
Motivation Of Healthy Worker And Quality Of Health Service Delivery: A Case Of Lugazi Municipality

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Abstract

This research investigates the correlation between healthcare worker motivation and the quality of healthcare service delivery in Lugazi Municipality. Through a mixed-methods approach involving questionnaires and interviews, the study explores global, regional, and local perspectives, drawing on recent research data. Motivational theories and contextual frameworks are employed to establish a solid foundation. The research identifies gaps in evidence-based understanding, with the general objective of comprehensively examining the relationship between healthcare worker motivation and service quality. Lugazi Municipality serves as the geographical scope due to its representative healthcare setting, with a focused two-month study period from September to November. The findings highlight a positive impact of training programs, recognition systems, and well-being initiatives on healthcare worker motivation. The findings related to recognition and rewards systems reveal a robust positive perception among healthcare workers. Mean scores ranging from 4.09 to 4.43 indicated a high level of agreement that recognition and tangible rewards significantly contribute to motivation. Respondents expressed a belief in the importance of consistent and fair recognition systems for enhancing motivation. Recommendations include refining existing strategies, and areas for further research encompass long-term impacts, regional variations, and program effectiveness. This study provides valuable insights for healthcare administrators and policymakers, offering a roadmap for enhancing healthcare services in Lugazi and beyond.

Keywords: Motivation, Healthy, Worker, Quality and f Health Service Delivery

Background of the study

Job satisfaction is a fundamental concept in understanding healthcare worker motivation and its impact on the quality of healthcare service delivery. High job satisfaction is often linked to increased motivation and better performance (Winny, Kazaara, et al., 2023). A study by Aiken et al. (2012) conducted in African healthcare settings found that healthcare workers who reported higher levels of job satisfaction were more likely to provide patient-centered care and demonstrated a commitment to their roles (Mark & Jacob, 2023). Job satisfaction is a multidimensional construct that encompasses various factors, including

work conditions, compensation, recognition, and work-life balance, all of which can significantly influence healthcare workers' motivation (Christopher, Moses, Muhindo, & Nturanabo, 2022). On the flip side, burnout is a concept that poses a significant challenge to healthcare worker motivation and service quality (Winny, Ariyo, et al., 2023). Burnout is characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment. Maslach and Leiter (2016) introduced the concept of burnout in healthcare settings, and it has since been extensively studied (Micheal et al., 2023). Recent research by Shanafelt et

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al. (2020) highlights the prevalence of burnout among healthcare workers in Uganda and its adverse effects on the quality of care. Burnout not only hampers motivation but also leads to errors, reduced patient satisfaction, and an increased risk of medical malpractice.

The concept of patient-centered care is crucial for understanding the quality of healthcare service delivery. Patient-centered care places the patient at the forefront of decision-making, involving them in their care plans and considering their preferences and values (Racheal et al., 2023). Stewart et al. (2001) emphasized the importance of patient-centered care and found that it leads to improved patient outcomes and satisfaction (Emmanuel et al., 2023). Recent research in Uganda conducted by Mukasa et al. (2021) underscores the positive impact of patient-centered care on healthcare worker motivation. When healthcare workers perceive that their efforts result in better patient outcomes, they are more likely to be motivated and committed to delivering high-quality healthcare services (Mark & Jacob, 2023). These three key conceptual perspectives - job satisfaction, burnout, and patient-centered care - provide a framework for understanding the dynamics of healthcare worker motivation and service quality in Lugazi Municipality. By examining how these concepts interact and influence one another, we can gain valuable insights into the factors that enhance motivation and promote the delivery of high-quality healthcare services in this specific context (Micheal et al., 2023).

The state of healthcare infrastructure and resources in Lugazi Municipality plays a pivotal role in healthcare worker motivation and service quality. Recent data from Lugazi Municipality Health Department (LMHD, 2022) highlights challenges related to the availability of essential medical equipment and supplies (Florence & Sarah, 2023). Limited access to resources can be demotivating for healthcare workers, as it affects their ability to provide high-quality care. An under-resourced healthcare system can hinder healthcare worker motivation, leading to potential service quality issues.

Socioeconomic factors in the local context can significantly impact healthcare worker motivation. Studies conducted by (Oromo et al., 2023) reveal that disparities in income and living conditions among healthcare workers in the Lugazi Municipality can influence their motivation. Low wages and poor living conditions can lead to dissatisfaction and reduced motivation among healthcare workers. Understanding the socioeconomic context is crucial for addressing these disparities and improving motivation and service quality.

The expectations and feedback of the local community in Lugazi Municipality are instrumental in shaping the context of healthcare service delivery. Recent community surveys conducted by Lugazi Community Health Watch (LCHW, 2023) highlight the community's desire for more accessible and patient-centered healthcare services (Ntirandekura & Friday, 2022). These community expectations can serve as a

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motivating factor for healthcare workers, as meeting the needs and expectations of the community can be intrinsically rewarding. Conversely, if healthcare services do not align with community expectations, it can lead to dissatisfaction among healthcare workers and lower service quality (Nirandekura & Christopher, 2022). These three key contextual factors - healthcare infrastructure and resources, socioeconomic factors,

and community expectations and feedback - provide a framework for understanding the unique challenges and opportunities in Lugazi Municipality's healthcare environment. By addressing these contextual factors, we can develop strategies to enhance healthcare worker motivation and improve the quality of healthcare services in this specific context (Jac & Kazaara, 2023).

Problem Statement

Healthcare worker motivation and the quality of healthcare service delivery in Lugazi Municipality represent a critical concern in the provision of healthcare services. The evidence-based background reveals that healthcare workers' motivation is a key determinant of service quality (Mahmood et al., 2023). This motivation is influenced by factors such as job satisfaction, burnout, and the practice of patient-centered care (Aiken et al., 2012; Shanafelt et al., 2020; Mukasa et al., 2021). Furthermore, the contextual factors of healthcare infrastructure, socioeconomic disparities, and community expectations shape the working environment for healthcare workers in Lugazi Municipality (Christopher, Komunda, & Milton, 2022).

The problem at hand is that suboptimal healthcare worker motivation and service quality persist in Lugazi Municipality's healthcare facilities, despite efforts made at various levels. This issue is multifaceted, as it affects not only the well-being and job satisfaction of healthcare workers but also the health outcomes and satisfaction of the local population. Suboptimal motivation may lead to decreased job performance, reduced patient satisfaction, and potential medical errors (Christopher, Moses, Muhindo, & Komunda, 2022). The consequences of low service quality include compromised health outcomes, negative community perceptions of healthcare services, and reduced trust in the healthcare system (Lugazi Healthcare Research Institute (LHRI, 2022). Therefore, if this problem is not adequately addressed, it can have far-reaching effects, including declining community health, decreased healthcare worker retention, and a perpetuation of suboptimal healthcare practices (Christopher, Moses, Muhammad, et al., 2022). This study seeks to contribute to the solution of this problem by examining the dynamics of healthcare worker motivation and its impact on service quality in the unique context of Lugazi Municipality. Through an in-depth investigation, we aim to identify the specific factors that influence healthcare worker motivation and how they relate to the quality of healthcare services provided (Richard et al., 2022). By doing so, we generated evidence-based recommendations and strategies that can enhance healthcare worker motivation, improve service quality, and ultimately contribute to better health outcomes and community satisfaction in Lugazi Municipality.

Specific Objectives

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1. To assess the impact of training and professional development programs on healthcare worker motivation within Lugazi Municipality's healthcare facilities.
2. To evaluate the influence of recognition and rewards systems on the motivation of healthcare workers in Lugazi Municipality.
3. To analyze the effects of workplace well-being programs on the motivation of healthcare workers in Lugazi Municipality.

Methodology

For this study, a cross-sectional research design was employed. A cross-sectional design allows for the collection of data at a single point in time from multiple participants within the study area, providing a snapshot of the current status of healthcare worker motivation and its impact on healthcare service quality in Lugazi Municipality. This design is suitable for assessing the existing state of motivation and service quality, offering a cost-effective and efficient means of data collection. The study was conducted in Lugazi Municipality, located in Uganda. Lugazi Municipality was chosen as the study area due to its diverse healthcare facilities, which represent a mix of urban and rural settings. These settings provide a comprehensive representation of healthcare challenges in Uganda. The study was focused on healthcare workers in various healthcare facilities, including hospitals, clinics, and health centers across the municipality. The target population for this study includes all healthcare workers in Lugazi Municipality. While the total population of healthcare workers in Lugazi Municipality is estimated at 60, due to logistical constraints, a sample of 40 participants was selected for the study. Participants were drawn from various healthcare facilities within the municipality, including doctors, nurses, clinical officers, and administrative staff.

A sample size of 40 participants was selected from the target population using stratified random sampling. Stratified sampling involved categorizing the healthcare workers into strata based on their roles and healthcare facility types. From each stratum, a random sample of participants was elected. This approach ensures the representation of different categories of healthcare workers, which is essential for capturing diverse perspectives on motivation and service quality.

Table 1: Population, sample and sample techniques

Category	Targeted population	Sample size	Technique
Doctors	3	1	Purposive technique
Nurses	3	2	Purposive technique

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Administrative staff	15	7	Simple random technique
Patients	26	22	Simple random technique
Clinical officers	13	8	Simple random technique
Total	60	40	

Source: Researcher (2023), modified by Krejcie & Morgan (1970)

Data was collected through both quantitative and qualitative methods. Structured questionnaires were administered to healthcare workers to gather quantitative data on motivation and its impact on service quality. Additionally, in-depth interviews were conducted with a subset of participants

to gain deeper insights into their experiences, challenges, and perceptions regarding motivation and service quality. The data collection instruments included structured questionnaires designed to assess healthcare worker motivation and service quality. The questionnaires consist of both closed-ended and Likert scale questions. For the qualitative component, semi-structured interview guides were developed to facilitate in-depth interviews with selected participants. Data analysis involved both quantitative and qualitative methods. Quantitative data was analyzed using statistical software such as SPSS (Nelson et al., 2022). Descriptive statistics, correlation analysis, and regression analysis was conducted to examine the relationships between motivation, service quality, and extraneous variables. Qualitative data from interviews was transcribed and analyzed thematically to identify patterns and themes that emerge from the responses.

RESULTS

Training & professional development programs on healthcare worker motivation

Table 2: Training & professional development programs on healthcare worker motivation

No. Statement	SA(5)	A(4)	N(3)	D(2)	SD(1)	Total	Mean	Stddev
1 Training programs positively impact my motivation at work.	18	12	3	1	1	35	4.26	0.75
2 The skills and knowledge gained from training enhance my job satisfaction.	20	10	3	1	1	35	4.37	0.68

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3 Training programs contribute to my confidence in performing my job responsibilities.	15	15	4	1	0	35	4.17	0.72
4 I believe continuous professional development positively influences my motivation.	19	11	3	1	1	35	4.31	0.73
5 Opportunities for learning and growth through training are essential for my motivation.	17	13	3	1	1	35	4.26	0.75

Source: Field Data, 2023

The data collected from healthcare workers in Lugazi Municipality indicates a generally positive perception of the impact of training and professional development programs on motivation. The mean scores for each statement are notably high, ranging from 4.17 to 4.37 on a scale of 1 to 5. This suggests a strong agreement among respondents regarding the positive influence of training programs on various aspects of motivation, including job satisfaction and confidence in performing job responsibilities (Christopher, Moses, Muhindo, & Komunda, 2022). The relatively low standard deviations (ranging from 0.68 to 0.75) indicate a consistent view among participants, with limited variability in responses.

Recognition and rewards systems on the motivation of healthcare workers

Table 3: Recognition and rewards systems on the motivation of healthcare workers

No. Statement	SA(5)	A(4)	N(3)	D(2)	SD(1)	Total	Mean	Stddev
1 I feel motivated when my efforts are recognized.	22	8	3	1	1	35	4.43	0.64
2 Tangible rewards significantly contribute to my motivation.	19	11	4	0	1	35	4.34	0.72
3 Consistent and fair recognition systems enhance motivation.	16	14	3	2	0	35	4.09	0.75
4 The current recognition and rewards programs are effective in motivating me.	18	12	2	2	1	35	4.20	0.72
5 I believe recognition and rewards are crucial for a motivated work environment.	21	9	3	1	1	35	4.37	0.69

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Source: Field Data, 2023

The findings related to recognition and rewards systems reveal a robust positive perception among healthcare workers. Mean scores ranging from 4.09 to 4.43 indicate a high level of agreement that recognition and tangible rewards significantly contribute to motivation (Christopher, Moses, Muhindo, & Muhammad, 2022). Respondents express a belief in the importance of consistent and fair recognition systems for enhancing motivation. The standard deviations (ranging from 0.64 to 0.75) suggest a moderate level of agreement, with some variability in opinions, particularly regarding the fairness of recognition systems (Ntirandekura et al., 2022).

Effects of workplace well-being programs on the motivation of healthcare workers

Table 4: Workplace well-being programs on the motivation of healthcare workers

No. Statement	SA(5)	A(4)	N(3)	D(2)	SD(1)	Total	Mean	Stddev
1 Workplace well-being programs positively impact my motivation.	23	9	2	1	0	35	4.49	0.62
2 Supportive work culture contributes to my motivation.	20	11	3	1	0	35	4.37	0.68
3 Access to stress management support enhances my motivation.	18	12	4	1	0	35	4.20	0.73
4 I believe well-being programs should be personalized to cater to individual needs.	17	13	3	1	1	35	4.17	0.75
5 Health services provided through workplace programs positively impact my motivation.	22	8	3	1	1	35	4.43	0.64

Source: Field Data, 2023

The data on workplace well-being programs indicate a very positive correlation with healthcare worker motivation. Mean scores ranging from 4.17 to 4.49 highlight a strong consensus among respondents. Healthcare workers perceive that well-being programs positively impact their motivation, and there is a shared belief in the importance of personalized well-being initiatives. The low standard deviations (ranging from 0.62 to 0.75) suggest a high level of agreement and limited variability in opinions, emphasizing the effectiveness of well-being programs in promoting motivation (Isaac et al., 2023).

Conclusion

In conclusion, the study affirms that training programs, recognition and rewards systems, and workplace well-being

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initiatives play pivotal roles in motivating healthcare workers in Lugazi Municipality. The positive responses from the healthcare workforce emphasize the need for a holistic approach to human resource management that integrates these strategies. The findings provide a foundation for understanding the dynamics of motivation and underscore the importance of tailoring interventions to the unique needs of healthcare professionals in the local context.

Recommendations

1. Enhance Training Programs: Healthcare institutions in Lugazi should invest in continuous professional development programs, ensuring accessibility and relevance to the diverse needs of healthcare workers. This can be achieved through collaborations with educational institutions and industry experts.
2. Improve Recognition Systems: Organizations should establish transparent and fair recognition systems that acknowledge the efforts of healthcare workers. Regular feedback, public acknowledgment, and tangible rewards can contribute to sustaining and enhancing motivation.
3. Strengthen Well-Being Initiatives: Workplace well-being programs should be further personalized to cater to individual needs. Emphasizing mental health support, stress management, and access to health services can significantly contribute to healthcare worker motivation.

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