motivate them and boost productivity. All health organizations should make use of this component, as it can assist them in addressing and resolving significant issues that restrict their effectiveness. In this context, it's critical to stress that motivating healthcare professionals is urgently needed because doing so improves their performance, which in turn improves the effectiveness of the services offered and the satisfaction of patients. The purpose of the current study is to investigate the potential sources of employee motivation at a public hospital in Northern Greece. Regression analysis was used to examine data that were gathered from 74 hospital personnel. The findings indicate that connections with co-workers and degree of performance are the primary drivers of employee motivation, with pay and job features playing a supporting role. These findings demonstrate that in order for the hospital's administration to increase employee performance, it is necessary to foster a positive work environment and recognize people for their contributions.

Keywords: Leadership, Motivation, Job satisfaction, Performance, Healthcare

1. Introduction

The supply of medical facilities, which is largely provided by the human resources employed by the health units, makes the health field especially complicated. Health workers' actions have an essential effect on the quality of the services provided to patients (Musunguzi et al, 2018). Due to this, it is crucial that health unit administrations place a premium on making the most of the human element in order to boost the efficiency of individual health units. Effective and high-quality patient care is achieved when healthcare professionals have the following conditions met: they are properly trained, they have access to the tools they need to do their jobs, they are given regular feedback on their work, and they report to a supervisor who motivates them to do their best (Borst et al, 2020). Simply put, healthcare providers require incentives to encourage them to please patients and boost their performance (Hotchkiss et al, 2015; Huber and Schubert, 2019; Schopman et al, 2017).

Incentives provided to health personnel appear to assist them in overcoming situations where they lack the necessary tools and equipment to provide adequate care to patients. According to Popa and Popescu (2013) and Rossidis et al. (2016) administrations can encourage workers and boost output by catering to their needs and providing incentives. Using this to address and ultimately overcome significant challenges that restrict their efficacy is something all health organizations should do (Borst et al, 2020; Valdez and Nichols, 2013). Motivating healthcare personnel is crucial because it improves their output, which in turn improves the quality of care and the pleasure of patients (Hotchkiss et al, 2015; Rubel et al, 2021).

The present research aims to examine the factors that may motivate employees at a public hospital in Northern Greece. As the health systems of various nations have been significantly impacted by the global financial crisis, which must be addressed, it is vital that incentives be provided for healthcare employees in order to boost their performance. Health care administrations must find a solution to the problem of decreasing efficiency and effectiveness caused by a lack of health care personnel, materials, and technical equipment. Healthcare organizations need to maximize the human component if they want to efficiently manage their resources and provide high-quality care to their patients.

Greek health system administrators need to create practical incentive schemes for their staff if they want to boost productivity. Health care providers cannot meet their obligations without financial incentives. This means that healthcare management must understand what drives their employees and whether or not this

varies by personality type and line of work. Research conducted throughout the previous several years of the economic crisis on the demands of health personnel and recognizing the enticements that can motivate them will likely add to the findings of this task and be of special benefit.

Section 1 provides an overview of the topic, while Section 2 presents the theoretical background about the motivation of healthcare workers. Section 3 discusses the study's methodology; Section 4 offers the results of the investigation; and Section 5 discusses the study's findings and draws its conclusions.

2. Theoretical Background

2.1 Leadership in Hospitals

Leadership has been shown to be crucial in establishing the favorable conditions required for an organization to realize its objectives. Employee responses to organizational change, company performance, employee job satisfaction, and the dominant company culture all have a significant impact on leadership. A leader's values and personality can have a significant impact on the morale and productivity of his staff. Every leader, depending on his or her individual strengths and weaknesses, is accountable for the resolution and management of any workplace conflicts or problems that may develop (Belrhiti et al, 2020; Curtis and O'Connell, 2011).

A good leader can motivate their team to work hard by painting a compelling picture of the future and showing them how their efforts will pay off. A leader is also effective if he can motivate others under him to work hard and dedicate themselves to the team's success. A leader is also effective when he can motivate his followers and get them dedicated to attaining their objectives. A competent leader will also establish performance and reward standards, as well as effective teams and channels of communication between staff members (Musinguzi et al, 2018; Rubel et al, 2021).

Health care professionals' satisfaction on the job has been shown to rise due to a number of reasons. Salary and income increases are one reason why employees are more satisfied than ever. In truth, salary cuts, invalid payments to medical and nursing staff, and insufficient reimbursement of various allowances in the healthcare sector are all attributable to the pathophysiology of the Greek health system as well as the nation's economic downturn and cutbacks in health care expenses. Reduced job satisfaction is a result of these issues among healthcare workers (Halldorsdottir et al, 2018; Kontodimopoulos et al, 2009).

Medical and nursing staff may benefit from some form of compensation in order to increase their level of job satisfaction and productivity. Therefore, if there were a reward that would boost the satisfaction of each health care worker, then that worker might be more productive. Improvements in overall health unit performance can have a positive impact on patient care (Borst et al, 2020; Kontodimopoulos et al, 2009; Rubel et al, 2021).

Employees in the health care industry report higher levels of job satisfaction and fair treatment from their coworkers. Significant factors that can influence nursing and medical staff job satisfaction include a meritorious independent assessment of advancements and wage hikes, logical fragmentation of duties and work throughout the unit, equitable allocation of shifts, and an unbiased disposition from management (Kontodimopoulos et al, 2009; Schopman et al, 2017). These elements, as we shall see in the following section, can serve as incentives for workers in health units while also contributing to an increase in employee satisfaction.

2.2 Motivating Healthcare Workers

Through a literature study, Tsounis et al. (2013) came to the conclusion that healthcare workers may not respond to incentives in the same manner that workers in other industries do. They add that different types of healthcare professionals have distinct demands and requirements and, hence, can be motivated in different ways. In most cases, financial incentives do not motivate doctors to improve their performance. This is in contrast to the norm across numerous sectors and with other subsets of the healthcare workforce. Instead, it appears that doctors are motivated to keep going when they achieve their goals and receive praise from the hospital's administration and their peers.

Motivating healthcare professionals is an important area of study, and Babic et al. (2014) have made substantial contributions to this field. They looked into whether or not there are distinctions between the private and public health sectors in terms of incentive programs. Employees in the private sector are positively motivated by the availability of security circumstances, and the survey showed that not all employees are

driven by cash rewards, which are relatively low. Also, healthcare employees, whether in the commercial or public sector, benefit from the encouragement and motivation of their colleagues. However, workers in both the commercial and governmental sectors aren't encouraged by the feedback they receive from their bosses. Healthcare personnel cannot be motivated to improve their performance by the current development incentives offered by either the corporate or public health sectors (Mariappan, 2013).

Internal and external factors, respectively, might have a role in the promotion of healthcare personnel, as argued by Batnagar et al. (2017). They typically claim that economic advantages and working surroundings are external incentives that may impact their performance, while their faith, values, and sense of self-confidence are internal variables that influence or motivate them. The goal of the research conducted by Lambrou et al. (2010) was to identify the elements that could encourage healthcare personnel to change their behavior. The study found that workers were most motivated by financial rewards, positive interactions with coworkers, and interesting tasks.

Health unit administrations can boost productivity by incentivizing staff, a topic that Hotchkiss et al. (2015) investigated. Both intrinsic and extrinsic motivation were found to have an effect on performance. The self-efficacy and self-esteem of healthcare personnel are two of the most important internal motivations. It was also shown that in Ethiopia, the primary external reasons that might encourage healthcare personnel are their financial earnings, working environment, and relationships with colleagues.

Another Ethiopian study that sought to identify what motivates healthcare personnel was undertaken by Dagne et al. (2015). This study's findings revealed that the top motivators for healthcare professionals are their supervisors and the quality of the relationship they build with them, followed by financial incentives, job satisfaction, the challenges of performing their duties, and the attractiveness of the facility where they work.

Furthermore, Shah et al. (2016) found that the key variables that might encourage employees in the field of health are the safety of the work environment, acknowledgment and rewarding of their performance, supply of incentives, and the possibility of their development within work.

The management of healthcare facilities can motivate their staff by providing them with some of the incentives mentioned by Janus et al. (2008) Employees are more likely to be motivated when they have a voice in important decisions, have access to training and development opportunities, feel safe in their workplace, have supportive coworkers, and are treated fairly by management. A lot of research (Alotaibi et al, 2016; Halldorsdottir et al, 2018) suggests that healthcare staff value financial incentives offered by health facility management the most. Nurses at Greek hospitals were studied by Gaki et al. (2013) who sought to determine what motivates them to do their jobs. Two hundred nurses participated in the survey, and they all said that money isn't the only thing that keeps them going; learning new skills and gaining experience are just as important. They also claimed that they are driven by the sense of accomplishment they get from carrying out their responsibilities and the general atmosphere of their workplace. The same conclusions were reached by Holmberg et al. (2016) in their survey of Swedish clinical nursing staff.

2.3 Personal and Professional Characteristics of Healthcare Workers

Rosak-Szyrocka's (2015), research is particularly intriguing since it demonstrates how gender plays a key role in distinguishing the health needs of employees and, by extension, the motivations of those who positively impact their behavior. To be more precise, he contends that their demands are affected by views and social preconceptions, necessitating a search for alternative reasons. The results of Lambrou et al. (2010) are consistent with this; they show that women in the healthcare industry are more financially driven by salary than men. Salary was shown to be the most important motivator for women by Goncharuk (2018) while work features were determined to be the most important motivator for men.

Motivating women is more challenging since, as the aforementioned studies observed (Shah et al., 2016), there are differences between the elements that motivate men and women in the health industry. Age, like gender, appears to be a decisive factor in how various healthcare employees are motivated to advance in their careers (Gaki et al, 2013; Kantek et al, 2015; Park and Lee, 2020). In contrast to the aforementioned studies Babic et al.'s (2014) research did not find evidence of gender differences in psychological requirements. Babic et al. (2014) came to the conclusion that demographic features have no bearing on how employees perceive the things that could drive them and have an impact on their performance. Similarly Dagne et al. (2015) discovered no statistically significant connection between the sample's demographics and the reasons that motivate them.

Toode et al.'s (2015) research bolstered the idea that nurses' motivation is affected by factors like age, years of experience in the field, rank, and level of education. They discovered that nurses with more years of experience were more likely to be driven by factors outside of themselves. This is an especially important finding for supervisors to highlight since it raises the question of how to support and sustain employees' intrinsic motivation as they age and spend longer at their jobs in the healthcare industry. Workers who had gotten little training in the past several years were also shown to be less motivated than their more skilled peers. There was no correlation between employees' levels of drive and factors like whether they had kids or lived alone or with a partner.

Managers will have to come up with a variety of strategies to keep their staff motivated, depending on where they fall in the health unit's organizational chart. According to Tsounis et al. (2013), doctors get their drive from a different place than, say, nurses or administrators. Similarly, Lambrou et al. (2010) found that contrary to what was previously asserted about doctors, nurses were more interested in reasons related to pecuniary benefits. According to Grammatikopoulos et al.'s survey (2013) in Greece, "achievements" are the most important component in keeping nurses motivated.

Using data from previous research, we were able to formulate the following hypotheses, which are depicted in Figure 1.

H1: Job related factors positively affect healthcare professionals' satisfaction.

H2: Factors related to salary positively affect healthcare professionals' satisfaction.

H3: Factors related to relationships with colleagues positively affect healthcare professionals' satisfaction.

H4: Factors related to work achievements positively affect healthcare professionals' satisfaction.

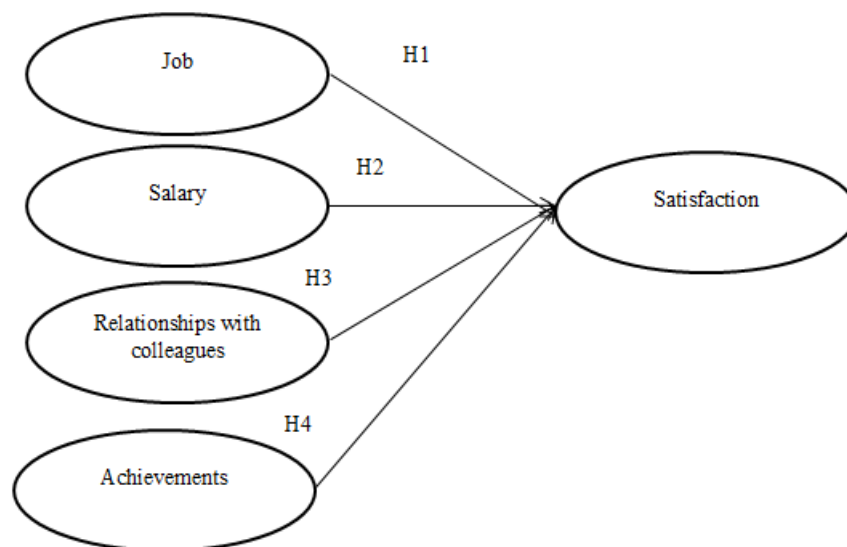


Figure 1: Research model

3. Methodology

Employees of a public hospital in Northern Greece, including hospital administrators, nurses, and doctors, are the subjects of this study. The 947 employees of the hospital in question make up the study's research population. A total of 74 hospital employees participated in the study by submitting valid questionnaires. There was a significant amount of hesitation to fill out the survey, as only 11 of the 150 given questionnaires were filled out correctly and 65 were not filled out at all.

The survey by Paleologou et al. (2006) serves as the basis for the questionnaire, which covers four categories of characteristics to assess healthcare workers' levels of motivation. These factors are related to job, salary, relationships with colleagues and work achievements. A 5point Likert ordinal satisfaction scale was used. Regression analysis was used to analyze the data.

4. Results

Cronbach's alpha was used to determine reliability, and a value of 0.60 was considered enough for validity (Newkirk et al., 2003). Table 1 displays the calculated values of the Cronbach's alpha for the variables.

Table 1: Cronbach a

Variables	No. of items	Cronbach a
Factors related to employment	11	0.848
Factors related to salary	4	0.670
Factors related to relationships with colleagues	8	0.861
Factors related to achievement	6	0.859

The hypothesis testing outcomes of the regression analysis are shown in Table 2. There was no statistically significant relationship found between job factors and satisfaction ($\beta = -0.008$, $p > 0.05$). Thus, H1 cannot be supported. There was a negative and not statistically relationship between the factors that are related to salary and satisfaction ($\beta = -0.012$, $p > 0.05$). Thus, H2 cannot be supported. There was a negative and not statistically significant relationship between the factors that are related to relationship with colleagues and satisfaction ($\beta = -0.186$, $p > 0.05$). Thus, H3 cannot be supported. There was a positive and statistically significant relationship between the factors that are related to work achievements and satisfaction ($\beta = 0.577$, $p < 0.05$). Thus, H4 was supported.

Table 2: Outcomes of regression analysis

Variables	Unstandardized b	Standard error	t	Sig.	P
d.f.=4, R ² =0.190, F=4.034*					
Job	-0.013	.221	-0.057	.955	-0.008
Salary	-0.015	.183	1.407	.934	-0.012
Relationships with colleagues	-0.275	.295	3.487	.354	-0.186
Achievements	.662	.206	2.251	.002	.577
* p < 0.05. ** p < 0.01. *** p < 0.001.					

5. Conclusion

5.1 Practical Contribution

Health care providers are not satisfied with the current state of affairs, and this paper's findings can help the hospital come up with more effective tactics to ensure patients receive high-quality care. It turns out that healthcare employees aren't too thrilled with how well they're informed about the strategic goals of healthcare units, how well they're able to contribute to decision-making, or how much opportunity they're given to grow as individuals and as professionals. This necessitates a shift in approach from management, one that places a premium on staff welfare and encourages them to take on greater responsibility within the healthcare system. So that hospital staff can feel that they are contributing to their own growth and advancement, it is important that management foster the establishment of educational programs and foster an environment conducive to learning.

It was also shown that the positive relationships among hospital employees are a major source of motivation. This necessitates that the hospital's administration do everything it takes to foster an environment of harmony and mutual aid among the medical staff. It needs to actively seek out means of fostering cordial cooperation and close bonds between its members. If workers aren't satisfied, they won't be able to do their jobs well or offer the high-quality healthcare that the country's residents desperately need, especially now.

5.2 Limitations and Future Research

Although the study's findings are intriguing, they cannot be extrapolated to the broader healthcare workforce because the participants were drawn from a single institution. It's important to remember that the survey only collected data from a limited subset of eligible respondents. These findings highlight the need for a future survey of a larger population of health workers, representing different regions of the country, to assess the situation nationwide and examine the factors that motivate the staff to acquire the suitable attitude and behavior required for work. Future studies of this nature will shed light on the requirements and motivations of hospital staff across the country. As an added bonus, the research provides some helpful data that can be used in assessments of the motivational aspects of medical attendants. The questionnaire can be used to develop several efficient interview techniques and shine a light on explicit individual mediations that can increase motivation in a given role or team.

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