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RESEARCHARTICLE

HUMAN RESOURCE MANAGEMENT AND HEALTHCARE EMPLOYEE'S MOTIVATION
A COMPARISON STUDY IN SAUDI ARABIA PUBLIC AND PRIVATE HOSPITALS

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ABSTRACT

Motivation is the force that transforms and boost up people productivity and performance in their jobs. Maximize an employee's motivation is essential and critical for human resources in health care sector to effectively achieve the organization's objectives and goal. However, this is a significant challenge to human resources in public and private sectors in Saudi Arabia's HR managers, due to the complexity of what motivates people to work well in Saudis. The objective of this research was to identify and discuss some factors that influence Saudis employees' motivation on both public and private sector health Industry. A survey method was designed to collect data from 150 employees of public and private hospitals in Jeddah Saudi Arabia. Results indicated that a number of work related factors affected employees' motivation. Public hospital employees were more motivated by work contents and experience more balance between work and family life, whereas, private hospital employees were more motivated by financial rewards, career development opportunities, and supportive environment, as shown in the literature cited and proved by our results. Consequently to these outcomes, some recommendations were offer to enhance employee work motivation in Saudis.

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INTRODUCTION

According to Robbins, DeCenzo, and Coulter (2011) "motivation is the process were the person's efforts are energized, directed, and sustained toward attaining a goal" (p. 267). Organizations are always looking for new ways to motivate their employees. In Saudis economy, it is important for human resources managers to understand that cultural differences can have huge impact on the employee's motivations, if effectively utilizing the talented people; organizations may achieve successful results and develop a highly productive work force (Harrington, 2003). Motivating the employees of an organization to work more effectively towards the organization's goals is the most essential task for HR management in Saudi Arabia. Although the administrative staff who are expected to support the process of knowledge, creation and management are constrained by bureaucratic frictions and attitudes such as lateness to work and irregularities in fulfilling duties (Alhazemi, 2012). Motivation is one key indicator of behavior. Moreover, it is an important aspect of individual behavior within organizations. Workers behave in a way that will satisfy a motive based on their need. This article is dealing with people working in the health industry in Saudi Arabia to see what motivates health industry workers to work more effectively.

In Saudi Arabia the impact of privatization and increased competition between public and private hospitals has have great impact in the healthcare industry as whole. A comparison of motivation between public and private hospitals in Saudi Arabia would make a significant contribution to the existing body of knowledge on job satisfaction and workplace motivation in general and mostly for Saudis' health industry. The purpose of this study is to investigate and identify the specific factors that have greater impact on motivation of the people working in public and private hospitals in Saudi Arabia.

Literature Review

There is general agreement in the issue that difference between public and private sector employees exist (Goulet and Frank, 2002). Many researches have been carried out on such issues. Perry (2000) highlighted the need for more practical research related to organizational situation to identify motivation and performance in public-private sector. Study by (Wright, 2001) reveals that work motivation between the public sector employees and its management is different compare to private sector employees. According to (Conway and Biner, 2002; Coyle- Shapiro, 2002) study, the main concern was how to boost employees performance, and increase their obligations duties within the workplace, the study illustrated that there are many factors affecting the job motivations, such as financial rewards, right job, career development within the organization,

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cooperative working environment and, respect for the employee's personal situation. Some authors have used these content areas for examining differences between public and private sector employees. Burgess and Ratto (2003) study show that money is not the only motivating factor for public employees because public workers more motivated by other benefits and incentives than private sector workers are. This is also result have been confirmed by (Borzaga and Tortia, 2006) study conducted on Italy's public sector workers. According to (Frank and Lewis, 2004) research revealed that private sector employee, value high salaries significantly more than the public sector employees. A study conducted by (Jurkiewicz *et al.*, 1998) concluded that public sector workers reported that stable and secure future job is their main motivational factors, while private sector reported that high salary on the top of the rank as of their motivational factors.

Hypothesis H1: Compared to private hospitals employees, public hospitals employees are less motivated by financial rewards.

Motivation by job/work contents it means, "What a person does at work— that is, the design of job or the collection of tasks that comprise the job" (Perry and Porter, 1982) and is the primary determinants of the workers motivation at workplace. According to the study done by (Ellis and Bernhardt, 1992) concluded that higher internal work motivation and job satisfaction is experienced, when an employee is contribute to a variety of activities that challenges his/her skills and abilities. In the other study done by (Baldwin and Farley, 1991) find out that, Work contents of public sector are different from organizations in the private sector. In addition, study done by (Norris, 2004) indicated that government sector attract more of workers who are more concerned in protected work and a slighter demand of novelty and less difficult job.

Hypothesis H2: Compared to private hospitals employees, public hospitals employees are less motivated by Work/Job contents.

According to Khojasteh (1993) and Ayree (1992), research concluded that value of work contents of the public sector employees is not satisfactory, therefore less inspiring, and less motivating. An excellent earlier study done by (Graham and Hays, 1993) reported that public sectors workers have less job independence and freedom, while private sector employees enjoy immense of independence and liberty because of the little control that they have in the work place. Meanwhile the (Graham and Hays, 1993) study concluded that public sector employees lack to such freedom and job autonomy, participation and contribution in decision.

According to a study by (Jurkiewicz *et al.*, 1998), reveal that public sector employees value less to prestige and social status and somewhat less importance to opportunity for advancement in their jobs, compared to private sector workers. Vuori, Jari (2007). Proposes that an opportunity for job advancement is a key motivator, and there is evidence from different levels of government that advancement opportunities positively related with job satisfaction.

Hypothesis H3: Compared to private sector employees, public sector employees less motivated by career development opportunities

In his study (Wright, 2001) find that both private and public sector workers want good conditions, friendly coworkers, and task rotation. Meanwhile in his research Jurkiewicz *et al.* (1998) concluded that public sector employees and supervisors are friendly and pleasant associates more than the private sector employees are. A study done by Peterson, Puia and Sues (2003) revealed that friendly supervision and coworker relationships are amongst the factors that are predictive of overall to increased work motivation. When the workers are happy with the quality of supervision or relations with co-workers, they will be happy at work; while when the workers are not happy with the quality of supervision or relations with co-workers, then they will not be happy at work.

Hypothesis H4: Compared to private hospitals employees, public hospitals employees are more motivated by a supportive working and social environment.

In these issues it's extremely difficult to find many comparative studies related to social environment. Some study illustrated that public employees are more motivated by work-family balance than private sectors employees; however, study done by (Posner and Schmidt, 1996) concluded that when home and work conflict occur the people choose government job more than private work. Another study by (Buelens and Van den Broeck, 2007) concluded that there is less work-family clash in public sector organizations than in the private sector. Some scholars suggested that long paid working hours apparently limit the amount of time the workers can spend with their family members. The shortage of time may make it difficult for employees to perform family duties and maintain family relationships satisfactorily.

Hypothesis H5: Compared to private hospitals workers, public hospitals workers experience less work-family conflict.

Methodology

3.1 Data Collection Method

Since this was a descriptive study, therefore, two methods employed to collect the required data. The objective of this study was to found what factors are influencing the motivation of both public and private hospitals workers in Saudi Arabia and whether these motivational factors may be change in terms of sector job. Accordingly self-administered questionnaire was send to 150 of public and private hospitals in Jeddah city Saudi Arabia. The first part of the survey intended to obtain biographical data that includes age, marital status, gender, qualification and kind of work. The second part contain a five main motivational scales to be calculated regarding the hospitals business, the survey used a five point Likert-scale ranging from 1 =strongly disagree to 5=strongly agree. A convenient sampling technique was employed for data collection.

3.2 Data Analysis

The Statistical Package for Social Sciences (SPSS) version 17.0 was employed to analyze and present the study data. The descriptive statistics used were based on frequency tables to present information on the study key demographic variables. These are followed by inferential statistics presentation based on the test of each formulated hypothesis of the study. The alpha (significance value) is set at 0.05, to test at the 5% level were consider to all variables. A categorical variable type in the independent variables used for the hypothesis testing is factual background data consisting of sector of employment (Public/Private). While the dependent variables consist of the average ranking for every one of the five work factors (work contents, career development opportunities, financial rewards, supportive work and social environment, and work-life balance). Those variables are labeled as —scale.

4. Results and Findings

4.1 Biographical characteristics of respondents

For hospitals employees out of One hundred Fifty (150), namely, Public and Private sector workers in Jeddah public hospitals, the biographical information of the eighty (80) public respondents of Public sector hospitals while about seventy (70) respondents of private hospitals was collected. Majority of the public sector sample was containing of male i.e. 85 %, while the rest 15% was consist of female respondents. In parallel by the private hospitals workers which it also were comprised of male members i.e. 86 % and while the remaining 14 % were female. Majority of respondents in the public hospitals sample were between the ages of 30 years to 40 years i.e. 33% percent. Respondents below the age of 30 years constituted 21% of the sample while 30 % are in age group of 40 years to 50 years. Only 15% respondents were above the age of 50 years.

Whereas, in Private sector banks 37% respondents fall in the category of 31 to 40 years age and 31 % of respondents are in the range of 20- 30 years. Similarly, 22 % are in 40 to 50 years age and only 11 % are above the age of 50 years. The most regularly reported academic qualification was Masters by 57% of the public hospitals sample while 54 % of the private hospitals sample. While the second was the Bachelor's degree held by 38 % and 41 % of the public hospitals sample and private hospitals respectively. Meanwhile, the holders of the Diploma were less than 5% in Public hospitals and less than 6 % in private hospitals.

4.2 Hypothesis testing

4.2.1 Hypothesis 1: Compared to private sector employees, public sector employees are less motivated by extrinsic financial/monetary rewards (FR)

The results shown in Table 1 regarding the category of financial rewards, the t-test for independent samples had a p-value of 0.000, and that is less than the established significance level of 0.05. Resultantly, the null hypothesis is rejected and research hypothesis is supported and it can therefore be concluded that there is a significant difference between the motivation of public and private hospital sector, $t(120) = 27.030$, $p=0.000$ with respect to financial rewards. That is, the average motivational mean score of monetary rewards of public sector ($M=2.2375$ $SD=0.26066$) is statistically lower than that of private sector employees ($M=3.6986$; $SD=0.38088$), see table 6. In other words public servants are significantly less motivated by the monetary rewards as compared to Private sector employees.

Table 1. Independent T-test for Financial Rewards

| | | Levene's Test 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 |
| Financial Rewards | Equal variances assumed | 5.875 | .017 | -27.696 | 148 | .000 | -1.46107 | .05275 | 1.56532 | -1.35682 |
| | Equal variances not assumed | | | -27.030 | 119.598 | .000 | -1.46107 | .05405 | -1.56810 | -1.35405 |

Table 2. Independent t-test for work contents

| | | Levene's Test 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 |
| Financial Rewards | Equal variances assumed | 47.768 | .000 | 1.001 | 148 | .319 | .12714 | .12703 | -.12388 | .37816 |
| | Equal variances not assumed | | | 1.032 | 133.468 | .304 | .12714 | .12323 | -.11660 | .37089 |

Table 5. Independent t-test for work-life balance

| | | Levene's Test 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 | Lower Upper | |
| Financial Rewards | Equal variances assumed | 21.903 | .000 | 3.557 | 148 | .000 | .33750 | .09489 | .14998 | .52502 | | |
| | Equal variances not assumed | | | - | 114.491 | .001 | .33750 | .09760 | .14417 | .53083 | | |
| | | | | 3.458 | | | | | | | | |

Table 6. Descriptive statistics for the dimensions of work motivation

| | Sector | Mean | Std. Deviation | N |
|-----|---------|--------|----------------|-----|
| FR | Public | 2.2375 | .26066 | 80 |
| | Private | 3.6986 | .38088 | 70 |
| | total | 2.9193 | .79880 | 150 |
| WC | Public | 3.5900 | .92114 | 80 |
| | Private | 3.4629 | .56624 | 70 |
| | total | 3.5307 | .77615 | 150 |
| CD | Public | 3.1162 | .67382 | 80 |
| | Private | 3.7914 | .50812 | 70 |
| | total | 3.4313 | .68885 | 150 |
| SE | Public | 2.9088 | .45093 | 80 |
| | Private | 3.4157 | .53450 | 70 |
| | total | 3.1453 | .55182 | 150 |
| WLB | Public | 3.5375 | .44845 | 80 |
| | Private | 3.2000 | .70059 | 70 |
| | total | 3.3800 | .60205 | 150 |

Conclusion

From the research study, we have reached to a conclusion that public hospitals workers and private hospitals workers in Jeddah Saudi Arabia were placing the motivational scope in the different ways. The results of study have confirmed that work motivation of hospitals is significantly dependent upon their salary, fringe benefit, efficiency in work, quality supervision, and co-worker relationship. Hospital type (sector of choice or employment) is found to be the most relevant to the motivation of the workers. Private hospitals workers in Jeddah Saudi Arabia are found more satisfied than public hospitals employee, since they enjoy better salary, better fringe benefits, quality supervision, good co-worker relationship, advancement opportunities and yield higher efficiency in work. On the other hand, public hospitals Jeddah city have inadequate benefits and facilities, which result in comparatively, lower level of workplace motivation. Research data has confirmed hypotheses one and three that comparatively public hospitals workers somewhat less importance to the inclusion of financial rewards and career development opportunities in their work motivation than private sector employees. They are not considered much problem in view of the fact that employees in public hospitals found these dimensions less important compared to their private hospitals colleagues for work place motivation. Hypothesis 2 not confirmed because the public hospitals workers do not attach a different level of importance to work/job content comparatively. Many studies report that public workers are more motivated by job content, self-development, recognition, autonomy, interesting work, and the chance to learn new things than private workers. Hypothesis 4 on the importance of social atmosphere is also confirmed-tests

revealed that public hospitals workers more importance to work in supportive environment as compared to private hospitals workers. Hypotheses 5 on the motivational dimension—work-life balance is confirmed i.e. there is a significant difference in importance of work-life balance between public and private hospitals workers. T-tests prove that there is lesser work-family conflicts in public sector organizations.

6. Limitations

There is a limitation in our empirical study that might limit the external validity of our results and findings cannot be generalized due to the fact of convenience sampling. The survey population is not sufficient to draw precise conclusions for other organizations in Saudi Arabia. As, population in the sample comes from a specific type of industry (i.e. health industry), it may not be truly representative of population in other industries and therefore would be problematic to generalize the results of the study. However, the study is relevant in understanding the situation of both public and private hospitals in the kingdom of Saudi Arabia concerning the effectiveness of motivational factors.

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