

The Effects of Motivation on Job Performance of Nurses in Jordanian Nursing Hospitals

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Abstract— Across academic disciplines, there is strong acknowledgement that understanding the effect of motivation is essential. Hence, this study intends to quantitatively investigate the effect of motivation on job performance of nurses at hospitals in Jordan. Refer to this, a self-administered questionnaire was used and a total of 384 nurses in Jordanian hospital were randomly selected as respondents, in which their perceptions were gathered. The hypothesis was tested by using SEM-AMOS package 22.0 and the findings have shown a direct effect of motivation on Job Performance of Nurses in Jordanian Hospitals, which is positive and significant ($\beta=0.666$, $P=.001$). The novelty of the research goes back to studying the concept in a developing country, i.e. Jordan. The implications of the above findings are then discussed and the researchers of this study suggested a number of recommendations.

Index Terms— Motivation, Job performance, Nurse, Hospital, Structural Equation Modeling (SEM), Jordan

I. INTRODUCTION

In Jordan, interest has been growing on issues related to performance in health organizations, as a reflection of the increasing interest in quality improvement. Job performance of hospital nurses in Jordan, focusing on the impact of motivation. Motivation is a critical factor has become increasingly important in the profession of nursing (Shooshtarian, Ameli, & Lari, 2012; Yoke & Panatik, 2016), which mainly comprises of emotions and sensitivities. Committed nurses are more likely to perform beyond of their duty to meet patient need and highly motivated to work to the best of their ability. These traits are crucial for commitment and ongoing revenue and growth for a hospital. Committed nurse's remained in the employment of the hospital longer, resisted competitive job offers, did not actively look for other employment and recommended the hospital to others as a best place to work. The longer the hospitals kept their nurses; there would be no need for additional expenditure to train new nurses (Ezzatabadi et al., 2012).

In the current global environment, it is becoming necessary to motivate and gain better performance of nurses (Fard & Khan, 2014). Motivation is fundamental for nursing practice. As frontline healthcare workers, nurses form and maintain relationships within emotionally charged environments where emotion is central to the fabric of health care delivery. Clinical decisions, intrinsically bound by professional ethics and codes of practice, occur in changeable and chaotic environments. Emotions influence professional relationships, impact patient care decisions and affect healthcare workers at

an intrapersonal level. Across academic disciplines, there is strong acknowledgement that understanding the effect of motivation is essential (Deshwal, 2015). In healthcare, there is a call to understand the degree of motivation and its influence in organizational work and healthcare leadership (Guleryuz et al., 2008). Hence, the aim of this study is to investigate the effect of emotional intelligence on the job performance of nurses in Jordanian nursing hospitals.

II. LITERATURE REVIEW

Motivation- Motivation is the most important factors influential organizational performance. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare et al., 2009). A motivated employee is responsive of the definite goals and objectives individuals must achieve, therefore individuals direct its efforts in that direction. Organizations facilities will go waste if it lacks motivated people to utilize these facilities efficiently. Employee motivation and performance are key factors in moving a business forward. Owners, managers and supervisors know positive motivation leads to better performance and higher productivity but may rely on the wrong tools that will create dissatisfaction among employees and leads to poor performance. Motivation increases the willingness of the workers to work, thus increasing effectiveness of the organization. Organization goal is to develop motivated employees and support their morale regarding their respective works for better performance (Shadare et al., 2009).

The term motivation mentioned in psychologists' lexicon in early 1880s (Durmaz & Diyarbakırlıoğlu, 2011). Also the term Motivation, a Latin word 'mover' means to move. It is moving people to perform something (Jahan & Abdullal, 2007). It is the processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal (Mitchell, 1997). Motivation concept is not limited to the word "move" it has slight differences in meanings as "motives", "motivators", "drives", "desires", "needs", "wishes", "stimulus", "incentives" and so on (Ogunrin, Ogunrin and Akerele, 2007). Harem, 2004 defined motivation as an internal force that stimulates the individual's enthusiasm and moves and activates his behaviour in a certain direction to achieve a goal or result or benefit to satisfy a psychological or psychological need. Motivation is concerned with what determines goal directed behavior. It is about, how behavior is initiated by needs and by expectations on the achievement of goals which will satisfy those needs, how the achievement of goals and /or feedback on their achievement reinforces successful behavior and how belief in one's ability to carry out a task will actuate behavior which is expected to achieve the successful performance of that task (Armstrong, et al., 2004). According to Hoy and Miskel (1987), employees' motivation is the complex forces drives, needs, tension states

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or other mechanism that starts and maintains voluntary activity directed towards the achievement of personal goals. Mullin (1996), refers motivation to the forces within a person that affect his or her direction, intensity and persistence of voluntary behaviour.

Importance of Motivation on Workplace-It has been established that motivation is concerned with the factors that influence people to behave in certain ways. Organisational success is dependent upon members being motivated to use their full talents and abilities, and directed to perform well in the right areas. According to Mullins (2005), a major international study by proud foot Consulting revealed that, the most important reason for productivity loss was poor working morale. This includes absence of positive team spirit, low motivation, and poor sense of belonging, people feeling undervalued and poorly rewarded. It is in view of these that Allen and Helms (2001), suggested that different types of reward practice may more closely complement different generic strategies and are significantly related to higher levels of perceived organisational performance (Mullins, 2005). People are an organization's most valuable asset Unsatisfied employees produce unsatisfactory results, therefore, it is very vital for top management to take care of their employees to ensure that they are satisfied in their jobs; when they are satisfied; they strive for the company's goals and aim. Motivations are energizing factors and are the main cause for movement of any living organism including human being. Because, motivation will keep the workers committed to their duties and do their jobs seriously and joyfully. One of the reasons for successfulness of employees and thus organizations is the presence of motivational factors at high degree in those organizations (Egan, 1998).

The concept of motivation is used to explain the distinction between employees which have the same talents, abilities and opportunities to do their jobs in a similar organization and are under the same employment conditions and with the same facilities, but demonstrate different performances. These employees perform their jobs in such a manner that the jobs are required to be done with relatively more efforts, so they can try more to play the role for which they are asked (Ramprasand 2013). Thus, improved productivity is driven by positively motivated employees by the organization (Oosthuizen, 2001). The awareness of the motivating factors and factors leading to increased job satisfaction allow the implementation of targeted strategies of continuous improvement in workplace (Unterweger et al., 2007). Showed that when workers are dissatisfied with their work they withdraw and exhibit behaviours such as absenteeism, rebellion and attitude that affects their performance which leads to loss of productivity and effectiveness in the organization but if they are satisfied with their jobs they effectively utilize their skills and the organization benefits. Bearing this in mind one can see that satisfaction at job is important to both the workers and organization (Bolman & Deal, 2008).

However, when managed poorly they have the potential to severely limit organizational growth and threaten the viability of a business. In any company, whether it is a construction company or any other trade, its core is its employees; tier presence and contribution is very important in such a way that they determine if the company is going to be a success or a failure. A company may have good manager, a good vision and a good goal; however, if it

neglects its employees, that company is practically in turmoil. So any success organization depends on the ability of managers to provide a motivating environment for its employees. The challenge for managers today is to keep the staff motivated and performing well in the workplace. The manager has to know the behaviour of each employee and what might motivate each one individually (Osabiya, 2015). By understanding employees' needs, managers can understand what rewards to use to motivate them. The goal of most companies is to benefit from positive employee behaviour in the workplace by promoting a win-win situation for both the company and workers. Every organisation is concerned with what should be done to achieve sustained high levels of performance through its workforce. This means giving close attention to how individuals can best be motivated through means such as incentives, rewards, leadership etc. and the organisation context within which they carry out the work (Armstrong, 2006).

Motivation Strategies in Health Sector-Health workers face a hierarchy of motivations or disincentives generated by the work they do, the way they are paid, and the organizational and system context in which they work. Motivational packages are generally designed to encourage providers to furnish specific services; encourage cost containment; support staff recruitment and retention; enhance the productivity and quality of services and allow for effective management (Hongoro & Normand, 2006). The number of health workers is related to the level of development because of the tight resource constraints facing developing countries and supply constraints, often exacerbated by migration of skilled workers (Awase et al, 2003).

While worker performance is dependent on, or limited by, resource availability and worker competencies, the presence of these factors is not sufficient in themselves to ensure desired worker performance. Worker performance is also contingent on workers' willingness to come to work regularly, work diligently, be flexible, and carry out the necessary tasks (Hornby & Sidney, 1988). Increased motivation combined with effective management practices and supervision creates these conditions for a more effective workforce performance. Health sector policy makers and health facility managers must recognize the importance of work motivation in reaching sector and organization goals, and they must understand the links between their current policies and worker motivation (Lerberghe et al., 2002). Ensuring health worker motivation is important if health workers are to perform optimally and effectively deliver health services in many developing countries because motivation effects on clinical performance of nurses, Motivation is "The act or process of giving someone a reason for doing something: the act or process of motivating someone, the condition of being eager to act or work: the condition of being motivated, A force or influence that causes someone to do something". In this basic definition motivation is an action noun that relates to the internal processes that move, drive, convince, or provoke people to do the things they do. It is the call to action that stimulates people to initiate behaviors. Human wants, drives, and desires are typically internal motives for our behaviors. Incentives, rewards, and reinforcement are motivations coming from external sources. (Robak & Nagda, 2011).

Hospitals go through a lot of challenges when it comes to attracting, retaining and engaging skilled workers. According to Ghoshal and Bartlett (1995) 'adding value to people' is considered to be an overall aim of the reward management. In other words, the purpose of having a reward system in place is to motivate employees and to encourage participatory engagement. Furthermore, one of the primary tasks of the manager is to motivate people in the hospitals to perform at high levels on health caring (Steers & Porter, 1987).

Nursing one of the jobs have been made to redesign jobs which have paid more attention on improving cooperative work relationships among employees to get the outcomes you want, e.g. improved quality, larger quantity, better communication, and lower costs. Cooperation amongst employees is required in much work today and rewards based on team performance give the employees feedback in order to support the goals of the organization. A work environment that is cooperative is defined by M. Deutsch as "one in which the objectives of individual employees are mingled together in such a way that there is a positive correlation among the group members' goal attainment". For that you need a compensation program that emphasizes team outcomes rather than individual outcomes (Berger, 1999).

Job performance-Job performance rating is acknowledged as a vital element of the job managers and supervisor as well as for employees. Results of ratings are helpful for making administrative decisions about employees (e.g., efforts to reward employees and promotion); performance ratings can be used to help employees identify potential areas for improvement and growth and to narrow the gap between supervisors' opinions and subordinates' opinions about what is considered a good performance. As a result of these functions, managers can obtain higher levels of productivity from employees. Job Performance is one of the important dependent variables of interest, the government, businesses and society (Campbell, McCloy, Opplen, & Sager, 1993). An organization needs highly performance to meet their goals, to deliver the products and services the specialized in and finally to achieve competitive advantage. Performance also important for individual. Accomplishing tasks and performing at a high level can be a source of satisfaction with feelings of mastery and pride. Job performance plays an important role for the growth and development of an organization, where an individual's Job Performance contributes highly to overall organizational effectiveness and success (Borman & Motowidlo, 1993).

Moreover, Rode et al. (2007), suggests that work performance is a measure of how well an employee meets the standards that are required on a specific job. Campbell et al. (1993), individual performance is a core concept within work and organizational psychological. During the past 10 or 15 years, researchers have made progress in clarifying and extending the performance concept. Hence, in 1993, Campbell et al (1993) said about performance that is what the organization hires one to do, and do well also he determinants of performance components. According to Borman & Motowidlo (1993) individual difference on performance is a function of three main determinants: declarative knowledge, procedural knowledge and skills, and motivation.

Importance of Job Performance and Nursing Performance -Job performance plays an important role for

the growth and development of an organization, where an individual's Job Performance contributes highly to overall organizational this is era of globalization performance of employees in organizations is more concern by managers than earlier. They seek and recruit only high performance employees. Organizations hunt and retain talented employees to compete in global market. Low-efficient employees are avoided by the organizations. Organizations develop systems to avail optimal utilization of human resources. For this purpose, high performance work teams are developed. HR practices are combined into an overall system to enhance employee involvement and performance (Shooshtarian et al., 2012; Wong & Law, 2002) effectiveness and success (Hamdan et al., 2017).

Nursing performance is a complementary component of patient care and it is an important determinant of quality of healthcare services that clarify effectiveness and efficiency that make a payment to health organizational goals (Adeyemo, 2007). In order to maximize nursing performance in health organizations must make such policies and procedures and formulate such reward system under those policies and procedures which increase employee satisfaction and motivation (Hamdan et al., 2017). Job performance is often examined in relation to stress and burnout associated with nursing practice. Adeyemo (2007), found that burnout is associated with poor self-rating as well as supervisor rating of performance, more sick leave, and more absence for mental health reasons. In Jordan, Abualrub (2004) found that perceived social support from co-workers enhanced job performance and decreased job stress. In Hong Kong, Siu (2002), found that organizational climate (both physical conditions and social aspects) to influence job satisfaction and absenteeism among hospital nurses. Supportive management practices were crucial to achieve high nursing performance (Hamdan et al., 2017). A recent study has also found a positive correlation between perceived supervisor support and nurse occupation-related outcomes (Wong & Law, 2002). Therefore, this study hypothesized that, there is a significant effect of motivation on the job performance of nurses at hospitals in Jordan.

The Conceptual Framework

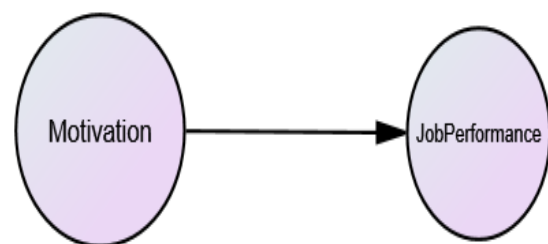


Figure 1: Research Framework

III. RESEARCH METHODOLOGY

The determination of this research is to examine the effects of motivation on job performance. Thus, a self-administered questionnaire was distributed to the randomly selected nurses of Jordanian hospitals in which their perceptions were used to study the construct motivation and job performance. A total of 384 questionnaires were returned by the respondents. The sample population consisted of 41.1% males and 58.9%

females. The measurement tool of motivation was adapted from the work done by Al-Hawry, & Banat (2017) having six (6) items. Lastly, five (5) items scale developed by Koopmans et al. (2013) were adopted and used in this study to measure job performance. Respondents were made to respond and rate using 10-point likert scale with 1 denoting strongly disagree and 10 as strongly agree to the statement mentioned. The researchers of this study employed SEM using IBM-SPSS-AMOS 22.00 software for analysis and testing the hypothesis as SEM is a Second Generation method of multivariate analysis technique (Hoque et al., 2017c). In SEM, at first the researchers validated the measurement model of the latent constructs using the Confirmatory Factor Analysis (CFA) procedure (Hoque, 2018a; Hoque, 2018b; Hoque et al., 2018a; Hoque et al., 2018b; Hoque et al., 2018d; Hoque et al., 2017c; Hoque et al., 2017d; Hoque and Awang, 2016a; Hoque and Awang, 2016b). After validating the measurement model, the researchers executed the path model.

IV. RESULTS

Measurement Model- Measurement model validation is required at the beginning of the study for validity, reliability, and unidimensionality (Hoque et al., 2019; Hoque and Awang, 2019; Hoque et al., 2018a; Hoque et al., 2018b; Hoque et al., 2017b; Hoque et al., 2017c; Yusof et al., 2017). Hoque et al. (2017a); Hair et al. (2014); have mentioned in their studies that when the factor loading for all items shows positive minimum value of 0.6, then unidimensionality is achieved. On the other hand, if the measurement model meets the Incremental fit, Absolute fit, and Parsimonious fit criterions then the Construct validity is achieved. If all the constructs in a model are not highly correlated then Discriminant validity is achieved (Awang 2015; Hair et al., 2014; Fornell and Larcker, 1981). On the other hand, Awang et al. (2017a); Awang et al. (2017b); Hoque, Awang, and Ghani (2016); Awang (2015); Hair et al. (2014); Fornell and Larcker (1981) have stated that Construct reliability could be achieved through the values of CR and AVE (i.e. Composite Reliability and Average Variance Extracted) and the minimum value requirement is 0.6 and 0.5 respectively.

construct validity (Hoque, 2019; Hoque, Siddiqui, Awang, and Baharu, 2018c; Awang et al., 2017a; Awang et al., 2017b; Hoque and Awang, 2016a; Awang 2015).

Table 1: Items Description, Internal Reliability, Composite Reliability and Convergent Validity

Construct & Dimensions	Dimensions & Items	Item Factor Loading	Cronbach's Alpha	CR (above 0.6)	AVE (above 0.5)
MOT	MOT1	.84	0.892	0.909	0.626
	MOT2	.91			
	MOT3	.74			
	MOT4	.80			
	MOT5	.73			
	MOT6	.71			
JP	JP1	.78	0.886	0.925	0.711
	JP2	.88			
	JP3	.87			
	JP4	.88			
	JP5	.80			

The values of factor loading for every item of two constructs which comprise of both Motivation and Job performance, with the Cronbach Alpha, CR and AVE for every construct shown in Table I, as per indicated latent constructs (i.e. Motivation and Job Performance) have achieved Unidimensionality; Convergent Validity, Internal and Construct Reliability. The diagonal value in the Discriminant Validity Index Summary Table II, is the value of \sqrt{AVE} for the respective constructs, while other values are the correlation between constructs. As the \sqrt{AVE} for the respective constructs are greater than the correlation values (i.e., 0.789) in their rows, and columns, hence, Discriminant validity of the constructs is achieved for the model (Hoque et al., 2018a, Hoque et al., 2018b; Awang et al., 2017a; Hoque et al., 2017c, Hoque et al., 2017d; Yusof et al., 2017; Hoque and Awang, 2016a; Hoque and Awang, 2016b; Fornell and Larcker, 1981).

Table 2: Discriminant Validity Index Summary

Construct	Motivation	Job Performance
Motivation (MOT)	0.791	
Job Performance (JP)	0.789	0.843

*The Structural Model-*As shown in Figure III, the hypothesis H₁ is supported. In H₁, Motivation has a significant positive effect on Job performance of nurses in Jordanian hospital ($\beta=0.666$, $P=.001$). The structural model explains 62.4% variance in Job performance of nurses.

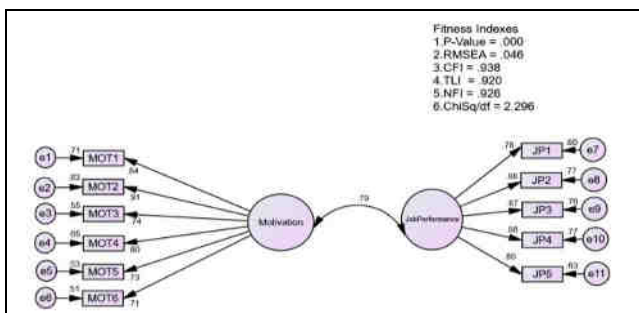


Figure 2: CFA Results and Fitness Indexes

Internal reliability of the items in this study is achieved as the value of Cronbach Alpha has shown the minimum value, 0.7 or above (Awang et al., 2017a; Fornell and Larcker, 1981; Nunnally, 1978). As, P-Value=.000; RMSEA=.046; CFI=.938; TLI=.920; NFI=.926; ChiSq/df=2.296 (shown in Figure II) thus the measurement model of the motivation and Job performance latent constructs have met the requirement as well as signified a satisfactory fit to the data, and result of all indexes was good. Hence, this study has achieved the

Table 3: Squared Multiple Correlations (R²)

Variable	Estimate (R ²)
Job Performance (JP)	0.624

The above Table III indicates that the predictor of job performance explains 62.4% of its variance. In other arguments, the error variance of job performance is about 37.6% of the variance of job performance.

Table 4: Standardized Regression Weights of Motivation on Job Performance

Variable	Path	Variable	Estimate
JP	←	MOT	0.789

Table 4 base on Figure 3 showed that the influence of motivation on job performance was 78.9% while 21.1% does not influence job performance.

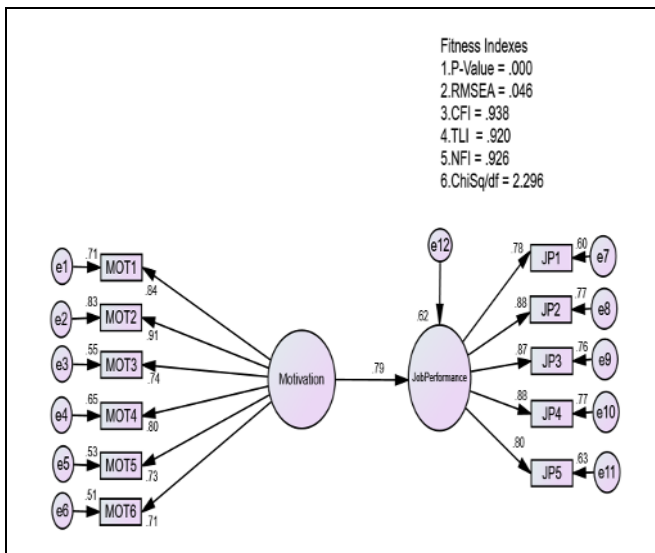


Figure 3: Standardized Regression Path Coefficient

Table 5: Regression Weight for Path Estimate

	Estimate	S.E.	C.R.	P	Result
JP ← MOT	.666	0.047	14.23	0.001	Significant

The hypothesis of this study was spelt out as motivation has a positive and significant effect on the Job Performance of nurses in Jordanian hospital. The result in Table 5 has shown that the level of significance for regression weight indicates that the probability of getting a CR as large as 14.23 in absolute value is 0.001. In other words, the effect of motivation on JP of nurse is highly significant. Consequently, the beta coefficient for the effect of motivation on JP was .666, which means for each unit increase in motivation, JP has increased by .666. The hypothesis is therein supported.

V. CONCLUSION

The paper has analysed on how motivation can effect on the job performance of nurses in Jordanian hospitals. The conclusion from this study is that motivation has a positive and highly significant effect on JP. Hence, it can be resolute

that motivation can pull the success and job performance of the nurses in Jordanian hospitals. Furthermore, a study on motivation could provide information as to what can mediate or moderate the tactic to enhance and to maintain job performance in Jordanian hospitals. Although, this study confirmed the role of motivation as an important facet of organizational strategy, further research is also desired to enhance the understanding of this important motivation construct as well as to determine other measures of job performance.

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