

## Determinants Influencing on the Working Motivation of Doctors in Public Hospitals in Hanoi



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**ABSTRACT:** This research was undertaken to determine the factors affecting the working motivation of doctors in public hospitals in Hanoi. The author conducted a survey and collected 212 valid responses. This research employed quantitative analysis techniques such as Cronbach Alpha analysis, regression analysis. The research results showed that seven factors were identified (in descending order of importance), including Working environment, Relationship with superiors, Relationship with colleagues, Recognition, Income and benefits, Training and promotion and Job characteristics. The results of this study provide public hospitals managers with insights and tools that they can use to build and improve working motivation of doctors. Some recommendations are made to improving the working motivation of doctors.

**KEYWORDS:** factors, working motivation, doctors, public hospitals, human resource management

**JEL CODES:** M12, M54, J01

### 1. INTRODUCTION

Improving people's health and quality of life is always the top goal of the Party. In Resolution No. 20/NQ-TW in 2017 of the 6th Conference, 12th Central Committee, our Party has clearly stated that Health sciences play a pivotal role in protecting, caring for and improving people's health.

In daily work, especially in the context that Health sciences have just experienced the Covid-19 pandemic, doctors of hospitals in general and hospitals of Hanoi in particular have been making every effort as well as suffering from a lot of pressure at work. Therefore, the concern and sharing of the society is very important. The question is how to motivate medical staff to work to both ensure health care for the people, while preventing and repelling all diseases and especially improving the quality of services of hospitals.

In the hospital, doctors contribute to improving the quality of medical services and play a role in the development of other resources. The hospital must have a team of doctors who work effectively, seriously, and responsibly to the profession to be able to achieve the criteria for evaluating hospital quality. Having said that, they must first be motivated with their current work.

In recent years, Hanoi's public hospitals have always attached great importance to health care, examination and treatment for patients. However, public hospitals are currently facing stiff competition with non-public medical facilities in attracting high-quality medical staff to work. Due to infrastructure conditions and a large number of patients coming for medical examination and treatment, the service quality of public hospitals is limited compared to private hospitals in the same area. In addition, current public hospitals also face difficulties in terms of autonomy.

In order to improve service quality, improving work motivation for doctors is the most decisive intrinsic factor for each public hospital in Hanoi. Therefore, studying the factors affecting the work motivation of doctors in public hospitals in Hanoi is necessary and meaningful.

### 2. LITERATURE REVIEW AND HYPOTHESIS

#### 2.1. Working environment

Working environment is one of the important factors affecting employees in organizations. If organizations cannot provide a better work environment, dissatisfaction will arise from employees (Herzberg & Mausner, 1959). Working environment includes: Vehicles, physical conditions, etc. If an employee wants to perform the assigned job well, that employee must have the required expertise and meet the physical conditions. The more completes and modern the facilities, the higher the labor productivity

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(Maslow, 1943). According to Kovach (1987), the better the working environment, the better the motivation of employees. Wong et al (1999) also argue that the working environment is ranked as the most important factor in motivating these employees. According to Tan and Waheed (2011), the better the working environment, the more impact on employee motivation. Barzoki et al (2012) concluded that working conditions are the most important factor affecting motivation. According to Sell & Clear (2011), groups of employees working in hazardous environments have lower motivation than those working in safe conditions, even though they receive higher wages. Research by Doan Tan Sang (2016), Pham Thi Huong (2022) shows that working environment factors positively affect employee's work motivation.

So, we proposed H1 hypothesis:

**H1: Working environment has a positive influence on working motivation of doctors in public hospitals in Hanoi**

### **2.2. Relationship with superiors**

The superior is the person who directly supervises and manages the subordinate staff. The relationship with superiors is shown through respect, care, help of superiors with subordinates, and gentleness, fairness in treatment of employees. Many scientists confirm that the relationship with superiors has a profound relationship to employee loyalty, engagement and motivation (Chew, 2004).

According to Tran Van Huynh (2016), the relationship with superiors is a motivating factor for work motivation. Therefore, employees will be more motivated to work when there is support from their superiors and feel satisfied with their work because of a good relationship with their superiors. The leadership style of superiors shows a high level of empowerment for employees, giving employees the opportunity to be creative, take initiative and make decisions, which will help employees see more meaning in their work, thereby increasing their intrinsic motivation.

According to Huynh Van Dang (2018), the support from superiors includes: attitude, interest, words, gestures, actions... that they show to their officers. They understand and empathize with each situation, problems and difficulties faced by subordinates. Leaders who are empathetic and sharing, will build trust with employees by understanding any situation that employees face. Pham Thi Huong (2022) affirmed that the relationship with superiors has a positive influence on the working motivation of employees in transport and warehousing enterprises in Binh Dinh.

Therefore, the attention of superiors has a great influence on employee motivation. If employees feel well treated, receive the attention, support, sympathy and appreciation of their superiors, they will strive hard for their work and want to contribute more to the organization.

**H2: Relationship with superiors has a positive influence on working motivation of doctors in public hospitals in Hanoi**

### **2.3. Relationship with colleagues**

Boeve's research (2007) has shown the most important role of co-worker factors on work motivation.

McClelland's theory of motivation (1985) encourages employees to participate in organizational activities, to build relationships with colleagues, enlist the encouragement and support of colleagues to perform increasingly difficult work with the participation of many people from many different fields.

According to Tran Van Huynh (2016), the relationship with colleagues is also a motivating factor for civil servants to work. Civil servants will feel excited and work more effectively when they have friendly, respectful and good-listening superiors; have comfortable, pleasant colleagues; ready to help each other.

According to Huynh Van Dang (2018), the support from colleagues is the willingness to help each other and coordinate with each other to complete the assigned work well. Besides, they can sympathize and share things with each other, not just a relationship at work. In other words, employees will feel more motivated to work when they have a good relationship with colleagues.

Pham Thi Huong (2022) affirmed that the relationship with colleagues has a positive influence on the working motivation of employees in transport and warehousing enterprises in Binh Dinh.

Therefore, the proposed research hypothesis is:

**H3: Relationship with colleagues has a positive influence on working motivation of doctors in public hospitals in Hanoi**

### **2.4. Recognition**

Recognition is one of the top wishes of employees, if recognized, employees will be more enthusiastic and have a more effective work ethic. This allows them to enhance their self-assessment and their ability to contribute to the organization. Acknowledge employee milestones with formal rewards, appreciation (verbally) for coming up with new and creative ideas, scheduling regular team building activities, team building, and more. Therefore, all managers should appreciate it immediately after the employee deserves it (Safiullah, 2015).

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According to research by Kovach (1987), being fully recognized at work has a positive effect on employee's work motivation. Teck-Hong & Waheed (2011) showed that the factors that have the greatest impact on motivation are working conditions and recognition. Research by Doan Tan Sang (2016) also concludes that, if the company implements the recognition policy well, the employee's work motivation will increase. The study of Tan and Waheed (2011) also confirmed that recognition is a factor that has a positive impact on the work motivation of sales staff in Malaysia.

### **H4: Recognition has a positive influence on working motivation of doctors in public hospitals in Hanoi**

#### **2.5. Income and benefits**

Employees' income is the sum of the amounts they receive as a result of their participation in the business process of the enterprise. Employees' income and benefits include salary, bonus, other allowances and income of the same nature as salary. Income is always a practical and sensitive issue in policies related to people. Salary is always the most important motivation to stimulate people to work enthusiastically and positively. The better the salary and benefits, the better the employee's morale will be stimulated, giving them a feeling of being cared for and safe when working at the organization without having to worry about any other benefits (Kovach, 1987). According to Wong et al. (1999), high salary is the most important factor in motivating employees to work. Tan and Waheed (2011) argue that income is a worthy reward for employees' contributions and has a positive impact on employee motivation. The factors of salary, bonus and welfare have a positive impact on employee's work motivation (Hossain & Hossain, 2012). Income and benefit is one of the factors ranked first in influencing work motivation as Artz (2008), Barzoki et al (2012). Pham Thi Huong (2022) affirmed that the employee's income has a positive influence on the working motivation of employees in transport and warehousing enterprises in Binh Dinh.

### **H5: Income and benefits have a positive influence on working motivation of doctors in public hospitals in Hanoi**

#### **2.6. Training and promotion**

Training is the process of acquiring the skills necessary to perform a particular job. Promotion is the move from a position to a higher position in the organization.

Employees with training and promotion opportunities will be more motivated to work than others. Employees will be more satisfied and motivated when their training and promotion needs are met (Chiang et al., 2008).

In the context of rapidly changing environment, human resource training and development become one of the important factors for the existence and development of the organization. Organizations should combine motivation through training with other forms. Doing that well can stimulate the satisfaction of needs in all aspects for employees.

According to Huynh Van Dang (2018), any individual wants to make progress in their career. The policy on promotion is meaningful in personal improvement, increasing work motivation for individual employees, and at the same time is the basis for attracting and retaining good people to come and work with the organization. Creating promotion opportunities for employees helps them affirm and express themselves, realize new opportunities for career development and be more attached to the organization, have a sense of striving and make more efforts in their duty performance. Pham Thi Huong (2022) affirmed that training and promotion have a positive influence on the working motivation of employees in transport and warehousing enterprises in Binh Dinh.

### **H6: Training and promotion have a positive influence on working motivation of doctors in public hospitals in Hanoi**

#### **2.7. Job characteristics**

Cedefop (2012) argue that the nature of work has an impact on employee motivation. Specifically, the more interesting, attractive and challenging the job is, the more motivated employees will be to explore, learn, and improve their knowledge skills to complete the job in the best way. Employee work motivation is related to job diversity.

According to Hackman & Oldham (1976), if the work model is properly designed, it will create motivation from within employees, create general satisfaction and work efficiency. Besides, the job must use many different skills, create interesting and challenging, in addition, employees need to have some decision-making power. An employee who is competent when given difficult tasks with more challenges and responsibilities often tries his best to overcome and prove himself. Teck-Hong & Waheed (2011) demonstrated the influence of work itself on employee motivation.

In the study of Huynh Van Dang (2018), it is also clear that clearly defining job characteristics for each individual employee is extremely important, because when there are clear goals and job characteristics, employees will have motivation and purpose to strive, actively seek to achieve that goal. Pham Thi Huong (2022) affirmed that job characteristics have a positive influence on the working motivation of employees in transport and warehousing enterprises in Binh Dinh.

### **H7: Job characteristics has a positive influence on working motivation of doctors in public hospitals in Hanoi**

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## 3. METHODOLOGY

### 3.1. Choice of method and sample selection

We design mixed method both quantitative and qualitative to explain the impacts of determinants on the working motivation of doctors in public hospitals in Hanoi.

To begin with qualitative method, we look at previous studies and conducted interview to identify seven determinants that affect the working motivation of doctors in public hospitals in Hanoi. However, since their studies were based on the foreign experience, we try to propose an enhanced framework by synthesizing their insights, adjust, add observation variables to the questionnaires and apply it to the context of public hospitals in Hanoi.

Then, we use quantitative component included the use of questionnaires as inputs for EFA analysis and regression model to investigate the impacts of each variable on the working motivation of doctors in public hospitals in Hanoi.

The selective sampling is participants to interviews and survey. The selection was based on the number of observation variables in which participants were involved in their daily working in public hospitals. Therefore, in our sample, 100% participants are doctors in public hospitals in Hanoi. The fact of doctor's knowledge and skills ensured the survey results more reliable.

We conducted a questionnaire survey of 29 observation variables with a 5 - point Likert scale. Independent variables are measured from 1 "without effect" to 5 "strongly".

### 3.2. Research model

From the above analysis, inheriting the results of previous studies, we design a research model:

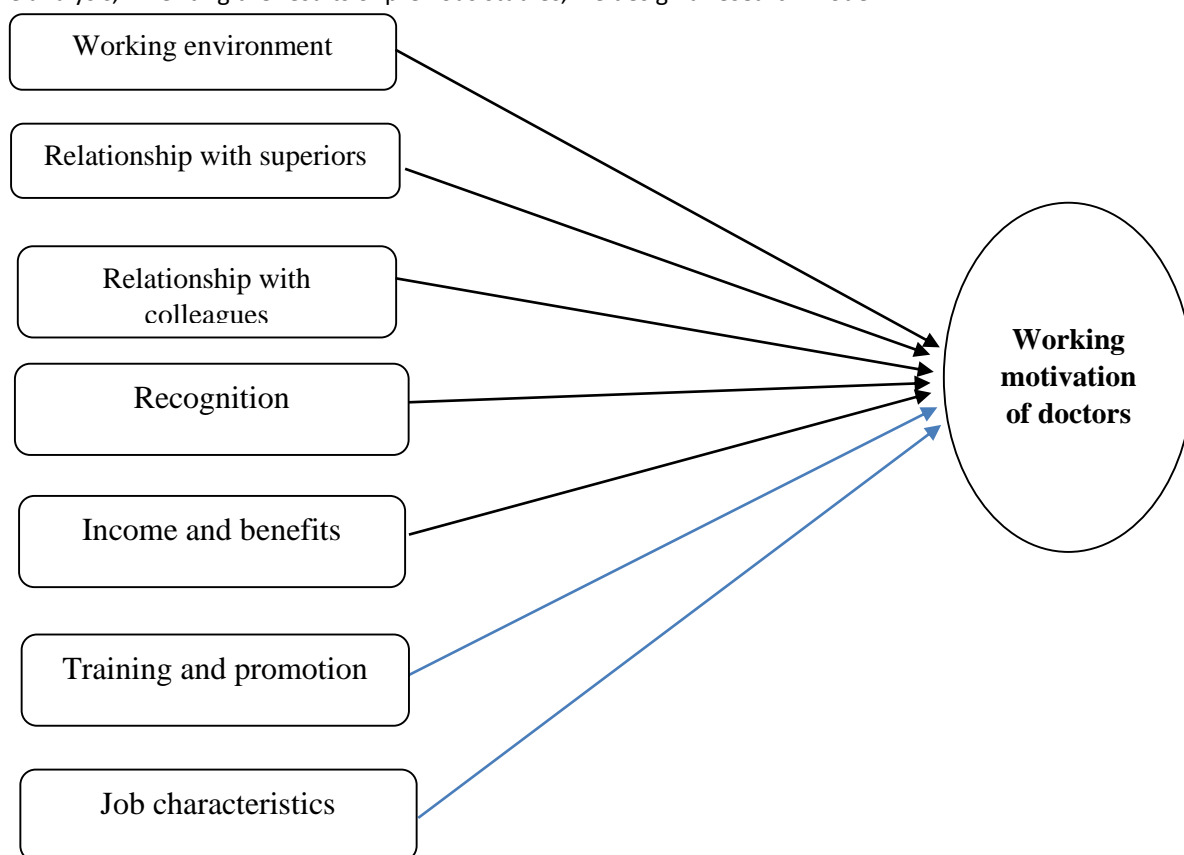


Figure 1. Research model

**Dependent variable:** Working motivation of doctors (DL), including 3 items (Do & Ha, 2023).

**Independent variables:** There are 7 independent variables.

## 4. RESEARCH RESULTS

### 4.1. Cronbach's Alpha

By using scale analysis, it can eliminate inconsonant variables and reduce errors in the research model. Therefore, only variables which have total correlation coefficients (Corrected Item – Total Correlation) greater than 0.3 and Cronbach's Alpha coefficients equal or greater than 0.6 are accepted (Hoang & Nguyen, 2008, Hair et al., 2010). By analyzing Cronbach's Alpha analysis of determinants have an influence on the working motivation of doctors in public hospitals in Hanoi (7 determinants with 29 observed

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variables), the result is presented in Table 1. The result shows that, all Cronbach's Alpha coefficients of population are above 0.6; all Corrected Item – Total Correlation of observed variables are above 0.3. Thus, all variables of research model are suitable for next analyses (Hair et al., 2010).

**Table 1. Results of analysis of Determinants Confidence of Scales in the Model**

Determinants	n	Cronbach's Alpha	Corrected Item-Total Correlation
Working environment (MT)	4	0.811	0.557
Relationship with superiors (LD)	6	0.845	0.513
Relationship with colleagues (DN)	4	0.821	0.557
Recognition (CN)	3	0.801	0.534
Income and benefits (TN)	3	0.816	0.615
Training and promotion (DT)	4	0.814	0.376
Job characteristics (CV)	5	0.834	0.535

### 4.2. Exploratory Factor Analysis

Exploratory Factor Analysis (EFA) was conducted through Component Analysis and Varimax and the results has yield 29 attributes of independent variable.

The results of factor analysis in Table 2 show that  $0.5 < KMO = 0.724 < 1$ . Bartlett's testimony shows sig. =  $0.000 < 0.05$ , which means variables in the whole are interrelated.

After implementing the rotation matrix, 7 determinants with factor load factor are greater than 0.5; Eigenvalues are greater than 1 and the variance explained is 66.545%. These statistics demonstrate that research data analysis for factor discovery is appropriate. Through the quality assurance of the scale and the test of the EFA model, we have identified 7 determinants influencing the working motivation of doctors in public hospitals in Hanoi (Hair et al., 2010).

**Table 2. KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.724
Bartlett's Test of Sphericity	Approx. Chi-Square	3,514.121
	Df	435
	Sig.	0.000

### 4.3. Regression Model Analysis

Based on adjusted model after the exploratory factor analysis, we use a multiple regression model as follows:

$$DL = \alpha + \beta_1TN + \beta_2MT + \beta_3DT + \beta_1CV + \beta_2LD + \beta_3CN + \beta_3DN$$

**Table 3. Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970 <sup>a</sup>	.941	.939	.07401

a. Predictors (Constant): TN, MT, DT, CV, LD, CN, DN

b. Dependent Variable: DL

**Table 4. Anova<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	16.768	7	2.395	437.299	.000 <sup>b</sup>
Residual	1.046	191	.005		
Total	17.814	198			

a. Dependent Variable: DL

b. Predictors: (Constant): TN, MT, DT, CV, LD, CN, DN

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Table 5. Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.027	.075		-.367	.714		
MT	.152	.007	.374	21.016	.000	.973	1.028
LD	.147	.009	.316	17.182	.000	.907	1.103
DN	.136	.008	.331	16.802	.000	.792	1.263
CN	.151	.008	.350	18.635	.000	.873	1.146
DT	.126	.009	.275	14.230	.000	.826	1.211
CV	.158	.011	.254	14.204	.000	.962	1.040
TN	.119	.010	.224	11.453	.000	.806	1.240

a. Dependent Variable: DL

Results of Table 3, 4, 5 show that:

Multicollinearity testing: all variance inflation factor (VIF) of independent variables are under 2, so multicollinearity of model is low (Hoang & Chu, 2008; Hair et al., 2010). Therefore, this regression model does not have any violation of the CLRM basic assumption.

ANOVA testing result: Level of significant (Sig.) = 0.000 implies that multiple regression model is suitable with data.

Coefficient of R<sup>2</sup> (R Square) = 0.941, which means 94.1% of the total variation in the working motivation of doctors in public hospitals in Hanoi will be explained by the regression model (Hair et al., 2010).

Research model result indicates that all independent variables TN, MT, DT, CV, LD, CN, DN are significant (because Sig. < 0.05) to the working motivation of doctors in public hospitals in Hanoi (Hair et al., 2010).

Determinants have influences on the working motivation of doctors in public hospitals in Hanoi are presented in the following standardized regression model:

$$DL = 0.374MT + 0.316LD + 0.331DN + 0.350CN + 0.275DT + 0.254CV + 0.224TN$$

## 5. DISCUSSIONS AND IMPLICATIONS

The working environment is the factor that has the strongest impact on the motivation of doctors with the coefficient being  $\beta = 0.374$ , which is consistent with reality, because Health sciences have a toxic and dangerous working environment... However, hospital administrators have been creating a friendly and united working environment, providing equipment and machinery for medical examination and treatment, creating a comfortable working environment to promote employees in general and doctors in particular to be associated with hospitals. Therefore, the better the doctor's working environment, the more motivated they are to work. However, at district and commune medical examination and treatment facilities, there is a shortage of personnel (especially specialist doctors), and medical examination and treatment equipment is no longer as effective as it was originally as well as doctors' expectations. Therefore, medical examination and treatment has not met the needs of customers.

Recognition is the second most influential factor on the motivation of doctors with the coefficient  $\beta = 0.350$ . In fact, medical administrators always pay attention to and recognize the achievements of doctors, creating a bond between doctors and hospitals. If employees are praised and appreciated, the motivation to work is higher. At hospitals that have established regulations and a grading scale for task completion, all staff can easily score them. Every month, conducting evaluation and emulation of work results, administrators base on the scoreboard to have appropriate reward policy, record the achievements of individuals striving to achieve. However, the evaluation based on the scale is only qualitative, not accurately and fairly evaluated in the departments, so it is not really satisfied with the doctors.

The third strongest factor affecting the motivation of doctors to work is the relationship with colleagues with the coefficient  $\beta = 0.331$ . This shows that doctors work with a spirit of solidarity, friendliness, support in their work, helping colleagues to work more comfortably and achieve higher efficiency. Doctors always share experiences such as medical consultation to provide a good treatment for the patient, exchange in the use of appropriate drugs for the patient, etc., as well as new initiatives to provide treatment for the patient. Once a doctor has a good relationship with colleagues, it helps them to be motivated to work better. However, there are still new doctors who have not yet integrated with the team and are not familiar with the new environment, so hospital administrators should take measures to connect new doctors with their colleagues.

Next, the fourth strongest factor affecting employee motivation is the relationship with superiors with the coefficient  $\beta = 0.316$ . In fact, hospital leaders always recognize the contributions of staff, encourage staff to improve their professional qualifications.



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When employees have difficulties in their profession, leaders always share experiences, guide and motivate employees to complete their tasks well. However, in some hospitals, there is still a situation where the leadership does not trust the staff, such as: in the duty team, the doctor wants to transfer the patient to the upper level, according to the regulations, it is necessary to arrange a meeting time to diagnose under the direction of the superior before transferring to the hospital, while the patient is in an emergency condition.

Training and promotion is the fifth strongest factor affecting doctors' work motivation with the coefficient  $\beta = 0.275$ . In fact, in some hospitals, doctors have not been able to improve their professional qualifications suitable for each job position, but also hold many functions. Regular doctors are still lacking in health facilities, especially at the district and commune levels due to the lack of appropriate remuneration policies. In addition, district and commune hospitals have not been able to attract qualified professionals. Some doctors have qualifications have not been arranged in accordance with their specialties, such as doctors with regular university degrees who are assigned to work in the laboratory, subclinical or social work departments, etc. due to lack of staff.

Job characteristics are the sixth strongest factor to work motivation of doctors with the coefficient  $\beta = 0.254$ ; This is in line with reality. In public hospitals, doctors with different professional qualifications will have different tasks. Interdepartmental feedback is always updated frequently so that doctors are kept closely informed about the patients to make suitable arrangements and transfers of patients among departments. If the workload is rotated reasonably, it will help doctors enjoy their jobs more, thereby motivating them to work more effectively. However, as each department has its own nature, it'll be difficult when manpower support is required, for example, Casualty Department may need Outpatient Department's staff to support but they may be unaware of Casualty Department's procedures, and so do the staff of the other departments.

Moreover, in the process of diving tasks for subordinates, managers need to exchange and consult with them. Managers need to regularly monitor the performance of employees in their official duties and make adjustments when necessary to show employees the significance of their contributions to the development of the agency or organization.

The doctor rated the job characteristics factor as not high. Therefore, to motivate doctors to work, administrators need:

- (i), Hospital administrators should evaluate the capacity and qualifications of doctors to assign tasks in a scientific and reasonable manner to each job position. When a doctor is assigned a task suitable to his or her ability, he will work enthusiastically and strive to complete the task more effectively.
- (ii), Developing specific goals for each doctor in association with the collective goals, the hospital administrator should make a specific plan in each phase so that all staff and doctors jointly develop and implement. For example, there is month when medical staff need to register to donate blood, they should build a program to celebrate Vietnam Doctors' Day (February 27), organize exchange activities such as sports, music...
- (iii), Hospital administrators should have a plan to rotate personnel between departments to help doctors grasp the work of other departments, convenient for work arrangement, especially specialists who need to arrange work in many departments to learn professional experience, grasp the patient's situation for better treatment of the disease.

Finally, income and benefits are the factors that have the least impact on the motivation of doctors to work with the coefficient  $\beta = 0.224$ . In fact, doctors always consider this an important factor, but the policy on salary and benefits in public hospitals is not really good, has not changed towards increasing much. The salary of doctors at public hospitals is made according to the general salary coefficient regulations of the state. Therefore, the salary and income that the doctor receives is not commensurate with the doctor's role, responsibilities as well as the level of contribution and dedication of the doctor in the work.

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