

Factors Influencing the Motivational Levels of Healthcare Providers with relation to Hospital Administration: Developing Hospital Administration model (5A model) using Delphi method

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Abstract- In the dynamic environment of Healthcare, the motivation of service providers is crucial for delivering high-quality patient care and achieving organizational goals. Higher Patient Satisfaction is achieved when service providers the ‘Doctors’ are motivated and satisfied. This study aims to identify and analyze the factors influencing the motivational levels of Healthcare Providers, particularly in relation to management practices. By employing the Delphi method, we seek to develop a comprehensive Hospital Administration Model, termed the 5A Model. This model will encompass key aspects such as Advancement, Acknowledgement, Affluence, Assistance, and Ambiance providing a structured approach for Healthcare managers to foster a motivating work environment.

Keywords- Healthcare, Healthcare Providers, Hospital Administration Model, 5A model, Healthcare managers, Doctors, Patient Satisfaction, Delphi method

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Introduction-

Healthcare organizations management strategies and the motivation levels of healthcare service providers are closely intertwined.¹ Effective leadership emphasizes empowerment, support, and recognition, as these factors significantly influence employee motivation². A supportive work environment provided fosters cooperation, open communication, and employee well-being. Such working conditions cultivates a sense of community and purpose, thereby enhancing motivation³.

Job satisfaction is influenced by various conditions like work-life balance, workload and support from peers to prevent burnout. Healthcare professional's motivation has direct effects on Job satisfaction⁴. A satisfied employee provides a better service causing direct impact on patient outcomes. By addressing these elements and creating a supportive management environment, Healthcare organizations can nurture a motivated workforce dedicated to delivering high-quality care.

Service operations at hospital has extensive interactions between employees and customers, which tightly links customer satisfaction to service encounters⁵. In hospital setting employee being Doctors and customer being Patients and relatives. For better services, employees need to exhibit initiative, autonomy, and active participation in service delivery. Employee empowerment is pivotal in this regard⁶. Doctors, being employees within this framework, should feel confident that management will back them up in addressing any challenges they encounter. This support encompasses providing essential tools, alleviating work pressures, easing financial burdens, facilitating timely vacations, and showing understanding during periods of illness⁷.

The hospital Administration works as employer of the Doctors, Nursing staff, other non-Clinical staff. The hospitals employ trained doctors, for better integration of services. The Hospital Administration work is to ensure that all necessary facilities and amenities are available and easily accessible, leading to a seamless and efficient workflow⁸.

The objective of present study is to assess doctor's satisfaction with their working conditions, environment, and support from hospital Administration. There are not much studies discussing satisfaction level of doctors with hospital Administration in private hospitals, the present study fills the gap. The article further reviews previous articles and then elaborate the Delphi method used to develop a unique model which can be utilized by the Hospital administration in private hospital in future.

Review of Literature-

Psychology behind Satisfaction -

If employees feel that they work harder and receive lower facilities and salaries than their counterparts in other organizations, they are likely to develop negative attitudes toward their jobs, employers, and colleagues. Conversely, if they perceive that they are treated well and compensated fairly, they are more likely to maintain a positive attitude toward their jobs¹.

The system of motivation to work includes a combination of intrinsic and extrinsic motives. Intrinsic motives involve self-development and an interest in learning new topics. Extrinsic motives encompass economic rewards, the desire for significance, and the pursuit of prestige and success. Both Intrinsic and Extrinsic motives of employee can be improved for achieving success at work place⁹.

Satisfied Employee –

Healthcare units consist of various essential components, including management, doctors, nursing staff, and other support personnel. Among these, doctors serve as the cornerstone of the hospital, acting as the primary representatives of the institution in the service-oriented industry⁸. To ensure smooth operations, hospital management must support and care for their doctors, addressing both their professional needs and legal considerations.

The role of the hospital administrator is crucial in maintaining the effective functioning and reputation of the Healthcare facility ^{8,9,10}.

Doctor satisfaction in hospitals is influenced by several factors like Workload; Income, which being a significant factor in job satisfaction; Recognition and rewards for the hard work and dedication; Satisfaction at the Workplace which involve supportive and well-organized work environment; and Positive Environment at the Workplace ⁴. A positive attitude from organizational administration motivates employees, improves their work, and helps them achieve new goals. Such positive culture fosters better teamwork ^{11,12}.

High job satisfaction of Healthcare worker is a crucial factor influencing both productivity and the quality of work. It encompasses an attitude toward one's job that affects motivation, career trajectory, health, and relationships with coworkers. High levels of job satisfaction can lead to enhanced performance and better patient outcomes, while low satisfaction can have detrimental effects on all these aspects ¹³.

Lack of Job satisfaction-

Low job satisfaction coupled with high job stress can negatively impact physical and mental health, quality of life, goal attainment, and personal growth of employees ¹⁴. Dissatisfaction with lack of financial satisfaction may lead to self-devaluation as a professional and an inability to achieve the professionalism ¹⁵.

According to previous studies, Physicians, especially surgeons, are increasingly leaving the practice of medicine or retiring earlier than they otherwise would. This trend is primarily due to the significant administrative burdens they face, which reduce the time they can spend on patient care. As more physicians opt to leave the profession or retire early, the availability and variety of doctors in specific communities may become insufficient to meet patient needs ¹⁶.

Material and methods

In present study Delphi method was used to evaluate the Factors Influencing the Motivational Levels of Healthcare Providers. A structured communication process called the Delphi method ¹⁷ is used to compile and condense the expertise and ideas of a group of experts on a certain subject or issue. Usually, it entails several rounds of anonymous questionnaires or surveys where professionals offer their insights and criticism. Following each round, the experts receive a summary of the group, overall opinions after the replies have been compiled and analyzed. In following rounds, experts are then given the chance to amend their views, frequently in an effort to achieve consensus or convergence of positions. The procedure keeps on until an agreement is reached or until predetermined endpoints are satisfied. In several industries, including Healthcare, the Delphi technique is frequently used to predict trends, detect potential dangers, or make inferences about a situation.

In present study, A group of doctors was selected working in private hospital and private medical college. The doctors from private institutions can be from private hospitals or medical colleges only, so both the places were considered. To maintain equal chances for both types of institutions consultant doctors were contacted for the study and a total of 30 doctors were selected as panelist from both the groups. For further analysis, the two groups were combined and treated as a single group. Thus, a total of 60 doctors were considered as panelists. The author became the moderator. With the help of email, the feedbacks were collected. Total four rounds were conducted.

In the first round, the panel of doctors were asked about the factors with the help of open ended questionnaire regarding Factors Influencing the Motivational Levels of Healthcare Providers with relation to Hospital Administration. The questionnaire is as follows-

Table 1. First Round Questionnaire

	Questions for first round
Q 1.	What aspects of the hospital work environment do you believe most significantly impact the motivation of Healthcare providers? Please explain your reasoning.
Q 2.	How do leadership styles and Administration practices within hospitals affect Healthcare providers' motivation? Can you provide specific examples?
Q 3.	In what ways do compensation and benefits influence the motivational levels of Healthcare providers? Are there particular types of compensation or benefits that are more motivating?
Q 4.	How important is professional development and continuous education in motivating Healthcare providers? What types of development opportunities are most effective?
Q 5.	How does recognition and appreciation from Hospital Administration and peers impact motivation? What forms of recognition are most meaningful?
Q 6.	How do workload and job demand influence Healthcare providers' motivation? What strategies can be implemented to manage workload effectively?
Q 7.	How do relationships with colleagues, supervisors, and patients influence motivational levels? Can you share any experiences that highlight the importance of these relationships?
Q 8.	What role does organizational culture play in shaping the motivation of Healthcare providers? How can hospitals foster a positive and motivating culture?

Q 9.	How does job security and stability affect motivation? Are there particular concerns related to job security in the Healthcare industry that impact motivation?
Q 10.	How does the level of autonomy and empowerment in their roles affect Healthcare providers' motivation? What changes could enhance their sense of autonomy?
Q 11.	How do access to technology and adequate resources impact motivational levels? Can you provide examples where technology or resources either helped or hindered motivation?
Q 12.	What are the main challenges and stressors that negatively affect motivation? How can these be mitigated?
Q 13.	Are there any other factors that you believe significantly influence the motivation of Healthcare providers that haven't been covered in the questions above? Please elaborate.

After getting the responses and analysis second round of closed questionnaire was made and distributed to same panel of doctors with email and their responses collected. The factors that serve as the building blocks for the questionnaire include:

1. Professional growth
2. Fulfillment of professional demands by the hospital administration
3. Satisfaction at the workplace
4. Financial satisfaction
5. Settlement of grievances
6. Ease of communication with the administration
7. Respect and recognition of work
8. Positive environment at the hospital
9. Support during sickness
10. The doctor being the leader of the hospital

The second (closed) questionnaire sent through email for second round (Table 2).

Table 2. Second Round Questionnaire

	Questions for second Round
Q.1	Are you satisfied with the opportunities of Professional growth given by hospital Administration?
Q.2	Are you satisfied with the financial input your hospital Administration is putting on you and your department?
Q.3	Does Hospital Administration respond to your demands on time?
Q.4	Are you excited in going to your work place and like the hospital environment?
Q.5	Does Hospital Administration listens to your grievances?
Q.6	Communication between Hospital Administration and you is good at your hospital?
Q.7	Hospital Administration treats you with respect?
Q.8	Does Hospital Administration recognize strong job performance?
Q.9	Is your work rewarded timely?
Q.10	Does Hospital Administration support during time of sickness?
Q.11	Do you think if there is a Doctor at top Hospital Administration position then situation would be better?

The responses of each question were asked to be reported on five-point Likert scale -

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree

In the third round, the goal is to reach consensus on the most critical factors. The factors being considered are:

1. Professional growth
2. Satisfaction at the workplace
3. Financial satisfaction
4. Recognition of work
5. Positive environment at the hospital, including grievance redressal and support during sickness

Participants reviewed the aggregated ratings and rankings from the second round and submitted their responses after adjustment.

For Final consensus a final round of feedback was conducted and 5 points were generated which analyze the motivational level of Healthcare providers with reference to management or Hospital Administrator. The Hospital Administrator model of 5A is hence generated.

The model has been generated by a rigorous review of literature and feedback taken from experts using Delphi method. The model constitutes 5A as - Advancement, Acknowledgement, Affluence, Assistance, Ambiance.

Discussion-

The model generated can be used by Hospital Administrator for better hospital functioning consists of 5 A model.

The model for Hospital Administrator – 5 A model is as follows

1. Advancement- The Word Advancement refers to the Professional growth of hospital Healthcare provider employee. For the present

study the employee is limited to set of doctors. Advancement in the professional growth of doctors within hospital settings is multifaceted, involving educational development, career progression, research contributions, and recognition. By focusing on these aspects, doctors can achieve significant milestones in their careers, contributing to their personal fulfillment and the overall improvement of Healthcare services. Hospitals and Healthcare institutions play a vital role in providing opportunities for education, research, and career progression. In addition, support in getting the availability of instruments and machinery required for working. Supportive policies and resources can significantly impact a doctor's professional growth.

2. Acknowledgement- The Word Acknowledgement refers to Recognition of work and recognition of doctor as individual by the employer. Acknowledgement of doctor's work and individuality by employers is a multifaceted approach that significantly influences job satisfaction, professional development. This includes formally acknowledging the achievements and performance of doctors, such as successful treatments, innovative practices, and contributions to patient care. Recognizing doctors for their involvement in research projects, publications, and educational activities. Acknowledging the unique skills, expertise, and personal qualities that doctors bring to the hospital environment fosters a sense of individuality and respect.
3. Affluence- It refers to the financial input by the employer to employee. Financial input by the Administration is a critical component in ensuring the satisfaction of Healthcare providers. By offering competitive, fair, and transparent compensation packages that include minimum guarantees, performance-based incentives, and flexible payment models, employers can enhance doctors job satisfaction and retention. Financial satisfaction not only impacts

doctor's personal well-being but also improves their performance and the overall quality of patient care.

4. Assistance- It refers to the support by the employer during the time of sickness. Employer support during sickness is crucial for maintaining a healthy, satisfied, and productive Healthcare workforce. Avoiding salary cuts during sickness absenteeism are some of the ways.
5. Ambiance- It refers to positive environment at the work place maintained by the employer. Maintaining a positive work environment in hospitals is essential for the well-being and performance of Healthcare providers. By fostering supportive Hospital Administration, a culture of respect and collaboration, with good communication, work place where grievances are all listened and attended, hospital administrators can create a workplace that promotes job satisfaction and high-quality patient care. This positive environment not only benefits the staff but also enhances the overall functioning and reputation of the hospital.

In the study majority of panelist doctors, both the doctors working at private hospital and medical college strongly suggest that if there is doctor at the top Hospital Administration level like the CEO post then the situation is better. It is analogous to the Power cone diagram which suggests utilization and flow of power acts as an important attribute for organizational life ^{7,18}.

Conclusion

The Delphi study has provided valuable insights into the expectations of Doctors from Hospital Administration regarding several key aspects that influence their professional life. The findings provide a clear road map for the Hospital Administration to align their strategies with the expectations of

their hospital Doctors, ultimately contributing to overall success of the Healthcare Organization.

Significance of Study

This article will contribute to the field of Healthcare management by providing a well-researched, consensus-based model that can be practically applied to improve the motivation of Healthcare providers. By addressing the factors that influence motivation through a structured approach, the 5A Model can help Healthcare organizations enhance staff satisfaction, reduce turnover, and improve the overall quality of patient care.

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Declaration-

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