Impact of Motivation on Employee Job Satisfaction: With Special Reference to Health Workers during the COVID-19 Pandemic

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Abstract: The objectives of this study were to identify the level of the motivation and job satisfaction of health workers in Sri Lanka, to study the relationship between motivation and job satisfaction, to study the relationship between motivation and dimensions of job satisfaction, to study the relationship between dimensions of motivation and job satisfaction and to explain the ways of improving motivation factors to increase the job satisfaction. To analyze this condition, three hypotheses were formulated. The study was conducted by using a random sample of 100 numbers of Doctors, Nursing Officers and Midwives live in Nintavur. The type of investigation was correlational and it was cross-sectional on time horizon. Doctors, Nursing Officers, and Midwives who live in Nintavur served as respondents for this study. Measures of the study were of good quality after assuring reliability and validity. Data were collected from 100 respondents which were 100% response rate. To test the hypotheses that were concerned with the relationship between the perceived degree of Motivation and perceived degree of Job satisfaction, the Pearson Product Movement Correlation technique was applied. The results of the study showed a significant and positive relationship (r =.807, p=.000) between the perceived degree of Motivation and perceived degree of Job satisfaction.

Keywords: Motivation, Job Satisfaction, Doctors, Nursing Officers and Midwives, Nintavur

I. INTRODUCTION

Human resources are an institution's most valuable asset. They are the foundation of any working environment. The capacity of an institution to maintain a quality team of employees is linked to its capacity to manage the workforce and acknowledge each individual's contributions. Motivation is one of those factors that has a strong influence on our behaviors and activities. A highly motivated workforce aids in the achievement of an organization's or institution's goals. Institutions are better able to compete with competitors when their aims are aligned, and morale is also stronger when staff are appropriately motivated (Shah et al., 2012).

When it comes to the efficiency and effectiveness of businesses, job satisfaction is one of the most important elements. In fact, the new managerial pattern stresses that employees should be treated and thought of as human beings first and foremost. Job satisfaction is a fascinating and essential topic to research since it has numerous positive implications for employees, organizations, and society. Individuals might pursue happiness by conducting research into the causes and sources of job satisfaction. Job satisfaction research is conducted for the organization in order to increase production and lower expenses by improving employee attitudes and behavior. Furthermore, people will benefit from the industrial world's maximum capacity output as well as growing human value in the situation of employment (Pio & Lengkong, 2020).

As a result, job satisfaction is tightly linked to one's work effort. Employees who are dissatisfied with their jobs are less likely to behave optimally, to try their hardest, and to take the time and make extra efforts in their work. Employees who are pleased with their jobs are more likely to be able to accomplish their jobs more effectively and willing to work beyond of their normal responsibilities to help the business achieve its objectives (Hakim & Fernandes, 2017).

In the world, health is the most important component in improving people's physical and emotional well-being. Employees in the health-care field, such as doctors, nurses, and midwives, are keen and important in every human life since they devote their lives to helping people recover from ailments. In their professional life, people are taking more risks. As a result, motivation and job satisfaction are the most significant factors in the world for these types of individuals.

II. STATEMENT OF THE PROBLEM

Sri Lanka, like other countries, is currently suffering from the COVID-19 pandemic, which has been a serious disease all over the world. The pandemic has a significant impact on the economies of all countries around the world, as it affects export, import, entrepreneurship, and private enterprises. In addition, most government and business organizations are closed till further notice and/or offering their staff roaster work systems. However, the employees in the health care field such as doctors, nurses, and midwives are exempt from this situation. Due to the terrible COVID-19 pandemic, they are completely occupied with treating patients. Doctors, Nursing Officers and Midwives are more vulnerable to the COVID-19 pandemic since they are in close proximity to the patients.

In his research report, Opatha (2020) stated that since February 2020, a terrible ailment known as COVID-19 or Corona has been assaulting individuals all over the world. Coronavirus is the most recent difficulty for corporate companies in terms of human resources management. In fact, it is not wrong to state that Coronavirus is the most dangerous disaster we have ever seen. From the perspective of human resource management, this is the most important health danger that the company must deal with when managing its employees. As a result, it is clear that health-care workers are exposed to the possibility of a disease pandemic in the current circumstance. Moreover, employees associated with health services, on the other hand, do not receive any special appreciation, awarding, additional wages, incentives, risk benefits and any other special benefits. Health care workers may be under-motivated as a result of the aforementioned difficulties.

Rajan (2015) conducted a study in a hospital and concluded that proper motivation is necessary to keep employees satisfied and increase their performance in order to promote patient satisfaction, safety, and quality of care. Moreover, he indicated that job satisfaction and motivation are two sides of the same coin. Both have a direct effect on employee work performance, morale, dedication, and constructive contribution.

As a result, based on the facts presented above, it is vital to link motivation to job satisfaction.

III. RESEARCH QUESTION

Based on the problem statement, the researchers interested to do this research proposing the issue that the motivation significantly and positively relates to job satisfaction of Doctors, Nursing Officers and Midwives live in Nintavur. This study focuses on addressing the following research question.

Is there a significant relationship between motivation and employees' job satisfaction?

IV. LITERATURE REVIEW

Motivation

"Motivation means the willingness of an individual to do efforts and take action towards organizational" (Dobre, 2013, pp. 59).

Luthans (2011, pp.) stated that "motivation is a process that starts with a physiological or psychological deficiency or need that activates a behavior or a drive that is aimed at a goal or incentive".

According to Singh (2011, pp.161), "Motivation is defined as an internal drive that activates behavior and gives it direction".

Further Singh (2011) indicated that the activation of goal-oriented behavior is referred to as motivation. Intrinsic and extrinsic motivation are two types of motivation. The word is most commonly applied to humans, but it could possibly be applied to animal behavior as well. Different views of motivation may be based on the basic need to reduce physical discomfort and increase pleasure, or it may involve specific demands such as eating and relaxing, or a desired object, passion, aim, state of being, or ideal, or it may be linked to less-obvious causes such as altruism, selfishness, morality, or the desire to avoid mortality. According to Singh (2011), intrinsic motivation is defined as motivation that stems from a personal interest or satisfaction in the activity at hand, rather than relying on external pressure. Extrinsic motivation is derived from sources other than the self. Extrinsic motives include monetary and academic benefits, as well as coercion and the prospect of punishment.

Smerek and Peterson (2007) indicated that Herzberg classified the work dimensions into motivators and hygiene factors. Motivators included achievement, recognition, work itself, responsibility, advancement, and growth. Further, Smerek and Peterson (2007) developed the motivators as Recognition, Work itself, Opportunities for advancement, Professional growth opportunities, Responsibly, Good feelings about organization and Clarity of mission from Herzberg's theory.

Extrinsic motivation, according to Mullins (2010), is linked to 'tangible' rewards such as salary and fringe benefits, security, promotion, contract of service, work environment, and working conditions. Individual managers may have little control over such physical benefits because they are often decided at the organizational level. According to Mullins (2010), Intrinsic motivation is linked to 'psychological' benefits such as the capacity to apply one's skills, a sense of challenge and achievement, earning appreciation and positive acknowledgment, and being treated with care and consideration. Psychological rewards are those that are usually defined by individual managers' actions and behavior.

Job satisfaction

"Attitude and feelings people have about their work"(Nair & Subash, 2019, pp.15)

"Favorableness or unfavorableness with which employees view their work" (Srivastava & Kanpur, 2014, pp.56).

"Job satisfaction focuses on employee attitude towards his job" (Kondalkar, 2006, p.89)

Work itself, pay, promotion opportunities, supervision, and coworkers are the five elements of job satisfaction identified by Luthans (2011).

Job satisfaction, according to Kondalkar (2007), includes three dimensions: "emotional response to a job situation," "what you actually get as a reward and what you expect to get," and "job dimensions in terms of job content, remuneration, attitude of co-workers, and opportunity of growth" (p.89).

The short version of the Minnesota Satisfaction Questionnaire (MSQ) was designed by Weiss et al. (1967) to assess satisfaction with a variety of aspects of work and work environments, including Ability utilization, Achievement, Activity, Advancement, Authority, Company policies and practices, Compensation, Co-workers, Creativity, Independence, Moral values, Recognition, Responsibility, Security, Social service, Social status, Supervision-human relations, Supervision-technical, Variety, and Working conditions. The Minnesota Satisfaction Questionnaire (MSQ) is a reliable and valid tool for assessing job satisfaction (Martins and Proenca, 2012).

The MSQ short form distinguishes between intrinsic and extrinsic elements (Weiss et al., 1967 as quoted in Baylor) (2010). Activity, independence, variety, advancement, recognition, moral values, achievement, social service, authority, ability utilization, creativity, responsibility, and achievement are the measures for intrinsic factors. Extrinsic elements are measured by company policies, social status, compensation, supervision-technical, supervision-human relations, working conditions, co-workers, and security (Baylor, 2010).

Extrinsic satisfaction, according to Buitendach and Rothmann (2009), refers to satisfaction with aspects of the job that have little to do with the activities or content of the work, such as pay, working conditions, and coworkers. The term "intrinsic satisfaction" refers to how satisfied you are with your work (e.g. variety and autonomy).

Relationship between Motivation and job satisfaction

Theoretical Evidences

Maslow's Need Hierarchy Theory

Abraham Maslow is credited with developing the most well-known content theory. People are driven by multiple needs, according to Maslow's hierarchy of needs theory. These needs are arranged in a hierarchical order. In order of ascendance, Maslow defined five general forms of motivating needs (Daft, 2010). Once a certain level of need has been satisfied, it is no longer motivating. In order to motivate the participant, the next higher level of need must be triggered (Luthans, 2011). Motivation and satisfaction are inextricably linked from this perspective.

Maslow's need hierarchy, according to Luthans (2011), has five levels: Physiological needs, Safety needs, Love needs, Esteem needs, Needs for self-actualization.

Low-order requirements, according to Maslow's principle, take precedence. Prior to the activation of higher-order needs, they must be satisfied. The requirements are satisfied in order. Physiological needs take precedence over safety needs, and safety needs take precedence over social needs, and so on (Daft, 2010).

Herzberg's Two-Factor Theory of Motivation

Maslow's need hierarchy and Herzberg's theory are closely linked. The hygiene factors are preventative in nature and are approximately similar to Maslow's lower-level needs. These hygiene variables help to avoid dissatisfaction, but they don't guarantee satisfaction. Only the motivators, according to Herzberg, will inspire workers on the job. They're almost the same as Maslow's higher-level needs. According to Herzberg's theory, in order to be truly motivated, one must have a job with a demanding content (Luthnas, 2011).

Feelings of satisfaction or no satisfaction are affected by 'motivators' or growth factors, but not dissatisfaction. (Mullins, 2010). Advancement, recognition, the work itself, achievement, growth and responsibilities were all factors that contributed to job satisfaction. These characteristics were referred as 'motivators' by Hertzberg (Selvakumaran et al., 2014).

Motivation and job satisfaction are inextricably linked from the above mentioned theoretical perspective.

Empirical Evidences

Finally, numerous researchers indicated that there is a relationship between motivation and job satisfaction (Rajan, 2015; Mallikarjuna, 2012; Ghazanfar et al., 2011; Zafar et al., 2014; Bautista, 2014; Kamdron, 2015; Scheers & Botha, 2014; Omotayo1 et al, 2014; Bwire Mc et al., 2014)

These finding stated that there is a strong relationship between motivation and job satisfaction. So according to these findings the following objectives and hypothesis were developed;

V. OBJECTIVES

The primary objective the study is to examine the impact of motivation on job satisfaction among Doctors, Nursing Officers and Midwives live in Nintavur.

Specific Objectives
- To identify the level of the motivation of Doctors, Nursing Officers and Midwives live in Nintavur
- To identify the level of job satisfaction Doctors, Nursing Officers and Midwives live in Nintavur
- To study the relationship between motivation and job satisfaction
- To study the relationship between motivation and dimensions of job satisfaction.
- To study the relationship between dimensions of motivation and job satisfaction
- To explain the ways of improving motivation factors in order to increase the job satisfaction of Doctors, Nursing Officers and Midwives live in Nintavur

VI. HYPOTHESIS OF THE STUDY

The following hypotheses were tested to examine the relationship between motivation and employees' job satisfaction of Doctors, Nursing Officers and Midwives live in Nintavur.

Hypothesis-1:

H_0: There is no relationship between motivation and job satisfaction

H_1: There is a relationship between motivation and job satisfaction

Hypothesis-2:

H_0: There is no relationship between motivation and dimensions of job satisfaction.

H_2: There is a relationship between motivation and dimensions of job satisfaction

Hypothesis-3:

H_0: There is no relationship between dimensions of motivation and job satisfaction.

H_3: There is a relationship between dimensions of motivation and job satisfaction.
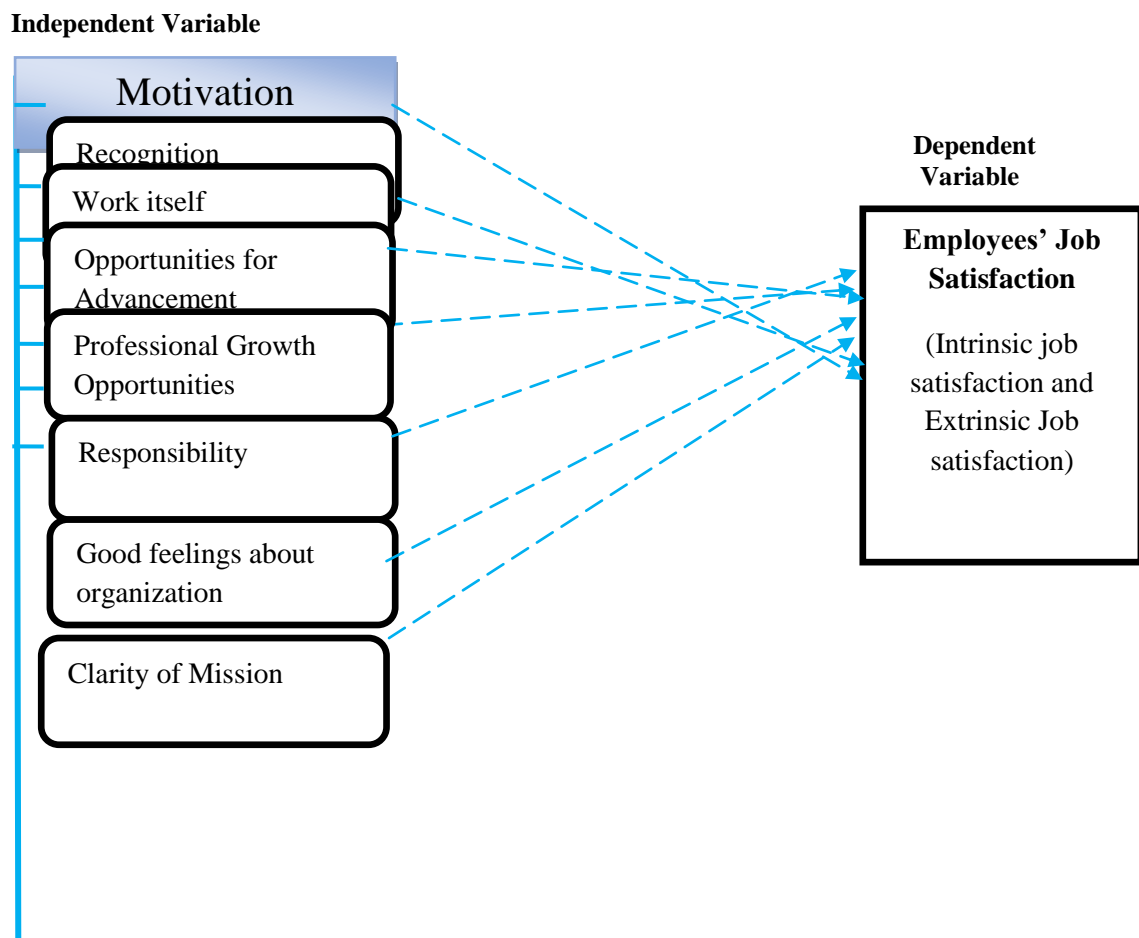
Hence, theoretical framework was developed (see figure 1).

Fig.1: Theoretical framework

(Source: survey data).

VII. RESEARCH METHODOLOGY

A. Description of Sample

The study was conducted among the Doctors, Nursing Officers, and Midwives who live in Nintavur. 100 numbers of Doctors, Nursing Officers, and Midwives live in Nintavur were selected as the sample population using a random sampling method.

B. Description of the Tool Used

This research was a primary survey through a self-administered standard questionnaire in English and Tamil according to the research study, where the questionnaire consists of two parts.

Motivation is operationalized into recognition, work itself, opportunities for advancement, professional growth opportunities, responsibility, good feeling about the organization, and clarity of mission. Researchers found the standard questions which were developed by Smerek and Peterson (2007) who developed the questions using the variables of the motivation such as recognition, work itself, opportunities for advancement, professional growth opportunities, responsibility, good feeling about the organization, and clarity of mission from Herzberg's two-factor theory. Researchers used the standard questionnaire of Smerek and Peterson (2007) with some modifications for this study. Selvakumaran et al. (2014) also defined the same dimensions of motivation as Smerek and Peterson (2007).

Job satisfaction is operationalized into intrinsic job satisfaction and extrinsic job satisfaction. Minnesota Satisfaction Questionnaire (MSQ) is a valid and reliable scale for measuring job satisfaction (Martins and Proenca, 2012)

Intrinsic and extrinsic factors are differentiated by the MSQ short form (Weiss et al., 1967 as cited in Baylor (2010). The measures for the intrinsic factors are activity, independence, variety, advancement, recognition, moral values, achievement, social service, authority, ability utilization, creativity, responsibility, and achievement. The measures for extrinsic factors are company policies, social status, compensation, supervision-technical, supervision-human relations, working conditions, co-workers, and security (Baylor, 2010).

C. Data Collection

The questionnaire was distributed among the Doctors, Nursing Officers and Midwives live in Nintavur. A total of 100 numbers of questionnaires were distributed and 100 filled questionnaires were collected giving an overall response rate of 100 percent.

VIII. ANALYSIS AND INTERPRETATION

As soon as the collection of data was completed through the questionnaire survey, each questionnaire was carefully scrutinized and confirmed that all the questionnaires received back had been filled properly. All returned questionnaires were transferred to worksheets by assigning scores. In coding data, response categories of the Likert Scale provided in the questionnaire were organized in the following way:

Table-1 Scores for Response Categories (Variables Measured on Interval Scales)

Response Category	Very High Extent	High extent	Moderate extent	Low extent	Very Low Extent
Scores	5	4	3	2	1

After assigned these numerical values to each question they were transferred to worksheets. Then they were checked for accuracy and fed to the computer for performing statistical analysis with Statistical Package for Social Science (SPSS) version 20.

1). Reliability and Validity Analysis

Reliability and Validity information were essential in order to determine whether instruments were stable and accurate and whether they actually measure what they set out to measure (Sekaran, 2003). Validity is a metric that assesses the accuracy of measuring instruments. It tells you whether the instrument actually calculates what it claims to measure (Jackson, 2003). The researchers took great care when designing the instrument to understand the phenomenon being investigated, the research goals, the theories that had been formulated, and the indicators that had been devised for the two variables. Consequently, the instrument provided an adequate coverage of the phenomenon of motivation and job satisfaction. The questionnaire was designed to provide adequate coverage by including a sufficient number of items (or questions) that reflect variables of interest, ensuring the instrument's content validity.

A pilot study was conducted using 10 health staff who live in Nintavur to find the reliability of the questionnaire. According to Sekaran (2003), a measure's reliability is an indicator of the instrument's stability and accuracy in measuring the concept, and it aids in determining the measure's usefulness. Interim consistency

reliability was used to measure the questionnaire's reliability. According to Sekaran (2003), the Cronbach's coefficient alpha is the most widely used measure of inter-item consistency reliability. The Cronbach's coefficient alpha for all of the variables analyzed in this analysis was greater than 0.90, indicating that reliability was assured.

2). Personal Information

I.   Distribution of respondents based on Sex

100 respondents of this study have been described in Table -2 and Figure-2 below. Based on the analysis carried out among 100 respondents, 27% of respondents are male and 73% of respondents are female. According to analysis, most of the respondents are female.
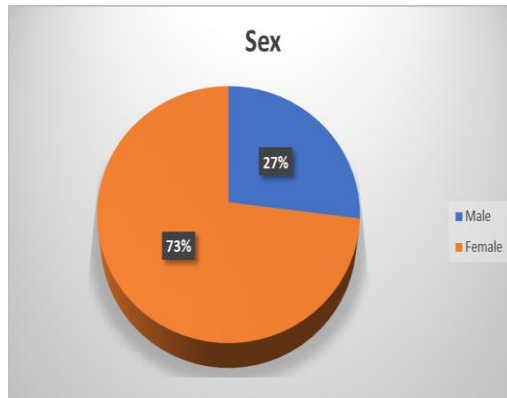

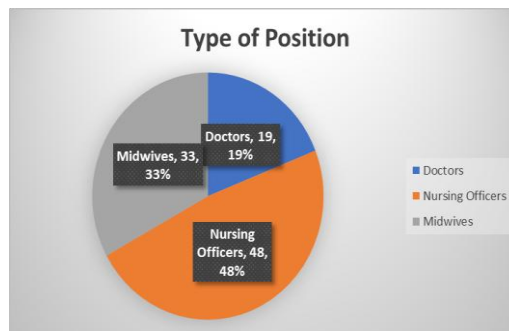**Fig.2: Distribution of Doctors, Nursing Officers, and Midwives based on Sex**

Fig.3: Distribution of Doctors, Nursing Officers, and Midwives based on Type of position

Table 2: Distribution of Doctors, Nursing Officers, and Midwives based on Sex

Sex	Frequency	Percentage
Male	27	27
Female	73	73
Total	100	100%

II. Distribution of respondents based on Type of position

100 respondents of this study have been described in Table -3 and Figure-3 below. Based on the analysis carried out among 100 respondents, 19% of respondents are Doctors, 48% of respondents are Nursing Officers and 33% of respondents are Midwives. According to analysis, most of the respondents are Nursing Officers.

Table 3: Distribution of Doctors, Nursing Officers, and Midwives based on Type of position

Type of position	Frequency	Percentage
Doctors	19	19
Nursing Officers	48	48

Midwives	33	33
Total	100	100%

3). Mean and Standard Deviation

With the aid of descriptive statistics, the level of presence, degree of occurrence, or level of each variable in the sample is evaluated in terms of the degree of responses provided by the respondents. The researchers used the Mean and Standard deviation as the measures of this analysis. Researchers measured the Mean and Standard deviation for Motivation and its seven components of motivation (work itself, opportunity for advancement, professional growth, responsibility, good feeling, clarity of mission, recognition) as well as job satisfaction and its two components of job satisfaction. These two statistics were used to analyze the level of existence or disagree of occurrence of each variable in the entire sample by placing them in five – point likert scale for each variable. The responses for each question were provided scores ranging from 1-5 (1- Strongly disagree, 2- disagree, 3-Neutral, 4- Agree, 5-Strongly agree). Based on the result of Univariative analysis, the systematic level of each variable of motivation and job satisfaction are shown in Table-4 below.

Table 4: Results of Measurement of Motivation and Job Satisfaction of Doctors, Nursing Officer and Midwives

Descriptive Statistics			
	Mean	Std. Deviation	Level
Motivation	3.86	.372	Moderate
Work itself	3.25	.400	Moderate
Opportunity for advancement	3.05	.667	Moderate
Professional growth	3.35	.590	Moderate
Responsibility	3.40	.636	Moderate
Good feeling	4.59	.206	High
Clarity of mission	4.36	.327	High
Recognition	2.68	.150	Low
Job satisfaction	3.62	.381	Moderate
Intrinsic satisfaction	3.27	.340	Moderate
Extrinsic satisfaction	4.25	.469	High

4). Correlation analysis

The hypotheses formulated were evaluated using correlation analysis between the independent and dependent variables. Correlation analysis was used to investigate whether motivation is significantly related to job satisfaction. Based on the result of Bivariaive analysis, the relationship between Motivation and job satisfaction as well as dimensions of motivation and intrinsic and extrinsic jo satisfaction are shown in the following tables.

Table 5: Correlation matrix between Motivation and Job Satisfaction

Variables	Correlation (r)	P value
Motivation and Job Satisfaction	.807**	.000

**. Correlation is significant at the 0.01 level (2-tailed).

As shown in Table-5, Motivation was found to significantly correlated with Job Satisfaction (r = .807**, p=.000), implying that there is strong positive relationship between Motivation and Job Satisfaction. Hence H_1 of Hypothesis-1 is accepted.

Table 6: Correlation matrix between Motivation and Intrinsic Job Satisfaction

Variables	Correlation (r)	P value

Motivation and Intrinsic Job Satisfaction	.807**	.000

**. Correlation is significant at the 0.01 level (2-tailed).

As shown in Table-6, Motivation was found to significantly correlated with job Satisfaction dimension of intrinsic job satisfaction (r = .807**, p=.000), implying that there is strong positive relationship between Motivation and Intrinsic Job Satisfaction.

Table 7: Correlation matrix between Motivation and Extrinsic Job Satisfaction

Variables	Correlation (r)	P value
Motivation and Extrinsic Job Satisfaction	.788**	.000

**. Correlation is significant at the 0.01 level (2-tailed).

As shown in Table-7, Motivation was found to significantly correlated with job Satisfaction dimension of extrinsic job satisfaction (r = .788**, p=.000), implying that there is strong positive relationship between Motivation and Extrinsic Job Satisfaction.

Based on the Table-6 and 7, H_2 of Hypothesis-2 is accepted.

Table 8: Correlation matrix between Recognition and Job Satisfaction

Variables	Correlation (r)	P value
Recognition and Job Satisfaction	.297**	.000

**. Correlation is significant at the 0.01 level (2-tailed).

As shown in Table-8, Motivation dimension of Recognition was found to significantly correlated with job satisfaction (r = .297**, p=.000), implying that there is weak positive relationship between Recognition and Job Satisfaction.

Table 9: Correlation matrix between Work itself and Job Satisfaction

Variables	Correlation (r)	P value
Work itself and Job Satisfaction	.679**	.000

**. Correlation is significant at the 0.01 level (2-tailed).

As shown in Table-9, Motivation dimension of Work itself was found to significantly correlated with Job satisfaction (r = .679**, p=.000), implying that there is strong positive relationship between Work itself and Job Satisfaction.

Table 10: Correlation matrix between Opportunities for Advancement and Job Satisfaction

Variables	Correlation (r)	P value
Opportunities for Advancement and Job Satisfaction	.843**	.000

**. Correlation is significant at the 0.01 level (2-tailed).

As shown in Table-10, Motivation dimension of Opportunities for Advancement was found to significantly correlated with Job satisfaction (r = .843**, p=.000), implying that there is strong positive relationship between Opportunities for Advancement and Job Satisfaction.

Table 11: Correlation matrix between Professional Growth Opportunities and Job Satisfaction

Variables	Correlation (r)	P value
Professional Growth Opportunities and Job Satisfaction	.670**	.000

**. Correlation is significant at the 0.01 level (2-tailed).
As shown in Table-11, Motivation dimension of Professional Growth Opportunities was found to significantly correlated with Job satisfaction (r = .670**, p=.000), implying that there is strong positive relationship between Professional Growth Opportunities and Job Satisfaction.

Table 12: Correlation matrix between Responsibility and Job Satisfaction

Variables	Correlation (r)	P value
Responsibility and Job Satisfaction	.628**	.000

**. Correlation is significant at the 0.01 level (2-tailed).
As shown in Table-12, Motivation dimension of Responsibility was found to significantly correlated with Job satisfaction (r = .628**, p=.000), implying that there is strong positive relationship between Responsibility and Job Satisfaction.

Table 13: Correlation matrix between Good Feeling about Organization and Job Satisfaction

Variables	Correlation (r)	P value
Good Feeling about Organization and Job Satisfaction	.745**	.000

**. Correlation is significant at the 0.01 level (2-tailed).
As shown in Table-13, Motivation dimension of Good Feeling about Organization was found to significantly correlated with Job satisfaction (r = .745**, p=.000), implying that there is strong positive relationship between Good Feeling about Organization and Job Satisfaction.

Table 14: Correlation matrix between Clarity of Mission and Job Satisfaction

Variables	Correlation (r)	P value
Clarity of Mission and Job Satisfaction	.697**	.000

**. Correlation is significant at the 0.01 level (2-tailed).
As shown in Table-14, Motivation dimension of Clarity of Mission was found to significantly correlated with Job satisfaction (r = .697**, p=.000), implying that there is strong positive relationship between Clarity of Mission and Job Satisfaction.
Based on the Table- 8,9,10,11,12,13 and 14, H_3 of Hypothesis-3 is accepted.

4). Regression analysis
The purpose of regression analysis is to analyze relationships among variables and measure the strength of the linear relationship between the variables.

Table 15: Model Summary- Multiple Regression

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.962[a]	.926	.921	.107

> a. Predictors: (Constant), RECOGNITION, WORKITSELF, OPPROTUNITYFORADVANCEMENT, CLARITYOFMISSION, RESPONSIBILITY, GOODFEELING, PROFESIONALGROWTH

(Source: SPSS Output Data)

Table 16: ANOVA(b)- Multiple Regression

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.328	7	1.904	165.228	.000^b
	Residual	1.060	92	.012		
	Total	14.388	99			
a. Dependent Variable: JOBSATISFACTION						
b. Predictors: (Constant), RECOGNITION, WORKITSELF, OPPROTUNITYFORADVANCEMENT, CLARITYOFMISSION, RESPONSIBILITY, GOODFEELING, PROFESIONALGROWTH						

(Source: SPSS Output Data-Appendix-IV)

Table 17: Coefficients(a)- Multiple Regression

Coefficients^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.078	.843		.092	.927
	WORKITSELF	.027	.055	.028	.492	.624
	OPPROTUNITYFORADVANCEMENT	.474	.034	.828	13.913	.000
	PROFESIONALGROWTH	.447	.149	.692	3.007	.003
	RESPONSIBILITY	-.568	.140	-.946	-4.063	.000
	GOODFEELING	-.092	.321	-.050	-.286	.775
	CLARITYOFMISSION	.617	.087	.529	7.102	.000
	RECOGNITION	.062	.077	.025	.805	.423
a. Dependent Variable: JOBSATISFACTION						

(Source: SPSS Output Data-Appendix-IV)

Based on the Table-15,16 and 17, the multiple regression model obtained is as below.

> JOBSATISFACTION=.078+.027 WORKITSELF+.474 OPPROTUNITYFORADVANCEMENT+
>
> .447 PROFESIONALGROWTH-.568 RESPONSIBILITY-.092 GOODFEELING+
>
> .617 CLARITYOFMISSION+.062 RECOGNITION

Where;
- JOBSATISFACTION = Job Satisfaction
- WORKITSELF = Work Itself
- OPPROTUNITYFORADVANCEMENT = Opportunity for Advancement
- PROFESIONALGROWTH = Professional Growth Opportunities
- RESPONSIBILITY = Responsibility
- GOODFEELING = Good Feeling about Organization
- CLARITYOFMISSION = Clarity of Mission
- RECOGNITION= Recognition

Based on the Table-15, 92.6 % of variability in the dependent variable of job satisfaction is explained by the independent variables of Work Itself, Opportunity for Advancement, Professional Growth Opportunities, Clarity of Mission and Recognition
There is a significant negative relationship between Responsibility, Good Feeling about organization and Job Satisfaction.

CONCLUSION
This study aimed to measure the level of motivation and job satisfaction of health staff namely Doctors, Nursing Officers, and Midwives in Nintavur.
Objectives of this study are; to identify the level of the motivation and job satisfaction of Doctors, Nursing Officers, and Midwives live in Nintavur; to study the relationship between motivation and job satisfaction; to study the relationship between motivation and dimensions of job satisfaction, to study the relationship between dimensions of motivation and job satisfaction and to explain the ways of improving motivation factors to increase the job satisfaction of Doctors, Nursing Officers and Midwives live in Nintavur. In this regard, the findings show that there is a moderate level of motivation and job satisfaction for Doctors, Nursing Officers, and Midwives with the motivation dimensions of Work itself, Opportunity for advancement, professional growth, and Responsibility being moderate, while Recognition is at low level and other dimensions namely Good feeling and Clarity of mission are at a high level.
This study has three hypotheses where H1 of Hypothesis -1 (There is a relationship between motivation and job satisfaction), H2 of Hypothesis -2 (There is a relationship between motivation and dimensions of job satisfaction), and H3 of Hypothesis -3 (There is a relationship between dimensions of motivation and job satisfaction) were accepted.
The motivation and job satisfaction of Doctors, Nursing Officers, and Midwives needs to be improved further to achieve the better performance of the hospitals. In this regard, the recommendations are given below.

RECOMMENDATIONS
During this research study, Sri Lanka was hit hard by the Coronavirus Disease -2019 (COVID-19) pandemic. The Sri Lankan government has focused heavily on this pandemic and taken numerous measures to combat the spread of the coronavirus in the country. For example, enforcing lockdown and curfew, wearing masks and gloves, keeping a safe distance between people, and using a roaster system for officers. At this point, it is clear that Sri Lanka's State Intelligence Service, Armed Forces, Police, Public Health Inspectors, and the Sri Lankan health sector are all working tirelessly to eradicate coronavirus from the region. Other government officials, on the other hand, are permitted to use the roaster system to complete their tasks; the Sri Lankan State Intelligence Service, the Sri Lankan Armed Forces, the police, and public health inspectors are exceptions to this rule. During the COVID-19 pandemic, this research was performed to investigate the motivation and job satisfaction of doctors, nursing officers, and midwives. Since this is the moment, these people must be inspired and fulfilled in their work in order to increase their work efficiency and alleviate their difficulties, as their service during the pandemic is critical for all humans.
Doctors, Nursing Officers, and Midwives have a moderate degree of motivation and job satisfaction, with the motivation dimensions of Work itself, Opportunity for advancement, Professional growth, and Responsibility being moderate, while Recognition is low and other dimensions are high.
As a result, these low and moderate level variables can be further improved. Hence, the following recommendations are made for healthcare policymakers and responsible authorities.
Work- Itself-Making workers happy, fascinating the environment, enabling leisure time, and keeping healthy snacks in the workplace would result in increased energy and interest in the job.
Opportunity for advancement- Providing workers with opportunities for advancement or promotion, giving them fair consideration, and making details about job openings accessible
Professional growth- Workers will be able to improve their skills and expertise in their profession or other related skills by developing a national training and development policy and awarding programs based on performance. This will enhance the national competitiveness among healthcare employees as well as inspire them to achieve higher levels of efficiency, resulting in a more stable public healthcare system.
Responsibility- Employees may be encouraged to have a say in the decision-making process, issuing appropriate services, tools, or equipment for employees, enabling the employees to provide feedback and opinions about the advancement of their work through a suggestion box.
Recognition- To increase their responsibility, healthcare employees may be recognized for their accomplishments, expressed gratitude, and issued appreciation letters.

SUGGESTIONS FOR FURTHER STUDIES
Since it is difficult to approach more than this region due to the COVID-19 pandemic and to sustain the country's safety measures, this research study was limited to Nintavur. This can be applied to a district,

province, or even the entire island. In addition, the motivators of Herzberg's two-factor theory were investigated in this study. As a result, future studies should take into account the effects of hygiene variables.

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