

**To Study the Factors Affecting Nurses Motivation in CK Birla Hospital|
RBH Jaipur**

Dissertation Submitted to



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Administration (MBA)

in

Hospital and Health Management

by

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Under the Supervision and Guidance of

Dr. Prashant Sharma

2021

DECLARATION BY STUDENT

I hereby declare that this dissertation titled “To Study the Factors Affecting Nurses Motivation in CK Birla Hospital| RBH Jaipur” is the bonafide record of my original researchwork. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma. Information derived from the published or unpublished work of others has been duly acknowledged in the text.

(Signature)

Dr. Pallavi Verma

CERTIFICATE

This is to certify that dissertation titled “To Study Factors Affecting Nurses Motivation in CK Birla Hospital| RBH” is a record of the research work undertaken by Dr. Pallavi Verma in partial fulfillment of the requirements for the award of the degree of MBA Hospital and Health Management from the IIHMR University, Jaipur under my guidance and supervision and his/her approach to the research study has been sincere, scientific, and analytical.

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TABLE OF CONTENTS

Sr. No.	Contents	Page Number
1	Introduction	9
2	Review of Literature	11
3	Methodology	16
4	Results	17
5	Conclusion	26
6	References	27
7	Annexure	28

LIST OF TABLES

No.	Description
Table 2.1	Review of Literature
Table 4.1	Demographic Characteristics
Table 4.2	Motivation Factors

LIST OF FIGURES	
Figure 4.1	Age
Figure 4.2	Gender
Figure 4.3	When your colleagues tested positive, did it affect your motivation to work in this Pandemic?
Figure 4.4	How do you define your communication with Top-Level Management?
Figure 4.5	Do you feel you get recognized for you work?
Figure 4.6	Salary Structure
Figure 4.7	Leave Policy
Figure 4.8	Compensations
Figure 4.9	Benefits
Figure 4.10	Regular appreciation at Workplace
Figure 4.11	Learning & Development

ABOUT THE ORGANIZATION

CK Birla Hospitals, has three branches. The Calcutta Medical Research Institute (CMRI), BM Birla Heart Research Centre (BMB) and the recent one is Rukmani Birla Hospital (RBH). The hospital follows three major philosophies mainly —Clinical Excellence, Ethics and Patient Centricity. These operational philosophies have been pivotal in making the hospitals grow and serve people who are in need of healthcare. The three units of CK Birla Hospitals having footprints in Kolkata and Jaipur offer 800 plus beds with extensive outpatient and inpatient services. Working with a mission in providing quality healthcare for all, supported by latest technologies and modern infrastructures, the hospitals continue to set new standards of Cure and Care.

OVERVIEW OF THE HOSPITAL

- World class infrastructure
- 6 state-of-the-art modular OTs
- Flat panel advanced Cath Lab
- 128 slice CT Scan (Wide Bore)
- 3.0 Tesla MRI (Wide Bore)
- Fully digital Mammography
- Fully digital X-Ray
- Modular IVF & diagnostic lab
- Large 12 bedded Emergency
- 64 Critical Care beds
- 15 bedded best in class Dialysis unit
- Fully equipped life saver ambulances
- Ergonomically designed interiors

Rukmani Birla Hospital is a 230 bedded, multispecialty hospital which offers extensive in-patient, out-patient and emergency services. Built on three key principles - clinical excellence, ethical conduct, and patient centric approach. RBH has 24 specialised healthcare departments, each with state-of-art medical equipment and a team of highly trained doctors and nurses. It was established in the year 2014 in Jaipur. It is NABH accredited, a quality council of India. It is located at Gopal Pura Bypass Road, near Triveni Bridge, Jaipur-302019.

Mission- To create Clinical Centres of Excellence on a strong backbone of research, academics and evidence-based medicine for best clinical and patient outcome.

Vision- To provide best of Patient Service & Clinical Excellence.

COMMITMENT TOWARDS QUALITY - To constantly upgrade our human and technological resources aligned with the best global developments in medical science.

QUALITY POLICY STATEMENT- To maintain highest standard of quality in the service delivered at the hospital.

CHAPTER-1

Introduction:

Nurses one of the most important portions of the healthcare industry in the country with over 1.7 million registered nurses in India. Due to amalgamation of new rules and techniques, changing guidelines, and growing population, India is about to witness a major nursing shortage. We need nurses all over the world, especially in this ongoing pandemic. Nurses affect human lives by the very nature of their profession, nurses are the backbone of hospitals.

Motivation is the vital factor in our life especially in this ongoing pandemic. We need motivation to complete our daily task on a regular basis. Motivation acts as a driving force among human beings and helps us achieve our goals and makes our life meaningful.

Motivation among nurses is one of the most important yet untapped territory in healthcare industry. A nurse's job as a patient advocate is one of the most essential at a hospital. Nurses spend the most time with patients of any hospital staff. Because of their patient's current condition, nurses may be forced to intervene and advise the doctor to take a different approach. Patients would not be able to receive the level of care that is required if nurses were not present. Motivation can be of two types mainly Extrinsic Motivation and Intrinsic Motivation.

Intrinsic Motivation arise from within. It is self-generated, when an individual feel that his/her work is challenging enough and desire to complete

Extrinsic Motivation is not self-generated rather created using external factors like Rewards in the form of incentives, Appreciation or praise, promotion etc.

With this ongoing pandemic there is a direct contact with the human health and the hospital. The realization of this matter requires the existence of a healthy and motivated staff, especially the nursing staff of hospitals.

According to Motivation theory of Maslow's Hierarchy of Needs there are five elements which needs to be fulfilled in order to feel motivated. They are mainly-

Physiological: basic necessities like food, water, and shelter

Safety: need to feel protected

Social (belongingness and love): the need to feel loved and need to feel important

Self-esteem: need to feel respected

Self-actualization: it is one of the most important need to feel as it helps the individual to inspire herself and work towards her self-development and growth.

This theory depicts that in order to feel motivated the basic necessities of human life should be fulfilled as mentioned above.

The objective of this study is to find out the motivating factors among nurses and what can be done to improve or maintain their motivation level so that their productivity can be directed in a more positive way which indirectly will help in escalating the hospital performance.

Research Objective: To find motivating factors among Nurses working in CK Birla Hospital.

CHAPTER-2

Review of Literature:

A literature review surveys books, scholarly articles, and other sources relevant to a particular issue, area of research, or theory which provides a description, summary and evaluation of these articles in relation to the problem being investigated.

In this context, articles related to patient satisfaction in a hospital and what are the steps implemented by them are reviewed and their findings are noted.

Table 2.1

Name	Author (Year)	Study location	Sample size	Sampling techniques	Salient features
Hospital nurses' work motivation	Kristi Toode MSc, Pirkko Routasalo PhD, Mika Helminen MSc, Tarja Suominen PhD 2014	Estonia	201	self-reported questionnaire	Nurses were moderately externally motivated and intrinsically strongly motivated. A nurses' age and the duration of service were positively correlated with one particular area of extrinsic work motivation.
Factors affecting nurses' work motivation level at a governmental hospital: A cross-section	Reem A. Baljoon, Hasnah Banjar, Maram Banakhar 2019	Saudi Arabia	280	by recruiting registered nurses	This study showed that nurses' work motivation level is affected by several personal and organizational factors. A positive relationship was found between higher order need strength and shared

					values and nurses' work motivation (intrinsic and extrinsic).
Factors Affecting Nurse Performance in Medical Ward	Desy Puspa Sari , Bayu Saputera, Muhammad Saleh , Qomariyatus Sholihah , Ibrahim Daud 2020	Addis Ababa	290	self-administered questionnaire.	organizational commitment, job satisfaction, and work experience were significant predictors of nurses' job performance. Healthcare organization should give more attention to factors that contribute to job satisfaction and organizational commitments to improve nurses' job performance.
Nurses Work Motivation and The Factors Affecting It: A Scoping Review	Reem A Baljoon, Hasnah E Banjar and Maram A Banakhar 2017	Saudi Arabia	680	databases were searched	nurses' work motivation was often affected by several personal and organizational factors which are crucial in affecting the level of nurses' work motivation.
Factors affecting work performance among nurses in delivering health service for the	Nureesa Doloh , Didik Tamtomo , Endang Sutisna Sulaeman 2018	Surakarta	150	by proportional random sampling	Work performance is affected by work satisfaction, work motivation, and supervision. Work

national health insurance patients at Dr. Moewardi Hospital, Surakarta					performance is also indirectly affected by motivation.
The Study of Motivating Factors in the Nursing Staff of Shahid Ansari Hospital of Rudsar	Jafar Akbari 2016	Iran	120	random sampling method.	- nursing staff believes their occupation is challenging and needs calmness and safety. - The variables such as the amount of the participation of employees in the determination of objectives and activities, the importance of paying attention to employees by managers, their bilateral relationship, accepting their comments, and bonus to services of nursing staff, satisfaction of salaries and benefits appropriate with the performance, satisfaction of the retirement and insurance services, recreational and sports facilities are effective in the amount of job satisfaction.

Work motivation of nurses: A literature review	KristiToodeab PirkkoRoutasalob TarjaSuominena			A thorough review of the research literature.	Five categories of factors affecting their work motivation were identified: (1) workplace characteristics, (2) working conditions, (3) personal characteristics, (4) individual priorities, and (5) internal psychological states.
Motivating factors among Iranian nurses	Reza Negarandeh,Nahid Dehghan- Nayeri,aElham Ghasemi 2015	Iran	310	researcher-developed questionnaire.	motivation of nurses was at a medium level, which calls for improvement. The factors that have the greatest potential to motivate nurses were identified in this study and they can help managers to achieve the goal of continuous quality improvement.

Research Gap:

A research gap is like a missing puzzle which has not been found.

The research gap identified is not able to collect data due to the ongoing pandemic COVID as nurses were deployed in COVID wards and critical care department. Due to time constraint covering all the nurses for face to face interview could not happen. Many more motivating factors could have been found which could help in elaborating and expanding the data in more efficient way. Certain organizational factors could have been explored which help in influencing Nurses motivation and affect their daily. The data collected mostly from female staff as the ratio of female staff is more than the male staff. Hence there might be difference between the motivating factors among male and female staff. A methodology gap has been found that parameters given in the questionnaire can be more other than those already present as it could have given more area of research. During data collection some respondents were present in group hence same answers were observed. According to McClelland's theory of needs Achievement, Affiliation and power are the three motivating factors which could help us trace the level of motivation. Designation of nurses can help us in narrowing the result of the data acquired and it might affect the motivation level.

CHAPTER-3

Methodology:

For the purpose of study, a set of 10 questions was designed and asked face to face to access the motivation levels of nurses and to get information about the issues regarding any services, if any. Taking interview face to face helped in effective and efficient level of communication between the interviewer and the respondents. The questionnaire also helped to know about the suggestions that the nurses would like to give to the branch. Primary data was used for the purpose of research. The questions were asked verbally about their experience at the branch and their suggestions also. The survey was conducted for 50 Nurses. The age group of participants was taken into consideration as it gives us the idea about their tenure in the organization. The question was designed keeping in mind the organizational factors which affect their motivation factors like salary structure, leave policy, benefits like medical claim, Employee State Insurance, compensations like discounts on medical bill, medicines etc. Demographic characteristics were also asked.

Study Design: Descriptive Study

Study Area: CK Birla Hospitals| RBH, Jaipur

Study Respondents: Nurses

Type of Data Collection: Primary Data Collection (Questionnaire)

Sampling Technique: The study data got collected in the form of a survey that was done by personally interviewing the respondents face to face. The analysis of the data was done with the help of Microsoft Excel.

Sample Size: 50

Data Collection: Quantitative Data Collection

Tool for Data Collection: Semi structured questionnaire

Chapter-4

Results:

A semi structured questionnaire was formed and questions were asked from Nurses deployed in different department of hospital. Total Nurses approached were 50.

Table: 4.1 Demographics of the nurses

Characteristics	Number and percentage of the nurses
Nurses approached	50
Gender of the Nurses	
Male	24%
Female	76%
Age of the Nurses	
22-27	54%
28-32	24%
33-37	12%
38-42	8%
Above 42	2%

Table 4.1 shows the demographic characteristics of all the respondents. Demographic characteristics helps us identify the size, composition and distribution of the study. It helps us identify the target population as well as helps us in deducing the results in a significant way.

Age of the respondent:

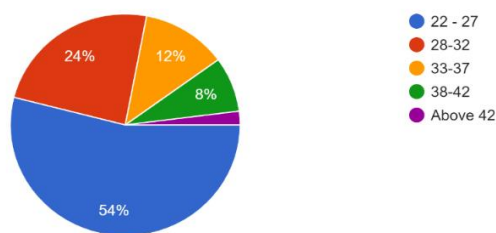


Figure-4.1

Figure 4.1 shows that 54% nurses were aged between 22-27. 24% nurses were aged between 28-32. 12% nurses were aged between 33-37. 8% nurses were above 38-42. 2% nurses were above 42 years of age.

Gender :

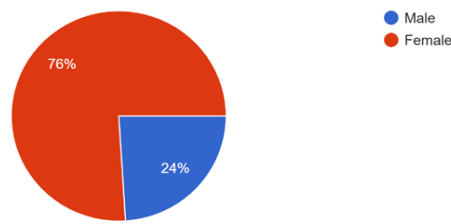


Figure 4.2

Figure 4.2 shows that 76% Nurses were female respondents and 24% were male respondents.

What motivates you to work in this Pandemic?

Table: 4.2

Appreciation from Patients	16%
appreciation from superior	6%
Financial stability	20%
Desire to help COVID patients	16%
To Gain Experience	8%
Family	4%
Job Satisfaction	2%
Self-Motivation	4%
Interest in medical field	6%
Rewards & Recognition	10%
Independent	8%

Table 4.2 - The main concern for asking this question is to determine the motivating factors among nurses and what keeps their morale high especially in this pandemic. 16% nurses were motivated to work in this pandemic when they received praises from their patients. 6% nurses were motivated when they were appreciated by their seniors/supervisors. 20% nurses were highly motivated to work in this pandemic due to financial stability. 16% nurses had the desire to help COVID patients and that's what kept them motivated. 8% nurses felt that desire to gain experience is what kept their morale high. 4% nurses were motivated by their family members. 2% nurses found their job satisfactory hence motivated. 4% nurses were self-motivated to work in this pandemic hence it is considered as an intrinsic motivation factor. 6% nurses showed keen interest in medical field hence

they were motivated enough to come to work.10% nurses found that getting rewards & recognition in the form of incentives/bonus is what matters them the most and it is what keep them going.

When your colleagues tested positive, did it affect your motivation to work in this Pandemic?

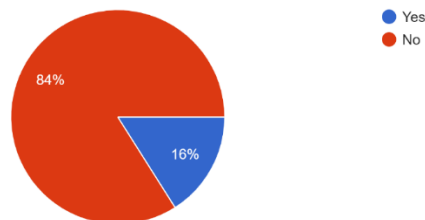


Figure 4.3

Figure 4.3 shows that 84% nurses feel that it didn't affect their motivation to work when their colleagues tested positive in fact it motivated them to work harder. 16% nurses were somewhat sceptical to work as they were demotivated to work in this pandemic.

How do you define your communication with Top-Level Management?

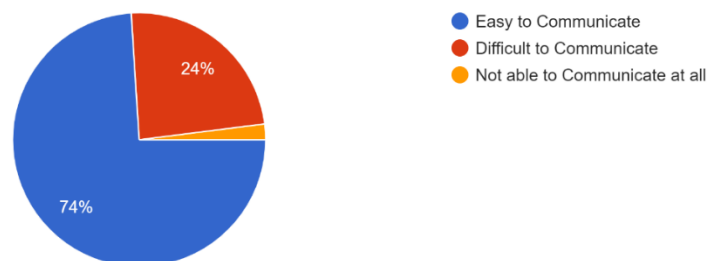


Figure 4.4

Figure 4.4 shows that 74% nurses said that it was easy to communicate with the supervisor regarding any issues they were facing while working. 24% nurses felt that sometimes they felt that it was difficult to communicate with the superiors.

Do you feel you get recognized for your work?

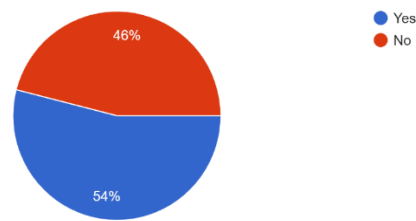


Figure 4.5

Figure 4.5 shows that 54% nurses felt that they were recognised for their work time to time and also rewarded for the same. However, 46% nurses felt that it was necessary to get recognised for their work as it motivates them even more.

Section-2:

In this section, Certain organizational factors were asked whether these factors will affect their motivation or not. The main purpose of asking this question is to find out that the policies or benefits provided in the organization is contributing in enhancing their motivational level or not. Are they motivating enough or not and their perception towards these policies. 1 denotes that motivation factor is Motivating. 2 denotes that motivation factor is Neutral. 3 denotes that motivation factor that is Demotivating.

Salary Structure

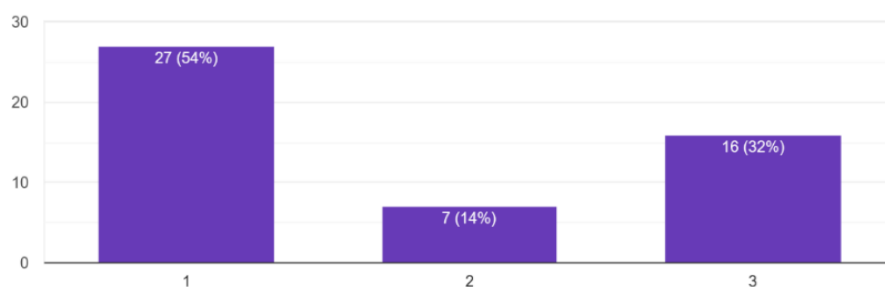


Figure 4.6

Figure 4.6 shows that 54% Nurses responded that salary structure motivates them to work in this pandemic as they are financially stable and independent. 14% Nurses were neutral with the salary structure and it didn't affect their motivation level. 16% Nurses were demotivated with the salary structure. This shows that financial stability and independency does help in uplifting the motivation level.

Leave Policy

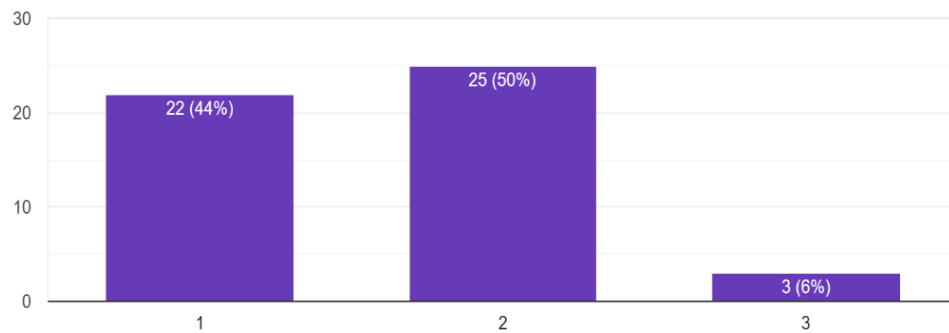


Figure 4.7

Figure 4.7 shows that 44% Nurses found that leave policies act as a motivating factor for them to work in the hospital. 50% Nurses found the leave policy does not play any significant role in motivating them to work in this pandemic. 6% Nurses found leave policies are somewhat demotivating and needs to be improved.

Compensations:

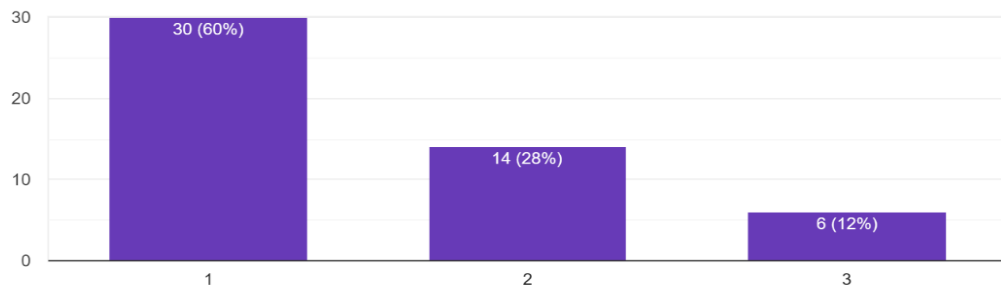


Figure 4.8

Figure 4.8 shows that 60% Nurses were happy and satisfied with the compensations provided in the organization and act as a motivating factor for them to work. 28% Nurses didn't feel that compensations play any role in motivating them to work. 12% Nurses were dissatisfied with the compensations provided to them and found them to be demotivating.

Benefits:

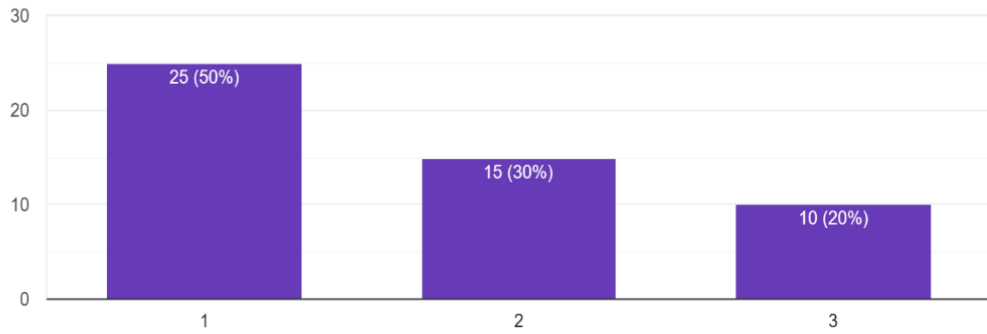


Figure 4.9

Figure 4.9 shows that 50% Nurses said that benefits given to them are actually motivating especially for those who are married and children. 30% Nurses were neutral with the idea of benefits and it didn't affect their motivation at all. 20% Nurses would like to have more benefits especially in this pandemic and existing benefits are demotivating them to work.

Regular appreciation at Workplace

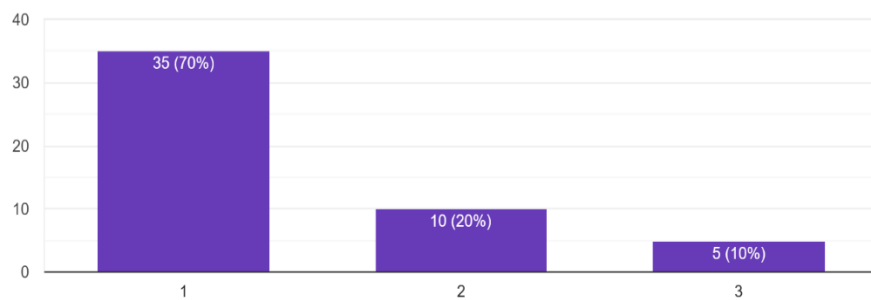


Figure 4.10

Figure 4.10 shows that 70% Nurses are motivated to work when they received rewards such as appreciation from seniors, patients or in the form of incentives or bonus. Rewards and recognition play a vital role as a motivating factor among nurses. These nurses were usually belonged to critical care department. 20% Nurses were neutral towards about the idea of rewards and recognition. 10% Nurses were demotivated as they never received any rewards and recognition while working in the organisation.

Learning & Development

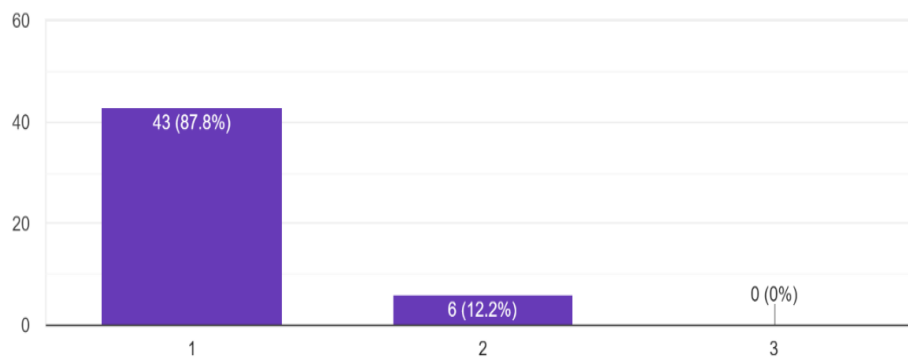


Figure 4.11

Figure 4.11 shows that 87.8% nurses said that they are willing to learn new skills and would like to enhance their skills so that their modus operandi can be better. 12.2% nurses were neutral to the idea of learning new skills and did not find this factor motivating enough. This shows that introducing new learning and development programs will increase their motivation for example introducing skill enhancing scheme for general ward nurses so that they can work in critical care departments like SICU, MICU, ICCU, ICU NICU, PICU and this

CHAPTER – 5

Discussion:

It is very necessary for the hospital that nurses stay motivated as they comprise a large part of hospital staff. A happy and motivated nurse is considered as an asset for the hospital. It is also important for timely, efficient, and patient- centred delivery of services. Around 54% nurses falls under the age category of 22-27 who were motivated enough to work in this pandemic. Organizational factors like salary structure , compensation and benefits like health insurance, critical care incentives, free parking space, affordable breakfast, lunch, dinner at cafeteria, hostel services , pick and drop services at the time of lockdown were motivating enough for nurses. Effective and efficient way of communication is one of the key factor to keep your employees motivated as it motivates the employee to keep his/her thoughts upfront without any hesitation, which in turn will increase their motivation. Though the parameters discussed in the study could be expanded which in turn could have given more insight towards the nurses motivation level and perception.

CHAPTER-6

Conclusion:

It is concluded that in order to stay motivated one must consider all the extrinsic as well as intrinsic factors. From the study it is clear that organizational factors does help in lifting nurses motivation be it benefits or salary structure. Having financial stability or the feeling of independency does play a vital role in motivation. Appreciation especially from patients, rewards and recognition from seniors in the form of incentives or bonus and desire to help also plays a huge role in boosting up the motivation. Smooth Communication with seniors also plays some role in motivating employees. More motivating factors could be explored if sample size and other parameters could be explored. Nevertheless the existing parameters gave us at least the insight of motivating factors among nurses and more schemes can be done to maintain the motivational level.

Suggestions:

Some suggestions which can be incorporated to maintain the existing morale especially in this pandemic is to incorporate motivational videos and games. According to Maslow's Hierarchy of needs, one of the is belongings and love, this theory states if professional relationship between two employees is cordial, it automatically motivates the employee to work and achieve their task. Introducing team building exercises can help with this. Fun activities can be incorporated in their routine so that they can be less stressed at workplace. De-stress meal plan can be introduced once a week to motivate them. Assigning a mentor for the new joiner to help them achieve daily task. Yoga session can be planned twice a month. Interaction with seniors/supervisors should be done whenever a new joiner joins hospital.

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ANNEXURES

This section contains the questionnaire that was used to assess motivation level of nurse at CK Birla Hospitals, RBH, Jaipur.

Data Analysis:

S.NO	Questions	Response/answer	Inference
1	Age	Age Criteria 22 - 27 28-32 33-37 38-42 Above 42	To find whether there is any relation between their age and factors affecting their motivation
2	Gender	Male or Female	To know the gender ratio
3	What motivates you to work in this pandemic?	Open ended	To find out the exact motivating factors responsible for their motivation
4	When your colleagues tested positive, Did it affect your motivation to work in this Pandemic ?	Yes/No	To find out whether working in COVID times will affect their motivation knowing the fact that

			they might get susceptible to COVID.
5	How do you define your communication with Top-Level Management?	Easy to Communicate Difficult to Communicate Not able to Communicate at all	To inquire whether they are able to raise their opinions regarding any issue they might be facing
6	Do you feel you get recognized for your work?	Yes/No	To find out their desire to get recognized for their work is necessary for them or not
7	What Motivates you the most among these factors to work?	Salary Structure	To determine whether these factors are motivating enough for them or not?
8	What Motivates you the most among these factors to work?	Leave Policy	To determine whether these factors are motivating enough for them or not?
9	What Motivates you the most among these factors to work?	Compensations/Benefits	To determine whether these factors are motivating enough for them or not?
10	What Motivates you the most among these factors to work?	Learning & Development Programs	To determine whether these factors are motivating enough for them or not?

