

Extrinsic Factors Strong Motivators for Nurses in the Tertiary Care Hospitals

Shahnaz Dar¹, Nosheen Zehra², Farah Ahmad³

ABSTRACT

Background: Motivation and job satisfaction ultimately effect work performance of an individual. There are various factors which influence the work motivation and knowledge of these factors can help in improving the work performance.

Objectives: To assess the different factors that are associated with work motivation among nurses working in private and public tertiary care hospitals of Karachi.

Methods: This descriptive, cross-sectional study was carried out among nurses for duration of 3 months in 2013. Total 240 nurses from two tertiary care hospitals of Karachi were selected by convenience sampling. A pretested and self-administered questionnaire was used to assess factors associated with work motivation. Data was analyzed using SPSS version 20.0.

Results: Of total 240 study participants, 48.8% (117) nurses were in favor of financial incentives that motivate them most. Salary structure and appraisal system both showed significant difference (p -value= 0.000) between nurses from public and private hospitals while the most content place to work was reported government hospitals by 43.4% (104) nurses. Work motivation mean score revealed significant difference (p -value =0.003) among nurses from different working areas of hospital. Factors associated with job satisfaction showed significant difference (p value = 0.000) among nurses from private and public sector hospitals.

Conclusion: Financial incentives were found to be the most important motivating factor for nurses that improve their performance. It was also concluded that public sector hospitals along with so many factors of satisfaction are the most content place of working that motivate them most.

KEY WORDS: *Motivation, Nurses motivation, Tertiary care hospital, factors of motivation.*

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¹ Shahnaz Dar

Principle, Paramedical Training Institute, Nazeer Hussan Medical Complex Karachi.

² Nosheen Zehra

Assistant Professor, Department of Community & Health Sciences, Ziauddin University and Hospitals, Karachi.

³ Farah Ahmad

Assistant Professor, Department of Community & Health Sciences, Ziauddin University and Hospitals, Karachi.

INTRODUCTION

Motivation is a major factor for retaining employees in any organization. Motivated employees make an organization more strong and help in running all of its processes smoothly ultimately, meeting the organizational goals within the targeted period of time.¹ Motivation can leverage the employees to broaden their skills and follow the right direction to fulfill the needs of an organization.² Employees are the backbone of productivity of an organization and they need to be motivated to work efficient. Employee performance is also dependent on their level of motivation. It stimulates them to be punctual, diligently, flexible and willing to carry out the necessary tasks.³ Motivation is encouraged through incentives, that can be of economic, material and psychological nature.⁴

Motivation could be defined as “a process that begins with physiological or psychological need or deficiency which triggers behavior or a drive that is aimed at a goal or an incentive”.⁵ In every field, there were various factors that enhanced the motivation of their employees. Likewise, in health sector, particularly for nurses there are certain factors that motivate them to care for patients efficiently. In the labor intensive sector of healthcare the performance of Nurses is critically dependent on their level of motivation. Service quality, efficiency, and equity are all directly dominated by their willingness to apply themselves to their tasks. The availability of resources and nurses’ competencies are essential, but are not sufficient to ensure desired level of performance.⁶ A Meta-analysis on motivation for nurses revealed that there were five categories of factors which may be determinants for sustaining and motivating nursing workforce; work-place characteristics, working conditions, personal characteristics, individual priorities, and internal psychological states.⁷

In low and middle income countries it has been observed that public health sector lacks good quality patient care.⁸ Low salaries and improper service structure are the de-motivating factors among nurses, that have led to various protests in the recent years adding to the miseries of the patients.⁹⁻¹² Compensation is the most significant factor which affected nurses work motivation while recognition had the weakest

correlation with nurses’ work motivation.¹³ This shows that extrinsic rewards such as compensation, promotion, and fringe benefits had a significant impact on nurses’ motivation compared to intrinsic rewards.⁴ Though, nurses’ motivation was an important aspect of performance of health systems and it was largely understudied.¹⁵ Local health care system lacks sufficient data regarding nurses’ motivation in private and public sectors.. Therefore the main purpose of this study was to identify factors associated with work motivation among nurses who worked in private and public health sectors.

METHODOLOGY

This descriptive cross sectional study was carried from May to July, 2013 amongst the nurses in both public and private tertiary care hospital of Karachi. Data was collected through probability simple random sampling techniques. Total 240 nurses were interviewed in this study. Nurses having at least two years’ work experience in these hospitals were included in the study while nurses on contract or adhoc basis and who refused for written consent were excluded from study. The data was collected after written formal consent. The data was collected by the researcher through structured pretested and self-administered questionnaire developed with the help of available literature from tertiary care hospitals of Karachi.

This project was approved prior to data collection by the University-affiliated Institutional Review Board and Ethics Committee. The questionnaire gathered psychographic and socio demographic data from the respondents including a motivation likert scale comprising of 15 items.¹⁷

Data was analyzed by using SPSS version 20.0. Descriptive analysis was performed to calculate demographic variables of the study participants. Frequencies with percentages were calculated for the categorical variables such as level of education and marital status. Mean and standard deviation was calculated for continuous variables such as age in years etc. After normality assessment, Chi square for qualitative variables while independent t-test and one way Anova for quantitative variables were applied and p-value <0.05 was considered as significant.

RESULTS

Out of total 240 nurses, 65% (156) were males and 35 % (84) were females with mean age of 30.6 ± 6.3 years (Table 1).

After accumulating general information nurses were then inquired about the different aspects focusing study objective. According to type of incentive that motivate them more, 48.8% (117) were in opinion of financial incentives and 9.6% (23) for non financial while 41.7% (100) for both type of incentives. Table.1 showed the responses of nurses regarding factors of motivation in their current working place. Apart from motivation factors at their current working place, study participants were also asked about the factors of satisfaction in relation to their working place and nursing profession, which are elaborated in Figure. 1.

Last part of the questionnaire was based on scoring on work motivation scale. Compilation of scores on work motivation scale among given sample of nurses revealed average score as 50.2 ± 5.4 with maximum score of 60 and minimum of 18. On the basis of average score of 50.2, data was dichotomized into two groups of above and below average work motivation. Of total sample, 47.9% (115) were in group of above while 52.1% (125) were in group of below average work motivation. Association of these work motivation score groups with various demographic factors was analyzed and among them p value was found significant for gender i.e. 0.003. (Table: 20). Similarly mean work motivation score was also evaluated for similar demographic variables and p value was found significant for working areas i.e. 0.006 (Table 2).

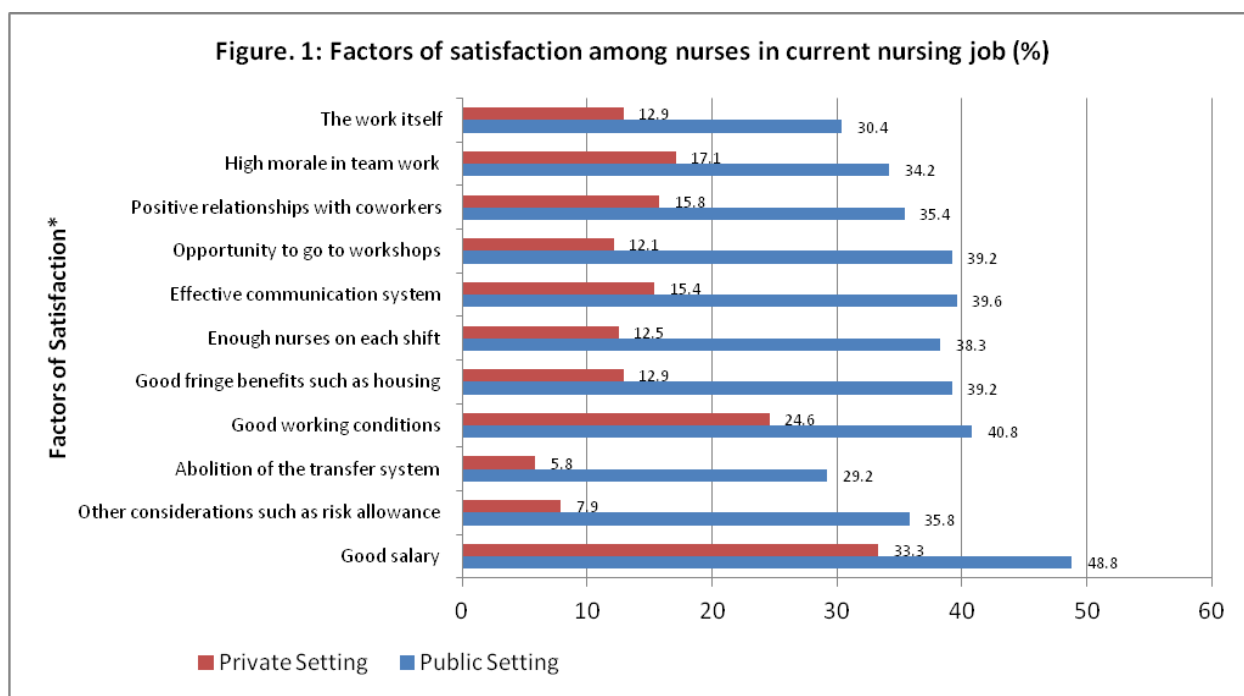
Table 1: Nurse's responses regarding their current working place

Characteristics	Public Hospital (n=120) n (%)	Private Hospital (n=120) n (%)	Total n (%)	p-value
Salary structure as compare to available market rates <ul style="list-style-type: none"> Better Same Worse 	50 (20.8) 66 (27.5) 4 (1.7)	47 (19.6) 40 (16.7) 33 (13.8)	97 (40.4) 106 (44.2) 37 (15.5)	0.000*
Professional learning opportunity <ul style="list-style-type: none"> Most Modest Least Not at all 	40 (16.7) 38 (15.8) 26 (10.8) 16 (6.7)	45 (18.8) 44 (18.3) 26 (10.8) 5 (2.1)	85 (35.5) 82 (34.1) 52 (21.6) 21 (8.8)	0.09
Appraisal system <ul style="list-style-type: none"> None Bad Unfair fair Good 	12 (5) 29 (12.1) 53 (22.1) 23 (9.6) 3 (1.3)	1 (4) 12 (5) 14 (5.8) 54 (22.5) 39 (16.3)	13 (9) 41 (27.9) 67 (32.1) 77(32.1) 42 (17.4)	0.000*
Recognition of nursing accomplishments <ul style="list-style-type: none"> Very often Often Seldom Never 	58 (24.2) 46 (19.2) 15 (6.3) 1 (0.4)	24 (10) 60 (25) 26 (10.8) 10 (4.2)	82 (34.2) 106 (44.2) 41(17.1) 11 (4.6)	0.000*
Most content setting for nursing professionals <ul style="list-style-type: none"> Private setting Government setting Other organizations and professions e.g. NGO's 	40 (16.7) 23 (9.6) 57 (23.8)	29 (12.1) 81 (33.8) 10 (4.2)	69 (28.8) 104 (43.4) 67 (28)	0.000*

Table 2: Analysis of Work Motivation Mean Score and Groups on the basis of Demographic factors

Demographic Factors		Work Motivation Score	p-value	Work Motivation Score Groups		p-value
		Mean \pm Sd.		Above Average n (%)	Below Average n (%)	
Hospital	Public	50.6 \pm 3.2	0.248	55 (22.9)	65 (27.1)	0.605
	Private	49.8 \pm 6.9		60 (25)	60 (25)	
Gender	Male	50 \pm 5.1	0.458	64 (26.7)	92 (38.3)	0.003*
	Female	50.6 \pm 5.8		51 (21.3)	33 (13.8)	
Marital Status	Single	49.9 \pm 5.9	0.324	53 (22.1)	62 (25.8)	0.607
	Married	50.7 \pm 4.9		62 (25.8)	63 (26.3)	
Working Area	Medicine	50.8 \pm 5.6	0.006*	43 (17.9)	41 (17.1)	0.675
	Surgery	50.5 \pm 4.4		30 (12.5)	30 (12.5)	
	ICU	49.9 \pm 4.3		19 (7.9)	28 (11.7)	
	ER	45 \pm 9.6		5 (2.1)	10 (4.2)	
	Pediatrics	51.1 \pm 9.6		6 (2.5)	5 (2.1)	
	Others	50.9 \pm 5.2		12 (5)	11 (4.6)	
Working Experience	2- 5 years	50 \pm 6.9	0.376	40 (16.7)	40 (16.7)	0.931
	6- 10 years	50.2 \pm 3.8		41 (17.1)	44 (18.3)	
	11-15 years	50.9 \pm 3.4		29 (12.1)	36 (15)	
	> 15 years	48 \pm 11.2		5 (2.1)	5 (2.1)	

Figure 1: Factors of satisfaction among nurses in current nursing positions (%)



DISCUSSION

Performance of any organization depends upon various factors and human resource is among one of them.^{13, 18} Considering human resource, hiring right workforce and then retaining them is one of the challenges that is faced by developing countries specially in health sector.¹⁹ Motivation plays a vital role in resolving issues related to health workforce now a days.¹³ Hence, exploring the factors associated with motivation may yield valuable information in improving the quality of work and performance of healthcare professionals. Results of this study highlighted some important factors of motivation among nurses from public and private hospitals of Karachi.

Literature highlighted various factors that have strong relationship with motivation and classified them into four categories which are payment; promotion, benefit and recognition.^{13, 20} the motivating factors identified in our research were financial incentives, recognition for achievement, learning opportunities and appraisal system. Financial incentives played important roles in nurses' motivation and it is also stated by majority of the nurses included in our research. These results validate the findings of other researches as well where extrinsic rewards in terms of payment, fringe benefits played important role in motivation of nurses.^{13, 21-23} Respondent working in various medical areas showed significant difference in mean work motivation score (p-value =0.003). Mean motivation score was found more in medical and surgical areas as compare to other areas. As ICU and emergency were more stressful most of the nurses were not willing to work there in spite of the highest salary or benefits. Recognition of nursing accomplishment showed significant difference in public and private hospitals (p-value = 0.00) which was also highlighted in literature as an important intrinsic factor for work motivation.¹³ Research studies recommended that delegation of authority, recognition of personnel efforts, opportunities for promotion and the job enrichment must be a part of the hospital human resource strategy.^{13, 23} Regarding more content setting for working majority of the nurses responded that public sector was better for earning as it is obvious that the government job have good salary package along with fringe benefits.^{11, 12} On the other hand private institutes were only for business and they give slight pay raise in order to absorb good

nurses from the market when their market competitive salary was increased.^{11, 12} Study conducted among health workers in hospitals of Jordan and Georgia showed that financial reward was critical for their work satisfaction; the data also suggested a number of non-financial interventions that might be more effective means to improve worker motivation.²⁴

Nurses work motivation was positively related to their work satisfaction and negatively related to emotional exhaustion and burnout.⁷ In our study good salary and working conditions along with team work were identified as the important satisfactory factors which are similar factors as identified by various studies.^{7, 25} According to World Health Organization good working conditions and environment were considered as the best motivator by the employees. This is due to the fact that when the environment was conducive for working, people tended to bring out the best in them.³ Although these factors were also identified as factors of satisfaction among nurses in our study as well but there is significant difference (p-value = 0.00) among nurses from public and private hospital setting.

This study accentuates some important factors that are associated with motivation among nurses from both private and public sector hospitals. The effectiveness of healthy delivery system and patient's satisfaction is dependent upon the motivation of its workers. Hence it is recommended that health policy related to nursing profession in both private and public sector should be revised according to current reward strategy for nurses.

CONCLUSION

Motivation depends on various factors both financial and non financial and in our study financial incentives, good salary structure, proper performance appraisal system and recognition of nursing job were identified as the important factors of motivation. Most of the nurses perceived government sector as the most content place of working. Knowledge of motivation and factors associated with it will help in combating the human resource challenge faced by health system of Pakistan.

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