



Understanding the Intrinsic Motivation of Health Workers in Malawi

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Presentation Outline



- Overview of Malawi context, intrinsic motivation concept and its application for private commercial health workers
- Overview of study goals and design
- Findings about intrinsic motivation in Malawi
- Relevance of intrinsic motivation as a measure and concept for the private sector

Malawi from 2003-2013



- Acute health worker shortage
- In 2003, fewer than 4000 doctors, nurses and midwives serving a population of 12 million
- 2004-2010: MOH implemented an Emergency Human Resource Program (EHRP) utilizing financial incentives to retain public and Christian Health (CHAM) health workers
- Current health worker sector breakdown:
 - Public: 60%
 - CHAM: 37%
 - Commercial: 3%

Components of Intrinsic Motivation



- Feeling of being good at the job
- Feeling of being able to successfully complete all assigned tasks
- Opportunities for growth and development
- Role of faith
- Business literature definition: internal motivators like enjoyment of work, genuine achievement, and mastery of subject matter

Intrinsic Motivation and the Private Health Sector



- Assumption that improved motivation leads to better health outcomes (WHO, 2006) as well as higher levels of retention
- Questions about whether or not commercial providers are motivated differently than not-for-profit/public counterparts?
 - More motivated by profit and compensation?
 - Less intrinsically motivated and more extrinsically motivated?



Exploring Intrinsic
Motivation in
Malawi:
2010-2012

Research Questions



- How does satisfaction with compensation impact intrinsic motivation for health workers in the public, CHAM, and commercial sectors in Malawi?
- What are the determinants of intrinsic motivation for health workers in these sectors?
- Is there an association between client satisfaction and health worker motivation?

Some Methodological Observations



- Worker motivation refers to an **unobservable** set of psychological process
 - Intrinsic motivation measures are validated but entirely self-reported
- Experimental studies on motivation have been conducted in laboratory settings
 - Different than the complex natural setting of a health facility in a developing country
- More developed methods to measure private provider knowledge and quality (vignettes or mystery clients) than for motivation

Study Design



- Equal probability systematic sample selected
- **602 health workers** interviewed from every district in Malawi
 - 163 health facilities selected
 - 108 public
 - 38 CHAM
 - 17 commercial
- **612 clients** interviewed
 - 436 public
 - 123 CHAM
 - 53 commercial
- Close-ended surveys with 3 open-ended questions

Investigated Variables



Potential Control Variables

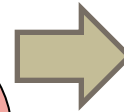
- Gender
- Age
- Religiosity
- Years in Health Care and Current Position
- Health Sector

Financial Incentives

- Adequacy of Compensation
- Fairness of Pay
- Other Benefits

Non-Financial Incentives

- Perceived Value
- Autonomy
- Job Security
- Composite Score and Independent Measure of Performance Management and Support Factors



Motivation

- Composite score devised using the validated Intrinsic Motivation Inventory (IMI)*
- The 7 items on the IMI subscale were averaged for each respondent
- The 7 items were measured on a 1 to 5 scale, ranging from strongly disagree to strongly agree

* Ryan RM. 1982. Control and information in the intrapersonal sphere: an extension theory. *Journal of Personality and Social Psychology* 43: 450-46.

Analysis Strategy



- Descriptive statistics about health worker composition and characteristics
- A stepwise estimation procedure, using the backward elimination technique at the .2 significance level, was used for model selection
- Multivariate regressions to assess the association between the financial and non-financial incentives on health worker motivation in Malawi
- Thematic coding of open-ended answers using NVivo9



What is the overall relationship between health worker motivation and incentives?

Financial Compensation is Negatively Associated with Motivation



Financial and non-financial incentives on health worker motivation (n=591)

Variables	<i>b</i> coefficient	95% CI
Age	.0425*	[.01, .07]
Years in healthcare	-.0372*	[-.07, -.00]
<u>Financial Incentives</u>		
Compensation	-.0497*	[-.07, -.21]
Additional benefits	-.0143	[-.04, .09]
Fairness in pay	-.0102	[-.04, .02]
<u>Non-Financial Incentives</u>		
Perceived Value	.0311*	[.00, .06]
Job Security	.0255	[-.00, .05]
Autonomy	.0432*	[.01, .07]
Performance Management & Support Index	.1722*	[.09, .24]
Constant	3.55	

Note: Only variables significant at .2 level using stepwise estimation are included in model. *p<0.05



Are commercial
providers
uniquely
motivated?

Relationship between Motivation and Compensation by Sector



Bivariate Regression	Public (n=413)	CHAM w/ SLA (n= 17)	CHAM w/o SLA (n=117)	Commercial (n=47)
Overall Level of Intrinsic Motivation				
Overall Compensation Satisfaction	-0.8 (-.19-.014)	-.39 (-1.1-2.9)	.26* (.07-.45) *p<0.05	-.21 (.544-.12)

Drivers of Motivation for Commercial Sector: Open-Ended Analysis



- Open-ended survey questions gave providers ability to say in their own words (un-probed) what motivated them
- **Rich dataset that supported the quantitative findings**
- Opportunities for mentorship
- Opportunities for promotion
- Ability to work in a comfortable and supportive work environment

Unlikely Relationship between Client Satisfaction and Motivation



- Negative relationship (-0.11) between clients' overall satisfaction with their provider and health workers' overall level of intrinsic motivation
- Negative relationship holds true for all sectors
- Thus, clients do not report higher levels of satisfaction when they see a more intrinsically motivated provider

Conclusions



- For most health workers in Malawi, there is a negative association between satisfaction with compensation and level of motivation
- Performance management and support is most positively associated with motivation
- Motivation outcomes are difficult to evaluate since they are unobservable and can only be self-reported

Relevance to Commercial Providers



- Networking and franchising may provide access to facilitators of intrinsic motivation including opportunities for mentorship, promotion and comfortable/supportive work environment
- Non-financial incentive schemes have an important role to play in improving motivation of commercial providers
- Consider evaluating a non-financial incentive scheme in a country with a larger number of commercial providers

Thank you!

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information



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