

Hygiene Factors and Motivation Factors towards Job Satisfaction in Malaysia Healthcare Sector

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Abstract

Healthcare professionals' job satisfaction is a measure that should be included in quality improvement programmes for healthcare services. It significantly affects how productive and effective healthcare facilities are. The most valuable resource in the healthcare system is its human resources, which also serve as the driving force behind the delivery of sustainable services (Saari and Judge, 2004). The effectiveness of health services is impacted by employee turnover and absenteeism, which are both linked to poorer job satisfaction among these competent health professionals. The WHO has determined that the threshold of the health workforce density is currently below expectations in several developing nations. The goal of this study is to have a better awareness and knowledge of the motivational factors that influence job satisfaction in Malaysia's healthcare industries. Many academic researchers have studied motivational factors causing job satisfaction in different populations. The scope of this study will be focused on the Malaysian healthcare industry, and the respondents will be Malaysian healthcare professionals. This study concentrates on the national level of job satisfaction and motivational factors among healthcare professionals. The findings of the study help the Malaysian Ministry of Health, regional health bureaus, and other stakeholders who invest in the Malaysian health sector plan appropriate interventions to promote healthcare professionals' retention in public health sectors.

Keywords

Job Satisfaction, Motivational Factor, Hygiene Factor, Work-life Balance

1.0 Introduction

1.1 Background of the Research:

The employee plays a crucial role in putting the company's mission and vision into practise, particularly in production. To guarantee both the quantity and quality of their work, employees

Submission: 2 September 2024; **Acceptance:** 28 November 2024



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need meet the performance standards specified by the company. Employees want a work environment that enables them to operate freely and is free from obstacles that can prevent them from realising their full potential to satisfy organisational standards (Raziq and Maulabakhsh, 2015). The right supervisor is also necessary to give them this environment, but more importantly, supervisor must inspire them to work properly and make them feel proud of their accomplishments.

Job satisfaction is measured according to personal preferences. The management style, as well as compensation, working conditions, schedule, benefits, stress level, and flexibility, constitute the determining factors. According to Abuhashesh et al. (2019), job satisfaction affects both employees' professional and personal lives. Productivity, motivation, work performance, and life satisfaction are all related to job satisfaction. It is important to keep in mind that an employee's sense of security within the company is influenced by their job satisfaction. As a result, job satisfaction is still among the job attitudes that have been the subject of the most research in industrial and organisational psychology (Judge et al., 2017). An employee who is happy with their job performs better and enjoys working for the organisation. Job satisfaction is crucial to maintaining workplace safety because of this (Wolniak and Olkiewicz, 2019; Niciejewska, 2017).

The World Health Organisation (WHO) forecasted that by 2035, there will be a shortage of 12.9 million qualified healthcare professionals, with the most severe shortage occurring in Africa and Southeast Asia (Merga and Fufa, 2019). According to the report, the world's population would suffer significantly because of the estimated 40% of health professionals who will abandon their jobs in the sector over the next ten years due to low compensation and insufficient incentives. The geographical imbalance of health professionals is also being exacerbated by internal and external movement of healthcare professionals. The need for more sophisticated care and the development of medical technology have led to a need for more skilled personnel in the health system. According to a WHO research, healthcare professionals serve as the foundation of all healthcare systems, managing health programmes and responding to medical emergencies.

1.2 Research Objectives:

RO1:

To examine whether motivator factors in Herzberg's motivation-hygiene theory has a significant influence on job satisfaction of healthcare professionals in Malaysia.

RO2:

To examine whether hygiene factors in Herzberg's motivation-hygiene theory has a significant influence on job satisfaction of healthcare professionals in Malaysia.

RO3:

To examine whether work-life balance has a significant influence on job satisfaction of healthcare professionals in Malaysia.

2.0 Literature Review

2.1 Global Perspective on Job Satisfaction

Job satisfaction is defined as the level to which people are satisfied or dissatisfied with their jobs (Schermerhorn, 2012). It is a multifaceted reaction to work and the workplace environment that boosts positive energy and performance (Bhatnagar and Srivastava, 2012). It can be thought of as either a generalised feeling about the job or a related constellation of behaviours about different aspects or facets of the job. Job satisfaction is determined by a variety of factors, and a person may be pleased with one or more aspects of his or her job while being dissatisfied with others.

Job satisfaction can affect the behaviour of employees that, in turn, affects organizational functioning (Bakotić, 2016). As per the theory of ERG (Existence Relatedness Growth), humans have three sets of basic needs: existence, relatedness, and growth (Guterman and Alderfer, 1974). If attempts to satisfy needs with high priority are not fruitful, then the individual will focus on his demands that initially had a lower priority, which can lead to frustration and dissatisfaction. Therefore, satisfaction at work can be considered as a proxy indicator of emotional well-being or physiological health. It is also inversely associated with absenteeism, turnover in an organization, level of stress, and eventual exhaustion that ultimately improves productivity. The quality of services is linked to the skills, motivation, and satisfaction of the workers providing the healthcare services. As per the World Health Organization (WHO), there is a global concern for the shortage of human resource in health care. Job dissatisfaction has been stated to be one of the significant and consistent predictors of intention to leave the job and migration of healthcare workers apart from other causes (Ojaka, Olango and Jarvis, 2014). Managers who grasp the importance of factors affecting the satisfaction of staff are more likely to gain improved performance.

2.2 Malaysia Perspective on Job Satisfaction

Syahrul conducted a study among Malaysian special education teachers and discovered that if teachers' personal and family financial resources are met, they can achieve job satisfaction (Syahrul Anuar Ali et al., 2021). Most previous researchers agree that this financial factor is one of the most important factors to consider when examining teacher job satisfaction. The financial component is an important resource in assisting teachers in effectively managing PPKI and achieving their desired level of job satisfaction. This financial component also assists teachers in providing the best possible instruction to MBK in the classroom. As a result, it can be stated that the financial aspect is also an important factor that influences the level of job satisfaction among PPKI teachers.

In Ong's study, they look at the relationship between pay and benefits, work environment, top management leadership, workload, and job satisfaction among academic staff at a private Malaysian university. All study variables were discovered to have significant positive relationships

with job satisfaction among academic staff members at the chosen institution (Ong et al., 2020). The most significant relationship between top management leadership and job satisfaction was discovered. The findings of this study send a clear message to top management that leadership is important in increasing academic staff job satisfaction. As a result, it is suggested that the institution's management adopt an appropriate leadership style and implement effective strategies and policies aimed at increasing academic staff job satisfaction and performance.

Aini Maznina A.Manaf et al. conducted a study among Malaysian factory workers. According to their findings, working conditions and individual well-being are important factors that contribute to high job satisfaction among factory workers (Aini Maznina A.Manaf et al., 2019). When considering individual well-being and working environment, family income, while initially important, has less influence on job satisfaction. It implies that external factors such as family income are not motivating employees to perform better and feel satisfied at work. Rather, factors related to the working environment and employees' positive feelings about themselves are more important in determining job satisfaction.

Siew-Yong Yew et al investigate job satisfaction and the factors that contribute to it among nurses in a Malaysian private hospital. They discovered that low levels of job satisfaction among nurses were reflected by their lowest ratings on pay, task requirements, and organisational policies, all of which were in the second quartile of satisfaction (Siew-Yong Yew et al., 2020). This survey found that nurses in a private hospital were dissatisfied with their jobs, especially given the low pay. Nurses are more concerned with issues that directly affect their personal well-being. As a result, hospital administration should consider more appealing remuneration as well as additional incentives for boosting job satisfaction among nurses.

2.3 Job Satisfaction Theories

Job satisfaction theories aid in determining what factors influence job satisfaction and what can be done to improve employee job satisfaction. Satisfaction is a psychological determinant. It cannot be seen or quantified. However, its manifestation in the human being's mind is understandable. Job satisfaction occurs when an employee is satisfied with the task given to him and can discharge his responsibility satisfactorily.

The importance of Job Satisfaction in relation to Motivation cannot be overstated. In fact, in practise, most Motivation theories have used Job Satisfaction as a foundation. For example, the well-known Maslow Hierarchy of Needs, which serves as the foundation for most motivation theories, has used Job Satisfaction as the basis for theory development. Satisfactions on hierarchical ladders of human needs serve as motivation factors in the theory. Once an individual has met the current stage of need, he or she will not be motivated unless he or she is attempting to advance to the next stage. Clearly, the theory stated the importance of job-related satisfactions in activating employees' motivation. Theories of job satisfaction and theories of human motivation have a lot in common. The most popular and well-known job satisfaction theories are. These theories are explained as well as addressed in more detail below.

2.3.1 Hierarchy of Needs

Although it is well-known in the field of human motivation, Maslow's needs hierarchy theory was one of the first to investigate the factors that contribute to job satisfaction. According to the theory, human needs are classified into five levels: physiological needs, safety, belongingness/love, esteem, and self-actualization. Maslow's hierarchy of needs was created to explain human motivation in general. Its main tenants, however, apply to the workplace and have been used to explain job satisfaction. Financial incentives and healthcare are two benefits provided by an organisation that assist employees in meeting their basic physiological needs. Employees' safety needs may appear as a sense of physical safety in the workplace, as well as job security. When this is met, employees can concentrate on feeling like they belong at work. This can take the form of positive relationships with co-workers and supervisors at work. After being satisfied, the employee will seek to feel appreciated and valued by their colleagues and their organisation. The last phase is where the employee looks for self-actualization, where they must grow and develop to become everything they can be.

2.3.2 Process Theory

Process theory describes how behaviour is energised, directed, sustained, and terminated. According to process theory, job satisfaction is determined not only by the nature of the job and its context within the organisation, but also by the individuals' needs, values, and expectations about their job. Process theory has three sub-theories that have been developed. These are the theories based on the gap between what a job offers and what is expected, the theories based on what an individual requires, and the theories based on what an individual values.

2.3.3 Herzberg's Motivator-Hygiene Theory

According to Herzberg's motivator-hygiene theory, job satisfaction and dissatisfaction are not two opposite ends of the same continuum, but rather two distinct and, at times, unrelated concepts. For an employee to be satisfied with their job, 'motivating' factors such as pay and benefits, recognition, and achievement must be met. Employees will be dissatisfied with their jobs if 'hygiene' factors (such as working conditions, company policies and structure, job security, interaction with colleagues, and management quality) are not present.

2.3.4 Discrepancy Theory

Discrepancy Theory is also known as "Affect Theory," which was developed by Edwin A. Locke in 1976 and is widely regarded as the most well-known job satisfaction model. Many theorists have attempted to explain why people have negative feelings about their jobs. Locke pioneered the concept of discrepancy theory. According to this theory, a person's job satisfaction stems from what they value rather than the fulfilment or non-fulfilment of their needs. The "how much" of

something desired is determined by a person's importance rating of a variable. According to the Discrepancy Theory, dissatisfaction occurs when a person receives less than what they desire.

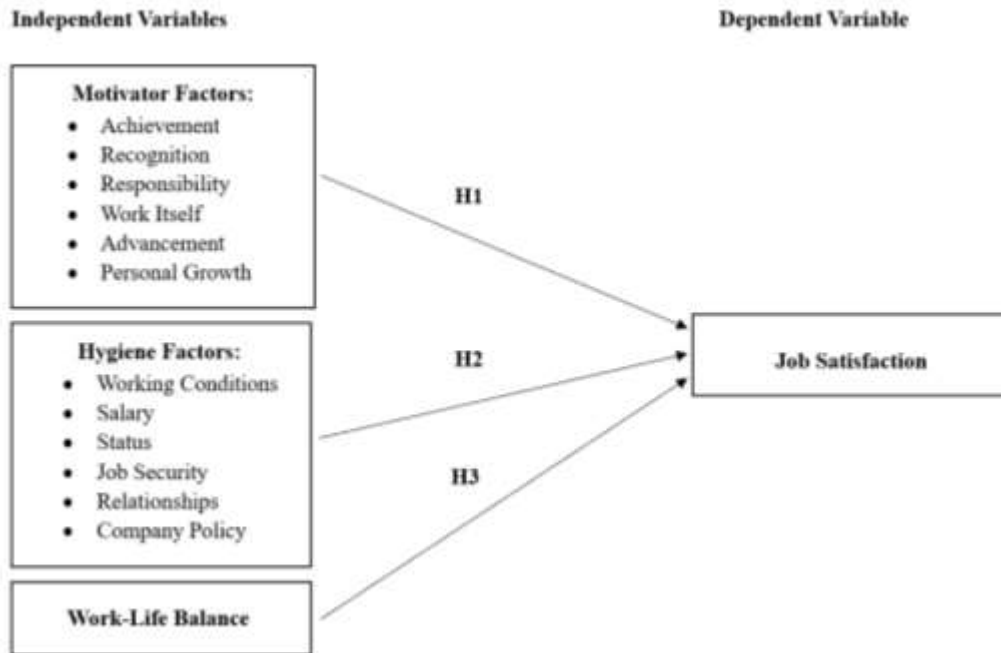


Figure 2.1: Conceptual Framework

3.0 Discussion

3.1 ANOVA Analysis:

In multiple regression analysis, there will be three outputs which are model summary (Table 4.6 (a)), ANOVA (Table 4.6 (b)), and coefficient (Table 4.6 (c)).

Table 3.1 Model Summary:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 ^a	.748	.746	.41549

a. Predictors: (Constant), Work-Life Balance, Motivator Factor, Hygiene Factor

As shown in the model summary, the value of R-squared for the multiple regression model is 0.748. According to Sekaran and Bougie (2019), to fit the model, the value of R-square requires a value

of more than 0.4. The previous result in correlation has shown that the strength of correlation is moderate to strong category. Hence, the r-square value that shows in Table 4.6 (a) consider a moderate linear relationship between the ‘job satisfaction’ (dependent variable) and the ‘motivational factor’ (independent variables). This indicates that only 74.8% of the variance in job satisfaction is accountable by the three motivational factors in the multiple regression model.

Table 3.2 ANOVA:

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	176.217	3	58.739	340.259	.000 ^b
	Residual	59.385	344	.173		
	Total	235.601	347			

a. *Dependent Variable: Job Satisfaction*

b. *Predictors: (Constant), Work-Life Balance, Motivator Factor, Hygiene Factor*

The significance value for F-test is below 0.05, which is 0.000 (Table 4.6 (b)). According to Field (2017), when p-value is lower than 0.05, indicates that the data is significantly fit to the model. This means that the three independent variables in the multiple regression model, are significantly in predicting the dependent variable and the multiple regression model is valid.

3.2 Multiple Regression Analysis:

Table 3.3 Multiple Regression

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
		B	Std. Error	Beta	t		Tolerance	VIF
1	(Constant)	.100	.081		1.238	.217		
	Motivator Factor	.565	.038	.578	14.673	.000	.472	2.120
	Hygiene Factor	.216	.041	.218	5.202	.000	.416	2.402
	Work-Life Balance	.150	.027	.185	5.584	.000	.666	1.502

a. *Dependent Variable: Job Satisfaction*

In the coefficients table (Table 4.6 (c)), all the independent variables have a p-value of less than 0.05, indicating that the variables are supported in this model as the significant values have met the rule of thumb (Sekaran and Bougie, 2019). The significant value for all independent variables were 0.000. Therefore, in the multiple regression model, the independent variables have a positive significant relationship on the dependent variable. On the other hand, the beta coefficient for these 3 independent variables namely motivator factor, hygiene factor and work-life balance were 0.578, 0.218 and 0.195 respectively. In addition, the VIF value for each independent variable was less than 10 which also met the satisfactory level, confirming that the multicollinearity is low and does not overlap one another (Anderson, et.al., 2018). Hence, ensuring that the results were all statistically valid. Based on the extracted results, the motivational factor had the highest influences on job satisfaction with 0.578 beta coefficient. Subsequently, the hygiene factor and work-life balance, 0.218 and 0.185, respectively. Confirming that when the independent variables increase by a unit, the job satisfaction (dependent variable) is expected to increase according to the values which 0.578 (Motivator Factor), 0.218 (Hygiene Factor), and 0.185 (Work-Life Balance) on average.

4.0 Conclusion

The data was gathered from Malaysian healthcare professionals. The targeted population received 366 sets of questionnaires via online distribution. 348 of the 366 questionnaire sets were appropriate for the study. The questionnaire is divided into five sections: A, B, C, D and E. Part A of the questionnaire will focus on the demographic profile of Malaysian healthcare professionals, including gender, age, management position, company setting, and number of years in the current company. Parts B, C, D and E of the questionnaire then focus on the dependent variable, "job satisfaction," as well as the independent variables, "motivator factors," "hygiene factors," and "work-life balance," using a 5-point Likert scale to rate each item.

The study concludes the relationship between job satisfaction and motivational factors among Malaysian healthcare professionals. Surprisingly, all the independent variables, namely motivator factors, hygiene factor, and work-life balance, which are also stated in the researcher's hypothesis, have a significant and positive relationship with the dependent variable. As a result, in this study, no hypothesis will be rejected. The findings can also help other middle-income countries design appropriate workforce retention strategies for healthcare professionals, particularly for increasing availability and competence to meet the aggregate density of 4.45 doctors, nurses, and midwives per 1000 population by 2030.

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