

The Affect of Motivation Factors for Physicians in Public Hospital on Employee Performance — A Case Study of Qianxi People's Hospital

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Abstract

This research focus on the affect of motivation factors for physicians in public hospital on employee performance, a case study of Qianxi People's Hospital. The research uses a quantitative research method. The research type is a survey. A total of 200 questionnaires were distributed to physicians at the hospital. 172 valid questionnaires were obtained. The Cronbach's Alpha values of 0.93 for the independent variables and 0.90 for the dependent variables. Descriptive statistics and multiple regression analysis were performed using software. The results demonstrated that all three proposed hypotheses were supported: extrinsic motivation factors including salaries ($\beta = 0.31, p < 0.05$), bonuses ($\beta = 0.28, p < 0.05$) and benefits ($\beta = 0.25, p < 0.05$) have a positive impact on employee satisfaction; career development factors including training ($\beta = 0.30, p < 0.05$), promotion ($\beta = 0.29, p < 0.05$) and personal growth plans ($\beta = 0.26, p < 0.05$) have a positive impact on employee engagement; internal motivation factors including praises ($\beta = 0.30, p < 0.05$), online public recognition ($\beta = 0.27, p < 0.05$) and awards ($\beta = 0.25, p < 0.05$) have a positive impact on work efficiency.

Keywords: Motivation Factor, Extrinsic Motivation, Career Development, Internal Motivation, Employee Performance

Introduction

In modern healthcare systems, public hospitals play a crucial role in providing convenient and high-quality medical services to the public (Aljuaid et al., 2021). Physicians in



public hospitals are the core driving force behind the operation and development of these institutions (Denis & Van, 2016). It is crucial for understanding the motivating factors behind physicians' performance (Town et al., 2004). In addition to increasing motivation and job satisfaction, sufficient motivation can raise the general effectiveness and caliber of healthcare services (Pratici et al., 2022). Shi et al. (2023) found that the average annual income of doctors in public hospitals (RMB 150,000-200,000) was significantly lower than that of their counterparts in private hospitals or internationally, leading to a decline in their job satisfaction. Bonuses in public hospitals are mostly linked to departmental revenue rather than individual performance, resulting in a disconnect between effort and award (Li et al., 2022). Additionally, there are problems such as unreasonable salary structures, insufficient bonus differentiation and inadequate benefits systems (Kao et al., 2018). Zhu et al. (2024) pointed out that factors such as work pressure affect physicians' work status and unclear career development paths are often one of the reasons for low work pressure and satisfaction. Training programs may lack specificity and promotion channels and personal development plans may also be limited (Gupta et al., 2021). Recognition and awards may not be implemented in a timely and effective manner and public praise and recognition may be insufficient (Prang et al., 2021). These issues can negatively impact physician job satisfaction, employee engagement and work efficiency, thereby affecting overall hospital performance (Conrad et al., 2006).

Qianxi People's Hospital was founded in 1949. This all-inclusive Grade II Class A hospital combines emergency care, medical treatment, education, prevention, scientific research and rehabilitation. The hospital has a total of 918 employees, including 286 physicians. The hospital has a reasonable talent structure and advanced diagnosis and treatment equipment. It provides services to a large population in Qianxi County and surrounding areas and undertakes the important task of providing basic medical services.

This research aims to explore the relationship between motivation factors and employee performance. By analyzing motivation factors, this research seeks to identify key factors that impact physician performance. Based on the research results, this research will propose corresponding suggestions and improvement measures to help Qianxi People's Hospital and other similar public hospitals optimize physician motivation, thereby improving overall hospital employee performance.

Objectives

- 1) To study the impact of salaries, bonuses and benefits in extrinsic motivation on hospital employee satisfaction.
- 2) To study the impact of training, personal growth plans and promotion in career development on hospital employee engagement.
- 3) To study the impact of praises, awards and online public recognition in the internal motivation on hospital employee work efficiency.

Literature Review

Motivation

According to Legault (2017), motivation is a fundamental psychological process that propels people to act in order to accomplish their goals. Extrinsic motivation and intrinsic motivation are the two basic categories into which motivation can be broadly separated. These represent different motivational elements that influence people's attitudes and actions.

Extrinsic Motivation

Waqas and Saleem (2014) pointed out that compensation is an important factor in providing health benefits and job satisfaction and employee empowerment are also considered important factors in employee loyalty. Compensation system plays a decisive role in attracting, retaining and motivating employees (Purohit et al., 2016). Basic employees (such as nurses and administrative employee) are more sensitive to basic salary, while senior physicians or experts may be more affected by performance bonuses or motivation compensation (Galletta et al., 2011).

Career Development

Rafferty and Griffin (2006) found that organizations that prioritize skills development are more adaptable and resilient in the face of organizational change (p. 1154). Salas et al. (2015) showed that scientifically designed training courses can significantly improve the self-confidence of medical employee, reduce medical errors and promote the establishment of a learning culture.

Internal Motivation

Informal recognition is more frequent, more personalized, and has a significant impact on employees' daily morale (Chukuigwe, 2022). Construct a multi-level and diverse recognition system to meet the expectations of different employees (Akafo & Boateng, 2015). Hospitals

can praise employees through intranets, newsletters or emails to increase their visibility and influence (Saks & Gruman, 2018). Khuong and Hoang (2015) found that employees who received online appreciation generally showed higher job satisfaction. This recognition mechanism enhanced employees' sense of self-worth and psychological contract.

Performance

Performance is the actual results achieved by a person according skills, experience and time. It is also influenced by many factors such as motivation, abilities, skills and opportunities (Sudiardhita, 2018). Performance cannot be measured performance without job satisfaction and motivation (Blaauw et al., 2013). It encompasses the quality and quantity of work results, as well as the efficiency with which those results are achieved (Tari et al., 2017). In the healthcare industry especially in public hospitals, performance involves not only financial status, but also patient satisfaction, employee engagement, clinical outcomes, innovation capabilities and service efficiency (Zelbst et al., 2010). Employee performance is also closely related to employee satisfaction and employee engagement (Motyka, 2018).

Hypotheses

Hypothesis 1: Salaries, bonuses and benefits in extrinsic motivation have a positive impact on hospital employee satisfaction.

Hypothesis 2: Training, personal growth plans and promotion in career development have a positive impact on hospital employee engagement.

Hypothesis 3: Praises, awards and online public recognition in internal motivation have a positive impact on hospital employee work efficiency.

Theoretical Framework

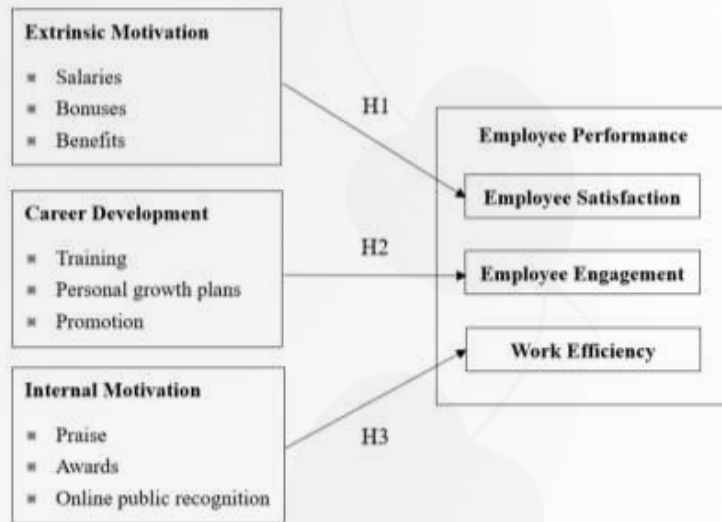


Figure 1 Theoretical Framework

Methodology

Population and sample

This research employed a quantitative methodology. Every physician has an equal chance of being selected due to random sampling. Guaranteeing that the sample includes physicians with varying ages, titles and years of service. The formula for determining the sample size (Adam, 2020): $n = N/(1+Ne^2)$. Qianxi People's Hospital has 286 physicians (N). The right sample size was roughly 164 physicians (n), assuming a 95% confidence level and a 5% margin of error ($e=0.05$). The end, 200 questionnaires were distributed in order to guarantee an adequate and effective sample size.

Data gathering techniques

A self-administered questionnaire was used as the main data collection tool. The questionnaire consisted of three parts: demographic information, independent variable (motivational factor) and dependent variable (employee performance). Use a five-point Likert scale to measure six key variables. The questionnaire was distributed through both paper and electronic channels.

Data analysis

Firstly, the research will conduct descriptive statistical analysis to calculate the frequency, percentage, mean and standard deviation of each variable. Second, multiple regression analysis is an effective statistical method. Multiple regression analysis was used in this research.

Research quality

For the quality of research, there were reliability, validity and ethical issues.

For reliability, the researcher will first survey 30 samples to satisfy the needs of the research. After formal data collection was completed, the research to calculate the Cronbach's Alpha coefficient for each construct based on the 172 valid responses. The Cronbach's Alpha values of 0.93 for the independent variables and 0.90 for the dependent variables.

For validity, to ensure the validity of the questionnaire, an expert was invited to conduct a validity test. This expert provided professional advice on the questionnaire design and the final version of the questionnaire was completed based on the expert's opinions.

For ethical issues, the study adhered to ethical guidelines of the Ethical Committee of Huachew Chalermprakiet University to ensure confidentiality of participants, informed consent, and the right to withdraw from the study without any consequences.

Results

Sample data

This research distributed 200 questionnaires to physicians at Qianxi People's Hospital. After weeding out the incomplete and invalid questionnaires, 172 valid questionnaires were obtained, which had an effective response rate of 86%. Based on the sample size of 172 (see Table 1), due to the limited sample size of pediatricians at this hospital, this research combined obstetrics and gynecology and pediatrics into one department for data analysis.

Table 1 Sample demographic characteristics (N=172)

Variable	Category	Frequency	Percentage
Gender	Male	87	50.58%
	Female	85	49.42%

Table 1 Sample demographic characteristics (N=172) (Continued)

Variable	Category	Frequency	Percentage
Age	22–25	8	4.65%
	26–35	54	31.40%
	36–45	68	39.53%
	46–55	38	22.09%
	Over 55	4	2.33%
Education	Medical	42	24.42%
	vocational/technical degree	98	56.98%
	Bachelor's degree	32	18.60%
	Master's degree or above	72	41.86%
Department	Internal Medicine	48	27.91%
	Surgery	19	11.04%
	Obstetrics & Gynecology &	13	7.56%
	Pediatrics	20	11.63%
	Otorhinolaryngology	10	5.81%
	Other	46	26.74%
Years of Service	Less than 1 year	58	33.72%
	1–5 years	44	25.58%
	6–10 years	14	8.14%
	11–20 years	16	9.30%
	More than 20 years	38	22.09%
Professional Title	Chief physician	75	43.60%
	Deputy chief physician		
	Attending physician	43	25.01%
	Physician		
Total		172	100.00%

Descriptive statistics of variables

Respondents' views on motivation factors and performance factors. It is divided into two parts. Descriptive statistics for all variables are summarized in Table 2.

Table 2 Descriptive statistics of variables (N=172)

Variable	Mean	Standard Deviation	Evaluation
Extrinsic Motivation	4.11	0.76	Highest
Career Development	4.04	0.82	Highest
Internal Motivation	4.16	0.74	Highest
Employee Satisfaction	4.07	0.80	Highest
Employee Engagement	4.12	0.75	Highest
Work Efficiency	4.18	0.70	Highest

Based on the value of each independent variable and dependent variables, which were all rated at the highest level in the evaluation results, the physicians at Qianxi People's Hospital have high levels of both motivation and performance.

Motivation Factor

This section summarizes respondents' evaluations of hospital motivators, focusing on three aspects: extrinsic motivation, career development and internal motivation.

Extrinsic motivation including all monetary and material rewards provided to employees, extrinsic motivation expectations for salaries, bonuses and benefits.

Table 3 Descriptive results of extrinsic motivation (N=172)

Items	Mean	Standard Deviation	Evaluation Results
A1. Physicians' salaries are sufficient to basically cover their family expenses.	4.06	0.83	Highest

Table 3 Descriptive results of extrinsic motivation (N=172) (Continued)

Items	Mean	Standard Deviation	Evaluation Results
A2. Performance bonuses which are allocated based on objective indicators are appreciated.	4.13	0.79	Highest
A3. Holiday benefits are quite thoughtful and considerate.	4.11	0.82	Highest
Overall expectations of extrinsic motivation	4.11	0.76	Highest

Career development encompasses structured efforts by the organization to enhance employees' skills, abilities, career development expectations for training, personal growth plan and promotion.

Table 4 Descriptive results of career development (N=172)

Items	Mean	Standard Deviation	Evaluation Results
B1. Training programs comprehensively cover both practical skills and academic research are appreciated.	4.01	0.86	Highest
B2. The hospital prioritizes physicians with outstanding clinical skills for talent development programs.	4.07	0.80	Highest

Table 4 Descriptive results of career development (N=172) (Continued)

Items	Mean	Standard Deviation	Evaluation Results
B3. Promotion evaluations comprehensively consider individual clinical work quality with clear and fair evaluation criteria.	4.04	0.84	Highest
Overall expectations of career development	4.04	0.82	Highest

Internal motivation refers to non-monetary methods by which organizations acknowledge employees' contributions, internal motivation expectations for praises, awards and online public recognition.

Table 5 Descriptive results of internal motivation (N=172)

Items	Mean	Standard Deviation	Evaluation Results
C1. Hospital leaders or department heads provide clear recognition based on my specific work achievements.	4.18	0.76	Highest
C2. I can be rewarded fairly and promptly for my performance.	4.14	0.74	Highest
C3. The hospital holds a commendation ceremony every year to award practical rewards.	4.16	0.75	Highest
Overall expectations of internal motivation	4.16	0.74	Highest

Employee performance

This section summarizes respondents' evaluations of employee performance, focusing on three aspects: employee satisfaction, employee engagement and work efficiency.

Employee satisfaction refers to employees meet basic physiological and safety needs for organizational goals and improve short-term work motivation.

Table 6 Descriptive results of employee satisfaction (N=172)

Items	Mean	Standard Deviation	Evaluation Results
D1. I am satisfied with my overall income level compared to my work commitment.	4.04	0.84	Highest
D2. Communication with hospital management is smooth, and reasonable suggestions for my professional development.	4.09	0.81	Highest
D3. The medical equipment and supporting facilities in my department are well-maintained.	4.07	0.82	Highest
Overall employee satisfaction	4.07	0.80	Highest

Employee engagement refers to Employees' emotional commitment and involvement in organizational goals.

Table 7 Descriptive results of employee engagement (N=172)

Items	Mean	Standard Deviation	Evaluation Results
E1. I proactively learn new medical guidelines to update my knowledge.	4.10	0.79	Highest
E2. My sharing experience could help new colleagues to adapt quickly.	4.13	0.77	Highest
E3. I offer suggestions for optimizing doctor-patient communication processes.	4.14	0.76	Highest
Overall employee engagement	4.12	0.75	Highest

Work efficiency refers to the ability of employees to achieve maximum productivity with minimum wasted effort or expense.

Table 8 Descriptive results of work efficiency (N=172)

Items	Mean	Standard Deviation	Evaluation Results
F1. I collaborate with nurses to optimize the medication process for inpatients.	4.16	0.73	Highest
F2. I have developed effective work methods to improve daily work efficiency.	4.19	0.71	Highest
F3. I can handle multiple tasks simultaneously without compromising quality.	4.20	0.70	Highest
Overall work efficiency	4.18	0.70	Highest

Hypothesis Testing

The research hypotheses are tested using the results of multiple regression analysis in this section. Mainly discusses the impact of motivating factors on employee performance.

Impact of extrinsic motivation on employee satisfaction

A regression analysis is conducted using statistical analysis software on independent variables including salaries, bonuses and benefits, and dependent variables determined by employee satisfaction.

Table 9 Regression results for hypothesis 1

Variable	β	t-value	p-value	Tolerance	VIF	Hypothesis Test Results
Intercept	0.84	3.38	0.001	-	-	-
Salary	0.31	4.47	0.000	0.87	1.16	Accepted
Bonus	0.28	3.90	0.000	0.89	1.13	Accepted
Benefits	0.25	3.53	0.001	0.90	1.11	Accepted

Note. $R^2 = 0.84$

The R^2 value of 0.84 indicates that 84% of the variance in employee satisfaction is explained by extrinsic motivation factors. The regression equation for Hypothesis 1 is: $Y1 = 0.84 + 0.31*Salaries + 0.28*Bonuses + 0.25*Benefits$.

Impact of career development on employee engagement

A regression analysis is conducted using statistical analysis software on independent variables including training, personal growth plans and promotion, and dependent variables determined by employee engagement.

Table 10 Regression results for hypothesis 2

Variable	β	t-value	p-value	Tolerance	VIF	Hypothesis Test Results
Intercept	0.78	3.10	0.002	-	-	-
Training						
Personal	0.30	4.16	0.000	0.88	1.14	Accepted
Growth						
Plan	0.26	3.80	0.000	0.89	1.12	Accepted
Promotion	0.29	4.01	0.000	0.86	1.17	Accepted

Note. $R^2 = 0.82$

The R^2 value of 0.82 indicates that 82% of the variance in employee engagement is explained by career development factors. The regression equation for Hypothesis 2 is: $Y_2 = 0.78 + 0.30 \cdot \text{Training} + 0.26 \cdot \text{Personal Growth Plans} + 0.29 \cdot \text{Promotion}$.

Impact of internal motivation on work efficiency

A regression analysis is conducted using statistical analysis software on independent variables including praises, awards and online public recognition, and dependent variables determined by work efficiency.

Table 11 Regression Results for Hypothesis 3

Variable	β	t-value	p-value	Tolerance	VIF	Hypothesis Test Results
Intercept	0.81	3.30	0.001	-	-	-
Praise	0.30	4.39	0.000	0.87	1.15	Accepted
Awards	0.25	3.65	0.000	0.89	1.13	Accepted
Public	0.27	3.93	0.000	0.90	1.11	Accepted
Recognition						

Note. $R^2 = 0.84$

The R^2 value of 0.84 indicates that 84% of the variance in work efficiency is explained by internal motivation factors. The regression equation for Hypothesis 3 is: $Y_3 = 0.81 + 0.30 \cdot \text{Praises} + 0.25 \cdot \text{Awards} + 0.27 \cdot \text{Online Public Recognition}$.

Discussion

Hypothesis 1 proposed that salaries, bonuses and benefits in extrinsic motivation have a positive impact on hospital employee satisfaction. All three elements were found to be statistically significant predictors of employee satisfaction: salaries ($\beta=0.31$, $p<0.001$), bonus ($\beta=0.28$, $p<0.001$) and benefits ($\beta=0.25$, $p<0.001$). This result is consistent with the fundamental theories covered in the literature review.

Hypothesis 2 proposed that training, personal growth plans and promotion in career development have a positive impact on hospital employee engagement. All three elements were found to be statistically significant predictors of employee engagement: training ($\beta=0.30$, $p<0.001$), promotion ($\beta=0.29$, $p<0.001$) and personal growth plan ($\beta=0.26$, $p<0.001$). Career development satisfies employees' needs for recognition, achievement and personal growth (Keykha et al., 2025; Cheng et al., 2022). The result supports the claims made by academics such as London (2014) and Noe (2017), who highlighted the importance of career development in elevating organizational commitment, skills and abilities.

Hypothesis 3 proposed that praises, awards and online public recognition in internal motivation have a positive impact on hospital employee work efficiency. All three elements were found to be statistically significant predictors of employee engagement: praises ($\beta=0.30$, $p<0.001$), online public recognition ($\beta=0.27$, $p<0.001$), and awards ($\beta=0.25$, $p<0.001$). This result is in good agreement with the theoretical ideas of self-actualization and internal motivation (Ryan & Deci, 2020; Maslow, 1943). The research by Brun & Dugas (2008) and Frey and Gallus (2017) is particularly relevant because they argue that symbolic awards and public praise can affirm employees' internal efforts. As Shanafelt et al. (2017) have demonstrated timely and equitable recognition is crucial for boosting morale and improving productivity.

Recommendation

Based on the research results, the following practical suggestions are proposed for the management of Qianxi People's Hospital to enhance physician motivation and employee

performance. Regularly review and adjust the basic salary structure, and provide additional post allowances for physicians working in shortage departments. Offering 24-hour food and beverage service. Employees receive health check-ups and extra insurance coverage. Hospital creates training programs for different physicians. Establish clear promotion paths and personal growth plans. Matching new physicians with experienced physicians. Establish a structured mechanism for recognition and feedback. Publicly acknowledge individual achievements and celebrate team accomplishments.

Conclusion

The research successfully achieved its objectives and all three hypotheses were supported by empirical data. The research results indicate that: Basic employee satisfaction and the avoidance of discontent depend on extrinsic motivation. By offering chances for growth and a clear path for promotion, career development is a major motivator that greatly raises employee engagement. By meeting higher-level psychological needs for accomplishment and recognition, internal motivation can greatly increase work efficiency.

For hospital managers at Qianxi People's Hospital and other similar facilities, this research offers a validated theoretical framework and empirical support. Public hospitals can successfully improve doctor's performance and raise the standard of healthcare services by strategically enhancing internal recognition programs, career development opportunities and extrinsic rewards.

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