

The Impact of Work Motivation on Work Performance: Evidence from a Traditional Chinese Medicine Hospital in Northeast China

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Abstract

This study investigates the relationship between work motivation and work performance among employees in a Traditional Chinese Medicine (TCM) hospital in Northeast China. Using Herzberg's Two-Factor Theory as its theoretical framework, the research examines how intrinsic and extrinsic motivation affect task and contextual performance. A cross-sectional quantitative study was conducted with a stratified random sample of 328 employees, and data were analyzed using correlation and multiple regression analysis. The findings indicate that both intrinsic and extrinsic motivation significantly influence work performance, with intrinsic motivation exerting a stronger effect on both task and contextual performance. This study provides insights into human resource management practices in healthcare organizations, particularly within the unique cultural and professional environment of TCM hospitals. In addition, this study provides theoretical evidence and practical guidance to optimize employee performance in the healthcare industry.

Keywords: Herzberg's Two-Factor Theory, Work Motivation, Work Performance

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Introduction

In recent years, the Chinese government has been increasing its reforms in the healthcare sector to continuously improve the quality of healthcare services, increase the operational efficiency of hospitals, and meet the growing healthcare needs of its people (National Health Commission of the People's Republic of China, 2022). Traditional Chinese Medicine (TCM) hospitals are an integral part of China's healthcare system, and these hospitals are uniquely positioned to integrate conventional treatments with modern medical advances (Xu, 2024). However, with increased competition in the healthcare industry, these organizations face more challenges, including talent management and healthcare operations, and how to improve employee motivation and overall work performance has become a non-negligible issue.

Human resource management is the cornerstone of hospital operations and directly impacts healthcare operations, service quality, operational efficiency, and patient satisfaction. Work motivation is pivotal in driving employee behavior and outcomes in this context. Work motivation consists of two key dimensions: intrinsic motivation, such as personal growth, job satisfaction, and career fulfillment, and extrinsic motivation, including financial rewards, promotion, and external recognition (Herzberg et al., 2011; Ryan & Deci, 2000). High levels of intrinsic and extrinsic motivation are associated with increased work performance, greater engagement, and decreased turnover (Deci & Ryan, 2013; Gagné & Deci, 2005). Thus, further research would provide insights that can lead to better employee engagement, improved care delivery, and effective retention strategies, ultimately contributing to the success of healthcare organizations. By thoroughly understanding both intrinsic and extrinsic factors, hospitals can foster a motivated workforce aligned with their goals, ensuring high standards of care and operational effectiveness.

Despite the crucial role of work motivation in human resource management, Chinese medicine hospitals have faced unique challenges in improving workforce quality. These healthcare organizations place demands on their employees to navigate dual expectations as they integrate traditional Chinese medicine cultural concepts into modern healthcare management systems. In China, the complexity of HRM is further increased by regional differences in medical resources, levels of economic development, and population distribution (National Health Commission of the People's Republic of China, 2022). This research addresses these challenges by focusing on examination of the motivation factors that influence work performance in the specific context of TCM hospitals in Northeast China. In previous studies, previous authors have extensively examined the relationship between motivation and performance in general healthcare organizations (Weinberg et al., 2013; Yildirim et al., 2024). Nevertheless, to examine the motivation of Traditional Chinese Medicine (TCM) healthcare professionals, it is imperative to recognize the cultural specificities and contextual factors that influence their work motivation (Klajing & Jaengpromma, 2022). Previous research on work motivation often adopts Western-centric theories, such as Maslow's hierarchy of needs, Herzberg's two-factor theory, or self-determination theory, which may fail to capture the nuances inherent to Chinese workers deeply embedded in Confucian values and collectivist ideologies. While such frameworks provide a general understanding, a cultural lens is crucial for contextualizing motivation among Chinese TCM professionals.

The omission of specific reference to why conventional theories fall short in explaining Chinese workers' motivations is a critical gap. Motivation in TCM healthcare professionals may be shaped by factors such as societal belief in holistic health, intrinsic dedication to preserving ancient practices, and external pressures specific to the socio-political environment in China. Existing studies often generalize findings without adequately considering these unique influences, which raises the need for a focused exploration into this domain. Moreover, the rationale for conducting a study that delves deeper into TCM healthcare professionals' work motivation lies in addressing the complexities of managing a workforce steeped in tradition, while simultaneously navigating modernization in healthcare delivery.

The absence of such rationale weakens the justification for the study and diminishes its potential to generate tailored insights that inform sustainable workforce strategies in the TCM field. By neglecting to establish a connection between conventional theories' limitations and the need for culturally specific inquiry, any attempt at studying Chinese workers' motivation risks appearing redundant or lacking purpose. Therefore, articulating a compelling rationale grounded in cultural relevance and theoretical gaps is essential to justify inquiries into TCM healthcare professionals' motivation and enhance the utility of the research in practice.

This research provides alternate to the exclusion of concepts like Confucian values and collectivist ideologies, despite mentioning cultural gaps, because its setting has certain cultural concepts which might align directly with the current frameworks, making it more challenging to integrate explicitly in this research arena. Furthermore, quantifying or measuring abstract constructs like Confucian values or collectivism is complex but necessary this search thus provides early explicit evidence. Even some research might have prioritized cultural factors more salient or observable within the specific context or population studied, but this research deemphasizing broader or less directly observable ideologies.

Thus, the concepts could indeed enrich understanding by providing a more nuanced view of cultural influences, leading to more comprehensive and insightful findings. Even cultural factors are inherently influential, made context-specific variables difficult to observe. This research begins to include specific characteristic of Chinese context by selected a Grade 3A TCM hospital in Jilin Province, Northeast China, which was established in 1958 for this study. As the largest TCM hospital in the region, the hospital has 2003 beds, 29 clinical departments and 8 medical technology departments, providing TCM medical treatment, research, teaching, prevention, rehabilitation and health management services. The hospital has outstanding advantages in the treatment of brain diseases, cardiovascular diseases and metabolic diseases, especially in the diagnosis and treatment of chronic diseases such as stroke, coronary heart disease and diabetes mellitus. In addition, the hospital has undertaken a number of national scientific research projects and won many scientific and technological progress awards, which has a high academic and clinical influence in the region. The target population of this study included medical staff from all clinical and technical departments in the hospital, including doctors, nurses and other paramedical staff, in order to fully understand the impact of work motivation and work environment on their work performance.

Consequently, this study aims to fill this gap and provide actionable insights for healthcare administrators and policymakers by surveying the role of intrinsic and extrinsic motivation on work performance in a TCM hospital in Northeast China. This research poses a specific question: To what extent does work motivation affect work performance in hospitals? It deals with an area that has not received much attention and research, namely work motivation and work performance in Chinese medicine hospitals. Thus, it contributes to the development of related literature studies and theories. It also provides theoretical advances and practical recommendations for improving human resource strategies in the healthcare field. In addition, this study will provide theoretical support and references for other similar healthcare organizations in the region regarding healthcare management and policy development by delving into the specific challenges faced by a TCM hospital in Northeast China.

Literature Review

This section reviews theoretical frameworks and prior research related to work motivation and work performance, focusing on applying these theories to the healthcare industry. Particular emphasis is placed on Herzberg's two factor theory as the theoretical foundation for this study, which analyzes the effects of intrinsic and extrinsic motivation on work performance in healthcare organizations. Even many research adopted the Herzberg's two factor theory, yet placing particular emphasis on this theory allows for a structured analysis of work motivation in healthcare organizations, providing valuable insights into how intrinsic and extrinsic factors contribute to employee performance, satisfaction, and overall effectiveness in delivering quality healthcare (Alrawahi et al., 2020). This theoretical foundation not only enriches academic discourse but also has practical implications for the human resource management in healthcare, which is crucial for enhancing patient care and operational efficiency.

Work motivation is the basic psychological construct that drives individuals to achieve work-related goals (Herzberg et al., 2011). According to Herzberg's two-factor theory, work motivation consists of two dimensions: intrinsic and extrinsic motivation. In healthcare, intrinsic motivation stemming from an individual's intrinsic desire for fulfilment, professional growth, and skill acquisition is critical. For example, healthcare professionals may feel intrinsically motivated to provide high-quality care out of their professional ailments, to engage in continuous learning, or to contribute to healthcare innovation (Ryan & Deci, 2000). Research has linked intrinsic motivation to long-term engagement, resilience, and innovation in the workplace (Gagné & Deci, 2005). In comparison, the main factors influencing extrinsic motivation come from external motivators such as compensation, promotion, and colleague and team recognition. In healthcare organizations, extrinsic motivation is an important factor in ensuring that employees follow organizational standards, accomplish base performance, and retain talent (Deci & Ryan, 2013; Huang et al., 2024).

For healthcare organizations, maintaining a relative balance between intrinsic and extrinsic motivation is critical to effective human resource management (Alrawahi et al., 2020). Intrinsic motivation fosters sustained professional engagement and creativity, while extrinsic motivation increases immediate productivity and reinforces employees' sense of responsibility (Gagné & Deci, 2005). Accordingly, both

motivations crucially lead to employee turnover intention (Lim & Moon, 2025; Huang et al., 2024; Sinsakjarungdej & Khanchanapong, 2024; Tian et al., 2024; Tian et al., 2024). In the case of TCM hospitals, healthcare workers need to achieve this balance by responding to the demands of both traditional healing and modern healthcare systems (Alrawahi et al., 2020; Dong, 2013).

Work performance is widely defined as the extent to which an individual performs his or her job duties effectively and efficiently (Yildirim et al., 2024). In healthcare, work performance includes task performance and environmental performance. Task performance involves core job duties such as diagnosing patients, administering treatments, and ensuring operational efficiency (Xu et al., 2023). In health care, high task performance is usually associated with technical expertise, medical knowledge and strict adherence to medical, behavioral protocols (Deci & Ryan, 2013). Environmental performance, on the other hand, encompasses behaviors that improve the broader organizational environment, including teamwork, adaptability and voluntary cooperation (Lekić et al., 2019). Environmental performance is critical in the healthcare industry because it contributes to a supportive organizational environment (Ryan & Deci, 2020; Thongthip & Chotichaipong, 2025).

In healthcare organizations, especially in Chinese medicine hospitals, both task performance and contextual performance are critical to the high level of hospital operations (Krijgsheld et al., 2022). Task performance ensures that healthcare workers deliver high-quality care at work, while contextual performance helps healthcare organizations foster a cohesive and efficient organizational culture (Deci & Ryan, 2013; Lekić et al., 2019). Studies have shown that highly motivated employees who excel in both areas improve patient outcomes and operational success (Ryan & Deci, 2020; Yildirim et al., 2024).

The selection of Chinese medicine hospitals in the Northeast region as the object of this study has a clear practical background and theoretical significance. First of all, the Northeast region has long faced the problems of aging population and serious outflow of population, and the overall health service demand of the society is increasing, which puts higher demands on the service capacity and quality of Chinese medicine hospitals (Yang et al., 2019). At the same time, the regional economic development has slowed down, putting more pressure on hospital operational efficiency and human resource management (Shen et al., 2024). Against this backdrop, how hospital employees can remain motivated and improve their work performance has become the key to the sustainability of the organization. Secondly, as an organization integrating traditional culture and modern medical system, Chinese medicine hospitals have to inherit the concept of Chinese medicine and adapt to the modern management system, especially in the northeast region where resource allocation is relatively weak, and this “double challenge” puts higher demands on the motivation of employees (Dong, 2013). Therefore, exploring the motivation and performance of TCM hospital staff in the specific context of this region not only fills the gap of related research, but also provides targeted management suggestions and policy references for TCM organizations in similar regions.

A large body of literature emphasizes the positive relationship between work motivation and performance (Wang et al., 2024). Studies have shown that intrinsic motivation promotes creativity and proactive self-improvement behaviors among healthcare workers, while extrinsic motivation ensures adherence to organizational standards and timely completion of tasks (Boselie, 2010; Gagné & Deci, 2005).

Aljumah (2023) suggests that intrinsic motivation is closely related to job satisfaction and environmental performance, while extrinsic motivation is more often associated with task performance. Thus, striking a balance between these motivation factors plays an important role in maximizing overall performance (Bandhu et al., 2024).

In the healthcare industry, the unique occupational demands of high stress, long hours, and the need for continuous learning amplify the need for employee motivation. Healthcare workers with high intrinsic motivation have been found to provide better patient care, while those driven by extrinsic rewards are more likely to accomplish business goals. The combination of intrinsic and extrinsic motivation leads to improved overall performance, suggesting that both dimensions are critical in healthcare human resource management (Ryan & Deci, 2020; Yildirim et al., 2024). For TCM hospitals, the fusion of tradition and modernity poses unique and complex motivation challenges. Building on existing literature, this study examines how intrinsic motivation and extrinsic motivation affect task and environmental performance within the unique cultural and professional context of TCM hospitals.

Although Herzberg's two-factor theory has been widely used in research on work motivation in different industries, relevant empirical studies are still lacking in the special context of traditional Chinese medicine hospitals in China, which integrates traditional culture and modern medical management. The theory was chosen for this study precisely to test its applicability in this unique context and to explore in depth the mechanisms by which intrinsic and extrinsic motivation affect employees' task performance and situational performance. On the one hand, employees in Chinese medicine hospitals are often driven by a sense of cultural mission and professional identity, with distinctive intrinsic motivation characteristics; on the other hand, the reinforcement of extrinsic incentives by modern hospital management also has an important impact on employee behavior (Thongthip & Chotichaipong, 2025). Therefore, the adoption of Herzberg's theory not only helps to fill the gaps in the existing research, but also provides theoretical support and practical references to enhance the human resource management strategy of Chinese medicine hospitals (Stanton et al., 2004). Thus, based on Herzberg's two-factor theory, this study concludes that work motivation directly affects work performance and proposes the following research hypotheses:

Hypothesis 1: Intrinsic motivation has a positive impact on task performance in TCM hospitals.

Hypothesis 2: Intrinsic motivation has a positive impact on contextual performance in TCM hospitals.

Hypothesis 3: Extrinsic motivation has a positive impact on task performance in TCM hospitals.

Hypothesis 4: Extrinsic motivation has a positive impact on contextual performance in TCM hospitals.

This section reviews the theoretical framework and findings of previous research on work motivation and work performance using Herzberg's two-factor theory. It emphasizes the importance of intrinsic and extrinsic motivation in influencing task and environmental performance. This section also emphasizes the unique challenges faced by TCM hospitals in balancing traditional and modern healthcare needs. Based on these insights, a robust and carefully developed conceptual framework was crafted. This framework, along with the research hypotheses, will guide our study in exploring the impact of motivation on work performance in this unique context.

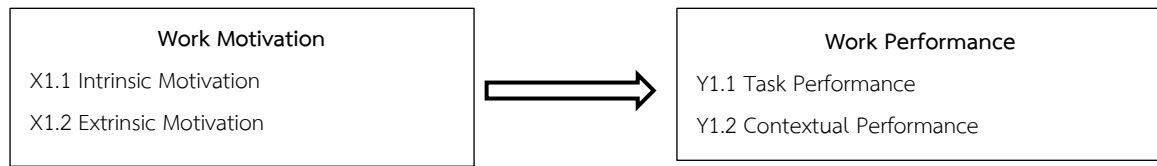


Figure 1 conceptual framework

Methodology

This was a cross-sectional quantitative study examining the relationship between work motivation and work performance in a Chinese medicine hospital in Northeast China.

The study population comprises healthcare personnel from various departments at Hospital A, a Traditional Chinese Medicine (TCM) hospital in Northeast China. This group includes doctors, nurses, and medical support staff, representing a diverse range of roles. The total number of personnel across all departments amounts to 1,592 persons. Based on this Yamane's formula, applying a 95% confidence level and a 5% margin of error, the required sample size for this study is approximately 318 participants. The stratified random sampling method ensures proportional representation from each department, capturing a balanced view of the diverse roles within the hospital. Each department was treated as a stratum, with sample sizes carefully determined to reflect the proportional presence of personnel in each area.

The questionnaire itself was divided into three main sections. Demographic information provides characteristics of respondents. The measuring of work motivation, this research adapted Ryan and Deci (2020) and work performance using Niati et al. (2021) along several dimensions and reported the range of scores for each variable. To ensure the validity of the content of the questionnaire, the questionnaire was reviewed by three experts using the item-objective congruence (IOC) method to assess the congruence between the items and the objectives of the study.

Table 1 Research Instrument

Intrinsic Motivation
1. I find my work meaningful to people around me.
2. I am enthusiasm to work because I enjoy the process of helping patients.
3. For the satisfaction I experience when I am successful at doing difficult tasks.
Extrinsic Motivation
1. More monetary rewards will motivate me to spend more time at work.
2. I am satisfying with organization policies that put into practice.
3. I appreciate the housing assistance, and other financial benefits provided by the hospital.

Task Performance

1. I am able to complete my tasks on time and with high quality.
2. I consistently meet or exceed the performance standards set by the hospital.
3. I am effective in managing my workload and prioritizing tasks.
4. I work well under pressure, maintaining high standards of care.

Contextual Performance

1. I have good communication skills with both patients and colleagues.
2. I actively participate in professional development opportunities to improve my skills.
3. I take initiative and demonstrate leadership when required.
4. I contribute to improving the quality of care provided by my department.

Table 1 provides questions asked on intrinsic motivation, extrinsic motivation, task performance, and contextual performance, respectively. The questionnaire showed high validity with an IOC score of 0.9. The questionnaire was then scrutinized based on the experts' comments, including linguistic precision, theoretical comprehensiveness, and subsequent revisions. Prior to full implementation, the questionnaire was piloted with 30 participants to assess its clarity, structure, and reliability. Cronbach's alpha for intrinsic motivation ranged from 0.843 to 0.883; for extrinsic motivation, from 0.797 to 0.854; for work performance, from 0.958 to 0.962. Feedback from the pilot study was used to refine the questionnaire and address any issues with the wording or structure of the items, thus ensuring the validity and effectiveness of the final questionnaire.

Data collection was carried out by distributing the online questionnaire via WeChat to hospital work-groups. The survey lasted for two weeks during September 2024 to allow sufficient time for responses. A total of 328 valid responses were collected, achieving the target sample size and providing reliable data for analysis.

The questionnaire utilized a six-point Likert scale to measure respondents' attitudes towards work motivation and work performance. Levels of agreement were defined as follows:

Table 2 Data analysis

Attitude	Score	Average Score	Level of perception
Strongly Agree	1 point	1.00–1.83	Strongly Agree
Agree	2 points	1.84–2.67	Agree
Slightly Agree	3 points	2.68–3.50	Slightly Agree
Slightly Disagree	4 points	3.51–4.33	Slightly Disagree
Disagree	5 points	4.34–5.17	Disagree
Strongly Disagree	6 points	5.18–6.00	Strongly Disagree

The data collected was processed and analyzed by using SPSS software. Descriptive Statistics including frequency distribution, mean and standard deviation in the form of frequency distribution, mean and standard deviation. Pearson's correlation analysis was used to assess the relationship between the variables; multiple regression analysis was used to test the research hypotheses.

Findings

Based on the basic information such as gender, age, highest level of education, and total working experience in the information of this survey, it is analyzed as follows:

Table 3 Demographic Information

Question	Options	Frequency	Percentage (%)	Cumulative percentage (%)
Gender	Male	137	41.8	41.8
	Females	191	58.2	100
Marital status	Single	90	27.4	27.4
	Married	222	67.7	95.1
	Others	16	4.9	100
Highest Level of Education	Diploma	25	7.6	7.6
	Bachelor's Degree	86	26.2	33.8
	Master's Degree	98	29.9	63.7
	Doctoral Degree	111	33.8	97.6
	Others	8	2.4	100
Working Experience (Years)	0–10 Years	162	49.4	49.4
	11–20 Years	102	31.1	80.5
	Over 20 Years	64	19.5	100
Position	Doctor	192	58.5	58.5
	Nurse	120	36.6	95.1
	Medical Assistant	16	4.9	100
Total	328	100.0	100.0	

Table 3 presents the demographic information of the 328 employees who participated in the survey. The demographic characteristics of the respondents, totaling 328, are summarized as follows:

Out of the 328 valid responses, there was a relatively even split between males and females, with females in the majority at 58.2% and males at 41.8%. In terms of marital status, 67.7% of the respondents were married and 27.4% were single.

For the highest level of education, 33.8% of respondents held a doctoral degree, followed by 29.9% with a master's degree and 26.2% with a bachelor's degree. A smaller proportion, 7.6%, held a diploma, while 4.9% were classified under other categories.

In terms of working experience, respondents with 0 to 10 years of experience constituted the largest group at 49.4%. Those with 11 to 20 years accounted for 31.1%, while 19.5% had over 20 years of experience.

Regarding job positions, doctors made up the majority at 58.5%, followed by nurses at 36.6%. Medical assistants accounted for 4.9% of the respondents.

Table 4 Descriptive Statistics

Variable	Mean	Standard Deviation	Level of perception
Intrinsic Motivation	2.65	1.027	Agree

Variable	Mean	Standard Deviation	Level of perception
Extrinsic Motivation	2.57	1.298	Agree
Task Performance	2.44	1.264	Agree
Contextual Performance	2.38	1.323	Agree

Table 4 shows the descriptive statistics of the four variables of intrinsic motivation, extrinsic motivation, task performance, and situational performance, including the mean, standard deviation, and perceived level. The mean value of intrinsic motivation was 2.65, indicating that participants agreed with the high level of intrinsic motivation. The standard deviation was 1.027, indicating that there was a certain degree of inter-individual variability in the perception of intrinsic motivation, and the level of perception made by respondents was to "Agree" with the given statements, which indicated that most participants agreed or recognized the importance of intrinsic motivation. The mean value of extrinsic motivation is 2.57, which is slightly lower than that of intrinsic motivation, indicating that the participants' agreement with extrinsic motivation is slightly weaker, and the standard deviation is 1.298, which indicates that there is more variability in the perception of extrinsic motivation among individuals, and the level of perception is also "Agree", which shows that most of the participants agree with the attitude of extrinsic motivation. The mean value of task performance is 2.44, which indicates that participants perceive their task performance better, with a standard deviation of 1.264, which shows that there is some variability in task performance among individuals, and the level of perception is "Agree", which indicates that participants have a more positive attitude towards their own task performance. The mean value of situational performance is 2.38, which is the lowest among the four variables but still at a high level, and the standard deviation is 1.323, indicating that there is a large variability in the perception of situational performance among individuals and the level of perception is "Agree", which indicates that the participants have a positive attitude towards their situational performance in general. Overall, participants showed high levels of agreement ("Agree") on intrinsic motivation, extrinsic motivation, and both types of performance (task performance and situational performance). Intrinsic motivation had the highest mean, and situational performance had the lowest mean, suggesting that intrinsic motivation may have a stronger influence on performance. The standard deviation data showed large individual differences in situational performance and extrinsic motivation, suggesting that these areas may require differentiated strategies for different individuals.

Table 5 Relationship between Work Motivation and Work Performance

Variable	Intrinsic Motivation	Extrinsic Motivation	Task Performance	Contextual Performance
Intrinsic Motivation	1			
Extrinsic Motivation	0.544**	1		
Task Performance	0.512**	0.457**	1	
Contextual Performance	0.547**	0.469**	0.936**	1

** The correlation is significant at the 0.01 level (two-tailed).

Table 5 shows the correlation between work motivation (intrinsic and extrinsic motivation) and work performance (task and situational performance). The results show a significant positive correlation between all the variables, which reaches statistical significance at the 0.01 level of significance (two-tailed test).

First, the correlation coefficient between intrinsic and extrinsic motivation is 0.544, indicating a moderately strong positive correlation between the two motivations. This suggests that when employees perform strongly on intrinsic motivation, extrinsic motivation is likely to follow and vice versa. Furthermore, the correlation coefficients of inherent motivation with task performance and situational performance are 0.512 and 0.547, respectively, indicating that intrinsic motivation has a medium-strength positive effect on both types of performance and a slightly higher correlation with situational performance. This may suggest that employees' intrinsic motivation is more important in promoting organizational supportive behaviors and situational performance.

The correlation coefficients of extrinsic motivation with task performance and situational performance are 0.457 and 0.469, respectively, suggesting that extrinsic motivation also has a medium-strength positive influence on these two types of performance but is slightly less influential than intrinsic motivation. In addition, the correlation coefficient between task performance and situational performance is 0.936, showing a very strong positive correlation. This suggests that employees exhibit higher levels of situational performance, such as teamwork and proactive behavior while completing tasks.

In summary, the results of this table indicate that work motivation, especially intrinsic motivation, significantly impacts both task performance and situational performance. In contrast, the relationship between task performance and situational performance is very close. This suggests that managers need to focus not only on material motivation but also on cultivating intrinsic motivation to improve work performance more comprehensively.

Table 6 Multiple Linear Regression Analysis-Dependent Variable: Task Performance

Variables	β	B	SE	<i>t</i>	Sig	VIF	Tolerance
(Constant)		0.59	0.166	3.552	0.000 ***	-	-
X1.1 Intrinsic Motivation	0.375	0.461	0.068	6.817	0.000 ***	1.42	0.704
X1.2 Extrinsic Motivation	0.253	0.246	0.054	4.596	0.000 ***	1.42	0.704

$R^2 = 0.308$ Adjusted $R^2 = 0.308$, $F(2, 325) = 72.161$, $p = 0.000***$, $DW = 1.837$

***, ** denote significance at 1% and 5% levels.

Table 6 shows the results of the multiple linear regression analysis with Task Performance (TP) as the dependent variable and Intrinsic Motivation (IM) and Extrinsic Motivation (EM) as the independent variables. The following are the results of the analysis:

The regression model's coefficient of determination (R^2) was 0.308, and the adjusted coefficient of determination (Adjusted R^2) was also 0.308, indicating that the model could explain 30.8% of the total variance in task performance. The *F*-value was 72.161 ($df = 2, 325$), corresponding to a level of significance (*p*-value) of 0.000, indicating that the entire regression model is statistically significant, implying that the

combination of intrinsic and extrinsic motivation significantly predicts task performance. The Durbin-Watson value of 1.837 is close to 2, indicating no considerable autocorrelation of residuals in the model.

Specifically, the unstandardized coefficient of intrinsic motivation is 0.461, the standardized coefficient (Beta) is 0.375, and the *t*-value is 6.817, corresponding to a *p*-value of 0.000 (less than 0.001). This indicates that intrinsic motivation significantly affects task performance and is more influential among all independent variables. The unstandardized coefficient of extrinsic motivation is 0.246, the standardized coefficient (Beta) is 0.253, and the *t*-value is 4.596, corresponding to the exact *p*-value of 0.000 (less than 0.001), which suggests that extrinsic motivation also has a significant positive effect on task performance. Still, its influence is slightly less than intrinsic motivation.

The variance inflation factor (VIF) for all independent variables in the model is 1.42, and the tolerance value is 0.704. These values are within reasonable limits, indicating that there is no multicollinearity problem.

In summary, the regression model shows that intrinsic and extrinsic motivation have a significant positive effect on task performance, and the influence of intrinsic motivation is more substantial. This suggests that managers not only need to focus on extrinsic motivation, such as rewards and recognition, but also strengthen the cultivation of employees' intrinsic drive, such as providing more growth opportunities and satisfying their needs for work performance, when enhancing employees' task performance.

Table 7 Multiple Linear Regression Analysis-Dependent Variable: Contextual Performance

Variables	β	B	SE	<i>t</i>	Sig	VIF	Tolerance
(Constant)	-	0.328	0.17	1.935	0.054	-	-
Intrinsic Motivation	0.415	0.534	0.069	7.731	0.000***	1.42	0.704
Extrinsic Motivation	0.243	0.248	0.055	4.537	0.000***	1.42	0.704

$R^2 = 0.584$ Adjusted $R^2 = 0.337$, $F(2, 325) = 84.108$, $p = 0.000$ ***, D-W = 1.862

***, ** denote significance at 1% and 5% levels.

Table 7 shows the results of the multiple linear regression analysis with Contextual Performance (CP) as the dependent variable and Intrinsic Motivation (IM) and Extrinsic Motivation (EM) as the independent variables. The following are the results of the analysis:

The regression model's coefficient of determination (R^2) was 0.584, indicating that the model explained 58.4% of the variance in situational performance. The Adjusted R^2 is 0.337, which suggests that the model still has high explanatory power after considering the number of independent variables. The *F*-value is 108 (*df* = 2, 325), and the significance level (*p*-value) is 0.000, indicating that the whole model is statistically significant, i.e., intrinsic and extrinsic motivation are substantial predictors of situational performance. The Durbin-Watson value of 1.862 is close to 2, indicating no considerable autocorrelation of the residuals.

Specifically, the standardized coefficient of intrinsic motivation is 0.534, the standardized coefficient (Beta) is 0.415, the t -value is 7.731, and the significance level (p -value) is 0.000, which indicates that intrinsic motivation has a significant positive effect on situational performance. In this model, intrinsic motivation has the most critical influence. The standardized coefficient of extrinsic motivation is 0.248, the standardized coefficient (Beta) is 0.243, the t -value is 4.537, and the significance level (p -value) is also 0.000, indicating that extrinsic motivation significantly influences situational performance. Still, it is less influential than intrinsic motivation.

The constant term has a standardized coefficient of 0.328, a t -value of 1.935, and a significance level (p -value) of 0.054, which is close to, but not yet at, the level of significance (usually $p < 0.05$). This suggests that the constant term contributes less to contextual performance but can still be retained for model integrity.

In addition, the independent variables' variance inflation factor (VIF) was 1.42, and the tolerance value was 0.704, indicating no multidisciplinary problem.

In summary, the regression model shows that intrinsic and extrinsic motivation significantly positively affect situational performance, and intrinsic motivation is more influential. This suggests that managers should prioritize employees' intrinsic motivation to encourage autonomy and growth while combining extrinsic motivation, such as rewards and team recognition, to promote situational performance comprehensively.

Discussion and Conclusion

The findings of this study are consistent with previous research on the impact of job motivation on employee performance in healthcare organizations (Gagné & Deci, 2005; Ryan & Deci, 2020). Specifically, the positive impact of intrinsic motivation on environmental performance is consistent with the findings of Weinberg et al. (2013), who emphasized that employees driven by personal growth and job satisfaction are more likely to engage in organizational citizenship behaviors such as collaboration and adaptability. Similarly, Xu et al. (2023) found that intrinsic motivation promotes proactive behaviors and contributes to a supportive work environment in healthcare organizations.

In contrast, extrinsic motivation had a relatively weak effect on task performance, which is consistent with the findings of Yildirim et al. (2024), who concluded that extrinsic rewards primarily reinforce routine tasks but may not be effective in enhancing complex or creative work. The present study also supports Boselie (2010) who emphasized that while financial incentives are essential for short-term performance improvement, intrinsic motivators sustain long-term engagement and overall job satisfaction.

However, it is worth noting that while existing studies have focused on business organizations, this study specifically investigated a Traditional Chinese Medicine (TCM) hospital in Northeast China. TCM hospitals combine traditional Chinese medicine with modern healthcare management, and their cultural and organizational contexts present unique challenges for motivating employees. This dual expectation requires healthcare workers to balance their dedication to traditional medicine with the operational demands of a modern healthcare system, a complexity that has been less addressed in Western-centered motivational research.

Therefore, this study contributes to the relevant literature by providing empirical evidence from a TCM hospital located in an area with significant aging and population loss, further emphasizing the importance of intrinsic motivation as a key driver of task and environmental performance in this unique setting. These findings suggest that healthcare managers in TCM hospitals should not only enhance extrinsic rewards for task-related performance, but also foster a work culture that promotes intrinsic motivation to support situational performance.

In addition, it also provides empirical evidence on the Strengthen the theoretical framework. This evidence expands on Herzberg's Two-Factor Theory by incorporating recent research to contextualize intrinsic and extrinsic motivators within the healthcare and TCM environment. Consequently, it provides a more comprehensive understanding of motivators specific to healthcare professionals. This research also enhances methodological rigor, it is not only justifying the use of stratified random sampling to ensure diverse representation across different departments and professional roles within the hospital, but also employ validated measurement scales for intrinsic and extrinsic motivation as well as for task and contextual performance to improve reliability and validity.

For practical implication, As the findings indicate that both intrinsic and extrinsic motivation significantly influence work performance, with intrinsic motivation exerting a stronger effect on both task and contextual performance. Thus, it offers recommendations for hospital administrators and policymakers to develop motivation-based policies that improve employee well-being and patient care quality.

Despite this research provide no variable directly with cultural issue, nevertheless it does contribute to cultural and traditional medicine settings within Chinese culture, providing insights for global applications in similar contexts.

Limitations and Future Research

While this study provides valuable insights through empirical research, limitations also exist. First, the cross-sectional design limits the ability to determine the causal relationship between work motivation and work performance. Future research could use a longitudinal approach to explore whether there is a change in the relationship between work motivation and work performance among physicians and nurses, respectively, as employees' years of service change. Second, the case of this study was a Chinese medicine hospital in northeastern China. Due to the differences in the economic and human environments of Chinese provinces and cities, as well as the differences in the management models of similar hospitals, this case may limit the application of the findings to other regions or similar hospitals. Expanding the study

to multiple hospitals or other regions would provide a more comprehensive understanding. Finally, this study focused on the impact of work motivation on work performance. Still, also the hospital's organizational culture, leadership style, employee satisfaction, and other factors that may have an impact on work performance, and these factors deserve further exploration in future research.

In conclusion, this study emphasizes the critical role of work motivation in driving employee performance in Chinese medicine hospitals. By exploring in depth, the effects of intrinsic and extrinsic motivation on employee work performance, healthcare organizations can enhance task-related outcomes as well as situational outcomes, which in turn helps to improve organizational efficiency and enhance healthcare services.

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