

**Deanship of Graduate Studies  
Al-Quds University**

**Differences in Motivation Determinants and Levels  
among Nurses and Physicians in Three East  
Jerusalem General Hospitals**

**Samira Shaheen**

**M.Sc. Thesis**

**Jerusalem - Palestine**

**هـ 1430 م 2009**

**Differences in Motivation Determinants and Levels**

**Declaration**

I certify that this thesis submitted for the degree of master is the result of my own research, except where otherwise acknowledged, and that this thesis – or any part of the same material- has not been submitted for a higher degree to any other university or institution.

Signed: \_\_\_\_\_  
Samira Shaheen

Date: 13-6-2009

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Also especial thanks and appreciation go to all doctors and nurses working at the above mentioned hospitals for being cooperative in filling out the questionnaires.

Finally, my deepest thanks and love to my family for their patience and spiritual support throughout the years of my study.

**Abstract**

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Motivation is of critical importance in health care system because health care delivery is highly-labor intensive, thus its' performance in terms of quality, efficiency and effectiveness is critically dependent on health care professionals' motivation. Motivation can be defined as a mix of intrinsic and extrinsic factors that affect the individuals' willingness and ability to achieve ones' and organizational goals. The purpose of this study was to identify the determinants that affect health care professionals' motivation and to assess the level of motivation among nurses and physicians working at Al-Makassed, Augusta Victoria and Saint Joseph hospitals in East Jerusalem.

The study was held at the three East Jerusalem (EJ) general hospitals during November \_ December 2007. A sample of (232) nurses and physicians was selected using a proportionate stratified convenience sampling method. 187 completed surveys were returned back making a response rate of (80.6%). Self-administered structural questionnaire based on individual worker questionnaire (IWQ) developed by Franco et al (2000) was modified and used in the study. Data was analyzed using SPSS version 13.0; both descriptive and inferential statistics were used to analyze data.

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The study results showed similarities between nurses and physicians in the way they conceptualize the determinants of motivation. Both groups gave high ratings for individual work differences (personal values, personality, self-efficacy) rather than perceived contextual factors (job feedback, organizational citizenship, job properties, resource availability, management openness, rewards and social & political effects), with the only exception being locus of control. The most striking significant differences between sample characteristics and motivational determinants were obvious by education level. Significant differences at ( $\alpha \leq .05$ ) were found between level of education and Locus of control, self- efficacy, job feedback, resource availability, rewards and management openness.

Nurses and physicians showed a high level of motivation with small differences among hospitals. Level of education and years of experience in profession, were found to have significant relationship with level of motivation at ( $\alpha \leq .05$ ).

The results emphasize the influence of work and individual characteristics on health care professionals (nurses and physicians) motivation in the studied hospitals. These

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characteristics are amenable to organizational interventions through introducing incentives into management process, ensuring the availability of necessary means and supplies and effectiveness of performance appraisals. Locus of control and self efficacy could be enhanced by providing in-service training, effective feedback mechanisms, promotion opportunities and appropriate level of autonomy. These interventions should be considered by human resource managers through implementing supportive policies and practices to ensure the continuity of effective and efficient health care services.

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**ملخص الدراسة**

الاختلافات في عوامل ومستوى الدافعية بين الاطباء والمرضى العاملين في المستشفيات العامة الثلاثة الواقعة في القدس الشرقية .  
تعتبر الدافعية ذات أهمية بالغة في نظام الرعاية الصحية لأنه يعتمد بالدرجة الاولى على الأيدي البشرية العاملة، لذلك فان

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أداءه من حيث الجودة والكفاءة والفعالية يتوقف بصورة حاسمة على مستوى الدافعية لدى المهنيين الصحيين فيه. وتعرف الدافعية على أنها مزيج من العوامل الداخلية والخارجية التي تؤثر على استعداد الفرد وقدرته على تحقيق أهدافه وأهداف المؤسسة التي يعمل بها.

ان الهدف من هذه الدراسة هو التعرف على العوامل التي تؤثر على الدافعية لدى الأطباء والمرضى العاملين في مستشفيات المقاصد، المطلع والفرنساوي في القدس الشرقية، وتقييم مستوى الدافعية لديهم. أجريت الدراسة خلال تشرين الثاني وكانون الأول لعام 2007، حيث تم اختيار عينة طبقية نسبية مكونة من 232 ممرضا وطبيبا، وبلغت نسبة الاستجابة 80.6%. تم استخدام وتطوير الاستبيان بناء على دراسة فرانكو وآخرين (2000)، واستخدم البرنامج الاحصائي للعلوم الاجتماعية SPSS في ادخال النتائج وتحليلها. أظهرت النتائج وجود أوجه التشابه بين العاملين في المجال الصحي (الأطباء والمرضى) بالنسبة لتصورهم للعوامل المؤثرة في الدافعية لديهم، حيث سجل كل من الفريقين درجات عالية لمتغيرات

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الاختلافات الفردية مقارنة بمتغيرات العوامل الظرفية مع الاستثناء الوحيد في متغير السيطرة الذاتية. كما سجلت الدراسة مستوى عال من الدافعية لدى العينة مع وجود اختلافات بسيطة بين المستشفيات، ووجد أن مستوى التعليم وعدد سنوات الخبرة لها أثر كبير على مستوى الدافعية وذات دلالة احصائية.

تتلخص الدراسة بتوفير بيانات هامة لاداري الموارد البشرية حول العوامل التي تؤثر على الدافعية لدى المهنيين الصحيين، وذلك من خلال توفير الحوافز، والتأكيد على توفر كافة المستلزمات والموارد اللازمة لانجاز العمل بكفاءة وفعالية عالية. بالاضافة الى تعزيز كل من متغيري القدرة والسيطرة الذاتية عن طريق عملية التدريب المستمر، توفير الفرص للتطور الوظيفي، والسماح بمستوى ملائم من الاستقلالية في اتخاذ القرارات المهنية. هذه الوسائل يجب أخذها بعين الاعتبار من خلال رسم السياسات وتطبيق الممارسات التي تضمن استمرارية كفاءة وفعالية الخدمات الصحية.

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