

# Hygiene Factors Effecting Performance Motivation of Registered Nurses at Hua Hin Hospital, Thailand

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**Abstract**— The primary purpose of this study is to determine hygiene factors effecting performance motivation of register nurses at Hua Hin Hospital. The sample was selected from 172 registered nurses from Hua Hin Hospital by using a check list and rating scale questionnaire as a tool. Statistical application used for this study were percentage, mean, standard deviation, T-test, One-way Anova, and regression analysis.

The basis of the results of this study, it can be concluded that most of respondents were females, age between 26-30 years old, registered nurse occupation, bachelor degree graduated, monthly average income between 20,000-30,000 baht, and work for hospital less than 5 years. Hygiene factors effecting performance motivation of register nurses at Hua Hin Hospital were at high level, such as relationship with coworkers, work environment, and hospital management policy, respectively. Hygiene factors effecting performance motivation satisfaction of register nurses at Hua Hin Hospital were at medium level, such as salary and compensation. The hypothesis revealed that the personal different, such as gender, age, position, education, and work experience had no consequence on motivated performance. By contrast, the difference of income effected motivated performance at statistical significant 0.05 level.

Recommendations from this study were that hospital administrative officers should organize social gathering event among nurses and hospital personnel in order to create mutual relationship, and salary adjustment to match with job responsibilities and current living expenses.

## I. BACKGROUND AND SIGNIFICANCE OF THE STUDY

Currently, businesses change rapidly and face high competition. Organizations with human resources have to adapt to cope with the competition and tensions in work start to build up. Nursing service too if it has tension and pressure over the limit, it may affect quality of work and eventually lead to increasing employee turnover rate and employee resignation. Today nursing personnel is a scarce human resource and it is becoming problem in national level. Factors that have influences on performance motivation of registered nurses are therefore important variable that determines whether an organization can maintain such personnel further. This problem would not be solved sustainably unless causes or influencing factors are not revealed. Harris and Desimone (1994) asserted that atmosphere of an organization is an important factor that determines its success in human resource management. For example, a lack of trust between supervisor and subordinate or too many number of patients are assigned per one nurse, all these will result in decreasing in work motivation of the nurse.

Favorable atmosphere in an organization will bring about positive outcomes in the performance of personnel. The study of Halpin (1996) suggested that work atmosphere is an important component to reduce pressure from work and the

open atmosphere is most preferable. Good social integration, hospitality among each other, pride of the job, and joint cooperation in work with full capacity of each person will make an organization achieve its defined targets. Building performance motivation for personnel in an organization is a responsibility of executives to give it the first priority. Motivation is a drive that pushes personnel in an organization to work toward its targets. According to Herzberg's theory (Herzberg and Orther, 1950-1959), there are two types of factors relating to job satisfaction and dissatisfaction. These 2 types of factors have effects on job satisfaction of registered nurses. They are motivation factors and maintenance factors/hygiene factors. The factors that make people satisfied in their job include work achievement, recognition, job description, responsibility, and career advancement. All these factors have effects on performance motivation of registered nurses in Hua Hin Hospital.

Resulting from the above facts, the researcher could see the use of conducting a study on hygiene factors affecting performance motivation of registered nurses in Hua Hin Hospital and the findings would be applied as a path to build performance motivation for registered nurses in Hua Hin Hospital.

## II. HERZBERG'S TWO-FACTOR THEORY

Herzberg's Two-Factor Theory was introduced by Frederick Herzberg in 1950-1959 and in the beginning of 1960-1969 (referred to in Siriwan Sereerat et al., 2007). He suggested that job satisfaction is a result of 2 concepts 1) a concept that lies from satisfaction to no satisfaction with influences from motivation factors and 2) a concept that lies from dissatisfaction to no dissatisfaction with influences of hygiene factors. It could be said that the Two-Factor Theory consists of motivation factors that drive people to work and hygiene factors that help to reduce job dissatisfaction.

### Research Objectives

The research attempts to evaluate hygiene factors that have influences on performance of registered nurses at Hua Hin Hospital.

### Conceptual Framework

#### Independent Variables

Personal Data  
-Gender  
-Age  
-Job Position  
-Education Level  
-Job Experience  
-Monthly Income

#### Dependent Variables

Hygiene Factors  
-Company Policy & Management  
-Supervisor Relationship  
-Co-worker Relationship  
-Work Environment  
-Compensation and Fringe Benefits

Job Satisfaction of Registered Nurses

III. POPULATION OF THE STUDY

Population of this study is 300 registered nurses working in Hua Hin Hospital. 172 samples were randomly chosen using Taro Yamane’s method to specify the size of sample group at confidence level of 95% and acceptable variance (e) of .05

Data Collection

For data collection, the researcher distributed 172 sets of questionnaire to 172 registered nurses in Hua Hin Hospital and received back all 172 set (100%) then checked the completeness of data in the questionnaires before proceeding to analysis step.

Inferential Statistics were used to test hypotheses by specifying the method used including t-test, One-way ANOVA, and Regression Analysis.

Independent t-test was used to test the hypotheses with a specified confidence level of 95%. Therefore, hypothesis would be accepted when Sig. value is less than 0.05.

TABLE I. Shows comparison by significance of performance motivation factors of registered nurses classified by Gender.

Gender	N	Mean	t	dt	Sig(2tal)	Result
Male	4	3.5	-.409	170	0.683	No difference
Female	168	3.67				
Total	172					

\*Significance level of 0.05

From table I, hypothesis test with t-test value at significance level of 0.05 found that significance on motivation factors in performance of registered nurses in Hua Hin Hospital has Sig. value of 0.683 which is higher than statistical significance level of 0.05. This means that H<sub>0</sub> was

accepted and that gender does not have influence on the performance of registered nurses in Hua Hin Hospital.

TABLE II. Shows results of multiple comparisons by LSD statistic a significance of performance motivation factors of registered nurses classified by Monthly Income.

(I) Average monthly income	(J) Average monthly income	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		Test Result
					Lower Bound	Upper Bound	
15,000-20,000 Baht	20,001 – 30,000 Baht	.888*	.157	*.000	.58	1.20	Different
	above 30,000 Baht	.598*	.167	*.000	.27	.93	Different
20,001 – 30,000 Baht	15,000-20,000 Baht	-.888*	.157	*.000	-1.20	-.58	Different
	above 30,000 Baht	-.290*	.127	*.024	-.54	-.04	Different
above 30,000 Baht	15,000-20,000 Baht	-.598*	.167	*.000	-.93	-.27	Different
	20,001 – 30,000 Baht	.290*	.127	*.024	.04	.54	Different

\*Significance level of 0.05

From table II, when testing by multiple comparisons using LSD statistic it was found that average monthly income has influence on performance motivation of registered nurses. Registered nurses earning average monthly income of 15,000-20,000 Baht and 20,001-30,000 Baht have effects on their performance motivation. And registered nurses earning 15,000-20,000 and above 30,000 Baht have effect on their motivation at significance of 0.05.

TABLE III. Shows hypothesis test result by regression for significance of work motivation of registered nurses.

Hygiene Factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Test Result
	B	Std. Error	Beta			
(Constant)	-.191	.323		-.592	.554	
<b>1. Company Policy &amp; Management</b>						
Satisfied with policy	-.243	.125	-.182	-1.947	.053	Not related
Good structure	.123	.111	.098	1.111	.268	Not related
Appropriate rules	-.009	.127	-.007	-.070	.944	Not related
Good vision	.144	.104	.116	1.387	.168	Not related
<b>2. Supervisor Relationship</b>						
Supervisor not too strict	.254	.095	.225	2.677	.008*	Related
Supervisor is friendly	-.252	.097	-.243	-2.610	.010*	Related
Supervisor is fair	.164	.115	.155	1.431	.154	Not related
Supervisor listens to problems	.120	.120	.113	1.000	.319	Not related
<b>3. Co-worker Relationship</b>						
Satisfied with colleagues	.026	.089	.026	.296	.767	Not related
Good cooperation	.274	.127	.211	2.151	.033*	Related
Occasional activities	.132	.091	.123	1.455	.148	Not related
Feel happy to work together	-.018	.115	-.015	-.158	.875	Not related
<b>4. Work Environment</b>						
Appropriate place	.142	.103	.116	1.382	.169	Not related
Adequate facilities	-.184	.128	-.143	-1.440	.152	Not related
Complete equipment available	.148	.113	.123	1.310	.192	Not related
Safe work place	-.063	.088	-.055	-.721	.472	Not related
<b>5. Compensation and Fringe Benefits</b>						
Appropriate Salary	.104	.099	.103	1.043	.299	Not related
Appropriate increase in salary	.088	.114	.089	.769	.443	Not related
Bonus	.051	.106	.054	.482	.630	Not related

\*Significance level of 0.05

Results of the test for second hypothesis by regression at significance level of 0.05 shown in table 7 mean that hygiene factors that have influences on performance of registered nurses are 1) supervisor manages the work appropriately and not too strict 2) supervisor is friendly both in work and personal matters 3) colleagues are ready to give assistance with Sig. value of 0.008, 0.010, and 0.033 respectively. This means that  $H_0$  is rejected and hygiene factors are related to work motivation of registered nurses in Hua Hin Hospital in the above mentioned aspects.

#### IV. CONCLUSION ON PERSONAL DATA

From total 172 samples, it was revealed that respondents were females, age between 26-30 years old (45%), bachelor degree graduated or equivalent (96%), monthly average income between 20,000-30,000 baht (49%), and work for hospital less than 5 years (40%).

#### V. CONCLUSION ON HYGIENE FACTORS INFLUENCING PERFORMANCE MOTIVATION OF REGISTERED NURSES IN HUA HIN HOSPITAL

*For company policy and management*, it was found that overall factors that affect job satisfaction of registered nurses in Hua Hin Hospital are in high level including supervisor's management, leadership and vision, rules & regulations, and the company's custom, and satisfaction in the company's policy are in high level respectively. Organization structure is found to help facilitating the works in medium level.

*For supervisor relationship*, it was found that overall factors that affect job satisfaction of registered nurses in Hua Hin Hospital are in high level consisting of: supervisor properly controls and monitors not too strict; supervisor listens to problems, opinions, and suggestions willingly; supervisor is friendly regarding work and personal matters; and supervisor is fair in controlling respectively.

*For co-workers relationship*, it was found that overall factors that affect job satisfaction of registered nurses in Hua Hin Hospital are in high level consisting of: comfortable feeling to work together; good assistance from colleagues; occasionally participate in activities with colleagues; and feel good for colleagues do not practice discrimination and togetherness exists respectively.

*For work environment*, it was found that overall factors that affect job satisfaction of registered nurses in Hua Hin Hospital are in high level including: cleanliness of work place; appropriate layout; good atmosphere in work place; safety is maintained in the work place; and facilities are provided

adequately respectively. However, for work equipments are sufficient and ready to be used it was found to be in medium level.

*For compensation and benefits*, it was found that overall factors that affect job satisfaction of registered nurses in Hua Hin Hospital are in medium level consisting of: salary received suits the amount of job responsibility; fringe benefits such as medical care, uniforms, and life insurance are suitable; salary increase matches with economic condition and cost of living; and extra compensation such as overtime payment, house allowance, travelling allowance, and expense allowance are appropriate. All are in medium level respectively.

#### VI. SUGGESTING FOR FURTHER RESEARCH

1. In this study the researcher conduct quantitative research. Data was collected by questionnaires and then analyzed. Therefore, analysis results is only assessed by the width but not in-depth. Further research should be conducted qualitatively for deeper analysis so that the results should cover better.

2. For this study the researcher chose specific group of population. If further study is to be conducted, population should be more precise such as registered nurses who graduated master degree. The results then could be compared in the analysis and will create better use of the findings.

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