

## Assessment The Role Of Motivation On Technicians And Teaching Assistants Performance In College Of Medical Technology In Derna City, Libya

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### Abstract

**Background:** Motivation is crucial for organizations to function; without motivation the organization would be less efficient.

**Objective:** To assess the role of motivation on technicians and teaching assistants performance in College of Medical Technology in Derna, city.

**Methodology:** A cross- sectional design was used to conduct the study. The target population of the study was technicians and teaching assistants working in College of Medical Technology. Data was collected using a questionnaire and analyzed by percentage, mean, range, rank, frequency and standard deviation.

**Results:** Among 39 study sample 11 were male and 28 were female. Most of them were within age group of 21- 30 years (87.18%). The study reveals that, "training" was ranked first as the most important motivational factor, followed by second rank was shared between "salary and job security". Few of the study sample received incentives in form of financial incentive, clothing allowance, phone and petrol cards. And said the incentive has a positive impact on job performance. All participants said would do better job if they were motivated.

**Conclusion:** The findings of this study indicate that motivational factors such as "training, salary, and job security" are major motivational factors, which can lead to better services delivery in the college as it brings positive results on the technicians and teaching assistant's performance. The study also revealed that incentives available to technicians and teaching assistants in the college are inadequate.

**Keywords:** work motivation, performance, technicians and teaching assistants

### الملخص:

تعتبر الحوافز من الأمور المهمة بالنسبة للمنظمات، لذلك هدفت هذه الدراسة إلى التعرف على الحوافز ودورها على أداء الفنيين والمعيرين بكلية التقنية الطبية/ درنة، حيث تم جمع البيانات بواسطة استمارة الاستبيان التي أعدت لهذا الغرض، وبعد توزيعها على عينة الدراسة البالغة (39) مفردة تم جمعها وتحليلها باستخدام بعض المقاييس الإحصائية مثل المتوسط الحسابي والمدى والانحراف المعياري والنسب المئوية وترتيبها من حيث الأهمية.

توصلت الدراسة إلى أن التدريب احتل المرتبة الأولى من حيث الأهمية كأحد أهم العوامل التحفيزية، تليها في المرتبة الثانية بالتساوي عاملي الرواتب والأمن، وهي أهم العوامل التحفيزية الرئيسية التي تم تناولها والتي يمكن أن تكون لها نتائج ايجابية على أداء أفراد عينة الدراسة. كما توصلت الدراسة إلى أن هناك بعض الحوافز الأخرى التي لها تأثير مباشر على أداء العاملين بالرغم من أنها ليست كافية تمثلت في شكل حوافز مالية، وبدل ملابس وبطاقات الهاتف والوقود وبدل وقود.

### Introduction

Motivation is the key of a successful organization to maintain the continuity of the work in a powerful manner and help organizations to survive. Motivations are finding a need inside the employees and help to achieve it in a smooth process. Motivating the staff leads to broaden their skill to meet the organizational demands. Each manager should have the responsibility to work

with the staff to find out their individual needs and put them side-by-side to the organization needs. <sup>1</sup>

Dissatisfaction also, might work as guidance for the managers to explore the need of the staff and start with it to motivate them and attract them to do better performance. Motivation drives the human beings to reach their goals and organization goals through every challenge and constraint they face in their workplace. <sup>2</sup>

Motivation by definition refers to what activates, directs human behaviour and how this behaviour is sustained to achieve a particular goal. Also it can be defined as the set of processes that arouse, direct and maintain human behaviour towards attaining some goals.

Motivation is concerned with how behaviour gets started, is energised, is sustained, is directed, is stopped and what kind of subjective reaction is present in the organisation while all this is going on. <sup>3</sup>

There are several factors that can affect employee performance like training and development opportunities, working conditions, worker-employer relationship, job security and company over all policies and procedures for rewarding employees. <sup>4</sup>

Among the factors that affect employee performance, motivation that comes with rewards is of utmost importance. <sup>5</sup>

Motivation of employees in the work place still remains one of the sensitive subjects that determine the level of input that employees will put in the organization to commit to good performance. This means that motivation either intrinsic or extrinsic contribute to employee satisfaction and thus enhances performance and productivity. <sup>6</sup> However it is expressed by Lawler (2003) that in the

twenty-first century, treating people right is not an option but a necessity.<sup>7</sup>

No researches have been done regarding the impact of motivation on job performance in particular college in Libya. However, research regarding roll of motivation on job performance in college of medical technology had never been done. Therefore, we would like to investigate how motivational factors influence technicians and teaching assistants job in the college.

So, the study was conducted to assess the role of motivation and to identify the effectiveness of motivation in the job performance on technicians and teaching assistants performance in college of medical technology in Derna city, Libya.

## Methods

A cross- sectional design was used to collect data from technicians and teaching assistants working in College of Medical Technology in Derna city, Libya. The total number of technicians and teaching assistants were 49 constituting the total sample size. A total of 39 technicians and teaching assistants were included in this study. The remaining 10 of technicians and teaching assistants could not catch them because most of them were study postgraduate outside the country.

Data collection was collected through individual questionnaire. The questionnaire was administered to all technicians and teaching assistants during the period of May 2017. The questionnaire used in this study was a modified version of the questionnaire used by Abonam(2011) in Ghana to assess the role of motivation on employee performance in the public sector.<sup>8</sup>

The questionnaire used was four pages, twenty questions. The questionnaire consisted of two parts. The first part was designed to collect respondents' demographic data including gender, age,

educational attainment, employment status, and period of work in faculty of medical technology.

The second part was designed to gather respondents' motivation characteristics. The questions include: identify the most desired motivational factors and evaluate the role that motivation plays on employee performance.

### Statistical Analysis

Data from the questionnaire was transferred to EXCEL. Data Editor Software Microsoft Office Excel 2011 was used for analysis. Descriptive statistics, including percentage, mean, range, rank, frequency, mode and standard deviation.

### Results

A total of 39 technicians and teaching assistants were interviewed, 71.79% were females and 28.21% were males. The entire study sample had a bachelor degree. The ages of the studied sample ranges from 21 - 41 years and most of them were within the age of 21- 30 years (87.18%).

The study found that majority of the studied sample 61.53% has worked in in College of Medical Technology for period of 1-5 years. Also, the results show that majority of the study sample (79.49%) were technicians and 20.51% of them were teaching assistants (Table 1).

Table (2) showed the distribution of the study sample of technicians and teaching assistants by rate each of the factors that motivate them at work. The table reveals that, "training" was ranked first as the most important motivational factor, followed by second rank was shared between "salary and job security". While,

"become a part of the team" occupying the 12th position as the least important motivational factor.

Table (3) showed the distribution of the study sample of technicians and teaching assistants by factors influence their performance at work. The table reveals that, "good salary and organization/ management style" were both given first rank "the most important factors influence their performance, while, "threats of layoff" was often given the least importance ranking than any of the other factors.

Table (4) showed the distribution of the study sample of technicians and teaching assistants regarding types of incentives presented in the college. The table reveals that, 31(79.49%) of the participants said they do not receive any incentives from the college. While, 8 of them (20.51%) said they received incentives in form financial incentive, clothing allowance, phone and petrol cards. Concerning the impact of these incentives on performance, the participants who received rewards said that they have a positive impact on job performance.

Table (5) showed the distribution of the study sample of technicians and teaching assistants regarding work environment. The table reveals that, 27 (69.23%) of the participants said yes that work environment was good. While, 12 of them (30.77%) said no regarding good work environment and the suggestions were "waiting rooms for technicians and teaching assistants and expand the laboratories and valid material for use".

Table (6) showed the distribution of the study sample of technicians and teaching assistants regarding modes of receive rewards. The table shows that out of the 39 participants, 20 participants representing 51.28%, 10 participants representing 25.64%, 5 participants representing 12.82%, and 4 participants

representing 10.26%, said they prefer "personal reward, group reward, both group and personal, and any form" respectively.

Table (7) showed the distribution of the study sample of technicians and teaching assistants regarding reward for good work done. The table indicates that out of the 39 participants, 14 (35.90%) participants said monetary benefits for work done, 14(35.90%) participants preferred "Increase in salary", and 11(28.20%) participants preferred "Promotion / expectation".

Table (8) showed the distribution of the study sample of technicians and teaching assistants regarding feeling motivation of participants. The participants were asked the question "Do you feel fully motivated", 16 (40.88%) of the participants said somewhat yes, while 5 only of them said no (12.82%).

The result also showed the distribution of the study sample of technicians and teaching assistants regarding doing better job. All participants said yes (100%) would do better job if they were motivated.

Table (9) showed the distribution of the study sample of technicians and teaching assistants regarding preference for monetary rewards. The table shows that, "pension" was ranked first followed by second rank was "beneficial loans", while other "decision to study abroad" occupying the 10<sup>th</sup> position as the least important

Table (10) showed the distribution of the study sample of technicians and teaching assistants regarding preference for non-monetary rewards.

The table shows that, "job security" was ranked first as the most valued non-monetary rewards. The second highest ranked reward

was “promotion & growth in college, followed by "physical environment" occupying 3rd position as the most valued non-monetary rewards.

### **Discussion**

Motivation is very important for fulfilling certain results and for making efforts through various motivation techniques. In the college of medical technology motivation play positive results in the performance as well motivation increase as well as employee performance.

Salary and training helps to create good result in performance if training is good performance is also good. <sup>9</sup>This study revealed that, " training" was ranked first as the most important motivational factor, followed by second rank was shared between "salary and job security". This results in contrast with a study carried out in Mali, to understand factors that motivate health workers which revealed that workers in Mali are mainly motivated by salary followed by responsibility; and training.<sup>10</sup> This difference may be because the training keeping technicians and teaching assistants level with the current trends in the market.

According to Herzberg inadequate salaries are a demotivator and this prevents motivators from encouraging good performance. This study revealed that, "good salary and organization/ management style" were both given first rank "the most important factors influence their performance. This result agreed with a study carried out in Tanzania, to assess the impact of motivation on employee performance, which revealed that salaries are considered to be the major motivational factors that can influence employees to have better job performance in the study area. <sup>11</sup>



Incentives are basic determinants, whether private or public sector are used in attracting workers to stay in an organization or quit certain jobs offered them.<sup>8</sup>

According to the findings in this study shows that different kinds of incentives available to technicians and teaching assistants in college in form financial incentive, clothing allowance, phone and petrol cards.

These results disagreed with the findings reported by Masalu (2015), which revealed that many of respondents said that they are given housing allowances, transport allowances as a motivation.<sup>11</sup>

Concerning the impact of these incentives on performance, the present work reveals that the participants who received rewards said that they have a positive impact on job performance. This result in accordance with the findings reported by Masalu (2015) found the majority of workers said it increases job performance.<sup>11</sup>

Factors that motivate worker are a central issue in employee output, without these factors workers will not give of their best and their productivity will fall.<sup>8</sup>

The current study revealed that 69.23% of the participants said yes that work environment was good. The result of the present work agreed with that reported by Abonam (2011) in a study performed in Ghana. As, they indicates that, employee said that the environment is better and a good working atmosphere provided.<sup>8</sup>

Recognition for work done is an internal form of motivation that provides an individual a sense of direction and appreciation.<sup>12</sup> In this study, result indicates that, the participants said they preferred "monetary benefits for work done, increase in salary and promotion / expectation". These results in contrast with results

carried out in Ghana. It shows that, "time-off with pay, time-of-the month award" were the preferred forms of motivation.<sup>13</sup>

Motivation plays a very crucial role in employee's job performance. Without motivation workers may not put in their or her best on the job. All participants said yes would do better job if they were motivated. These results agreed with a study performed on the impact of motivation in Tanzania at el., (2015) which revealed that the respondents agreed that motivation is improving their job performance.<sup>11</sup>

Bassett-Jones and Lloyd (2005) suggests that the content, assumed a more complex interaction between both internal and external factors, and explored the circumstances in which individuals respond to different internal and external stimuli such as monetary rewards.<sup>14</sup> The present study revealed that, "pension" was ranked first. However, free water supply, car loans, travelling allowance, rent subsidy and beneficial loans were chosen in different order. These results similar to study have done by Abonam(2011). The reason of that may be because preferences for rewards vary among individual or organization.

As regards non-monetary rewards, the findings also revealed that "job security" was ranked first as the most valued non-monetary rewards.

This result is in agreement with findings reported by Abonam (2011) who revealed that "job security" was ranked first.<sup>8</sup>

The challenge for any manager is to find the means to create and sustain employee motivation. On one hand, managers should focus on reducing job dissatisfaction (working conditions, salary, supervision, relationship with colleagues), while on the other hand

should use motivating factors such as achievement, recognition, responsibility and the work itself.

Employee participation and empowerment do not only enhance efficiency, growth and innovation but they also increase employee motivation and trust in the organization. If employees feel appreciated for their work and are involved in decision-making, their enhanced enthusiasm and motivation will lead to better productivity and loyalty.

In conclusion motivational factors such as "training, salary and job security" are major motivational factors, which can lead to better services delivery in the college as it brings positive results on the technicians and teaching assistant's performance. The study also revealed that incentives available to technicians and teaching assistants in the college are inadequate.

Management in the college should be aware that money and financial allowances, training and aspects could motivate their employees to some extent. Additionally, the study also revealed that technicians and teaching assistant's job performance depends on how they are motivated. Where it was found out that promotions and growth for employees are good motivators towards better job performance, also they confirmed that, if the work place is conducive they would be motivated to work hard. Whereby management should provide to their employee the quality services such as waiting room and expand the laboratories to assist them in the performance of assigned task.

The following recommendations will therefore help to create a conducive atmosphere and good conditions for technicians and teaching assistants to peacefully in their work place.

Improve salary and job security for technicians and teaching assistants.

Improve the financial rewards to the technicians and teaching by making provision for extra duty allowance.

Provide training programmers to help them improve their skills and knowledge on the jobs.

Provides good working environment because it is very essentials to technicians and teaching assistants as it satisfies them to be in position to utilize their full potential in their jobs.

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Table (1): Shown the distribution of the study sample of technicians and teaching assistants working in College of Medical Technology by sociodemographic factors

Personal characteristics	No (n=39)	Percentage (%)
Education attainments (Bachelors)	39	100
Duration of service in college of medical technology		
Less than 1 year	6	15.38
1 – 5	24	61.53
6 – 10	7	17.94
11 – 15	1	2.56
16 – ↑	1	2.56
Age		
21-30	34	87.18
31-40	3	7.69

40↑	2	5.13
Gender		
Female	28	71.79
Male	11	28.21
Current category		
Technicians	31	79.49
Teaching assistants	8	20.51

Table (2): Shown the distribution of the study sample of technicians and teaching assistants working in College of Medical Technology by rate each of the factors that motivate them at work.

Factors	Frequency (n=39)	Percentage (%)	RANK
Training	32	82.1	1
Salary	30	76.9	2
Job security	30	76.9	2
Opportunity for advancement	27	69.2	4
Fringe benefits	26	66.7	5
Work environment	25	64.1	6

Interesting job	24	61.5	7
Flexible hours	23	58.9	8
Loyalty to employee	23	58.9	8
Co-workers	21	53.8	10
Empowerment	20	51.2	11
Part of the team	19	48.7	12

Table (3): Shown the distribution of the study sample of technicians and teaching assistants working in College of Medical Technology by factors influence their performance at work.

Factors	Frequency (n=39)	Percentage (%)	RANK
Good salary	14	35.89	1
Organization / management	9	23.07	1
Style	9	23.07	3
Good working condition	9	23.07	4
Recognition of effort	7	17.94	5



Job satisfaction	9	23.07	7
Team spirit	7	17.94	7
Working hours	7	17.94	8
Goals attainment	7	17.94	9
Threats of lay off	9	23.07	10

Table (4): Shown the distribution of the study sample of technicians and teaching assistants working in College of Medical Technology regarding types of incentives presented in the college.

Do you have any incentives by the director?	Frequency	Percentage (%)
Yes	8	20.51
No	31	79.49
If (Yes) types of Financial incentives, watches, clothing allowance and phone & petrol cards		
The impact of incentives on the Positive effect		

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functionality with staff

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Table (5): Shown the distribution of the study sample of technicians and teaching assistants working in College of Medical Technology regarding good work environment.

Is the work environment fitting for you?	Frequency	Percentage (%)
Yes	27	69.23
No	12	30.77

If (No) what is the suggestion?  
Technician's & Teaching assistant's lounge, expand the laboratories and valid material for use

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Table (6): Shown the distribution of the study sample of technicians and teaching assistants working in College of Medical Technology regarding Modes of receive rewards.

Modes of reward	Frequency (n=39)	Percentage (%)
Group reward	10	25.64

Personal reward	20	51.28
Personal / Group reward	5	12.82
Any form	4	10.26

Table (7): Shown the distribution of the study sample of technicians and teaching assistants working in College of Medical Technology regarding reward for good work done.

Modes of reward for good work done	Frequency (n=39)	Percentage (%)
Monetary benefits for work done	14	35.90
Promotion / expectation	11	28.20
Increase in salary	14	35.90

Table (8): Shown the distribution of the study sample of technicians and teaching assistants working in College of Medical Technology regarding the sense motivation of participants.

Do you feel fully motivated?	Frequency	Percentage (%)

Yes	6	15.4
Somewhat Yes	16	40.88
Is not fully	12	30.9
No	5	12.82

Table (9): Shown the distribution of the study sample of technicians and teaching assistants working in College of Medical Technology regarding preference for monetary rewards

Types of monetary reward	Frequency (n=39)	(%)Percentage	RANK
Pension	24	61.53	1
Beneficial loans	17	43.58	2
Car loan	9	23.07	4
Pay & benefits	8	20.51	4
Bonus for feasts & annual feast	8	20.51	5
Paid vacations	7	17.94	6
Traveling allowances	9	23.07	6
Rent subsidy	9	23.07	8
Other (decision to study aboard)	28	71.79	10

Table (10): Shown the distribution of the study sample of technicians and teaching assistants working in College of Medical Technology regarding preference for non-monetary rewards.

Types of non monetary reward	Frequency (n=39)	(%)Percentage	RANK
Job security	11	28.20	1
Promotion & growth in college	9	23.07	2
Physical environment	7	17.94	3
Appreciation of work done	6	15.38	4
Achievement	8	20.51	5
Relationship with co-worker	9	23.07	6
Organization policy & administration	7	17.94	6
Work content	8	20.51	7