Motivation Theories and The Factors That Increase The Motivation: The Case of Health Sector in Turkey

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Abstract

Motivation is one of the significant factors that increase productivity and contribute to the well-being of employees in the workplaces. In this paper, motivation theories and factors of motivation are studied. As a case analysis, a particular sector in Turkey, health employees are studied. Types of the greatest motivation factors, and significance of salary/wage are the main questions answered in the research. Alongside with the literature review, a case study of the health sector makes this study unique. As a primary research method, a questionnaire was applied in this research. One of the surprising findings of this paper is that mobbing is the greatest demotivation factor among the medical employees in Turkey.

Keywords: Motivation Theories, Motivation Factors, Health Sector, Demotivators.

1. INTRODUCTION

Motivation is the desire and effort to achieve something. It is the willingness to complete a job or a task intentionally. Therefore, motivation, a Latin originated word, has the role of motor which moves the employee with his/her own desire. For this reason, for the success of both employees and the companies or institutions motivation has a vital role.

This paper has two main parts. The first part studies the theories and factors of motivation. Then, the second half of the paper is a case study focused on the health sector employees in Turkey.

This research focuses on the following research questions:

- What are the main motivation theories?
- What are the motivation factors?
- What are the motivating factors for health employees?
- Which are the most demotivating factors?

The scope of the study remains limited with the motivation factors in health sector in Turkey. Therefore, the research and survey apply only to the health employees.

2. LITERATURE REVIEW and THEORETICAL BACKGROUND

In this part of the paper we will be focusing on Maslow's, Herzberg's, Taylor's, and McClelland's motivation theories as well as motivating factors in other words motivators.

2.1. Motivation Theories

2.1.1. Maslow's Motivation Theory

Maslow's motivation theory is based on a hierarchy of needs. Abraham Maslow introduced his theory of hierarchy of needs in his book, Motivation and Personality. He made this hierarchy by making a classification of 5 cumulative steps. These stages of needs are named physiological, safety, belongingness and love, esteem, and self-actualization respectively. These stages can also be categorized into three groups. Basic needs include the stages of safety and physiological needs. Psychological needs group contains belongingness and love as well as the esteem needs. Lastly, there is the self-fulfillment needs which is the self-actualization.

Physiological needs are needs that must be met for people to survive, such as water, food, air, warmth and sleep. In business terms, the amount of money workers earn determines the extent to which they are able to meet these basic needs. Safety needs are the demands necessary to make people feel safe and stable. Love and belonging needs refer to the human desire to be accepted as part of a friendship group or a family. Esteem needs refer to desires for recognition and self-respect. Self-actualization is the highest level in Maslow's hierarchy of needs. It forces people to become the best that they can be(Hoang, 2022).

2.2.2. Herzberg's Motivation Theory

Herzberg's Motivation Theory involves the investigation of factors that cause the satisfaction and dissatisfaction at work. Herzberg conducted an interview for 200 accountants and engineers from various industries in America in order to fully support his study. In his study, the responses he received from the employees were constant and factors influencing employee's motivation can be categorized into two separate categories namely hygiene factors or dissatisfies and motivators or satisfiers which led to the development of the two-factor theory of motivation and job satisfaction (IRE Journals, 2019).

Hygiene factors are the factors that do not boost motivation when present but when these factors are absent, they demotivate employees. These factors must not fall below the level considered to be acceptable by the workforce or society as a whole(Hoang, 2022). Some examples of these factors are job security and physical security and working conditions.

Motivators are factors that enhances the overall satisfaction and the efficiency of employees. These factors also lead to psychological growth. Herzberg showed that achievement , recognition, responsibility and advancement of the worker lead to increased worker satisfaction (Hoang, 2022). Some examples of these factors are interesting tasks, recognition, and opportunities for promotion.

2.1.3. Taylor's Motivation Theory

Frederick Winslow Taylor (1856-1915), an American engineer and inventor, advocated the use of piece-rate payment systems suggesting that " what the workmen want from employers beyond anything else is higher wages." (Hoang, 2022) .From this suggestion that he has done , it can be inferred that Taylor's theory involves around employees being motivated by salary and their income. In addition, their productivity and efficiency could be flourished by setting output targets correlated with pay.

2.1.4. McClelland's Theory

American psychologist David McClelland found the acquired needs theory based on three major factors. These include need for achievement, power, and affiliation. According to Mccleland, without these three needs there would not be a boost in motivation and productivity.

First of all, the need for achievement involves around achievement- motivated people tend to take mediocre risks. These people also prefer to work on tasks where they hold key responsibilities or work alongside high achievers (Hoang, 2022). N-Ach people are individuals that do not prefer taking delegate risks; they also tend to self reflect on their performance and find ways to further improve (Hoang, 2022).

Secondly, the need for power involves around power- motivated people having a tendency on influencing others behaviors. Power can take two forms: personal or institutional. Those who seek personal power do so to pass on instructions or orders to others. Perhaps this makes the person feel more important, but it often makes others resent the individual who is seen by others as simply "bossy" or even a 'power freak. Staff will have to do as they are told, irrespective of whether they agree with the n-Pow person or not. By contrast, people who have institutional power strive to make others work harder in order to achieve organizational objectives. They use their authority to try and bring out the best in their teams (Hoang, 2022).

Lastly, the need for affiliation is about people who crave affiliation ,want to have a good social and working relationship with people around them. This boosts their morale at work which increases their productivity and motivation. These people like to fit into the groups. On the other hand, n-Ach people like to work alone.

To sum up, David Mccleland suggested that boost in motivation and productivity relied on three factors and each person has a different need. People should be positioned according to these needs that they acquired.

2.2. Motivation Factors

Regarding these theories we also must consider the motivation factors or in other words motivators. The main motivation enhancing factors are as follows: Workplace environment, development of employees, promotion, salaries, rewards and incentives, achievement, autonomy, challenge, belongingness, equity and fairness, and security & safety.

2.2.1. Workplace Environment

This factor is very important and paramount, a positive workplace environment influences employee morale, productivity, and participation. Factors leading to congenial working environment: developed work stations, due safety precautions, personal guarding equipment, due to development of technology, innovative communication, social support. This majorly addresses the issues that include flexibility of work, noise, relationship with the supervisor, and work incentive.

2.2.2. Development of employees

Employees should be developed through development programs, which will update their knowledge base and add to improved performance.

The programs provide management with the ability to evaluate performance as related to the job for making effective decisions in context with promotion, reward, and compensation. Training also builds the ability to solve problems and make decisions, along with improving interpersonal communication skills for collaboration and achievement in organizational and personal objectives.

2.2.3. Promotion

Promotion helps to reward good work. It recognizes the contribution of an employee to an organization and his dedication. This encourages the staff to enhance the performance of their development that leads towards higher status, responsibility, and monetary benefits. Expectation for promotions can also increase employees' motivation to put in more effort and positively affect their job satisfaction.

2.2.4. Salaries

Salaries include direct and indirect compensation (like employee welfare) with respect to basic safety and equity needs, ensuring security in the job and wage rate above humiliation. Financial and non-financial compensation yields motivation, loyalty, sincerity, and overall performance in the place of work.

2.2.5. Rewards and Incentives

A carefully designed and properly functional reward and incentive mechanism can have far-reaching, motivating effects on the employees to put their best of the efforts at the workplace and out-of-the-box performance with innovative behavior. Rewards can be intrinsic, as is the case of recognition and appreciation that increases self-esteem and confidence, and extrinsic, as is the case with the financial rewards. This dimension of satisfaction aligns with the rewards expected and who gets them among the employees(Manalo & Apat, 2021).

2.2.6. Achievement

One of the motivations towards an achievement is through employees who feel they have done their work with pride and at the same time feel that they have accomplished something in their duty. With recognition and even celebration of the little achievements, it paves the way towards a culture of succeeding and improving continuously in an organization. This is a sign to employees that ambitious goals do matter, and an encouragement to them to follow what is seen and be recognized (McClelland, 1961).

2.2.7. Autonomy

Autonomy empowers employees to take ownership of their tasks and decisions, fostering a sense of independence.

This provides a space in which the person independently works in the way of his capabilities and desires. These empower people to produce solutions and bring innovation. This will help the subordinates feel as if they have the freedom of choice and are even able to take risk-inclusive experimenting with new ideas(Deci & Ryan, 1985).

2.2.8. Challenge

Challenge affords an opportunity for intellectual engagement and personal growth. The organization maintains a dynamic and stirring work environment only if it provides tasks that stretch the ability of the employees. Challenges tend to elicit learning and development that keeps work interesting and free from chances of stagnation. Generally, the challenges provide an

employee with the motivation to be resilient and more adaptable to change (Csikszentmihalyi, 1990).

2.2.9. Belongingness

Belongingness refers to the feeling of being connected and supported through social connections and a community within the organization. Most likely, a sense of belonging will empower functionality as a team, collaboration, and turning out to be culture developers, while the last ones, when feeling valued and part of the team, do engage more holistically with the organization (Baumeister & Leary, 1995).

2.2.10. Equity and Fairness

Equity and Fairness will, ensure every member of staff is treated and respected in consideration of his or her standing or status. Being fair in their recognition of the staff and the rewards and opportunities for advancement builds trust and loyalty.

In this way, such an environment is made clear and fair in which every employee feels equally recognized for his contribution and has full access to all kinds of growth opportunities (Adams, 1965).

2.2.11. Security and safety

Security and safety of employees, like job and financial securities, allows workers to provide their full effort and time in work without stress or pressure. Secure work environment supports the undertaking of risks and innovation, as the workers feel free to test new ideas without fearing the consequences associated with that (Maslow, 1943).

3. RESEARCH METHOD

This paper depends on both literature review and a survey. For the literature review, recent national and international articles were reviewed. Such an important topic would be insufficient if there wouldn't be a case study. The motivating factors in an institution or a sector would help the reader to better understand the topic. Therefore, the health sector and health employees are selected as a case study.

It is very well known to the Turkish public opinion that health sector employees are the largest group of people trying to move to other countries, particularly Europe. Every year, thousands of doctors, paramedics, nurses, veterinarians, and other medical workers are going abroad for the purpose of working in a safer and better job environment.

In this study, to find out the main reasons why the health employees are not happy in their workplaces, questionnaire method was applied. There were both open ended and closed ended questions used. 5 level Likert Scale is used for some of the closed ended questions.

The questionnaire was distributed to the about 300 employees. Among them, 107 responses were received. The questionnaire contains the questions to collect data about the following topics;

1- Demographic characteristics,

2- Private sector-public sector

3- Duration of current employment

4- Motivators,

5- Demotivators.

4. FINDINGS AND DISCUSSIONS

4.1. Demographic Characteristics

Table 1 displays the demographic characteristics of the respondents in the survey.

Table 1: Demographic Characteristics

Demographic Factors		
	n	*%*
Gender		
Female	52	48.60
Male	55	51.40
Age		
21-30	25	23.58
31-40	18	16.98
41-50	38	35.84

50+	25	23.58

Highest educational level		
High School Graduate	1	0.93
University Graduate	35	32.71
Graduate Degree/PhD specialization	71	66.36

Years at current workplace		
Less than 1 year	7	10.1
1-5	35	50.7
6-10	13	18.8
11-20	9	13
20+	5	7.2

Sector		
Government	24	22.43
Private	83	77.57

Profession		
Doctors	73	68.2
Managers	5	4.7
Assistants	6	5.6
Others	23	21.5

In the given table there is no significant difference between the distribution of gender among the respondents. While the male population is at 51 %, the females are at 49 % which shows there is almost an equal distribution of gender in this survey.

While these respondents are from mostly in the age group of 41 to 50 with 38 people in 107, the age group of 31-40 is at minority with 18 people among 107.

Since the candidates are mainly doctors with 68 percent the educational level of the respondents is high. 66 percent of the respondents either have a graduate degree or they have a PhD specialization.

In addition, the respondents are mainly from the private sector instead of public sector which might indicate private sector's opportunities for workers are much beneficial for workers when compared to public sector.

The percentage of 78 percent private sector shows people are more motivated to work in private sector than public sector.

4.2. Motivators and Demotivators

Table 2 portrays presents the results of a survey where participants rated various factors according to their motivational importance in the health sector in Turkey. The table shows the percentage of participants who rated each factor from 1 to 10. While 1 means the least motivating, 10 stands for the most motivating factor.

Table 2: Motivators in the sector

Factor	1	2	3	4	5	6	7	8	9	10	Total
Salary	0.94%	0.94%	0.94%	0.94%	3.77%	1.89%	9.43%	21.70%	3.77%	55.66%	106
Cleanliness of the working environment	0.00%	0.00%	0.00%	0.94%	3.77%	1.89%	10.38%	19.81%	16.04%	47.17%	106
Harmony with colleagues	0.00%	0.00%	0.00%	0.00%	1.89%	1.89%	4.72%	20.75%	19.81%	50.94%	106
Proximity of home to work	2.83%	0.00%	0.94%	0.94%	14.15%	6.60%	12.26%	15.09%	15.09%	32.08%	106
Personal development opportunities at work	1.89%	0.00%	0.00%	1.89%	6.60%	3.77%	4.72%	16.98%	23.58%	40.57%	106
Clarity and equality in promotion criteria	1.89%	0.00%	0.00%	0.00%	6.60%	1.89%	0.94%	18.87%	18.87%	50.94%	106
Clarity of job description and responsibilities	0.94%	0.00%	0.94%	3.77%	3.77%	0.94%	3.77%	12.26%	19.81%	53.77%	106

Factor	1	2	3	4	5	6	7	8	9	10	Total
Flexible working hours	3.77%	2.83%	2.83%	1.89%	9.43%	9.43%	11.32%	12.26%	7.55%	38.68%	106
Short working hours	2.83%	1.89%	4.72%	1.89%	11.32%	10.38%	13.21%	12.26%	9.43%	32.08%	106

In the given table it can be seen that the most effective motivator is the salary that workers receive. 56 percent of the candidates selected 10 which means the most motivating factor. The other motivators do not have a high percentage of voting 10 as the salary factor. Another motivator that is closest to salary with 54 percent is clarity of job description and responsibilities possibly meaning that workers want their job descriptions and responsibilities to be always same. They do not want sudden changes in their roles. Furthermore, the least motivating factor could be short working hours and proximity of home to work when the given data is considered. From this it can be inferred that in Turkey the workers in health sector do not value these factors as much as they value salary due to their country's economic situation where the purchasing power of individuals at a decline.

Table 3 presents the results of a survey where participants rated their reasons for wanting to leave their job if they find a better one. The table shows the percentage of participants who rated each reason from "Strongly Agree" to "Strongly Disagree".

Table 3: Demotivators in the sector

Reason	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Salary	38.00%	37.00%	12.00%	9.00%	4.00%	100
Mobbing (bullying)	64.58%	20.83%	6.25%	4.17%	4.17%	96
Lack of hygiene	36.84%	41.05%	9.47%	10.53%	2.11%	95
Excessive workload	39.36%	40.43%	13.83%	4.26%	2.13%	94
Discrimination	62.77%	29.79%	2.13%	4.26%	1.06%	94
Conflict with colleagues	41.05%	42.11%	10.53%	5.26%	1.05%	95
Difficulty in commuting	21.88%	42.71%	19.79%	12.50%	3.13%	96

Reason	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Working outside of job description	46.94%	36.73%	6.12%	7.14%	3.06%	98

In the given table it can be seen that mobbing is the most demotivating factor in Turkey's health sector. This might indicate that workers are tired mobbing in their workplace, and they don't have any tolerance for bullying in their workplace.

In the healthcare sector, mobbing is most often perpetrated by high-level managers and supervisors, but it is also frequently carried out by patients and their relatives. Particularly in stressful and intense working environments, managers may exert pressure and exhibit humiliating behaviors to wear down employees (Leymann, 1996). Patients and their families, on the other hand, might criticize unfairly healthcare workers since they are not pleasant with the treatment, thus engaging in mobbing. (Yıldırım & Yıldırım, 2007). This exacerbates the psychological pressure on healthcare workers. Those most frequently subjected to mobbing include nurses, assistant doctors, and lower-level healthcare staff, who are vulnerable to both managerial and patient/family mobbing. New hires and young healthcare workers are often targeted due to their lack of experience, and research depicts that female workforce are more likely to encounter mobbing than male workers (Einarsen & Raknes, 1997). Mobbing manifests in various forms such as degrading remarks, humiliation, constant criticism, insults, and threats. Managers may place excessive scrutiny on employees, exaggerating their mistakes to increase pressure, while patients and their families might exhibit aggressive behavior and threaten healthcare workers with complaints (Vartia, 2001). These actions undermine the confidence of employees and reduce productivity. The psychological and social consequences of mobbing are serious; affected working force often suffer from high stress, anxiety, depression, and burnout, which harm their job quality and performance as well as their overall quality of life (Zapf et al., 1996). Socially, mobbing victims may become isolated at work, face difficulties in social interactions, and lose motivation. In the long term, this can lead to job turnover and career changes, causing significant losses for both the individual and the organization (Einarsen at all, 2003).

This demotivator having the highest percentage of 65% does not mean there is a huge gap between other demotivating factors. For instance, another demotivator that is close to mobbing is discrimination with 63 percent rate. This means workers do not wish to be discriminated in their workplace as this is one of the most demotivating factors. Discrimination refers to unfair or prejudicial treatment of individuals based on characteristics such as race, gender, age, religion, or disability. It is typically carried out by managers or supervisors in other words people with authority who might have certain opinions and biases about some groups. Discrimination can be seen for different reasons, including personal biases, organizational culture, or systemic inequalities. This behavior not only undermines the affected employees' morale and job satisfaction but also creates a toxic work environment that can hinder overall productivity and teamwork.

In contrast, the least demotivating factor among these factors is difficulty in commuting. Workers in health sector in Turkey are not demotivated easily when considering this factor since it has 22 % vote rate in strongly agree.

5. CONCLUSION

In conclusion, Table 1 shows the demographic characteristics of the surveyed respondents, with the percentage of males and females almost equal to 51% and 49%, respectively. Most were in the category of ages 41-50, at 36% of the total respondents, while the most minor percentage stood at 17% for the 31-40 age bracket. This is confirmed by the high education status of respondents: 66% have postgraduate or Doctor of Philosophy degrees, and most, 68%, are doctors. In addition, this data points out that 78% of them belong to the private sector, meaning there is an inclination for the private sector instead of the public one, based on possible better opportunities. Additionally, the table also indicates that Salary is rated as the most potent motivator by 56%, followed by clarity in job descriptions and responsibilities at 54%. The least motivating factors are short working hours and proximity of home to place of work.

Table 3 shows the reasons for wanting to leave a job, and mobbing is the most important demotivator with 65%. That means that mobbing at the workplace causes a very low tolerance level among employees. It is usually done by managers and supervisors but also by patients and their families. Most affected are nurses, assistant doctors, and younger, less experienced staff- and

especially female workers. Mobbing involves making humiliating, degrading comments combined with constant criticism and threats, which result in serious psychological and social effects like stress, anxiety, depression, and burnout. Discrimination is one of the key demotivators, with 63% of employees opposing unfair treatment based on race, gender, age, religion, or disability. Unlike mobbing, however, discrimination kills the spirits and creates a toxic work environment. Conversely, difficulty in commuting is the least demotivating factor, with just 22% of respondents strongly agreeing.

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Appendix: Questionnaire

Survey Questions:
1. **Age**
2. **Gender**
    - Male
    - Female
    - Other (please specify)
3. **Education Level**

- o High School Graduate
- o University Graduate
- o Master's Degree
- o PhD/Specialist

4. **Occupation/Branch**

5. **Public/Private Sector?**
   - o I work in a public institution.
   - o I work in the private sector.

6. **How many years have you been working at your current workplace?**

7. **Starting the day well at home motivates me at work.**
   - o Strongly Disagree
   - o Disagree
   - o Neutral
   - o Agree
   - o Strongly Agree

8. **The cleanliness and tidiness of my workplace is important to me.**
   - o Strongly Disagree
   - o Disagree
   - o Neutral
   - o Agree
   - o Strongly Agree

9. I place great importance on harmony with my coworkers.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

10. The income I earn from my job is an important motivation for me.

- Strongly Disagree
- Disagree
- Neutral

- Agree
- Strongly Agree

11. My relationship with my supervisor/manager affects my motivation.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

12. Having the opportunity for self-improvement at work is important to me.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

13. Being able to get promoted at work is important to me.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

14. Rate the following factors in terms of motivation (1: not motivating at all, 10: highly motivating):

- Salary/wages
- Cleanliness of the working environment
- Harmony with coworkers
- Proximity of home to work
- Opportunities for personal development at work
- Clarity and fairness in promotion criteria
- Clear job description and responsibilities
- Flexible working hours
- Short working hours

15. **Reason for wanting to leave if I find a better job**

Reason   **Your Answer**

Salary

Mobbing (bullying)

Lack of hygiene

Excessive workload

Discrimination

Conflict with colleagues

Difficulty in commuting

Working outside of job description