

13th Annual Meeting of the International Society of Technology Assessment in Health Care (ISTAHC). Barcelona, Spain, 1997.

A crucial issue in quality of care: measuring physician motivation

Barbara Azcona¹, Pablo Lazaro^{1*}, Pablo Cardona², Nuria Chinchilla³.

¹Health Services Research Unit, Instituto de Salud Carlos III, Madrid, Spain;

²University of California, Los Angeles (UCLA), USA;

³International Graduate School of Management (IESE), University of Navarra, Barcelona, Spain.

Abstract

Purpose

Physician motivation is a critical aspect in quality of health care. Understanding its different components and the degree to which the organization satisfies different motivations (compensatory structure) could improve physician participation in quality improvement programs. Three types of motivations exist: extrinsic (e.g. earnings, praise), intrinsic (e.g. learning, challenge) and transcendent (e.g. the satisfaction of producing benefit in another person). The proportion of each is different in every individual and will determine his/her motivational structure. The purpose of this study is to validate an instrument that will measure the motivational structure of physicians, the compensatory structure of the organization, the commitment of physicians to the organization, and their dedication to their job.

Methods

A self-administered questionnaire was developed, using a 5-point Likert format for 69 items grouped into scales. It was validated in a sample of 375 physicians working in 6 public and 2 private Madrid hospitals (response rate: 53%). Reliability of the questionnaire was determined by measuring internal consistency of the scales. Construct validity was assessed by conducting exploratory and confirmatory factor analyses; a structural equation modeling computer program (EQS for Windows 5.0) was used to determine the Comparative Fit Index (CFI) of the measurement and structural models. CFI's > 0.90 indicate an acceptable fit to the data.

Results

Six of the eight scales achieved satisfactory reliability levels (Cronbach's $\alpha \geq 0.7$). The CFI for the measurement model was 0.96, indicating that the variables are grouped correctly. The structural model of the theory on which the questionnaire is based explains the data with a CFI of 0.95.

Conclusions

The questionnaire has obtained satisfactory degrees of reliability and validity. It can be used to measure motivation in the population of Spanish physicians, which is essential for improving quality of health care. This instrument can also be used to measure the effect of introducing different incentives in the health care system.

* Current Address: Pablo Lázaro y de Mercado. Técnicas Avanzadas de Investigación en Servicios de Salud (TAISS). Cambrils 41-2, 28034, Madrid. Spain. E-mail: plazaro@taiss.com.