



## Service Priorities and Programmes Electronic Presentations

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### **Perception of Learning Organisation Culture and its Relationship with Work Motivation**

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#### **Keywords:**

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#### **Introduction**

A learning organisation culture and a motivated workforce are important factors in maintaining and improving the quality of care and services to the patients in any healthcare organisation. Previous research on learning organisation and its influence upon employee motivation in healthcare setting is limited. A study was carried out to explore the learning organisation culture and its relationship with work motivation among pharmaceutical staff with the Hospital Authority.

#### **Objectives**

(1) To examine the relationship between learning organisation culture and work motivation; and (2) To investigate whether demographic variables will have an effect on work motivation.

#### **Methodology**

A quantitative, cross-sectional study was conducted in 2014. All pharmaceutical professionals working in different institutions within Hong Kong West cluster were invited to participate in the survey. A questionnaire was designed to collect information about the perceived learning organisation dimensions and work motivation. The questionnaire comprised of statements which the respondents were asked to rate their views. The statements on learning organisation addressed the core dimensions in healthcare context, namely continuous learning climate, teamwork and collaboration, employee participation, communication and strategic leadership. Statements on work motivation addressed the core job dimensions, which are skill variety, task identity, task significance, autonomy and feedback. Pearson's correlation coefficient was used to investigate the relationship between learning organisation dimensions and work motivation. Demographic variables and work motivation were analysed using independent t-test and one way ANOVA.

#### **Result**

A total of 177 employees were invited to participate in the survey. The return rate was 67% and the valid response rate was 60%. Learning organisation dimensions and work motivation were found to be significantly positively strongly correlated ( $0.68 \leq r \leq 0.79$ ,  $p < 0.01$ ). No significant difference was found between

genders, age groups and years of professional experience in work motivation. Significant difference was found between job positions ( $F(4, 101) = 3.72, p < 0.05$ ) and between work bases ( $F(4, 101) = 4.44, p < 0.05$ ) in work motivation. Results from the study suggested a significant and strong correlation between perceived learning organisation dimensions and work motivation. Management should foster a learning organisation culture which can have a positive effect on work motivation.