The Analysis of Staff Motivation Factors during COVID-19 Pandemic: A Case Study from Small Health Business

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Abstract: In the pandemic period, the health sector has vital roles for the people. At the same time, it gets the necessity to study and review of this field. Health services and hospitals consist of different knowledge and qualification personnel's. In addition, these factors are getting difference among the people. Increasing motivation closely related to positive effect to working performance. Health institutions and hospitals have complex organizational structure consisting of personnel with different knowledge and qualifications. In addition, the effects of these factors on personnel motivation vary from person to person. Our aim is to find out the actors that affect the motivation of the personnel working in a health institution and which factor is more or less effective in the work environment. It is known by everyone that an increasing professionalization in health management will increase the performance and productivity of the personnel who become a whole with the company they work for, are aware of their duties and responsibilities and can give all their motivation to the work they do. In this study, performance criteria and motivation factors searched and examined. Management factors, individual factors and occupational other factors are analyzed in small health business company. Survey and performance applied analysis of 67 personnel belonging to a small health business during the COVID -19 pandemic period.

1. Introduction

In reality, the health sector workers motivation is getting important for everyone in pandemic period. Human is the most important factor for health businesses to achieve their goals and to offer goods and services to their consumers. For this reason, the impact of their employees on businesses is great. "Personnel Motivation" has also become an issue. Regardless of the number of qualified personnel in a business environment, they cannot provide the required and sufficient efficiency unless the desire of the personnel to work is affected by the management. The employees have all assets in the business environment that can serve their purposes.

The hospital has employees with very different characteristics and departments. Each of the

employees of the organization has different needs and goals that they expect from an organization and the management can have more productive employees by increasing the motivation of the personnel by meeting these expectations. The importance of motivation in health institutions and hospitals is of vital importance for patients and their relatives who benefit from this service, compared to other institutions. Qualities such as being friendly, professional care, doing your job lovingly, are an indispensable part of the service offered, and therefore, highly motivated employees are needed and these employees always carry the service level to the better. The feedback of the service suitable for these qualifications by the patients and their relatives is also positive, and this interaction creates a suitable positive environment for the employees by affecting the communication in a positive way.

The word motivation comes from the Latin word "movere", meaning "to move". Motivation starts with being motivated. Motivation, or in other words, motivation is an invisible, hypothetical phenomenon and is a very important process in understanding behaviour [1].

Maslow's Hierarchy of Needs Theory is one of the most basic motivation theories. As it is known, Maslow dealt with human needs in five groups and lists the basic needs as security and then psychological needs (belonging, respect and self-actualization. The factors effect the personnel motivation. These are three different factor groups as managerial, individual, work-related and others in health care establishments. The effect of age and gender on the factors was examined, and the interaction of factor groups with each other was analyzed and evaluated with statistical methods [2].

The rest of the paper is organized as follows: section 2 presents the integrated motivation management. Section 3 includes the methods which are questionnaire design and research; objectives and hypothesis, study setting and ethics, qualitative phase and survey instruments. Section 4 covers the analysis and results. In section 5, conclusions, proposals and limitations are remarked.

2. Integrated Motivation Management

Motivation management is an issue that closely concerns the working climate. The higher the motivation of the employees, the higher performance is achieved even in the most difficult working conditions. In the integrated motivation management conceptual structure examined which includes the three basic factors; managerial; individual and occupational and other factors. Motivational characteristics can be listed as autonym, task significance, task identity, job complexity, problem solving, skill variety, specialization. In order to ensure the sustainability of motivation of the employees, the job descriptions are well defined at the workplace and that the task distribution of the employees according to their education and talent status is well done. While employee satisfaction increases with sustainable motivation management, quality and productivity in the workplace also increase. The concepts of improvement in the system, employee satisfaction, employee participation, and continuity within the system are discussed by considering motivational and management factors in an integrated structure. Motivation is one of the most important factors in increasing productivity in both the employees and the workplace working environment. Employee happiness also depends on the workplace environment and working conditions. According to Yuan et al. [3], employee motivation and well-being at work closely related to organisable integration theory. Filho et al. worked to increase the motivation of employees by identifying the driving forces and critical obstacles to sustainable procurement [4]. Murmura et al. reviewed the extent and effectiveness of sustainability with the effect of social media, and examined managerial motivations and perceived benefits [5]. Chan and Wong studied the motivation for adopting ISO14000, taking into account environmental management standards [6]. Razee et al.

considered the effects of social factors on motivation and performance in a face-to-face interview with 33 healthcare professionals in a lower-middle-income health center [7]. Yousefian et al. studied on the collaborative structure and processes, emphasizing the importance of pre-disaster health systems [8]. To et al. considered experience mastery, social assertiveness in relation to social entrepreneurship and self-motivation [9]. Querstret et al. conducted a study between sleep management, fatigue and job performance of health personnel [10]. Salem et al. investigated the relationship between job satisfaction and organizational commitment in terms of hotel ethical climate [11]. According to Al-Hakim et al. searched the relationship between nursing workload and satisfaction in terms of psychological significance and the role of perception [12]. Apostolidis et al. considered the impact of the COVID-19 pandemic on sentiment analysis and noted significant changes in perception and emotions [13]. Nisar et al. reviewed the effects of the psychological, social and financial behaviours of the employees on the hotel employees during the pandemic period [14]. Yang et al. considered the corporate social responsibility in terms of organizational and commitment, taking into the organizational and employee commitment to each other [15]. Crocker et al. examined the effect of learning, individual performance and improved programming factors and motivation in the development of educational programs [16]. According to Razma et al., behavioural intentions and perspectives closely effects of the using e-health applications [17]. Lam et al. investigated the effects of emotional labour, cultural intelligence and motivation parameters in luxury hotel employees [18]. Chang et al. reviewed the effects of unmanned hotels on people after COVID-19 in terms of experiential satisfaction, loyalty, trust and motivation parameters [19].
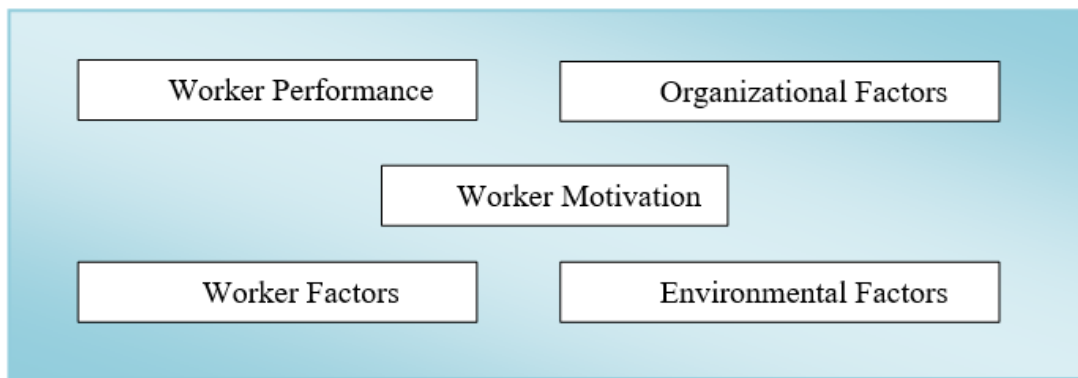

Figure 1 Motivation Factors in Organizations

3. Methods

3.1. Questionnaire Design

The questionnaire designed for this research comprises two parts. The first part of the questionnaire includes demographic information such as gender, age, education, job position and working years. The second part has 3 sections, such as managerial factors, individual factors and related work and other factors.

3.2. Research Objectives and Hypothesis

The main purpose of the study is to examine the motivation status of health personnel in the pandemic period and to determine the parameters affecting their motivation. The hypotheses of this research are as follows:

RQ1: Are Managerial Factors in a positive relationship effective on motivation?

RQ2: Are Individual Factors in a positive relationship effective on motivation?
RQ3: Have Related Work and Other Factors a positive relationship with motivation?

3.3. Study Setting and Ethics

The study was applied on a private hospital in Istanbul. Soykenar (2008)'s motivation criteria and survey questions used [20]. This study was carried out in order to prevent the decrease in performance due to the lack of motivation of the personnel, especially during the pandemic period, and to emphasize its importance.

3.4. Qualitative Phase

Parameters affecting motivation with qualitative research and findings were evaluated with statistical analysis. An online survey was applied to employees during the pandemic process. Initially, a meeting describing the questionnaire was held, and then it was applied to the clinical staff to cover the entire management, regardless of their career status. At the end of the ethnography period, the motivation-specific themes identified at this stage were followed up with a focus group discussion with clinicians using standard methods.

MANAGERIAL FACTORS
- Reduced monotony
- Decreased stress
- Decision making
- Team planning
- Skills
- Learning
- Bonus
- Feel appreciate
- Remember special days

INDIVIDUAL FACTORS
- Good salary
- Friends and negative behaviors
- Good relationship with supervisors
- Given the opportunity
- Receive praise and attention
- Duty's reputation
- Responsibilities
- Achievement

MOTIVATION CHARACTERISTICS
- Autonmy
- Task significance
- Task identity
- Job complexity
- Problem solving
-Skill Variety

OCCUPATIONAL AND OTHER FACTORS
- Talent
- Leadership
- Working conditions
- workload
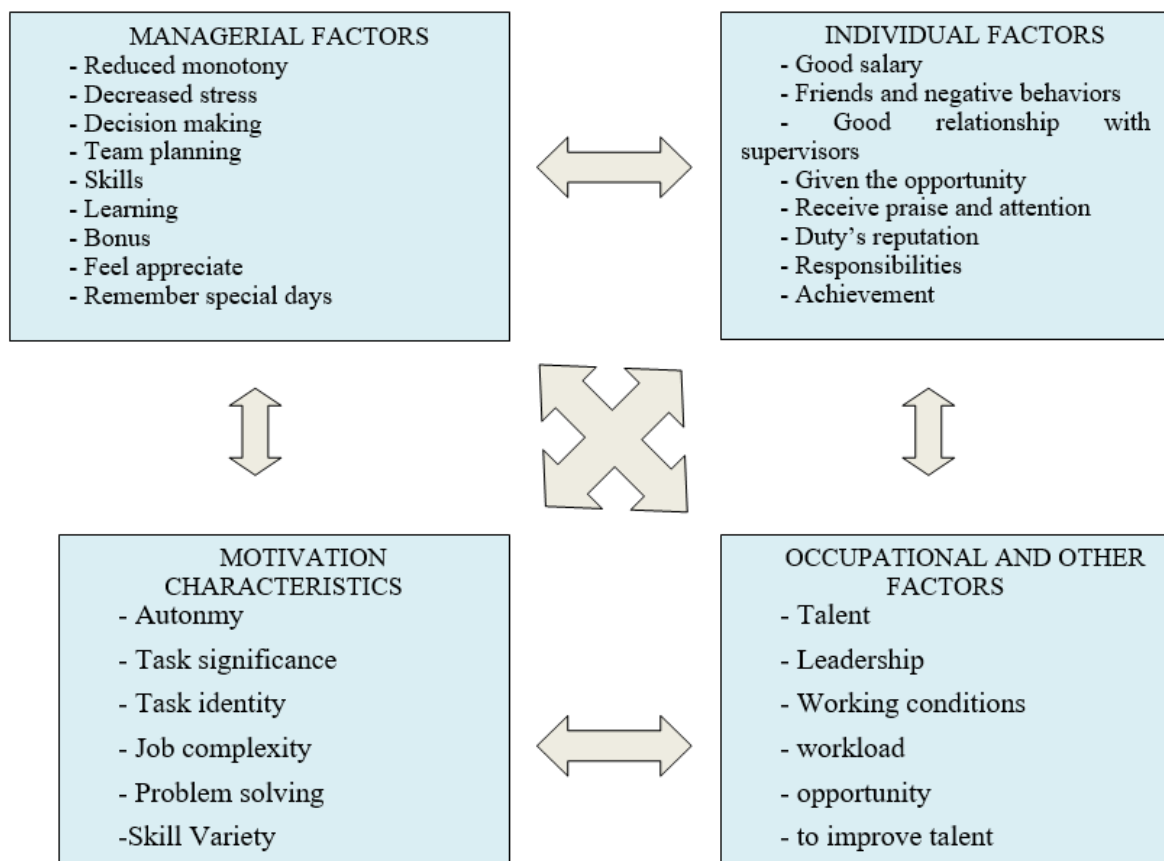- opportunity
- to improve talent

Figure 2 Motivation Components

3.5. Survey Instrument

The motivation factors include 3 main components which are managerial factors, individual factors, occupational and other factors. Managerial component includes the stress, decision making,

team planning, skills, learning, feel appreciate etc. Individual factors and good salary, friends and negative behaviours, good relationship with supervisors, given the opportunity, duty's reputation, responsibilities and achievement were discussed. It is designed to examine the effects of these factors on employees by examining occupational and other factors, talent, leadership, working conditions, workload, to improve talent and job security factors as the third basic component. The answers given to each are structured as agree on a 5-point Likert-type scale ranging from "strongly disagree" to "strongly agree".

Variance analysis (F-test) was used to compare differences in mean scores among respondents by demographic, employment history, and hospital-specific variable for univariate analysis. Then, linear regression was used in univariate analysis significant variables ($p < 0.1$) were added to a multivariate model one by one, and the variables remained statistically significant in the models. The analysis was adjusted for clustering of hospital-level clinicians using a robust correction to standard error. The highlighted factors perceived to be important in their motivation and also informed the design of the survey tool. Conversely, the survey investigated variation in motivation levels. Therefore, the results present themes identified by both qualitative and quantitative methods, and each contributes to the interpretation of the other. In this study, the motivation status of a health sector in the pandemic period was examined by applying a questionnaire to 67 health workers. Analysis of the survey was done in SPSS 14 for Windows.

In labour-intensive service sectors, this study focuses on the importance of personnel and personnel motivation and motivation in institutions, which are the factors that motivation personnel take into account. In this training, 67 healthcare professionals are surveyed to target progress in a pandemic in healthcare sector. Having social security such as retirement and insurance increases the motivation of the employee. These results are the systematization of the duties and responsibilities given to the employees by the business management. It shows that it is necessary to work towards making a balanced and fair and to make contracts such as pension, social security and insurance that make employees feel safe. It will also increase its impact on staff motivation. In other words, to make improvements in these areas in order to increase the efficiency of the management and personnel; It will be more beneficial in terms of health, safety and performance. If we interpret the age and gender relationship between the factors; we found that age had no effect on any of the factors, while gender only had an effect on work-related and other factors. It is possible to determine the motivation-increasing factors separately for women and men and to benefit from practices aimed at increasing motivation with the improvements made. If we look at the comparison of the relationship between the factor groups, which is our last analysis, we can see that all factors affect each other positively. This study lead to any work or improvement to be done will indirectly increase other motivation factors of the staff and meet the expectation more. This enables healthcare professionals to do their jobs more efficiently and to provide better healthcare to patients who come indirectly.

Our problem can be explained with the sentence "Which factors affect the motivation of the health personnel working in a health institution from managerial, individual, work-related and other factors, which motivation factor has the greatest effect in the business environment and how much the se factor groups affect each other".

N= Universe

n = number of samples

p= The rate of observation of the desired state in the universe. A value of 1.96 for Zα= α= 0.05
t2= Error that can be tolerated (values below 0.1)

$$n = \frac{N*p*q*Z^2}{(N-1)\times t^2 + (p*q*Z^2)} \tag{1}$$

It is aimed to find the factor that affects the efficiency of the system indirectly by finding the factor that most affects the motivation of the personnel, together with the questionnaire to be applied in a selected health facility with Eq.1. After making the order of impact of these factors, it is possible to make assumptions about the future more easily and the system can be made more efficient by knowing how the employees may be affected in any change or improvement related to the system.

The number of private health institution health personnel to which the survey applied is 98. It was applied with random sampling method. The questionnaires were delivered to the personnel via the internet (Google Form). A total of 67 questionnaire evaluations were used in the research.

$$n = \frac{98*0.5*0.5*1.96^2}{97\times0.07^2 + (0.5*0.5*1.96^2)}$$

n= 65,555631399

66 is proof of the adequacy of the questionnaire. The data collected as a result of the research were analyzed using the SPSS program.

4. Analysis of the Problem

Stage 1: Research and Examination of Theoretical Knowledge
The subject of the study is motivation, personnel, theoretical knowledge about health enterprises and similar thesis, article, journal, etc. This is the stage where research is done and preparation is made. With the information learned at this stage; A questionnaire to be applied the personnel.

Stage 2: Selecting a Sample from the System and Applying a Survey to the Selected Sample
In order to apply the prepared questionnaires, a sample should be selected from the system. The sample size is calculated with the necessary analyzes and the simple random sampling method is used. In this type of sampling, participants are randomly selected for research. With this method, the probability of participants being selected for the research is equal and the universe is homogeneous. Due to the selected sampling pandemic, a survey is conducted remotely via Google Forms and the necessary data is collected.

Stage 3: Statistical Analysis of Survey Results Data from 67 surveys in total are entered into the SPSS system. Evaluation numbering in surveys:
1- I totally agree
2- I agree
3- Partially Agree
4- I disagree
5- Strongly Disagree.

Means and standard deviations of managerial factors are given in Table 1. The average values are examined, the value closest to 1 is "The balanced distribution of the responsibility and authority given to the personnel motivates the employee." The factor affecting motivation is the most related factor among the managerial factors.

Table 1 Managerial Factors Analysis

	Mean	Standard Deviation
I prefer to get paid instead of feel appreciated by my superiors	3,4328	1,15763
It is important that the management considers my opinion in the decisions to be made.	2,0746	1,38513
Availability of complaints and fair solutions when needed presence increases my motivation.	1,7612	1,39360
Opportunities for complaints with my superiors and fair solutions presence increase my motivation.	1,9104	1,33407
Appreciation of successful personnel by the managers in front of everyone that giving rewards or rewards increases the motivation of the employees.	1,8358	1,25042
It's important to me to remember special days like wedding anniversary, birthday by the management;	2,3582	1,32232
Managers' act as mediators in conflicts in the working environment must intervene.	1,7463	1,09189
My promotion in my job is more important than getting a good salary.	3,3433	1,06675
It is important to be able to talk about our problems with my superiors.	1,5522	1,07708
Balanced distribution of responsibility and authority given to personnel motivates.	1,4776	1,04965
The same management management should be applied to each individual working; personal differences do not have much effect in the field of work.	2,6119	1,37019

The individual factors, the factor affecting motivation include the "Having self-confidence while doing my job increases my work efficiency's mean and standard deviation given in Table 2.

Table 2 Individual Factors Analysis

	Mean	Standard Deviation
The enough financial high gain for my job motivates me	2,7164	1,16523
Giving financial rewards and bonuses increase my success at work.	1,6418	1,04013
Proving myself and being famous in my work environment is a good salary which is more important than me.	2,8806	1,10813
Higher wages are better than co-workers and the work environment that is important	3,7910	1,10833
Having a good relationship with my supervisors for individual motivation which is important	2,2985	1,29117
Being able to use initiative by being given the opportunity to work independently that increases my desire	1,7313	1,06717
For my motivation, I earn in the society due to my duty's reputation which is an important factor	1,5672	1,01837
Having confidence in myself while doing my job increases my work efficiency.	1,3731	0,95085
I feel more motivated when I receive praise and attention.	1,8806	1,17451
The fact that the work I do is important for the institution also, I work for is my motivation increases.	1,7313	1,16231
Friends have negative behaviors in the work environment that it reduces my motivation.	2,4478	1,28256
Getting a good salary is more important than the attention and compliment when you receive.	3,2090	1,13535

Table 3 includes the mean and standard deviation values of the occupational and other factors, that is examined, then the institution's having social security is the highest motivation degree.

Table 3 Analysis of Occupational and Other Factors

	Mean	Standard Deviation
Occupational hazards negatively affect my willingness to work.	2.1194	1.16153
The institution your work have social security (such as pension, insurance) that increases the motivation of the employee.	1.4478	0.97365
Providing training related to their professions and jobs makes them willing.	1.8209	1.04338
My monotonous job break to use my potential and talent.	3.1045	1.45783
Ergonomic in the working environment (such as heating, ventilation, lighting) is getting enough features which increases my work motivation.	1.6119	1.02920
In the workplace with the rotation method, in different places at certain time intervals working out which increases my motivation.	3.1791	1.51683
Too much workload affects my motivation negatively.	2.1493	1.35125
Having the opportunity to improve myself at work motivates me.	1.4925	0.99046
The presence of communication between departments and colleagues is motivating factor.	1.6269	1.01258
Out of work; sporting pursuits, activities, etc. have social events that increases motivation.	1.5821	0.98703
Adequate transportation facilities for trip around to my workplace which increases my motivation	1.7164	1.17816

The analysis of whether the factors are related to gender was made with the "T-Test" and the results are given in Table 4.

H0 = There is no difference between the means of the two genders.

H1= There is a difference between the means of the two genders.

Table 4 T-Test for Gender

		Levene'sTest for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Managerial Factors	H0	1.515	0.223	0.333	65	0.740	0.07768	0.23353	0.38871	0.54407
	H1			0.425	31.297	0.674	0.07768	0.18296	0.29533	0.45068
Individual Factors	H0	1.873	0.176	2.616	65	0.011	0.49483	0.18915	0.11707	0.87259
	H1			3.665	39.445	0.001	0.49483	0.13503	0.22180	0.76786
Related work and Other Factors	H0	5.737	0.020	0.969	65	0.336	0.20448	0.21096	0.21684	0.62580
	H1			1.592	59.932	0.117	0.20448	0.12845	0.05245	0.46142

Considering the Significance (Significance-p) values in Table 4, there is no effect of gender in managerial and individual factors (H0 is accepted if p>0.05), but work-related and other factors (H0 is rejected if p<0.05). We see that gender has an effect. Comparisons are now made with the age factor. It was checked whether there were significant differences between the factors. As can be seen in the table 5 the significance value shows the no statistically differences between the factor groups due to the fact that the values are greater than 0.05. In order to examine how the managerial

factors are related to each other, the normalization table is first examined in Table6. The exception of the value over 25 years - greater than significant 0.05 value in normal distribution.

Table 5 Anova Test Result for Age Factor

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Managerial Factors	Between Groups	2.967	5	0.593	0.995	0.428
	Within Groups	36.358	61	0.596		
	Total	39.325	66			
Individual Factors	Between Groups	2.566	5	0.513	1.208	0.316
	Within Groups	25.901	61	0.425		
	Total	28.466	66			
Between Business Interest and Other Factors Groups	Between Groups	3.995	5	0.799	1.710	0.146
	Within Groups	28.505	61	0.467		
	Total	32.500	66			

Table 6 Normalization Table

How long have you been working in the Health Industry?		Kolmogorov-Smirnova		
		Statistic	df	Sig.
Managerial Factors	0-5 year	0.285	8	0.055
	6-10 year	0.318	5	0.109
	11-15 year	0.310	5	0.132
	16-20 year	0.303	4	
	21-25 year	0.263	6	.200*
	25+	0.159	39	0.014

It examines the type of relationship between these two factors with Pearson correlation analysis in Table 7. The large number of women between working time and managerial time in the health sector. The relationship between administrative people (Figure 3) shows factor groups with linear regression analysis and the R Square (Determination) in Table 8.

Table 7 Pearson Correlation Table

		Managerial Factors	How long have you been working in the Health Sector?
Administrative Factors	Pearson Correlation	1	-0.106
	Sig. (2-tailed)		0.393
	N	67	67
How long have you been working in the Health Sector?	Pearson Correlation	-0.106	1
	Sig. (2-tailed)	0.393	
	N	67	67

Table 8 Model Abstract of the Individual Factors

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,730a	0,533	0,526	0,53157
a. Predictors: (Constant), Individual Factors				
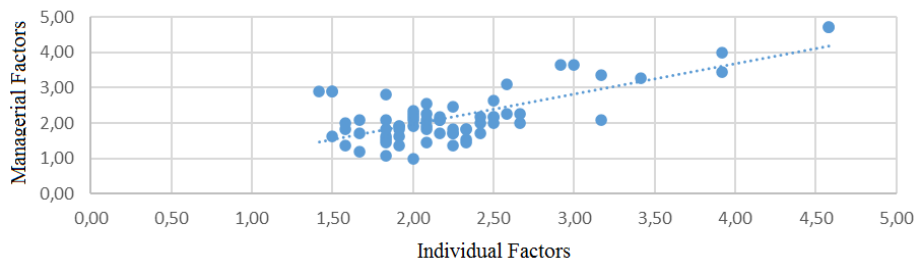
Figure 3 Regression Graph

Table 9 Coefficient Table

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0,242	0,236		1,025	0,309
Individual Factors	0,858	0,100	0,730	8,612	0,000
a. Dependent Variable: Managerial Factors					

Significant value less than 1 shows that individual factors are significant. B coefficient of individual factors that a one-unit increase in individual factors increases managerial factors 0.858 times. Looking at the relationship between individual factors, interest in work and other factors (Figure 4); the work-related and other factors that assigned as the independent variable with the R square coefficient in Table10 explained the individual factors, which is our dependent variable, by 56.5%.

Table 10 Abstract of the Model of the Occopation Interests and Other Factors

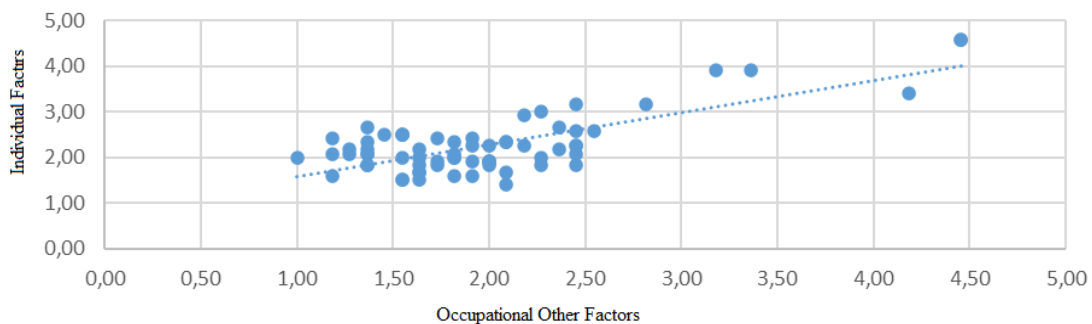| Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,751[a]	0,565	0,558	0,43670
a. Predictors: (Constant), Occupation Interests and Other Factors				

Figure 4 Regression Graph

The work-related and other factors are significant from significance value equal to 0. Considering the Beta coefficient of work-related and other factors; one-unit increase in these factors increases the individual factors 0.703 times. Finally, we select the managerial factors as the independent variables, and the work-related and other factors as the dependent variable, and analyze them using Table 12, Table 13 and Figure 5.

Table 11 Coefficient Table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,876	0,161		5,430	0,000
	Occupational and Other Factors	0,703	0,077	0,751	9,180	0,000
a. Dependent Variable: Individual Factors						

Table 12 Abstract Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,712a	0,507	0,500	0,49633
a. Predictors: (Constant), Managerial Factors				
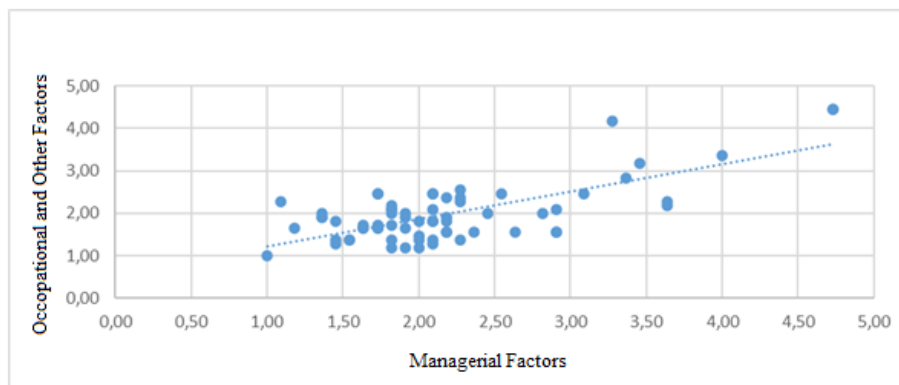
Figure 5 Regression Graph

Table 13 Coefficient Table

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	0,568	0,184		3,089	0,003
	Managerial Factors	0,648	0,079	0,712	8,181	0,000
a. Dependent Variable: Occupational and Other Factors						

The Table 12 is examined the managerial factors explain work-related and other factors at a rate of 50.7% from the R Square value. The managerial factors' significance value 0 with the B coefficient means acceptable. From the one-unit change in these factors cause a 0.648-fold shift in work-related and other factors linearly in the same direction.

5. Results and Conclusion

Among the three factor groups in the statistics we first examined, the factors that most affect staff motivation lists as follows: The balanced distribution of the responsibility and authority given to the personnel motivates the employee.

-Having self-confidence while doing my job increases my work efficiency.

-The institution for your work;

-Having social security such as retirement and insurance increases the motivation of the employee.

These results show that the work to make the task and responsibilities given to the employees by

the business management systematic and to be more balanced and fair, and the making of agreements such as retirement, social security and insurance that make the employees feel safe at all times increase the effect on personnel motivation and making improvements in order to increase the efficiency of the management and the personnel. It may be more beneficial in terms of health, safety, performance. As a result, age had no effect on any of the factors, while gender only had an effect on work-related and other factors. It is possible to determine the motivation-increasing factors separately for women and men and benefit from practices aimed at increasing motivation with the improvements made. When we compare the relationship between the factor groups, all factors have a positive effect on each other. Any work or improvement to be done will indirectly increase the other motivation factors of the personnel and meet the expectation more. This enables health workers to do their jobs more efficiently and to provide better health services to patients who come indirectly.

Briefly, positive relationship between our three factor groups and each factor improvement ensures positively affected by each other. The motivation of the employees the most; giving importance to issues such as retirement and social security, creating an environment that enables them to trust themselves while working, and the fair and balanced distribution of assigned duties and responsibilities affect them. Apart from work-related and other factors, age and gender differences have no effect on motivation. In the analysis we made by comparing the managerial factors with the working year in the health sector, the inverse link between them. The working time increases, the effect of managerial factors on increasing motivation decreases. In other words, we can say that the expectation of a new employee from the management and the possibility of increasing his/her motivation from the studies to be implemented by the management is higher than someone who has worked for many years.

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