

# The Motivation Mechanism of Working Medical Students in Public Health Emergencies

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**Abstract:** Based on the background of the release of “New Ten” policies in the post-epidemic era and the concentrated outbreak of COVID-19, based on the two-factor theory of Frederic Herzberg, this study explored the willingness of school regulation students of the Academy of Medical Sciences to stay in the hospital and continue to work in response to public health emergencies from two aspects of health factors and incentive factors and the influencing factors behind it. The results showed that under public health emergencies, the level of motivating factors such as sense of responsibility and mission was high, but the level of health factors such as job salary, workload and job security still needed to be improved, and the key to motivating the school to stay in the hospital was the incentive of health factors.

**Keywords:** Medical Students; Two-factor theory; Public health events

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## 1. Introduction

Since the release of the “New Ten” policy<sup>[1]</sup>, the number of people infected with the novel coronavirus has surged rapidly, and the medical system continues to face high load pressure, and many hospitals have been infected with medical staff, but the number of patients has increased, and the situation of serious shortage of manpower. In medical colleges and universities, graduate students of clinical medicine have the dual identity of graduate students and doctors. Especially in the case of the severe shortage of medical personnel due to the outbreak of the new coronavirus, medical student has played a very important role in alleviating the shortage of hospital labor to a large extent<sup>[2]</sup>. However, at this time, a large number of voices in medical student group wanted to leave their posts and return home. The school has always attached great importance to cultivating the professional identity and sense of mission of medical students. However, when we are really facing a severe medical situation, our regulation of the students has stopped. What is the mechanism behind this dilemma and how we can improve this impasse are the main contents of this paper to explore. This study investigated the willingness of medical graduate students in a medical college in Zhejiang Province to stay at their posts during the outbreak of new coronavirus, explored the motivation of medical graduate students to stay at their posts under public health emergencies, and put forward relevant suggestions. It can be used for reference to improve the situation of labor shortage in hospitals responding to public health emergencies.

Training medical students is to hospitals what employees are to enterprises. How to retain and stimulate the enthusiasm of employees has been studied in detail by Frederic Herzberg, a famous management scientist, and put forward the two-factor theory, mainly health factors and incentive factors. Health factors are mostly related to the working environment or conditions, such as salary and benefits, workload, job security and so on. Lack of health factors can lead to job dissatisfaction, but after a certain level, it is difficult to motivate employees to continue to improve. The motivating factors are mostly related to the work itself, such as recognition, sense of accomplishment, room for improvement, etc. Sufficient motivating factors can promote the enthusiasm of employees. Therefore, in order to realize the good operation of the enterprise, it is necessary to improve the health factors to avoid the dissatisfaction of employees, and pay attention to the incentive factors to stimulate the enthusiasm of employees<sup>[3]</sup>. The two-factor theory takes knowledge workers as samples, and their occupational attributes are highly consistent with those of medical student. At the same time, the internal logic of the hospital's “stay at work and school” is in deep agreement with the two-factor theory. Therefore, the health factors and incentive factors can be used to analyze the dynamic mechanism of regulating Pearson's job retention.

## 2. Methods

In this study, a postgraduate student in a medical university in Zhejiang Province, China was selected as the research object. Questionnaire survey and interview methods were adopted, unified guidance and anonymous methods were used, and informed consent of the trans-

ferred students was obtained. A total of 850 questionnaires were collected online, and 61 unqualified questionnaires such as obvious errors or regular answers were excluded. There were 789 valid questionnaires, the effective rate was 98.57%.

### 3. Results

According to the above statistics, nearly 70% of the students have chosen to leave their posts and return home, while only about 30% of the students stay in their posts and schools. Therefore, this article mainly discusses the relevant situation of the students who have left their posts and returned home. In this survey, it is found that the students who leave their posts and return home have three problems: low salary, lack of job security and high work intensity.

#### 3.1 The low level of remuneration fails to meet the needs of most students

When asked whether "your return to your hometown is related to the inadequate treatment given by schools and hospitals", 37.4% of students chose "high relevance and great relevance" and 34% chose "average relevance". The proportion of students who chose little relevance and little relevance were 11.9 percent and 16.6 percent respectively. In general, students are not satisfied with the salary offered by hospitals and schools. It can be seen that the hospital's incentive for students in terms of work salary is not enough, which caused great dissatisfaction among students, and paved the way for students to choose to leave their posts and return home after the outbreak of the epidemic.

#### 3.2 Medical protection resources and safeguard measures are not in place, which is easy to cause panic among students

When asked whether "your return home is related to the fear that staying at school will increase the probability of infection and harm to the body", 30.6% of students said that the correlation is high, and 22.4% of students said that it is slightly relevant. And according to the relevant statistics above, nearly three-quarters of the students have been infected, so the fierce epidemic will indeed bring many students upset, coupled with the hospital is a high-risk place for infection, medical protection resources and safeguards can't be in place in time, which more caused the panic of students. Moreover, in the offline in-depth interview, some students said that compared with the regular staff of the hospital, as regular students, they do not enjoy adequate medical protection resources and medical supplies, nor do they have medical insurance from the hospital. If they fall ill, they have to bear all the medical expenses by themselves. Therefore, job insecurity has also become a major obstacle for students to stay at work and on campus.

#### 3.3 The work intensity is high and the workload distribution is unreasonable

When asked the question "whether your return home is related to your tired work and want to rest", 13.9% of the students chose a high correlation, 26.8% of the students chose a high correlation, 31.9% of the students chose a general correlation, and only 37.3% of the students chose a low correlation. In general, in the opinion of most students, the work intensity is too high in the near future, and most of the students are in the state of infection or just recovered, and the body is in a relatively weak stage. At this time, they are eager to get a rest adjustment buffer period.

## 4. Recommendations

#### 4.1 Optimize the salary and welfare system and establish an effective incentive mechanism

A scientific and reasonable incentive mechanism can effectively stimulate standardized training of resident physicians for students to improve the level of work input. Standardized training of resident physicians for students' monthly "income" comes from the graduate student subsidies issued by the state, but it is usually difficult to support their daily life. Some hospitals will provide subsidies, but the amount is generally small, so it is necessary to implement external incentives for Standardized training of resident physicians for students. The hospital should give Standardized training of resident physicians for students a certain amount of subsidies according to the relevant national training subsidy fund standards. To improve their sense of gain and fairness, stimulate their enthusiasm for work, so as to face the work more positively.

#### 4.2 Arrange work tasks reasonably to relieve work pressure

Establish and standardize the clinical workload allocation and verification system, and take targeted measures to reduce the work pressure. It is common for regular trainees to feel heavy workload, long working hours and boring work content. At the same time, they may need to attend classes, do scientific research and do experiments for a long time after finishing a lot of clinical work, which causes certain physical and mental burden. All departments in the hospital should balance the distribution of work tasks, reduce the workload of the current standardized training of resident physicians for students, control the working time, and gradually control it within a reasonable range. Only by handling the conflict between work and study well, can we carry out clinical work with full spirit and concentration.

## 5. Conclusion

In this study, based on the two-factor theory, this paper investigated and discussed the health care factors and motivation factors of medi-

cal students, and reached the following conclusions: 1. The motivation mechanism of keeping post and staying at school under public health emergencies is insufficient, which is mainly related to the incentive of health factors. The three aspects of job salary, job intensity and job security mentioned above mainly reflect the motivation of students in terms of health factors. Among them, most of the students are dissatisfied with these three aspects, that is, the incentive of students' health factors is insufficient, which leads to the serious lack of motivation for students to stay in school, and then they choose to leave their posts and return home. This is consistent with the theory mentioned in the two-factor theory that "lack of health factors will lead to employees' job dissatisfaction" [4]. Therefore, in order to realize the good operation of the hospital and attract students to stay on the job, it is necessary to improve the health factors to avoid staff dissatisfaction. 2. In the case of public health emergencies, the sense of responsibility and mission is high. Therefore, the impact of incentive factors on medical students under this incident is relatively high. This fully reflects that our medical students have achieved good results in the cultivation of medical ethics, and also reflects the importance and good training of medical humanistic quality of medical students in medical colleges and universities [5]. However, the number of students staying in school is relatively small, which also shows that there is still room for improvement in the sense of responsibility training of some students, and it is necessary to take reasonable measures to fully educate them.

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