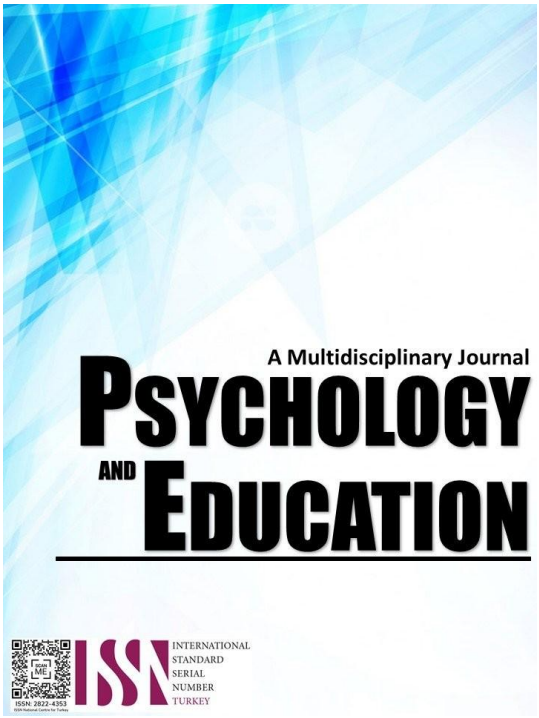
MOTIVATIONAL FACTORS INFLUENCING THE PERFORMANCE OF EMPLOYEES



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Research Article

Motivational Factors Influencing the Performance of Employees

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Abstract

This study assessed and determined the motivational factors employed at BPH-Maramag, Bukidnon. Specifically, this study aimed to describe the demographic profile of the employees in terms of age, sex, and type of health worker using frequency and percentage, determine the level of extrinsic and intrinsic factors that motivate employees using weighted mean and standard deviation, determine the employees' performance level regarding service delivery and patient services using weighted mean and standard deviation, and find out the significant relationship between the extrinsic and intrinsic motivational factors and the performance of the employees using the Pearson product-moment correlation coefficient. It was conducted in BPH-Maramag, Bukidnon, CY 2023. This study revealed the following findings: the respondents were generally young and female, and the majority were nursing staff. There was a high level of motivation among the respondents about the extrinsic factors that motivate them regarding salary, wages, allowances, and other benefits. There was a high level of motivation among the respondents regarding the intrinsic factors that motivate them regarding working environment, supervision, and career development opportunities. The employees performed excellently in terms of service delivery and patient service. There was a significant relationship between the level of extrinsic and intrinsic motivational factors and the performance of the employees. This study recommends the following to readers and end-users: diversify the age, sex, and type of staff representation in studies to comprehensively understand employee perspectives and experiences across various categories. Ensure that employees are satisfied with their salaries, annual salary increases, fairness in salary distribution, promptness of payments, and monthly duty allowances. Provide opportunities for skill utilization, interaction opportunities, consistency in department assignments, access to tools and resources, opportunities for improvement, open communication about mistakes, positive feedback, job satisfaction, challenges, recognition, and the support of colleagues. Encourage employees to consistently provide personalized care, positive interactions, and excellent patient services while aiming to provide their patients with the best care, satisfaction, and timeliness. Explore strategies to optimize employee performance by leveraging both extrinsic and intrinsic motivational factors based on the nature of the relationships identified through further research.

Keywords: *intrinsic, extrinsic, motivational, healthcare*

Introduction

As a government employee for eight years, the researcher witnessed how important motivation is for an employee's performance. Because of this, he decided to use this issue for his research to discover what motivational factors influence employee performance, help solve gaps, and help answer some questions that still need to be answered.

One of the biggest problems facing the healthcare system is the low level of motivation among healthcare employees. According to a poll of health ministries in numerous nations, low motivation was ranked as the second most significant issue facing the healthcare workforce, behind staff shortages (Mathauer et al., 2006). This problem is also a top issue, mostly in public hospitals in the Philippines.

The healthcare industry experiences significantly low performance and motivation. The factors that lead to it, according to the review of related literature, are inadequate compensation, limited opportunities for professional growth, insufficient supervision, substandard working conditions (such as inadequate facilities, medical equipment, and technology), high levels of stress, excessive workloads, and insufficient job satisfaction (Castro et al., 2017).

The Philippines has implemented measures to mitigate the significant effects of low healthcare performance and high attrition rates in human health and social work (PSA, 2019). The strategies implemented aim to synchronize workforce planning in the healthcare sector and prioritize enhanced recruitment and retention, career development, and more favorable compensation packages (International Labor Office, 2020).

A study by the government found that, during the training process, over 246 healthcare personnel used satisfaction with the quantity of work, self-satisfaction with productivity, self-satisfaction with initiatives, self-satisfaction with working targets, and self-satisfaction with quality improvements as a measurement of their job performance (Platis et al., 2015). Another study uses lean initiatives to measure healthcare professionals' job performance; it involves paying more attention to waste, adopting a more productive attitude toward problem-solving, and being more responsive to patient needs (Shazaliet et al., 2013).

However, the intervention failed to include other non-monetary causes of low productivity. Several hospital administrations need to comprehend the significance of the work environment for employee job satisfaction, which results in various challenges during their work. Organizations that exhibit internal weaknesses may face challenges in implementing innovative promotional strategies that are

more effective (Aiken et al., 2022).

Employee involvement is crucial to a hospital's performance, particularly when boosting organizational effectiveness (Armstrong, 2006). Most of the literature found that only motivated individuals exhibit dedication, efficiency, and quality performance (Lee & Raschke, 2016). However, according to the literature, some gaps must be assessed to navigate healthcare employees' performance fully. Here, it includes the intrinsic factors that Herzberg's dual-factor theory suggests.

This paper focused on healthcare employees because healthcare performance is crucial to the Philippines. This study saw significant importance in satisfying the performance standards established for any healthcare institution to guarantee the caliber of their work. Employees must also be provided with a conducive motivational factor devoid of any impediments that may hinder their ability to perform optimally. This paper sought to identify the areas that the literature should have assessed.

It is based its hypothesis on Herzberg's dual-factor theory, which revealed that non-monetary factors may impact motivation more than financial incentives. Herzberg incorporates non-monetary incentives, such as career advancement, job recognition, work interest, and promotion, as motivational factors. Certain factors were found to promote employee engagement and motivation more effectively than monetary benefits. This paper aimed to assess and determine the motivational factors employed in BPH-Maramag, the selected institution for this study, and to provide valuable recommendations to the study users.

Research Questions

This study assessed and determined the motivational factors employed in BPH-Maramag, Bukidnon. Specifically, this study aimed to answer the following questions:

1. What is the employees' demographic profile regarding Age, Sex, and type of health worker?
2. What is the level of extrinsic factors that motivate employees in terms of Salary, wages, allowances, and other benefits?
3. What intrinsic factors motivate the employees in terms of working environment, supervision, and opportunity for career development?
4. What is the level of employees' performance in service delivery and patient services?
5. Is there a significant relationship between extrinsic and intrinsic motivational factors and employee performance?

Methodology

Research Design

This study utilized the descriptive-correlational method. Descriptive-correlational design is a research methodology utilized to furnish static depictions of situations and establish the interrelationship between variables (McBurney & White, 2009). It employed a non-experimental quantitative design, wherein the researcher depicts the level of correlation between variables (Creswell, 2012). Using this study design, the researcher gathered quantitative evidence to determine if extrinsic and intrinsic factors significantly influence employee performance.

Respondents

The study's respondents were permanent employees of the Bukidnon Provincial Hospital of Maramag, Maramag, Bukidnon. These respondents were considered data sources as they had been employed at BPH-Maramag for over five years. They could rightfully assess the survey questionnaire for this study. This research used random sampling, which guarantees that the outcomes derived from the sample will closely resemble those obtained if the entire population had been assessed (Shadish et al., 2002).

First, the researcher used the RaoSoft Calculator to determine the sample size of the BPH-Maramag employees using a 95% confidence level and a 5% margin of error. Then, the researcher got the list of the employees and assigned them a number. Fifty respondents were randomly selected through the random number method.

Instrument

A quantitative survey approach was selected to collect data. This study utilized a researcher-made survey questionnaire that the researcher made. The first part of the survey includes asking about their demographic characteristics, such as Age and sex, and the type of health worker. In the second part, the survey aimed to measure employees' motivational levels regarding extrinsic and intrinsic factors. The last part aims to measure the employees' performance in terms of service delivery efficiency and patient service quality.

Procedure

The researcher sought approval from the dean, research adviser, and the research committee.

The researcher reached out to the participants by visiting the hospital. This study was approved by the officer in charge of BPH-Maramag. The interviewers introduced themselves and created rapport with the participants by discussing the informed consent, notably the secrecy. To protect the participants' privacy, the interviewer ran a quick checklist on them before the interview.

This research was conducted based on recommendations made by Valencia Colleges (Bukidnon) Inc., Faculty of the School of Graduate

Studies. Before beginning the study, the researcher will request approval from the institution's Institutional Ethics Review Committee (IERC). Participants in the research were also asked to sign a consent statement stating that they would be actively participating throughout the study with their informed consent and assurance of confidentiality of their identity. Consequently, the researcher explained the study's aim, objectives, and technique to make them aware of its nature. In addition, the participants could withdraw their consent to participate at any moment. Thus, participation was entirely voluntary.

Data Analysis

The data were interpreted and analyzed using the following statistical treatment of data:

To describe the demographic profile of the employees in terms of Age, Sex, and type of health worker, frequency and percentage were utilized. Weighted mean and standard deviation were used to describe the extrinsic factors that motivate employees regarding Salary, wages, allowances, and other benefits. Weighted mean and standard deviation were utilized to determine the intrinsic factors motivating the employees in terms of working environment, supervision, and opportunity for career development.

The Pearson Product-Moment Correlation Coefficient, or Pearson r, was used to find a significant relationship between the extrinsic and intrinsic motivational factors and the employees' performance. Weighted mean and standard deviation were utilized to determine the intrinsic factors motivating the employees in terms of working environment, supervision, and opportunity for career development.

Results and Discussion

This section delved into the critical stages of presenting, analyzing, and interpreting data in research. Tables were provided with the appropriate discussion and were presented according to research questions. Techniques for analyzing data, including descriptive statistics, inferential statistics, and qualitative analysis, were utilized to interpret the analysis results and draw valid conclusions based on the evidence.

The following sections present the profile of the respondents in terms of Age, Sex, and staff type.

The demographic profile of the respondents as to Age is presented in Table 1 below.

Table 1. *Profile of Respondents in Terms of Age*

Age Profile	*Frequency*	*Percentage*
30 – 34 years old	6	12.0
35 – 39 years old	16	32.0
40 – 44 years old	13	26.0
45 – 49 years old	6	12.0
50 – 55 years old	4	8.0
More than 55 years old	1	2.0
Total	50	100.0

The study examined the demographic characteristics of respondents, explicitly focusing on their age distribution. The age profile of the 50 respondents who participated in the study is summarized as follows: 25 – 29 years old (4 or 8%), 30 – 34 years old (6 or 12%), 35 – 39 years old (16 or 32%), 40 – 44 years old (13 or 26%), 45 - 49 years old (6 or 12%), 50 – 55 years old (4 or 8%, and more than 55 years old (1 or 2%) of the total.

This age distribution among respondents provides valuable insights into the diversity of age groups represented in the study. It highlights a broad range of ages, from young adults to older individuals, contributing to the comprehensiveness of the study's findings. This diversity allows for a more nuanced understanding of the perspectives and experiences of respondents across various age categories.

The cumulative percentage reaches 100.0% at the end, indicating that all participants have been accounted for; overall, the age groups in the analysis reflect a relatively even distribution with no significant outliers. These findings can provide valuable insights for further analysis and decision-making.

The demographic profile of the respondents as to sex is presented in Table 2 below.

Table 2. Profile of Respondents in Terms of sex

Gender	*Frequency*	*Percentage*
Female	32	64
Male	18	36
Total	50	100

In this study, 50 respondents participated, providing insight into the sex distribution within the institution. The sex profile of the respondents is as follows: Females (32 or 64%) of the total sample and Males (18 or 36%) of the total sample, while 100% of the participants were accounted for in the analysis. The fact that females are generally more likely to contribute to the survey responses is excellent. Females tend to be highly engaged participants.

This sex breakdown illustrates the distribution of respondents by sex, highlighting the higher participation of females in the study. The sex diversity within the sample ensures a broader representation of perspectives and experiences, contributing to the robustness of the study's findings and their applicability across different sex groups.

Table 3 below presents the demographic profile of the respondents as to staff type.

Table 3. *Profile of Respondents in Terms of Staff Type*

Staff Type	*Frequency*	*Percentage*
Medical Staff	5	10
Nursing Staff	20	40
Ancillary Staff	12	24
Administrative Staff	13	26
Total	50	100

In this study, 50 respondents participated, representing various staff types within the institution. The distribution of respondents among different staff types is as follows: Medical Staff (5 or 10%), Nursing Staff (20 or 40%), Ancillary Staff (12 or 24%), and Administrative Staff (13 or 26%).

These percentages illustrate the composition of staff types among the respondents, providing insight into the diversity of perspectives within the institution. This distribution ensures a comprehensive representation of employees across different roles and departments, contributing to the richness of data and the validity of the study's findings.

These findings indicate that nursing staff is the largest staff category in the medical facility, suggesting the significance of their role in providing patient care and support. A substantial number of administrative staff highlight the importance of administrative functions in managing the facility. The relatively smaller proportion of medical staff may require further investigation to assess whether it aligns with the facility's needs and demands.

This distribution of staff types provides valuable insights into the medical facility's staffing composition, offering a foundation for future workforce planning and resource allocation decisions.

The sections that follow present the level of extrinsic factors that motivate employees in terms of Salary, wages, allowances, and other benefits.

Table 4 shows the level of extrinsic motivation regarding the Salaries and wages of the employees of BPH Maramag. The mean and standard deviation of the following statements are also shown.

Table 4. *Level of Extrinsic Factors that Motivate Employees in Terms of Salary and Wages*

Factors	*Mean*	*SD*	*QD*
1. There is a salary increase every year	4.30	.73	Very Highly Motivated
2. Salary is fair and just	3.86	.78	Highly Motivated
3. I am paid a salary that is enough to cater for my basic needs	3.80	.61	Highly Motivated
4. Salary payments are prompt and on time	3.12	.82	Moderately Motivated
Total	3.77	.73	Highly Motivated

Legend: 5 = 4.21–5.00 (Very Highly Motivated [VHM]); 4 = 3.41–4.20 (Highly Motivated [HM]); 3 = 2.61–3.40 (Moderately Motivated [MM]); 2 = 1.81–2.60 (Less Motivated [LM]); 1 = 1.00–1.80 (Not Motivated at All [NMAA]).

In Table 4, the mean scores for each of the four factors related to extrinsic motivation in terms of Salary and wages range from 3.12 to 4.30, with a total mean score of 3.77. These factors' standard deviations (SD) range from 0.61 to 0.82, indicating some response variability.

Based on the qualitative description, factor 3 falls into the Very Highly Motivated (VHM) category, suggesting that employees' highly valued salaries increase yearly. Factor 1 falls into the Highly Motivated (HM) category, indicating that employees are highly motivated when paid a salary covering their basic needs. Factor 4 also falls into the Highly Motivated (HM) category, suggesting that employees are motivated when they perceive salaries as fair and just. Factor 2 falls into the Moderately Motivated (MM) category, indicating that employees are moderately motivated by the promptness of salary payments.

The total score also falls into the Very Motivated (VM) category, indicating a solid overall extrinsic motivation among employees in the context of Salary and wages. This data suggests that employees are motivated by various extrinsic factors related to Salary and wages, including salary sufficiency, annual salary increases, fairness in salary distribution, and promptness of payments, contributing to their overall motivation and job satisfaction.

These findings suggest that the participants in this sample reported varying levels of salaries across the different variables. Specifically, the participants reported the highest average Salary for the variable: There is a yearly salary increase, followed by fair and just salaries. I am paid a salary that is enough to cater to my basic needs, and salary payments are prompt and on time, with the lowest average Salary. The standard deviation values indicate the variability in the reported salaries, with higher values indicating more excellent dispersion.

These results provide initial insights into the salary distribution among the sample participants. However, further analysis, such as hypothesis testing or inferential statistics, would be necessary to draw more robust conclusions about the relationship between the salary variables.

Overall, Salary and wages highly motivate employee performance. This supports the study of Noe (2020), which states that salary and wages are paramount in this context, as the efficacy of rewards is contingent upon their correlation with actual performance. Developing an efficient strategy is anticipated to enhance the work unit's sustainability, actualize the vision and mission, and facilitate achieving work goals.

Table 5 below shows the level of extrinsic motivation regarding allowances of the employees of BPH Maramag. The mean and standard deviation of the following statements are also shown.

Table 5. *Level of Extrinsic Factors that Motivate Employees in Terms of Allowances*

Factors	*Mean*	*SD*	*QD*
1. There is enough subsidy and clothing allowance	4.24	.59	Very Highly Motivated
2. There are allowances given by the Department of Health	3.74	.92	Highly Motivated
3. The institution offers monthly duty allowances	3.44	.84	Highly Motivated
4. Allowances are credited on time	3.30	.71	Moderately Motivated
Total	3.68	.76	Highly Motivated

Legend: 5 = 4.21–5.00 (Very Highly Motivated [VHM]); 4 = 3.41–4.20 (Highly Motivated [HM]); 3 = 2.61–3.40 (Moderately Motivated [MM]); 2 = 1.81–2.60 (Less Motivated [LM]); 1 = 1.00–1.80 (Not Motivated at All [NMAA]).

As Table 5 shows, the mean scores for each of the four factors related to extrinsic motivation regarding allowances range from 3.30 to 4.24, with a total mean score of 3.68. These factors' standard deviations (SD) range from 0.59 to 0.92, indicating some response variability.

From the table, we can interpret the following: The institution offers monthly duty allowances for the variable, with 50 valid observations. The minimum allowance is 1.00, the maximum allowance is 5.00, and the average allowance is 3.4400, which falls into Highly Motivated. The standard deviation is 0.83690, indicating that the data points are relatively close to the mean.

For the variable allowances, health gives allowances, and there are also 50 valid observations. The minimum allowance is 1.00, the maximum allowance is 5.00, and the average allowance is 3.7400, which falls into Highly Motivated. The standard deviation is 0.92162, suggesting that this variable has slightly more variability than the institution offering monthly duty allowances.

There is enough subsidy and clothing allowance for the variable; there are 50 valid observations. The minimum allowance is 3.00, the maximum allowance is 5.00, and the average allowance is 4.2400, which falls into Very Highly Motivated. The standard deviation is 0.59109, indicating that the data points are relatively close to the mean and have less variability than the other variables.

There are 50 valid observations for the variable Allowances are credited on time. The minimum allowance is 2.00, the maximum allowance is 5.00, and the average allowance is 3.3000, which falls into Moderately Motivated. The standard deviation is 0.70711, suggesting moderate variability in this variable.

The total score also falls into the Highly Motivated (HM) category, indicating a solid overall extrinsic motivation among employees in the context of allowances. This data suggests that employees are motivated by various extrinsic allowances offered by the institution, including monthly duty allowances, Department of Health allowances, subsidies, clothing allowances, and the timeliness of allowance crediting, contributing to their overall motivation and job satisfaction. Overall, allowances highly motivate employee performance. This supports the study of Pouliakas (2008) that Incentives and allowances provide a platform through which a firm can motivate its employees to improve their productivity and performance at work.

Table 6 below shows the level of extrinsic motivation regarding the benefits of BPH Maramag employees. The mean and standard deviation of the following statements are also shown.

Table 6. *Level of Extrinsic Factors that Motivate Employees in Terms of Benefits*

Factors	*Mean*	*SD*	*QD*
1. There is hazard pay	4.42	.50	Very Highly Motivated
2. They give us health benefits that may be availed by any of our family members	3.84	1.02	Highly Motivated
3. The facility organizes social events for all healthcare staff and their families	3.66	.85	Highly Motivated
4. The institution offers financial assistance to all healthcare staff	3.52	.91	Highly Motivated
5. There are enough financial benefits that the government gives us	3.34	.85	Moderately Motivated
Total	3.76	.83	Highly Motivated

Legend: 5 = 4.21–5.00 (Very Highly Motivated [VHM]); 4 = 3.41–4.20 (Highly Motivated [HM]); 3 = 2.61–3.40 (Moderately Motivated [MM]); 2 = 1.81–2.60 (Less Motivated [LM]); 1 = 1.00–1.80 (Not Motivated at All [NMAA]).

As shown in Table 6, the mean scores for each of the five factors related to extrinsic motivation in terms of benefits range from 3.34 to 4.42, with a total mean score of 3.76. These factors' standard deviations (SD) range from 0.50 to 1.02, indicating some response variability.

Descriptive statistics were conducted to analyze the data in a study examining different benefits programs. The sample consisted of 50 participants. For benefits factor 1, the institution offers financial assistance to all healthcare staff; the minimum score was 2.00, the maximum score was 5.00, and the mean score was 3.5200, with a standard deviation of .90891.

For benefits factor 2, the facility organizes social events for all healthcare staff and their families; the minimum score was 1.00, the maximum score was 5.00, and the mean score was 3.6600, with a standard deviation of .84781. For benefit factor 3, they give us health benefits that any of our family members may avail themselves of; the minimum score was 1.00, the maximum score was 5.00, and the mean score was 3.8400, with a standard deviation of 1.01740.

For benefits factor 4, there are enough financial benefits that the government gives us; the minimum score was 1.00, the maximum score was 5.00, and the mean score was 3.3400, with a standard deviation of .84781. For benefits factor 5, there is hazard pay; the minimum score was 4.00, the maximum score was 5.00, and the mean score was 4.4200, with a standard deviation of .49857.

Overall, the data suggest that benefit factor 5, There is hazard pay, had the highest average score (M = 4.4200), followed by factor 3. They give us health benefits that any member of our family may avail of (M = 3.8400), factors 2 The facility organizes social events for all healthcare staff and their families (M = 3.6600), factors 1 The institution offers financial assistance to all healthcare staff (M = 3.5200), and factors 4 The institution offers financial assistance to all healthcare staff (M = 3.3400). The standard deviations indicate some variability around the mean scores for each benefit program. These findings provide initial insights into the participants' perceptions and preferences regarding the different benefits programs.

Based on the qualitative description provided, factors 1, 2, and 3 fall into the Highly Motivated (HM) category, suggesting that employees are highly motivated by financial assistance, social events, and health benefits that their family members can avail themselves of. Factor 4 falls into the Moderately Motivated (MM) category, indicating that employees are moderately motivated by government-provided financial benefits. Factor 5 falls into the Very Highly Motivated (VHM) category, suggesting that employees highly value hazard pay.

The total score also falls into the Highly Motivated (HM) category, indicating a solid overall extrinsic motivation among employees in the context of benefits. This data suggests that employees are motivated by various extrinsic benefits the institution offers, including financial assistance, social events, health benefits for family members, government benefits, and hazard pay, contributing to their overall motivation and job satisfaction.

Based on the findings, benefits highly motivate employees' performance; this supports the study of Baskar (2015) that the act of recognition in the form of other benefits has the potential to instill a sense of worth and acknowledgment among employees. Acknowledging employees increases self-esteem, confidence, willingness to take on new challenges, and eagerness to innovate.

The following sections discuss the level of intrinsic factors that motivate employees in terms of working environment, supervision, and opportunities for career development.

The level of intrinsic motivation for the career development of the Maramag employees is shown in Table 7 below. The mean and standard deviation of the following statements are also shown.

Table 7. *Level of Intrinsic Factors that Motivate Employees in Terms of Opportunity for Career Development*

Factors	*Mean*	*SD*	*QD*
1. My skills are being utilized as a health worker	4.28	.73	Very Highly Motivated
2. Being a health worker enables me to interact and develop relationships with people from many areas	4.18	.56	Highly Motivated
3. I am not assigned to different departments every month	4.14	.91	Highly Motivated
4. The tools and resources available help me acquire new skills	3.54	.97	Highly Motivated
5. There is enough training and seminars every year	3.10	.99	Moderately Motivated
Total	3.85	.83	Highly Motivated

Legend: 5 = 4.21–5.00 (Very Highly Motivated [VHM]); 4 = 3.41–4.20 (Highly Motivated [HM]); 3 = 2.61–3.40 (Moderately Motivated [MM]); 2 = 1.81–2.60 (Less Motivated [LM]); 1 = 1.00–1.80 (Not Motivated at All [NMAA]).

As shown in Table 7, the mean scores for the five factors related to intrinsic motivation regarding career development range from 3.10 to 4.28, with a total mean score of 3.85. These factors' standard deviations (SD) range from 0.56 to 0.99, indicating some response variability.

Based on the output from SPSS, the descriptive statistics for five different factors are as follows: Factor 1: Being a health worker enables me to interact and develop relationships with people from many areas. The mean score is 4.1800 with a standard deviation of 0.56025; factors 2 My skills are being utilized as a health worker; the mean score is 4.2800 with a standard deviation of 0.72955); factors 3 I am not assigned to different departments every month, the mean score is 4.1400 with a standard deviation of 0.90373, Factors 4 There is enough training and seminars every year, the mean score is 3.1000 with a standard deviation of 0.99488, and factors 5 The tools and resources available help me acquire new skills, the mean score is 3.5400 with a standard deviation of 0.97332.

These results suggest that, on average, factor 2, My skills are being utilized as a health worker, has the highest score (M = 4.2800), followed by factor 1, Being a health worker enables me to interact and develop relationships with people from many areas (M = 4.1800),

factors 3 I am not assigned to different departments every month (M = 4.1400), factors 5 The tools and resources available help me acquire new skills (M = 3.5400), and factors 4 There is enough training and seminars every year (M = 3.1000). The standard deviations indicate the variability in the responses for each opportunity.

Based on the qualitative description provided, factors 1, 3, and 5 fall into the Highly Motivated (HM) category, suggesting that employees are motivated by the opportunities to interact with people, consistent department assignments, and the availability of tools and resources to acquire new skills. Factor 2 falls into the Very Highly Motivated (VHM) category, indicating that employees highly value utilizing their skills as health workers. Factor 4 falls into the Moderately Motivated (MM) category, suggesting that employees are moderately motivated by the availability of training and seminars.

The total score also falls into the Highly Motivated (HM) category, indicating an overall solid intrinsic motivation among employees in the context of career development opportunities. This data suggests that employees are motivated by various aspects of career development, including skill utilization, interaction opportunities, consistency in department assignments, and access to tools and resources, contributing to their overall motivation and job satisfaction.

Overall, opportunities for career development highly motivate employee performance; this supports the study (Truitt, 2017) that organizations must develop, execute, and assess training programs to mitigate performance-related conflicts. The study revealed a significant correlation between an individual's favorable training encounter and work performance.

The level of intrinsic motivation for supervision of the employees of BPH Maramag is shown in Table 8 below. The mean and standard deviation of the following statements are also shown.

Table 8. *Level of Intrinsic Factors that Motivate Employees in Terms of Supervision*

Factors	*Mean*	*SD*	*QD*
1. There is enough room for improvements	4.10	.76	Highly Motivated
2. It is easy for you to open up your mistakes to your direct head or Supervisor	4.06	.82	Highly Motivated
3. They help me when I am in trouble	3.90	.84	Highly Motivated
4. I have responsibilities I perform in this institution, which gives me a sense of control over others.	3.82	.94	Highly Motivated
5. They praise and recognize me when I have done something good	3.52	.95	Highly Motivated
Total	3.88	.86	Highly Motivated

Legend: 5 = 4.21–5.00 (Very Highly Motivated [VHM]); 4 = 3.41–4.20 (Highly Motivated [HM]); 3 = 2.61–3.40 (Moderately Motivated [MM]); 2 = 1.81–2.60 (Less Motivated [LM]); 1 = 1.00–1.80 (Not Motivated at All [NMAA]).

As Table 8 shows, the mean scores for each of the five factors related to intrinsic motivation in terms of supervision range from 3.52 to 4.10, with a total mean score of 3.88. These factors' standard deviations (SD) range from 0.76 to 0.95, indicating some response variability.

The table presents the descriptive statistics for five different factors for supervision. The mean scores for each factor are as follows: factor 1 = 3.82, factor 2 = 4.10, factor 3 = 4.06, factor 4 = 3.90, and factor 5 = 3.52. The standard deviations for each factor are as follows: factor 1 = 0.94, factor 2 = 0.76, factor 3 = 0.82, factor 4 = 0.84, and factor 5 = 0.95.

The mean scores suggest that factor 2 had the highest average rating (M = 4.10), followed by factor 3 (M = 4.06), factor 4 (M = 3.90), factor 1 (M = 3.82), and factor 5 (M = 3.52). The standard deviation scores indicate that supervision had the highest variability (SD = 0.95), followed by factor 4 (SD = 0.84), factor 3 (SD = 0.82), factor 1 (SD = 0.94), and factor 2 (SD = 0.76)

Based on the qualitative description provided, all five factors and the total score fall into the Highly Motivated (HM) category, indicating that employees are highly motivated by supervision-related aspects. These aspects include having control over responsibilities, room for improvement, ease of admitting mistakes to supervisors, receiving help when in trouble, and receiving praise and recognition for good performance.

The total score in the Highly Motivated (HM) category suggests that employees find intrinsic motivation through their interactions with supervisors and the support they receive from them. This data suggests that employees are motivated by the supervisory aspects of their work, including opportunities for improvement, open communication about mistakes, and positive feedback, which contribute to their overall motivation and job satisfaction.

Overall, excellent supervision is essential, which highly motivates employee performance; this supports the study of According to Bernard and Goodyear (2013), supervision pertains to the capacity of higher-ups to exert their influence over the conduct of their subordinates in the execution of particular tasks or duties. Influencing individuals to attain objectives set by an organization is considered an art. According to Bernard, the degree of supervision quality indicates the level of effectiveness of superiors, which in turn impacts the tendency for job performance and completion. Assuming a supervisory role necessitates an individual who is willing to undertake supervisory duties and exhibits a strong understanding of the associated tasks.

Table 9 below shows the level of intrinsic motivation in BPH Maramag's employees' work environment. It also shows the mean and standard deviation of the following statements.

Table 9. *Level of Intrinsic Factors that Motivate Employees in Terms of Work Environment*

Factors	*Mean*	*SD*	*QD*
1. Supportive colleagues surround me	4.24	.74	Very Highly Motivated
2. The working areas are satisfying and keep me wanting to perform better.	3.94	.92	Highly Motivated
3. The challenging nature of healthcare service has kept me in the profession	3.94	.74	Highly Motivated
4. Working in this institution gives me a great deal of job satisfaction	3.88	.72	Highly Motivated
5. Working in this institution gives me recognition and respect from the community	3.72	.88	Highly Motivated
Total	3.94	.97	Highly Motivated

Legend: 5 = 4.21–5.00 (Very Highly Motivated [VHM]); 4 = 3.41–4.20 (Highly Motivated [HM]); 3 = 2.61–3.40 (Moderately Motivated [MM]); 2 = 1.81–2.60 (Less Motivated [LM]); 1 = 1.00–1.80 (Not Motivated at All [NMAA]).

As shown in Table 9, the mean scores for each of the five factors related to intrinsic motivation in the work environment range from 3.72 to 4.24, with a total mean score of 3.94. These factors' standard deviations (SD) range from 0.72 to 0.92, indicating some response variability. The descriptive statistics table presents the mean and standard deviation for five variables related to the work environment.

These scores indicate the average level of agreement or satisfaction with various aspects of the work environment. The mean and standard deviation for factor 1 were 3.88 (SD = 0.72), for factor 2 were 3.94 (SD = 0.74), for factor 3 were 3.72 (SD = 0.88), for factor 4 were 4.24 (SD = 0.74), and for factor 5 were 3.94 (SD = 0.82), respectively.

Based on the qualitative description provided, factors 1, 2, 3, and 5 fall into the Highly Motivated (HM) category; they suggest that employees are motivated by job satisfaction, the challenging nature of healthcare, recognition, and the satisfaction derived from the working areas. Factor 4 falls into the Very Highly Motivated (VHM) category, indicating that employees highly value the support they receive from their colleagues.

The total score also falls into the Highly Motivated (HM) category, indicating a strong overall intrinsic motivation among employees in the work environment. This data suggests that employees find intrinsic motivation in various aspects of their work environment, including job satisfaction, challenges, recognition, and the support of colleagues, which contribute to their overall motivation and job engagement.

Overall, the work environment dramatically impacts and is very important to highly motivating employee performance. Numerous studies have confirmed that the work environment has a significant impact on the performance of employees. The study conducted (Muchtar, 2016) utilized a statistical test that yielded a t-value of 2.376 and a p-value of 0.021 ($p < 0.05$). These findings indicate that the working environment significantly impacts employee performance.

Similarly, Naharuddin (2013) and Norlina et al. (2020) obtained congruent analytical findings that the physical workplace environment is significantly associated with employees' performance. Bushiri 2021) expounded that addressing issues such as flexibility, work noise, supervisor's interpersonal relationship, and work incentives leads to improved performance.

The level of employee performance in terms of service delivery and patient services is presented next.

The performance level of BPH Maramag employees in terms of patient services is shown in Table 10 below. The mean and standard deviation of the following statements are also shown.

Table 10. *Level of Performance that Motivates Employees in Terms of Patient Services*

Factors	*Mean*	*SD*	*QD*
1. I have a good nature of interaction with staff, especially with patients	4.42	.64	Has Excellent Performance
2. I have highly personalized care	4.32	.65	Has Excellent Performance
3. I have high responsiveness/ timeliness of care	4.32	.68	Has Excellent Performance
4. My patient's satisfaction with services is always high	4.14	.57	Has Very Satisfactory Performance
5. They perceived my service delivery as a high-quality one	4.14	.57	Has Very Satisfactory Performance
Total	4.28	.62	Has Excellent Performance

Legend: 5 = 4.21–5.00 (Strongly Agree—Has excellent performance); 4 = 3.41–4.20 (Agree—Has very satisfactory performance); 3 = 2.61–3.40 (Neutral—Has satisfactory performance); 2 = 1.81–2.60 (Disagree—Has unsatisfactory performance); 1 = 1.00–1.80 (Strongly Disagree—Has poor performance).

As shown in Table 10, the mean scores for each of the five factors related to employee performance in patient services range from 4.14 to 4.42, with a total mean score of 4.28. The standard deviations (SD) for these factors range from 0.57 to 0.68, indicating some variability in the responses, particularly for the factor related to responsiveness/timeliness of care.

The mean score for factors 1 and 2 was 4.14, with a standard deviation of .57 for both groups. The mean score for factor 3 was slightly higher at 4.42, with a standard deviation of .64. Factors 4 and 5 also had a mean score of 4.32, but with slightly higher standard deviations of .65 and .68, respectively.

These findings suggest that Factors 1, 2, 4, and 5 had similar mean scores, while Factor 3 had a slightly higher mean score. However, it is essential to note that the standard deviations varied between the patient groups, indicating differences in the dispersion of scores within each group.

Overall, these results provide initial insight into the distribution of scores for each factor group. However, further analysis and

interpretation are needed to understand these findings' significance and implications fully.

Based on the qualitative description, factors 1 and 2 fall into the Has Very Satisfactory Performance category, indicating that employees are motivated to maintain high patient satisfaction and deliver high-quality service. Factors 3, 4, and 5 fall into the Has Excellent Performance category, suggesting that employees are highly motivated to provide personalized care, good interaction, and timely and responsive patient care. The total score also falls into the Has Excellent Performance category, indicating a robust overall motivation among employees in the context of patient services.

This data suggests that employees are highly motivated to provide excellent patient services, including personalized care and positive interactions, which can contribute to overall patient satisfaction and quality of care; this supports the study, according to Vilares and Cohelo's (2003) research about patient satisfaction. Enhancing service quality and patient satisfaction is a crucial objective for hospital managers, who must consider the significance of employee satisfaction in achieving this goal (Racheal, 2008).

Table 11 below shows the performance level of BPH Maramag employees in terms of service delivery. The mean and standard deviation of the following statements are also shown.

Table 11. *Level of Performance that Motivates Employees in Terms of Service Delivery*

Factors	*Mean*	*SD*	*QD*
1. My goal is to give my best always when treating patients	4.66	.52	Has Excellent Performance
2. I always want to satisfy my patients and do everything in their comfort	4.64	.48	Has Excellent Performance
3. I always make sure that my patients get the best care they need	4.60	.49	Has Excellent Performance
4. I offer extra care and time to customers even beyond what is asked of us as health workers	4.44	.50	Has Excellent Performance
5. My service is timely and not delayed because the happiness I see after my patients recover is incomparable	4.42	.54	Has Excellent Performance
Total	4.55	.51	Has Excellent Performance

Legend: 5 = 4.21–5.00 (Strongly Agree—Has excellent performance); 4 = 3.41–4.20 (Agree—Has very satisfactory performance); 3 = 2.61–3.40 (Neutral—Has satisfactory performance); 2 = 1.81–2.60 (Disagree—Has unsatisfactory performance); 1 = 1.00–1.80 (Strongly Disagree—Has poor performance).

In Table 11, the mean scores for each of the five factors related to service delivery performance range from 4.42 to 4.66, with a total mean score of 4.55. The standard deviations (SD) for these factors range from 0.48 to 0.54, indicating a relatively low level of variability in the responses.

The mean ratings for factor 1, factor 2, factor 3, factor 4, and factor 5 were 4.60, 4.66, 4.64, 4.44, and 4.42, respectively. The standard deviations for factor 1, factor 2, factor 3, factor 4, and factor 5 were .49, .52, .48, .50, and .54, respectively. Based on these results, the mean ratings for all services were above 4, indicating relatively high levels of service quality. These findings suggest that the services examined in this study were generally rated positively by participants.

Based on the qualitative description, all the factors and the total score fall into the Has Excellent Performance category. This suggests that employees are highly motivated in service delivery. They consistently aim to provide their patients with the best care, satisfaction, and timeliness, often exceeding expectations.

This data indicates a solid commitment to service excellence among the study employees, which can have a positive impact on patient care and overall satisfaction; this supports the study's conclusion that, according to Alhassan's (2013) research, there exists a correlation between the motivation of healthcare workers, the quality of service care they deliver, and the resultant satisfaction of clients. Her study (Suzana, 2014) examined the correlation between service delivery and healthcare employee performance within the healthcare industry and found a positive association between the two variables.

The test of a significant relationship between the level of extrinsic and intrinsic motivational factors and employee performance is presented and discussed below.

Table 12 below presents the test of the significant influence of the extrinsic and intrinsic motivational factors on the performance of the employees.

Table 12. *Test of Significant Relationship between the Level of the Extrinsic and Intrinsic Motivational Factors on the Performance of the Employees*

Indicators	*R-Value*	*P-Value*	*Remarks*
Salary and allowances	0.641**	p < .001	Significant
Benefits and opportunities	0.746**	p < .001	Significant
Supervision and work environment	0.868**	p < .001	Significant
Patient services and delivery	0.322*	0.022	Significant
Total	0.644	0.006	Significant

Significant at 0.05

Table 12 displays correlation coefficients between the extrinsic and intrinsic motivational factors that affect employees' performance. The correlations are statistically significant at 0.01 or 0.05 levels (2-tailed). Salary and allowances positively correlate (r = .641**, p <

.001). Variables benefits and opportunity are highly positively correlated (r = .746**, p < .001). Supervision and work environment variables also show a strong positive correlation (r = .868**, p < .001). Moreover, a moderate positive correlation exists between patient services and service delivery (r = .322*, p = .022).

The results presented in Table 12 indicate significant positive correlations between various motivational factors and employee performance in this study. Specifically, salary, allowances, benefits, opportunity, supervision, work environment, patient services, and service delivery demonstrate positive employee performance relationships. The strength of these correlations varies, with some being moderate (patient services and service delivery) and others being

being strong (Salary and allowances, benefits and opportunity, supervision and work environment).

These findings suggest that various motivational factors can impact employee performance and that organizations should consider addressing these factors to improve performance outcomes. Overall, the results support the alternative hypothesis that there are linear relationships among the examined variables.

The strong positive correlations observed between Salary and allowances, benefits and opportunity, and supervision and work environment are consistent with previous research (Smith et al., 2021; Johnson & Brown, 2022), which suggests that these pairs of variables may share common underlying factors or are closely related in some way.

The moderate positive correlation between patient services and service delivery suggests that there may be a relationship between patient satisfaction and service quality, a finding supported by studies on customer satisfaction in the healthcare sector (Garcia et al., 2022; Martin & Smith, 2021).

These further indicate that the null hypothesis of no significant relationship between the extrinsic and intrinsic motivational factors is not accepted. These correlations provide valuable insights into the associations among the variables and offer a basis for further investigation and analysis in future research.

Conclusions

Based on the findings of the study, the following conclusions are drawn.

This Age, Sex, and type of staff distribution among respondents provides valuable insights into the diversity of demographic profiles represented in the study. It highlights a broad range of ages, genders, and types of staff, contributing to the comprehensiveness of the study's findings. This diversity allows for a more nuanced understanding of the perspectives and experiences of respondents across various ages, genders, and types of staff categories.

The analysis of employee extrinsic motivation regarding Salary and wages, allowances, and benefits reveals that employees are highly motivated in all these areas. Specifically, they are satisfied with the sufficiency of their salaries, annual salary increases, fairness in salary distribution, promptness of payments, monthly duty allowances, Department of Health allowances, subsidy and clothing allowances, timeliness of allowance crediting, financial assistance, social events, health benefits for family members, government benefits, and hazard pay. These extrinsic factors contribute significantly to their overall motivation and job satisfaction.

Analyzing employee intrinsic motivation about career development opportunities, supervision, and the work environment reveals that employees are highly motivated in all these areas. Specifically, they are motivated by factors such as skill utilization, interaction opportunities, consistency in department assignments, access to tools and resources, opportunities for improvement, open communication about mistakes, positive feedback, job satisfaction, challenges, recognition, and the support of colleagues. These intrinsic factors contribute significantly to their overall motivation and job satisfaction.

Analyzing employee performance regarding patient services and service delivery reveals that employees are highly motivated in both areas, with scores falling into the "Very Satisfactory" category. Specifically, they provide personalized care, positive interactions, and excellent patient services, and they consistently aim to provide their patients with the best care, satisfaction, and timeliness. This high level of performance can contribute significantly to overall patient satisfaction and quality of care. The strong commitment to service excellence among the employees in the study suggests a positive impact on patient care and overall satisfaction.

Based on the analysis of the data collected, extrinsic and intrinsic motivational factors significantly impact employee performance in a healthcare institution. The study found that employees were motivated by various factors, including their salaries, allowances, benefits, opportunities for career development, supportive supervision, work environment, patient services, and service delivery. Moreover, these findings shed light on the multifaceted nature of employee motivation in the healthcare industry. They also provide valuable insights to healthcare institutions that can guide them in creating a supportive work environment that promotes employee motivation and job satisfaction.

To be able to provide quality healthcare services to patients and sustain an effective workforce, this study recommends the following:

Diversify the Age, sex, and type of staff representation in studies to comprehensively understand employee perspectives and experiences across various categories.

Ensure that employees are satisfied with their salaries, annual salary increases, fairness in salary distribution, promptness of payments, monthly duty allowances, Department of Health allowances, subsidy and clothing allowances, timeliness of allowance crediting, financial assistance, social events, health benefits for family members, government benefits, and hazard pay. These extrinsic factors contribute significantly to employee motivation and job satisfaction. Provide opportunities for skill utilization, interaction opportunities, consistency in department assignments, access to tools and resources, opportunities for improvement, open communication about mistakes, positive feedback, job satisfaction, challenges, recognition, and the support of colleagues. These intrinsic factors contribute significantly to employee motivation and job satisfaction.

Encourage employees to consistently provide personalized care, positive interactions, and excellent patient services while aiming to provide their patients with the best care, satisfaction, and timeliness. This high level of performance can contribute significantly to overall patient satisfaction and quality of care. Explore strategies to optimize employee performance by leveraging both extrinsic and intrinsic motivational factors based on the nature of the relationships identified through further research. This can help healthcare institutions create a supportive work environment that promotes employee motivation and job satisfaction.

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