

ORIGINAL ARTICLES

Job motivation of health staff at Phong Tho District Health center, Lai Chau Province in 2021

Chu Huyen Xiem^{1*}, Le Thi Gai²

ABSTRACT

Objective: The study aims to describe job motivation of health staff at Phong Tho District Health center, Lai Chau Province in 2021.

Methods A cross-sectional study of qualitative and quantitative research was conducted through interviews with 194 health staff, 16 in-depth interview and 2 group discussions from January to September 2021 at Phong Tho District Health center, Lai Chau Province.

Results: The proportion of health staff who have job motivation were relatively low, about 31.4%. The job motivation of organizational commitment factor was the highest, with 3.97 ± 0.63 points; the second was job benefits with 3.77 ± 0.58 points; the third was motivation at work factor with 3.76 ± 0.64 , then the relationship at work factor with 3.64 ± 0.57 points and the lowest was intrinsic at work factor with 3.63 ± 0.53 points.

Conclusion: The Health center needs to increase leaders' attention and listening to the opinions of their subordinates and provides more support on training to improve qualifications of health staff

Key words: Motivation, health staff.

INTRODUCTION

Health human resources are the most important factor among the input factors of The health system model (1). Work motivation is the desire and willingness of employees, in this study is health staff, to increase efforts towards the achievement of organizational goals (1). In the world as well as in Vietnam, there have been a number of studies about work motivation in different health units with different results. While research on hospital work motivation is common with relatively high results, very few studies have been conducted in Health center (1-4)

Phong Tho district of Lai Chau province is a mountainous district with extremely difficult economic conditions, so many salary and welfare regimes have not met the needs of health workers. Phong Tho district Health center had only 276 health staff, but from 2018 to 2020, 13 health workers quit their jobs, affected the operation of health centers and the working morale of other health workers. To get more information to maintain and improve work motivation, thereby improving work efficiency and retaining employees, we conducted this study with the objective: Describe work motivation of health staff at Phong Tho district health center, Lai Chau province in 2021.



Corresponding author: Chu Huyen Xiem

Email: chx@huph.edu.vn

¹ Hanoi University of Public Health

² Phong Tho District Health center, Lai Chau Province

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METHODS

Study design: This study was conducted a cross-sectional study of quantitative and qualitative research. d

Study site and duration: This study was conducted from January to September 2021 at Phong Tho District Health center, Lai Chau Province.

Research subjects: health staff who work at Phong Tho District Health center, including commune health stations

Sampling: Quantitative research was selected all 194 health staff working at Phong Tho district health center. Qualitative research was selected 01 health center manager, 03 department managers (General Planning department, General Administration department, Nursing department); 07 heads of commune health stations (CHS); 5 health staff of treatment block and 5 health staff of preventive block.

Variable

This study used the job motivation questionnaire of Mbindyo et al which was Vietnamese sized and was used in Vu Duy Nang's research (1; 5). The questionnaire had 2 main variables includes: demographic information (age, gender, education level...); Job motivation with 23 items divide to 5 factors: organizational commitment; job benefits; motivation at work; relationship at work and intrinsic at work

Data collection

Data were collected through structured questionnaires with 194 health staff, 16 in-depth interview and 2 group discussions.

Data management and analysis

Quantitative data was encoded, entered into Epi data 3.1 software and analyzed using SPSS20.0. Qualitative information from voice recorders was typed into Microsoft Word, synthesized together with the handwritten notes, it was then coded and analyzed according to themes.

Ethical approval

The protocol of this study was approved by the Scientific and Ethical Committee in Biomedical Research, Hanoi University of Public Health under Decision number No. 171/2021/YTCC-HD3.

RESULTS

Characteristics of respondents

Quantitative research was selected all 194 health staff working at Phong Tho district health center. The proportion of female accounted for 61.9%, nearly twice as many as male (38.1%). health staff aged 31-40 were the highest, accounting for 71.6%. The proportion of physicians is the largest (29.4%), followed by a nurse/test technician (24.2%). The proportion of doctors is only 19,1%. The majority of health workers are married (currently living with their spouse - 89.2%) and have incomes from 6 million to 10 million VND/per month (59.8%). The proportion of health workers with 10 - 15 years of service experience is the largest with 50,5%. There are 36.6% health workers working in CHS, 42.3% working in clinical departments, 8.2% in departments of preventive departments, 6.2% in paraclinical departments and 6.7 % working in function departments.

Job motivation of health staff at Phong Tho District Health center, Lai Chau Province in 2021

Table 1. The job motivation of job benefits factor

No	Items	Score (n, %)					Mean	Std
		1	2	3	4	5		
1	Work is highly appreciated by the family	1 (0,5)	2 (1,0)	39 (20,1)	126 (64,9)	26 (13,4)	3,9	0,64
2	The work is highly appreciated by the society.	2 (1,0)	1 (0,5)	52 (26,8)	116 (59,8)	23 (11,9)	3,81	0,683
3	The work is highly appreciated by friends.	2 (1,0)	2 (1,0)	50 (25,8)	122 (62,9)	18 (9,3)	3,78	0,66
4	The work is highly appreciated by colleagues	2 (1,0)	4 (2,1)	53 (27,3)	121 (62,4)	14 (7,2)	3,73	0,67
5	The work is highly appreciated by managers	2 (1,0)	4 (2,1)	72 (37,1)	101 (52,1)	15 (7,7)	3,63	0,702
Job benefits factor							3,77	0,58

Mean score of job benefits factor is 3,77 ($\pm 0,58$) point. The percentage of health staff who agree and strongly agree with the statement “Work is highly appreciated by the family” is the highest, accounting for 78.3%. The item “Work is highly appreciated by managers” accounted for the lowest rate of agree and strongly agree with 59.8%.

The qualitative research results are also

similar to the quantitative research results. Health workers shared that they were very supportive of their families. “*My family are very proud to have children working in the health sector*” (Group discussion – Medical worker 1). But at work, sometimes the managers is not properly cared for: “*Managers do not motivate employees in time when completing tasks*” (Group discussion – Medical worker 1).

Table 1. The job motivation of organizational commitment factor

No	Items	Score (n, %)					Mean	Std
		1	2	3	4	5		
1	I feel responsible for my own work.	2 (1,0)	0	15 (7,7)	130 (67,0)	47 (24,2)	4,13	0,63
2	Feeling that my work is meaningful	3 (1,5)	0	24 (12,4)	131 (67,5)	36 (18,6)	4,02	0,67
3	Feeling proud of what I’m doing	2 (1,0)	1 (0,5)	37 (19,1)	118 (60,8)	36 (18,6)	3,95	0,7
4	Feeling love of the work I’m doing	3 (1,5)	2 (1,0)	38 (19,6)	119 (61,3)	32 (16,5)	3,9	0,73
5	Really enjoy what I’m doing	2 (1,0)	3 (1,5)	48 (24,7)	112 (57,7)	29 (14,9)	3,84	0,73
Organizational commitment factor							3,97	0,63

Mean score of organizational commitment factor is 3,97 ($\pm 0,63$). The percentage of health staff who agree and strongly agree with the statement “ I feel responsible for my own work” is the highest, accounting for 91,2%. The item “Really enjoy what I’m doing” accounted for the lowest rate of agree and strongly agree with 72,6%.

Qualitative research results show similar results when health workers are all very responsible in their work. “When we are assigned by our managers, we always try to complete the assigned tasks” (Group discussion – Medical worker 1).

However, because there are some cases where the assignment is not suitable with their profession, health workers feel that their work is not interesting: “I am a doctor, I want to work at specialize departments rather than function departments” (In-depth interview - 1). “I am a medical professional, working at the General Administration Department. Since the day I worked in the department until now, I have not been able to go to the department’s professional training, in the process of implementing the work, I still have many difficulties, so I do not feel really interesting” (In-depth interview - 2).

Table 3. The job motivation of relationship at work factor

No	Items	Score (n, %)					Mean	Std
		1	2	3	4	5		
1	The results of my work are acknowledged	1 (0,5)	5 (2,6)	44 (22,7)	126 (64,9)	18 (9,3)	3,8	0,66
2	The results of my work are recognized by colleagues	2 (1,0)	3 (1,5)	50 (25,8)	124 (63,9)	15 (7,7)	3,76	0,66
3	The results of my work are properly recognized by the managers	1 (0,5)	5 (2,6)	57 (29,4)	119 (61,3)	12 (6,2)	3,7	0,65
4	My inputs are acknowledged	2 (1,0)	11 (5,7)	73 (37,6)	99 (51,0)	9 (4,6)	3,53	0,72
5	I am satisfied with the assessment method.	7 (3,6)	14 (7,2)	72 (37,1)	91 (46,9)	10 (5,2)	3,43	0,84
Relationship at work factor							3,64	0,57

Mean score of Relationship at work factor is 3,64 ($\pm 0,57$) point. The percentage of health staff who agree and strongly agree with the statement “ The results of my work are acknowledged” is the highest, accounting for 74,2%. The item “ I am satisfied with the assessment method” accounted for the lowest rate of agree and strongly agree with 52,1%.

The qualitative research results are also similar to the quantitative research results.

Although the relationship is friendly, helping each other, the comments are not actively heard. “Leaders have not really listened to the comments of their subordinates” (In-depth interview - 4); “Individuals or collectives do well but leaders have not been commended on the briefing. Sometimes there is a small insignificant mistake, the leader repeats it many times, making us feel pressured.” (Group discussion – heads of CHS 2).

Table 4. The job motivation of intrinsic at work factor

No	Items	Score (n, %)					Mean	Std
		1	2	3	4	5		
1	Professional experience	2 (1,0)	1 (0,5)	49 (25,3)	125 (64,4)	17 (8,8)	3,79	0,64
2	Good learning environment	2 (1,0)	5 (2,6)	61 (31,4)	109 (56,2)	17 (8,8)	3,69	0,71
3	Job orientation	1 (0,5)	4 (2,1)	75 (38,7)	107 (55,2)	7 (3,6)	3,59	0,62
4	Advanced skill development	5 (2,6)	0	79 (40,7)	101 (52,1)	9 (4,6)	3,59	0,62
5	Progression and promotion	1 (0,5)	10 (5,2)	83 (42,8)	95 (49,0)	5 (2,6)	3,48	0,66
Intrinsic at work factor							3,63	0,53

Mean score of intrinsic at work factor is 3,63 ($\pm 0,53$) point. The percentage of health staff who agree and strongly agree with the statement “Professional experience” is the highest, accounting for 73,2%. The item “Progression and promotion” accounted for the lowest rate of agree and strongly agree with 51,6%.

The results of the qualitative research clearly explain that there are still many difficulties in getting higher education because the unit has no support policy and no funding.

“The center does not have a policy to support tuition fees, materials, and accommodation

for officials of upgrade your qualification, because of the lack of revenue” (In-depth interview - 2); “The center rarely supports tuition fees for teams to go to professional training, learn hands-on work, or orientation.” (In-depth interview - 3).

Besides, the promotion has not yet satisfied health workers: *“We have finished our studies but have not been promoted, so we are only in charge and have not been promoted, so we do not have much voice and do not have allowances, responsibilities associated with benefits.” (In-depth interview - 3).*

Table 5. The job motivation of motivation at work factor

No	Items	Score (n, %)					Mean	Std
		1	2	3	4	5		
1	Work to settle down	2 (1,0)	3 (1,5)	42 (21,6)	124 (63,9)	23 (11,9)	3,84	0,68
2	Work hard when motivated.	3 (1,5)	9 (4,6)	46 (23,7)	112 (57,7)	24 (12,4)	3,75	0,79
3	Work hard to get paid at the end of the month	4 (2,1)	11 (5,7)	40 (20,6)	122 (62,9)	17 (8,8)	3,71	0,79
Motivation at work factor							3,76	0,64

Mean score of motivation at work factor is 3,76 ($\pm 0,64$) point. The percentage of health staff who agree and strongly agree with the statement “Work to settle down” is the highest, accounting for 75,8%. The item “Work hard to get paid at the end of the month” accounted for the lowest rate of agree and strongly agree

with 71,7%.

Health staff shared that the salary is low, so they work hard not for the salary: “The salary and bonus are not commensurate with the effort and time, so it has not motivated us” (In-depth interview - 4).

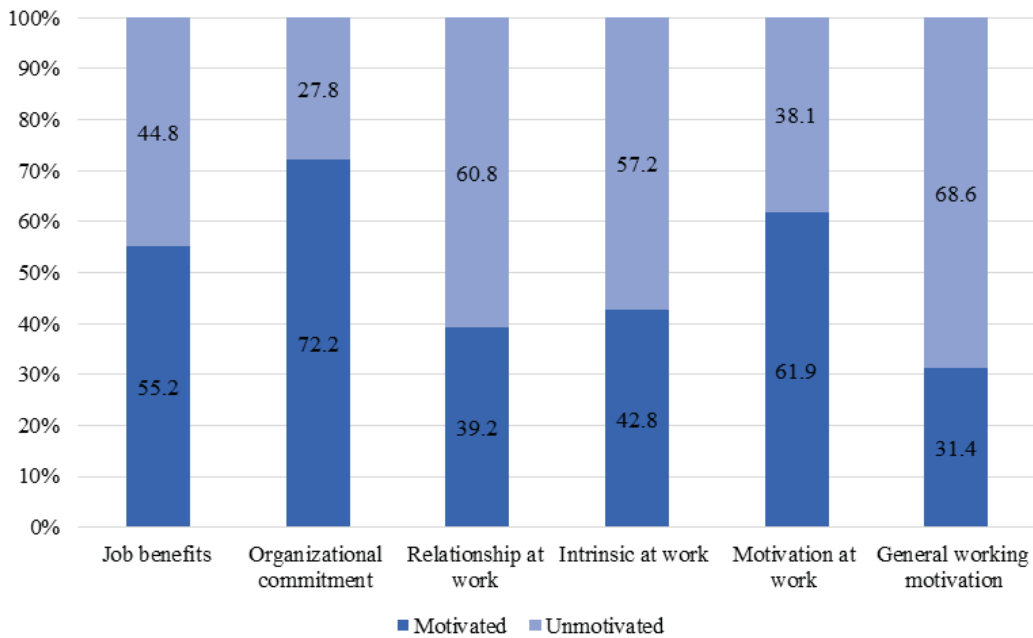


Figure1: Job motivation of health staff at Phong Tho District Health center by factors

The overall job motivation and each group of factors are evaluated by adding the total score of each component sub-item, if it is more than 80% of the maximum score, it will be counted as motivated. Health staff of Phong Tho district health center have the most motivated with organizational commitment factor (3.97 ± 0.63 points) and job benefits factor (3.77 ± 0.58 points). However, the percentage of health staff with general job motivation is relatively low, with only 31.4%.

DISCUSSION

Among the factors of job motivation, the organizational commitment factor has the

highest score (3.97 points), higher than the study of Phan Thi Hoang Anh (2019) with 3.82 points, or research by Pham Xuan Anh Dao (2019) with 3.65 points (6, 7). This can be explained because Phong Tho district is a difficult economic area, so health staff feel their work is very meaningful, feel proud of their work and make them feel more responsible for their work. And indeed, health workers consider their work to be highly appreciated by their families and society (average from 3.8 points). Motivation factor at work factor is higher than the results of Vu Duy Nang’s study (2017), with a score of 3.76 point (5). Although the work at the Phong Tho district health center does not receive much salary, but the health workers still work hard.

The score of relationship at work factor is only 3.64 points, the rate of health workers are motivated in this factor 39.2%, lower than the study of Vu Duy Nang (2017) (5). Health staff said that the work was not appreciated by the leader as expected. Their opinions are also rarely listened and many times when they do good job, they are not encouraged and praised by the leaders in a timely manner. This may be because before the research started, the center had a change of personnel in the Board of Directors, resulting in a short time that the Board of Directors could not fully grasp the psychology of all health workers at the center. The results of this study help leaders at health centers realize that they need to pay more attention to their employees, increase listening, properly record the results of health workers, and make decisions that are appropriate to the content and context. All these actions are aimed at improving the motivation of health workers, thereby contributing to improving the working quality of the center.

The percentage of health staff who motivated with intrinsic at work factor is 42,8%, this result is lower than the research of Vu Duy Nang, in 2017 (77,8%)(5) Although health centers always try to make opportunity for health staff to learn, gain experience and expertise, for a grassroots health facilities, which located in mountainous districts, patients often come for simple diseases, less diverse than in upper-level hospitals, so the opportunity to improve skills is not much. In addition, Circular 26/2015/TTLT-BYT-BNV on codes and standards for professional titles of nursing, midwifery and medical technicians, stipulates that from January 1, 2025 health workers will be qualified and no longer recruits intermediate level (8). Therefore, with 47.9% of health staff at intermediate level, the training demand of health staff in Phong Tho district health

center is very high. However, this area is a poor mountainous district, the source of revenue of the health center is mainly from health insurance, so there is not much fund to support health workers when they go to school to improve their qualifications. Therefore the job motivation of health workers is also affected.

Although the study is limited in that it is only conducted on a small site at the Phong Tho district health center, it is a practical suggestion to improve the job motivation of health workers at this site as well as valuable reference for the similar district health centers.

CONCLUSION

In this study, we found that the proportion of health staff of Phong Tho District Health center who have job motivation are relatively low, about 31.4%. In which the lowest rate is the relationship at work factor (39.2%) and the intrinsic at work factor (42.8%). Despite many difficulties, the health workers here have a high rate of organizational commitment, reaching 72.2%. In order to improve the work motivation of health staff, the center's leaders need to increase their attention and listen to the opinions of employees. In addition, there should be more support in training to improve qualifications for health workers.

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