

Relationship between Motivational Factors and Staff Nurses Distribution in Private and Governmental Hospitals

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Abstract: Nurses are one of the inputs to any healthcare system and have strong effect on the organizational performance. Staff nurses are the core of any health care organization. **The Aim:** This study aimed to investigate the relationship between motivational factors and nursing distribution in private and governmental hospitals. **Methods:** A cross-sectional research design was conducted by researchers to achieve the aim of the present study. The total number of study sample was composed of (n = 393) staff nurses who worked for at least one year of experience. The survey was distributed for nurses who were working in private and governmental hospitals in Giza and Cairo Governorate to investigate the motivational factors and nursing distribution in different care settings. **Results:** It revealed that organize motivation among nurses, Work environment, Payment, supervision and leadership and recognition were influence the staff nursing motivation, as well many factors also noticed at personnel characteristics touched nowadays. **Conclusion:** The current study draw attention for today's allocation staff nurses between private and governmental hospitals which were altered by different factors. **Recommendation:** leader and manger should have a new vision for future hiring, retaining and development of staff nurses based on research study which fulfill staff needs and motivational factors.

Keywords: Motivation factors, Staff nurses, hospitals.

1. INTRODUCTION

In health care organization, nurses are the largest proportion of professional that responsible for the most of health care services and activities; nursing staff play a crucial part in specifying the quality and cost in their health care organizational performance. Therefore, considering the nurses' psychological needs and motivation is an important issue to maintain the nurse's retention in their health care organization (Dar, Zahra, and Ahmad 2014, Khan and Jan 2015, Onyango, 2016). Motivated people are highly adaptable, particularly when it comes to change, and they have a positive attitude at work, they help to spread an organization's good reputation, reduce rates of absenteeism, and improve performance and profits (Dark, 2017). Motivation is known as a force that makes an individual to look for or achieve satisfaction of a need (Alhakami and Baker, 2018)

Motivation is the accumulation of energy and behavioral directing to achieve a specific purpose, depending on the value or the expected rewards, motivated people have a positive outlook, they are excited about what they are doing, and they know that they are spending their time in something that's truly worthwhile. In short, motivated people enjoy their jobs and perform well. Accordind to Baljoon, Banjar and Banakh (2018), there are two main types of motivation –intrinsic and extrinsic. Also Baljoon, Banjar and Banakh , (2018) and (Alhakami and Baker, (2018), stated that there are different factors can be affect the motivational level of staff nurses which may be personal or organizational, Herzberg 2003, is one of the first author mentioned the internal or intrinsic motivators such as growth, advancement, responsibility, and

recognition. This approach focuses on the ability of the organization to meet and satisfy the needs of their employees through recognition of their internal motivational factors. Additionally, Baljoon, Banjar and Banakh (2018), mentioned that personal factors such as age, gender, academic degree, marital status, and years of experience were important variables that affecting nurse's motivation.

According to George (2015), who stated that there were an external or extrinsic factors that affect the employees and motivate them to continue serving and surviving in their work environment or their organization. Organization that motivate and empower its staff by assigning them to difficult tasks, more responsibilities, giving them new duties and helping them to be more independent in their work, all these can lead to more opportunities to be highly motivated. Additionally, effective teamwork, social respect, proper communication, and interpersonal relationship could promote motivation of the staff (Baljoon, Banjar, and Banakhar, 2019). Other studies reported that the most important extrinsic motivational factors were clear tasks, responsibilities, and job description (Sato, Maufi and Mwingira, 2017). Moreover, appreciation and recognition from the organization and community, improve learning opportunity, career growth and professional development could be the main motivational factors (Jaiswal, Singhal, Gadpayle, Sachdeva and Padaria, 2014, Negarandeh, nayeri, and Ghasemi, 2015, and Zarei, Najafi, Rajaei, and Shamseddin A. (2016). Each health care organization has different resources and different working condition that affect the motivational level of its employees (Baljoon, Banjar, and Banakhar, 2019).

Beside that Iranmanesh, Fuladvandi Ameri and Bahrapoor (2014), Negarandeh, nayeri and Ghasemi (2015) and Sato, Maufi and Mwingira and Leshabari (2017) stated that there were other organization motivational factors such as; professional growth, staff development, learning opportunity, set of privileges such as job safety, pay and incentives, growth opportunities, fairness, organizational objectivity and organizational climate such as elasticity of working hours, satisfactory staffing, distribution job equally, updating and altering shifts and parental leave periodically, safe and vigorous work environment, supporting operating policy and procedures, also accessibility of resources and infrastructure were motivators for staff nurses.

According to Bodur and Infal (2015), they concluded that staff motivation lead to increase the quality of patient care and improve staff nurse's performance. Extrinsic motivation leads workers to meet personal and organizational aims (Hee, Kamaludin, Ping, 2016). So, it is important and crucial issue for health care administrators and nurse managers to realized and be aware of different motivational factors personal and organizational or intrinsic and extrinsic to keep the old and qualified staff to achieve the personal and organizational aims (Perreira, Innis, and Berta, 2016). Therefore, this study aimed to investigate the relationship between motivational factors and staff nurse's distribution in private and governmental hospitals.

Significance of the Study:

Nurses are the largest group and vital part of the health care team. Staff nurses manage numerous priorities and provide care, counseling, managing, teaching and all aspects of interpersonal skills to improve the quality of patient's lives. In the context of current nursing shortage are big problem and an important issue for any health care organization, this shortage negatively affects it's existing in the market. It is essential for board of directors and health care administrators to realize and understand the factors that contribute to keep the efficient and qualified staff to provide high quality of patient care.

When the health care organization keep their staff nurses; it will provide stability and decrease costs regarding turnover. Accordingly, many reasons lead to unmotivated staff such as low salaries, improper working condition, poor communication with other staff members, less chance for promotion and no transportation. Therefore, the researchers decide to work in this field to investigate the relationship between motivational factors and nursing distribution in private and governmental hospitals. It may be useful and beneficial to the health care organization departments such as human resource practitioners, management and board of directors to suggest strategies to motivate their staff trying to keep them assuring the high quality of patient care reduce costs and minimize turnover (Lu, Lu, Cursory and Neale, 2016).

2. RESEARCH METHODOLOGY

Aim of the Study:

This study aimed to investigate the relationship between motivational factors and staff nurse's distribution in private and governmental hospitals.

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Research Question:

Is there a relationship between motivational factors and staff nurse's distribution in private and Governmental hospitals?

Research Design:

Cross-sectional descriptive correlational study was utilized to investigate the relationship between motivational factors and staff nurses distribution in private and governmental hospitals. This type of research can be used to describe characteristics that exist in specific health setting. This method is often used to make inferences about possible relationships or to gather preliminary data to support further researches.

Setting:

The present study conducted in two different types of hospitals (Private and Governmental) in Giza and Cairo Governorates. For Private sector: Two hospitals were selected in Giza governorate, which provide multispecialty paid services to their patients including: inpatient, outpatient emergency and outpatient clinics. First one has (120) bed capacity and (85) staff nurses. Second one has (100) bed capacity and (60) staff nurses.

Second type was governmental hospital in Cairo governorate which is multispecialty that provides free services to their patients with bed capacity (311) and 290 staff nurses. It provides different specialties such as outpatient clinics , x-ray , medical , surgical , cardiology , urology , ENT, burn , gynecology , pediatric , orthopedic , burns unit and four different ICUs (general , cardiac , burns and neonate ICU).

Participants:

Randomly sampling technique was used to collect data; female and male staff nurses who were at work duty during data collection, accept and willing to participate in the current study. Participants should have at least one year of experience in nursing career. The total sample size was (393), (256) from private hospitals and (137) from government hospital.

Instruments:

To achieve the aim of current study the following tool developed by the researchers which consisted of two parts: Personal characteristics and Staff nurse motivation Questionnaire.

The first part: this part aimed to collect data of personal characteristics of staff nurses such as age, gender, years of experience, qualification, marital status, type of hospital, working area.. etc.

The second part: 2-Staff nurse motivation Questionnaire -it was developed by investigators after reviewing literature, different studies, and theoretical knowledge of various motivational factors using books, research articles and internet (Mohamed.2012), (Alhakami, Baker.2018) and (Baljoon, Banjar and Banakh. 2018), (Baljoon, Banjar, Banakhar 2019). Staff nurses motivation Questionnaire consisted of 7 domains including 49 items; first domain named motivating criteria for staff nurses (8 items), second domain organizational social environment (6 items), third domain pay and fringe benefit (9 items), fourth domain supervision and guidance (6 items), fifth domain promotion, recognition and training (9 items), sixth domain participation (5 items) and finally the seventh domain hospital policy (6 items). The scoring system is used 2-Points Likert scale Yes =1, No =zero.

Content Validity:

The tool developed and tested by a jury committee (three experts from nursing administration department) for the content validity, clarity, relevance, applicability, and understanding. Based on their recommendations the modifications were done.

Tool Reliability:

Cronbach's alpha coefficient was calculated to assess the reliability of the developed tool through its internal consistency.

The Pilot Study:

A pilot study conducted on 10 percent of study sample to test the clarity and validity of the study tool content; add or omit questions and assess time needed to fill each questionnaire. Necessary modifications were done.

Ethical Consideration:

To achieve the aim of the current study an ethical approval obtained from general managers and nursing directors of the hospitals after explaining the purpose and nature of the current study. The aim and the nature had been explained to the staff nurses that were included in the study sample. They have given an opportunity to accept or to refuse participation in the study. Involuntary withdraw from the study at any time were accepted. They were assured that their information will be under confidentially and used for the present study purpose only.

Procedure:

The purpose and the nature of the current study discussed with general directors of selected hospitals to get their permission. The researchers explained the aim and significance of the study for participants to get their acceptance to contribute in the study, additionally the oral consent were essential. During data collection the investigators distribute the questionnaire sheets individually. The investigators clarified the questionnaire to the participants in their units. The time spent to fill the questionnaire ranged between 30 to 35 minutes. All sheets were collected and checked, incomplete sheet discarded. Data collected period; three months January, February, and March 2020.

Statistical Design:

Data sheets were coded, analyzed and tabulated using the appropriate statistical tests for statistical package of social science (SPSS version 22). The statistical significance was considered at $P\text{-value} \leq 0.05$ to examine the relationship between motivational factors and staff nurses distribution in private and governmental hospitals. Data presented by descriptive statistics in the form of frequency, percentages, mean and standard deviations and ANOVA test.

3. RESULTS

Table 1: Frequency distribution of the Staff nurses regarding Personal characteristics variables (n=393)

<i>Socio demographic</i>	<i>Classes of Variables</i>	<i>N</i>	<i>%</i>
<i>Age</i>	less than 25Year	87	22.14
	less than 35Year	267	67.94
	up to 35Year	39	9.92
<i>Gender</i>	Male	267	68
	Female	126	32
<i>Marital status</i>	Married	231	58.80
	Single	162	41.20
<i>Educational level</i>	Technical	38	9.70
	Associate technical diploma	96	24.40
	Baccalaureate	259	65.90
<i>Period of current work</i>	Less than I year	6	1.53
	1-5	162	41.22
	5-10	135	34.35
	11 – 15	69	17.57
	16-20	12	3.05
	More than 20	9	2.28
<i>Change \ Transfer from medical unit</i>	Zero time	93	23.48
	One time	93	23.48
	2 Times	105	26.72
	3 Times	66	16.79
	4 times	30	7.63
	More than times	6	3.56
<i>Salary</i>	≥ 2000	14	36.89
	2000 – 4000	145	26.72
	4000- 6000	105	25.95
	6000-8000	102	6.87
	8000-10000	27	0.0
	≤ 10000	0	3.56

Table 1: showed that a total of 393 staff nurses participated in this study. More than two thirds less than 35 years old (67.94), regarding educational level, most respondent had Bacculaureate degree (65.90%). Male staff nurses double the number of female staff (68%). More than three quarters of staff had range from 1- 10 years of experience (75.57 %). More than half of them change their unit from one to two times. The results showed that their salary ranged from (2000- 6000) Egyptian pound.

Figure 1: Frequency distribution of Staff Nurses at Medical Units, N (393)

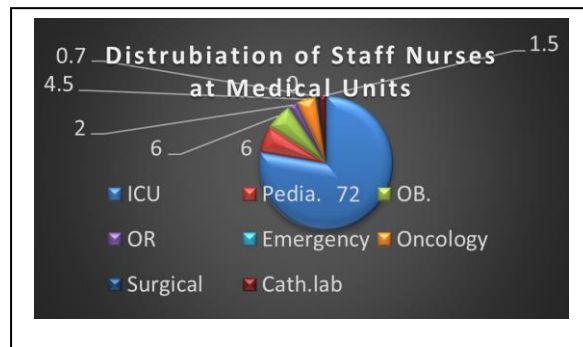


Figure 1: Illustrate that two third of staff nurses were working at critical care units (72 %)

Figure 2: Frequency distribution of staff nurses at hospital sectors

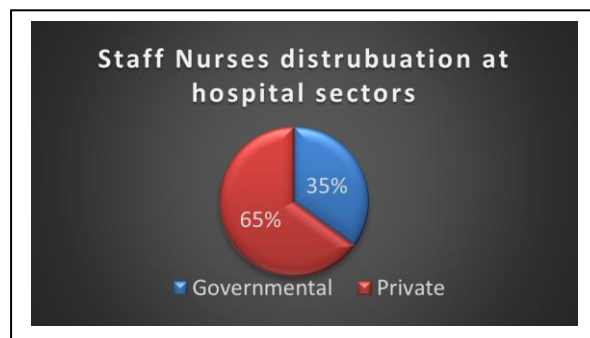


Figure 2: Showed that more than half of the study sample was working for private sector (65%).

Figure 3: Frequency distribution of organizational variables

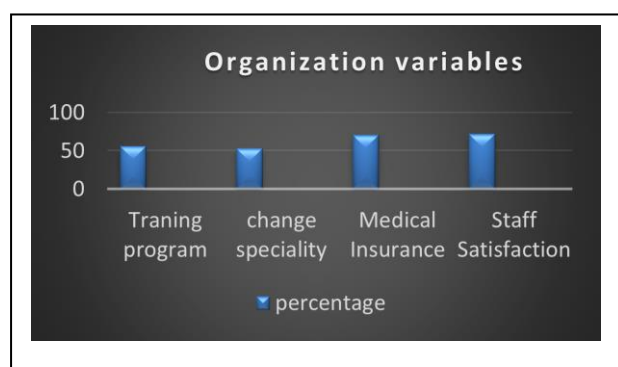


Figure 3: displayed that about half of staff nurses got training program at work but half of staff seeking to change their workplace (53.4%); More than two third 71% have medical insurance. And seventy percent of staff nurses are satisfied.

Table 2: The total weighted mean Nurses working motivation:

	Items	Yes		No		p-value
		No.	%	No.	%	
1.	Organize motivation among nurses	297	75.57	96	24.43	*0.018
2.	Social environment	350	89.05	43	10.95	*0.001
3.	Pay and Fringe benefit	238	60.56	155	39.44	*0.014
4.	Supervision and guidance	312	79.38	81	20.62	*0.000
5.	Recognition	250	63.61	143	36.39	*0.002
6.	Participation	131	33.33	262	66.67	*0.029
7.	Hospital policy	331	84.22	62	15.77	*0.002

(*) Statistically significant at $p \leq 0.05$

Table 2, presented that there were a statistically significant relationship between the seven domains of Motivation and staff nurses, as the following: Organize Motivation $p \leq 0.018$, Social environment ≤ 0.001 , pay and benefit ≤ 0.014 , Supervision and guidance ≤ 0.000 , Recognition ≤ 0.002 , Participation ≤ 0.029 , Hospital policy ≤ 0.002 .

Table 3: The Relationship between Motivational Factors and Personal Characteristics Variables

No	Items	Organize motivation	Social environment	Pay and benefit	Supervision	Recognition	Participation	Hospital policy	ANOVA
1.	Gender	76%	89%	60%	78%	63%	33%	84%	0.83
2.	Marital status	75%	88%	59%	78%	63%	34%	84%	0.56
3.	Educational level	76%	89%	60%	79%	63%	34%	84%	0.10
4.	Year of experience	76%	89%	60%	78%	63%	33%	84%	0.52
5.	Different specialty	77%	90%	60%	79%	64%	34%	85%	0.94
6.	For how long you work for this Unit?	76%	89%	60%	78%	63%	33%	84%	0.66
7.	Medical Unit	76%	89%	60%	78%	63%	33%	84%	0.77
8.	Work at same speciality	76%	89%	60%	79%	64%	34%	85%	0.43
9.	training program at current job	76%	89%	60%	79%	63%	34%	84%	0.96
10.	The intension to change workplace	75%	89%	59%	78%	63%	33%	84%	0.99
11.	times of change\ or Transfer from hospital	76%	89%	60%	78%	63%	33%	84%	0.98
12.	Level of satisfaction	76%	89%	60%	79%	63%	34%	84%	0.71
13.	medical Insurance	74%	88%	59%	77%	63%	33%	84%	0.86
14.	Salary	76%	89%	59%	78%	63%	33%	84%	0.42

(*) Statistically significant at $p \leq 0.05$

Table 3, reveal that there is no significant relationship between the personal characteristic's variables and others motivational factors

4. DISCUSSION

In health care sitting, work inspiration is a vital degree of nursing professional's reaction to the increasing challenges and needs. Nurse's work inspiration influences success, organization performance, fulfillment, maintenance, engagement, and commitment. (Baljoon, Banjar, Banakhar, 2018)

The current study reported that more than two thirds of staff nurses were in middle aged, because it is a hard job. It had observed that most of them less than thirty five years old. More than half of the staff nurses were working in a private sector, this finding might be due to higher salary, clear job description or other organization factors like availability of

resources. It noticed also that the baccalaureate degree staff numbers were increased last few years and most of them working in critical care units; this might be due to Extra bonus, Clear management protocol, routine work, clear goal.

Regarding the changing of workplace, study results indicate that not too much interesting for staff nurses. Study results revealed that there was one to two times only changing their workplace. In addition, study outcomes indicate that the number of male staff was double of female; these results might be due to many reasons. In Arab culture as women in some cases refuse the night shifts, physically executions, underestimating job and to avoid unemployment, or due to shortage of staff as others research study claims that worldwide. Nursing deficiency remains a challenge for the nursing calling. Empowering men to gotten to be staff nurses and consequently, expending the number of specialties were confronting this challenge. (Ashkenazi, Livshiz-Riven, Romem, Grinstein-Cohen (2017).

In relation to salary, the finding specify that range from two thousand to six thousand Egyptian bound. It might be because it is varying in Egypt according to the salary scale for each hospital and their acquisition. Everyone is seeking for good salary as a source of happiness and purpose reason. Bodur, and İnfal, 2015 reported that satisfaction with salary placed first inspirational factors; It is associated with desires or needs of a person, but at some studies does not rank to begin with the vital inspiration factors.

The study reported that seventy percent of staff nurses were explicit their satisfaction at workplace. Health care organization might be encouraging their employees' for work fulfillment and performance. In the same hand, work inspiration is a fundamental degree in assessing employees' reactions to cover the needs and challenges (Baljoon, Banjar, and Banisher, 2018). Therefore measuring nursing satisfaction was an essential indicator to verify staff nurses performance.

Furthermore the current study claim that hospitals had cover the medical insurance for two third of staff nurses. It could be help the staff nurses to be more motivated and satisfied at their workplace.

The existing study concluded that, staff nurses were positively affected by motivation in all domains which are **Organization management, work environment, the payment, Supervision and leadership, Recognition and participation**. The results revealed high significant impact for each category. As result indicated that clear job description, clarity of hospital goal, fair system of accounting extra working hours and availability of nurse aids lead to satisfaction among staff nurses, for this reasons, the researchers viewed that the most nominated hospitals grasp a professional nurses because of integrated and modified system, beside that the respecting among team members and less stress, lead to trustworthiness among colleagues and health care providers in their organization. Thu, Wilson, and McDonald, 2015; specified to increase nurses' motivation, otherwise social relationships and communication skills should be encouraged.

Additionally, the results indicated that, **the Payment** was significant domain as a critical category to staff nurses. From point of view of the researchers salary is a necessary for human being to require the essentials needs for life. Agreeing to Maslow's hierarchy of needs which a prerequisite to be protect against environmental threats, there-for a career is guaranteed, treated and fairly by a reasonable salary (Bullock, Stritch, and Rainey, 2015). **Encouragement, counseling, coaching, orientation** were also highly significant, by way of staff nurses were affected by their leaders. As well as **promotion, career ladder, training program, reward**. It noticed that leadership abilities and staff recognition at any organization altered from place to another according to many factors might be due to the Education program of the hospital and or the ladder career. On consistent with Doğanlı, and Demirci, (2014) and Baljoon, Banjar, and Banakhar, (2018) reported that, the education and the opportunity of growth in the organization are indicators that affect motivation positively. Profession development plays a significant role in the motivation of health workers.

Beside that results illustrate the staff nurses who attending **the Meeting, sharing in decision making, join hospital committees, development, and research**, were more motivated rather than who didn't. Some studies claim that insufficient supportive regulation is demotivating. (Thu, Wilson, and McDonald, 2015).

Otherwise the clear policy regulation of **Attendance, vacation, Inventory, working hours, and practice** were source of motivation. It observed from practical experience that working hours differ from one to one; depend on personal abilities, training and experience. It is consistent with Bolino and Turnley, 2005 who indicate that workload which describes the extent to workers burdened with too many responsibilities in light of the time available, their abilities, and other constraints.

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The present study show that there was no significant being for the relation between motivation factors and personal characteristics variables, so it doesn't affect the staff nursing distribution at workplace sitting. Siregar , Nasution ,and Parikesit; 2020: prove that Personal characteristics, motivation and compensation had no effect on employee performance.

5. CONCLUSION

In assessment of extrinsic factors that provided by health care organization, which reflect on staff nursing distribution at workplace, the current study reported that organize motivation among nurses, Work environment, Payment, supervision and leadership and recognition were positively affect the staff nursing motivation for all important aspect of working life and job satisfaction . It observed also that male nurses became the double number of females; in addition the private sectors grasp the staff nurses more than government. Most of staff nursing prefer working at critical care unit.

Limitation of the study:

The current study aimed to investigate the relationship between motivational factors and staff nurse's distribution in private and governmental hospitals. The fact this study conducted in two Governorates Giza and Cairo in Egypt and didn't cover all the hospitals, such as university and public hospitals besides others geographic area. Furthermore, no similar studies were conducting in Egypt previously to rich the discussion section with knowledge. Finally, it is strengths issue to others researchers to analysis distinguish Governorates in Egypt.

6. RECOMMENDATION

Every workplace needs to study their staff nurses needs and motivational factors and according to this assessment, it should be establishing their own strategic plan. Salary, workplace environment, recognition and participation in decision making were basics element of motivating staff but there is no optimal ranking of this element. The rapid change in health care system and using of smart care services lead to alter the role of nurses, this acquire new strategies from leader and manger to keep their place on the choice of health care services.

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