

Study on Motivational Factors Among Nurses in a Home Health Care Organisation

By

Prachi Agarwal

*Dissertation submitted for the partial fulfillment of the
MBA Hospital and Health Management*

Academic year, 2015-2017



The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Sanganer, Airport
Jaipur 302029, Rajasthan
Ph: 0141 3924700, Fax: 3924738
Website: www.iihmr.edu.in

Study on Motivational Factors Among Nurses in a Home Health Care Organisation

By

Prachi Agarwal

*Dissertation submitted for the partial fulfillment of the
MBA Hospital and Health Management*

Academic year, 2015-2017

Portea Medical, Bangaluru



The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Sanganer, Airport
Jaipur 302029, Rajasthan
Ph: 0141 3924700, Fax: 3924738
Website: www.iihmr.edu.in

TO WHOMSOEVER MAY CONCERN

This is to certify that **Dr. Prachi Agarwal** student of MBA Hospital and Health Management from The IIHMR University, Jaipur has undergone internship training at **PORTEA MEDICAL-HOME HEALTH CARE ORGANISATION** from 6th February 2017 to 5th May 2017.

The Candidate has successfully carried out the study designated to her during internship training and her approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

I wish her all success in all her future endeavors.



Col (Dr.) Ashok Kaushik
Dean, Academics and Student Affairs
The IIHMR University, Jaipur



Brig. S.K. Puri
Advisor
The IIHMR University, Jaipur

10th May 2017

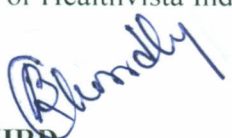
TO WHOM IT MAY CONCERN

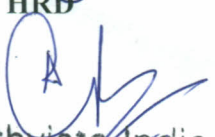
This is to certify that **Ms. Prachi agarwal**, USN No. – **IIHMR-U/01/2015-17/0317**, student of MBA – Indian Institute of Health Management Research, 1, Prabhudayal Marg, Near Sanganer Airport, Jaipur, Rajasthan 302029, has undertaken a project work on **“A STUDY ON MOTIVATING FACTORS AMONG NURSING STAFF IN A HOME HEALTHCARE MODEL IN BANGALORE”** at Healthvista India Pvt Ltd from 06-02-2017 to 10th May 2017 in our Organization. And completed the same successfully.

During this tenure, she was found to be hardworking, and sincere and was sensitive to quality delivery as a professional.

Thanking you,

For Healthvista India Private Limited


HRD


Healthvista India Pvt. Ltd.
No. 69/B, 1st Cross, 1st Stage,
Domlur Layout,
Bangalore - 560 071.

☎ **1800 121 2424**

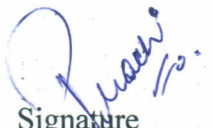
Regd. Office :

HealthVista India Pvt. Ltd. 69/B, 1st Cross, 1st Stage, Domlur Layout, (Next to the Domlur Post Office), Bangalore-560071
CIN : U85300KA2013PTC069291 Website : www.porteamedical.com : Email : info@portea.com

THE IIHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled Study on motivational factors among nursing staff in a home health care organisatio and submitted by (Name) Prachi Agarwal Enrollment No IIHMR-U/01/2015-17/0317 under the supervision of Brig. S.K. Puri for award of MBA in Hospital and Health/ Pharmaceutical / Rural Management/ Human Resource Management in Health and Hospitals of the University carried out during the period from February 2017 to May 2017embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.


Signature
PRACHI AGARWAL

THE IIMMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that all ethical issues have been considered while collecting data for my dissertation titled **Study on motivational factors among nurses in a home health care organization.**


Signature

TABLE OF CONTENTS

INDEX		
S.NO	PARTICULARS	PAGE NO.
1.	INTRODUCTION	4
2.	LITERATURE REVIEW	7
3.	METHODOLOGY	10
4.	FINDINGS	12
5.	DISCUSSION	23
6.	CONCLUSION	25
7.	INSTRUMENTATION	26

LIST OF TABLES

S. NO.	REPRESENTATION	TABLE NO.
1.	LIST OF INTRINSIC AND EXTRINSIC FACTORS ASSESSED IN MPS	1
2.	DEMOGRAPHIC PROFILE OF RESPONDENTS	2
3.	WORK PROFILE	3
4.	JOB EXPERIENCE	4
5.	RANKINGS OF MOTIVATION FACTORS OF NURSING COORDINATOR	5
6.	SCORE FOR FACTORS RANKED ACCORDING TO RESPONSES OF LTN	6
7.	SCORE FOR FACTORS RANKED ACCORDING TO RESPONSES OF STN	7
8.	INTRINSIC MOTIVATION AMONG NURSING STAFF ON DEMOGRAPHIC AND WORK PROFILE VARIABLES	8
9.	INTRINSIC MOTIVATION AMONG NURSING STAFF ON RESPONSES RELATED WITH JOB EXPERIENCE	9

INTRODUCTION

Health industry is labor intensive, wherein quality of services is linked to productivity, skills, motivation, and satisfaction of the healthcare providers. Under the increased societal demand for effective healthcare services, it has now become a challenge for administrator to motivate employees and also at the same time fulfill the expectations of patients. Researches have well highlighted the importance of effective human resource policies for the improvement of the performance of the health system. Motivation is the key to successful achievement of personal and organizational goals.

Human resources represent three principal health system inputs as they consume almost 60% of the total budget, the other two being physical and consumables. A number of studies have been conducted in order to explore factors of motivation and also their relation with job satisfaction in health sector.

Studies on this subject remain scanty in the Indian settings where shortage of health manpower and high burden of diseases are there. Keeping this as back ground, a cross sectional study would be undertaken to determine the motivation of the health personnel and explore different motivational variables amongst employees working in a home health care organization.

Aim- To study the levels of motivation among nursing staff of a home health care organization.

OBJECTIVE:

Broad Objective

To study the significant relation between motivation levels and demographic, work and job experience factors.

Specific objective

- To assess the factors that demotivates the nursing staff at Home health care organisation.
- To assess the functionality of extrinsic and intrinsic factors of motivation affecting the nurses
- To compare the motivation levels of nursing staff based on various factors such as years in the profession, working hours, etc.

SUGGESTIONS:

- Giving nursing staff an opportunity to demonstrate and experience leadership in their profession on a regular basis. They should be given ownership of all the responsibilities they have.
- Different ways should be set up for the staff by the organization to make them realize the importance of their work and existence in the organization and to be their companion. Encourage mutual cooperation, teamwork and problem-solving rather than adversarial relationships.
- Most people enjoy hearing they perform a task well. So expressing confidence by the organisation in nursing staff working ability to measure up to his or her job can sometimes go a long way.

LITERATURE REVIEW

The recruitment and retention of nurses is worldwide concern for healthcare systems because of high attrition of nurses leaving healthcare work and ageing workforces. Given the need to effectively recruit, and retain nurses, it is important to understand what motivates nurses, what can sustain motivation and how healthcare systems support nurses' career development . (1)

It has become essential in today's world to pay attention to factors involved in and effect the recruitment and retention of nurses. (2) New and creative ways to encourage nurses to remain in nursing are being required because of the increasing complexities of healthcare services, an ageing population and staff global migration. This need is further increased by healthcare environment that now have to support a multi-generational workforce. Understanding how to cope with these increasing complexities of nursing and the quality of their workplace are likely to be critical in assisting to develop/retain a skilled nursing workforce. In particular, understanding further about what motivates nurses to engage and be sustained through learning more about their work may be central to the maintenance of nursing workforces, therefore a necessity in health sector.

Motivation is defined as the process that account for an individual's intensity, direction and persistence of effort toward attaining goal. In most cases motivation comes from a need which must be fulfilled, and this in turn leads to a specific behavior.

Fulfillment of needs results in some type of reward; it can be either intrinsic or extrinsic. The former are derived from within the individual, e.g. taking pride, feeling good about a job well-done, whereas the latter pertain to rewards given by other person. Job satisfaction is defined as a pleasurable or positive emotional state, resulting from the appraisal of one's job or job experience.

In the health care field, attaining health objective in a population depends to a large extent on the provision of effective, efficient, accessible, and high- quality services.

Within current healthcare process, Pask (2005) identifies consequences of gap between what nurses believe their role could be and what it actually constitutes. Such consequences have implications for the decision nurses make and their apparent loss of hope to achieve what they desire. Loss of hope, may lead some nurses to retreat "from the effort that is required to challenge a system which fails to recognize nurses as they work for that which they feel has intrinsic value". Furthermore, the reality of implementing ideals in practice is mostly limited by organizational and professional factors that impact on nurses' ability to take care for patients in ways that they desire. To sustain the intrinsic

value of nurses' work requires an organization where they and their learning are valued, encouraged and empowered. In health systems where nurses are over stretched because of insufficient numbers of nurses, the ability of the organization to sustain individuals' intrinsic motivations has become difficult (3).

There are numerous definitions of motivation, emphasizing the energetic character of motivational behavior at the beginning of the pursuit of a goal (content or need theories) and the cognitive character, which supports the decision mechanisms along the course and intensity of motivated behavior (process theories). Content theories identify human needs and explain motivational factors, and also identifying behaviors which satisfy the needs. They are characterized by the importance that is attributed to various needs. According to these theories, a satisfied employee is a productive employee, i.e., the person attains the expected performance and productivity if he feels that his needs are satisfied. Abraham Maslow (1954), the most prominent author of need theory, established his ideas on the assumption of upward hierarchical need satisfaction, he holds that the higher level needs can be reached after all the preceding needs are satisfied.

The Theory Cognitive Dissonance, given by Festinger (1954), comes from the assumptions that human beings by means of individuals process of self-evaluation, and use it as comparative measure concerning other people or characteristics that they consider similar to their own. Inconsistencies between self-evaluation and exterior results in cognitive dissonance. This is the vehicle that drives a person to develop overcoming behaviors and to achieve a state of psychological balance. The Equity Theory (Adams, 1963) holds that in a workplace persons are constantly comparing their contributions and their compensations with their work peers. Thus, a perception equity or inequity emerges. There are studies showing increases of performance in workers with great compensation (Adams & Rosebaum, 1962) and performance decrease in workers with less compensations (Goodman & Friedman, 1960). Vroom's Expectancy Theory (1964) states that motivation stems from the individuals estimates about achieving a goal, to which assigns a given value. 'The effort will depend on the interaction of 3 cognitive factors: valence (the value which a person attributes to a certain goal), instrumentality (the possibility that performance can be used to achieve a reward) and expectancy (the person's expectation of achieving the goals and the performance). These three factors together determine the motivational level of a person, stated by VIE {Valence x Instrumentality x Expectancy}.

Another important relationship to take into account in workplace satisfaction is workers' health. Some studies show a positive association between satisfaction at work and health quality (Hemne & Locke, 1985; Peterson & Dmmagan, 1998). This means that work satisfaction is associated with good health and dissatisfaction at work is associated with health issues like fatigue, digestive problems and muscle pains, among others.

These theories reflect on the ideas of motivation in many different directions and aspects however, internal elements of motivation in these remain constant and include self-concept and needs. These mediate the internalization of organization specific goals, which in turn determine the effort of an individual puts into the task.

A distinction is generally made between motivation and demotivation. Herzberg's work indicated two types of factors affecting work behavior: Hygiene factors by presence or absence, determine the level of worker dissatisfaction (e.g., supervision interpersonal relationships, work conditions, salary and job security); and motivation factors which determine the level of worker satisfaction (e.g. achievement, the work itself, recognition, responsibility, advancement and growth), but little is known about the relative importance of these various determinants in motivation in developing country contexts. However, a distinction between hygiene and motivation factors is useful for understanding worker behavior, even if the distribution between motivation and hygiene may vary in different settings .

Outside the immediate organizational environment, the broader context of community will also contribute to individual's motivational processes. The community affects the worker's motivation through two channels: the worker's link to community served and degree of congruence about what is perceived to constitute good service

Thus, motivation in operational context for this study is defined as an individual's degree of willingness to exert and maintain effort towards organizational goals.

Rewards lead to an increase of behavior repetition, so when the worker is rewarded he continues to produce better motivation. The worker needs two fundamental requirements for daily practice: to be healthy and satisfied at work. Health and satisfaction at work for healthcare practitioners are interconnected with professional status, interaction, working conditions and organizational rule indicators.

METHODOLOGY

Research Question- What are the factors that affects the level of motivation among the nursing staff?

Objectives-

- To assess the factors that motivates the nursing staff at Home health care organisation.
- To assess the functionality of extrinsic and intrinsic factors of motivation affecting the nurses.

Methodology-

Study design: Cross sectional analytical Study focused on the motivation factors of nurses in home health care organization.

Study Duration: February, 2017 to May 2017

Study Area: The study would be conducted at Portea, which is a private home healthcare model based in Bangalore.

Target Population: The target population will be the nursing staff of the organization.

Inclusion Criteria: All the nursing staff with the tenure of 1 year or longer within the same organization will be included.

Sample Size: A sample size of 120 nurses will be taken. This sample size will be divided based on the position in the organisation. 50 percent of the sample i.e. 60 will be of the long term nursing staff and approximately 10% consists of coordinators and rest are short term nursing staff which are further divided in males and females staff. The subjects will also be proportionately divided based on the years of experience to justify the results.

Sampling technique: Simple random sampling

Sampling design: Sampling will be done at two stages:

Stage one: A list of nursing staff according to their position in the organization will be developed/ collected.

Stage two: From the unit, nursing staff from each position will be selected on random basis.

Data Type: Primary (by interaction with nursing staff)

Tools: HRD tools, questionnaires

Predesigned, semi-structured questionnaires based on previous studies done to assess level of motivation.

The questionnaire consisted of close ended questions related to the demographic profile, the work profile and their experiences with the job. This questionnaire collected the data that helped derive correlation between the individual factors and individuals motivation levels.

Motivational Preference Scale (MPS)

This tool was developed based on the Herzberg's Two Factor Theory given in 1969 (4). This scale measured the individual's preference for intrinsic factors of motivation (e.g., achievement, the work itself, recognition, responsibility, advancement) over extrinsic factors (e.g., supervision, interpersonal relationships, work conditions, salary, etc.). This scale was used to know if the person gives more importance to intrinsic factors then he feels motivated because he is decisive about working better and in turn getting satisfied with the work that is in his control. The scale consists of 20 items out of which 10 are E intrinsic and 10 are extrinsic.

TABLE-1: LIST OF INTRINSIC AND EXTRINSIC FACTORS ASSESSED IN MOTIVATIONAL PREFERENCE SCORE

INTRINSIC FACTORS	EXTRINSIC FACTORS
Opportunity to serve the community	Timely confirmation/promotion
Adequate in service training	Adequate salary and allowance
Necessary equipment to work	Friendly co workers
Encouragement for development	Monetary incentives
Feedback on performance	Judicious workload
Participation in decision regarding my work	Physical security
Work according to my ability	Status
Appreciation/recognition of good work	Supportive supervisor
Clearly defined job	Comfortable work place
Culture of quality of work	Balance between work and family

The items were presented to the respondents in randomized list. They were sorted in to three categories based of respondents perception of importance in contribution towards work motivation i.e. extremely important, moderately important and less important. The respondents were then supposed to rank a maximum of 10 most preferred factors from the list of extremely important factors.

The ranks were converted in to scores by subtracting the rank from 11 .Thus, item ranked at number 1 got converted to score 10, item ranked at number 2 got converted to score of 9 and so on. The ratio of “scores on intrinsic factors’ to the possible total score i.e. 55is expressed as percentage(%) was taken to be the ‘Motivational Preference Score” for Individual. This score could range from 0 (in case no intrinsic factor is included on the list of 10 most preferred factors) to 100 (in case all the intrinsic factors are included on the list of 10 most preferred factors)

A high score indicated high preference for ‘Intrinsic factors' and a low score indicate preference for ‘Extrinsic factors’.

FINDINGS

The study undertook the aspect of individual level determinants of motivation. This discusses how the employee feels and what his opinion about motivation is. The information obtained is depicted on the form of table specifies the distributions and recordings in the form of nursing staff profile and responses.

DEMOGRAPHIC PROFILE

Table given below shows the basic demographic data from the study of nursing staff.

57% of the total sample size comprised of females and the rest were females. Almost 71% of the staff belonged to the age group of 20-39 years.

TABLE 2: DEMOGRAPHIC PROFILE OF RESPONDENTS (A)

S. NO.	CATEGORY	VARIABLES	N (TOTAL=120)
A.1	SEX	MALE	52
		FEMALE	68
A.2	AGE	BELOW 20 YRS	0
		20-39 YRS	86
		39-50 YRS	34
		ABOVE 50 YRS	0
A.3	MARITAL STATUS	MARRIED	72
		UNMARRIED	45
		SEPERATED	3
A.4	NUMBER OF CHILDREN	0-1	82
		2	22
		3	16

WORK PROFILE

This section recorded the data related to staff's job profile. The recordings are given below. The study was conducted on 3 categories of nurses' i.e. Coordinator, long term nurse, short term nurse. The experience of years of working in the profession varied and lied in less than 5 yrs., 5-10 yrs., more than 10 yrs. Similarly, years of working in the facility were wide ranged. The working hours of the staff also varied from less than 8 hrs. to more than 8 hrs.

TABLE 3: WORK PROFILE

S.NO	CATEGORY	VARIABLES	N(TOTAL=120)
B.2	POSITION IN THE DEPARTMENT	COORDINATOR	8
		LTN	66
		STN	44
B.3	YEARS IN THE PROFESSION	LESS THAN 10	58
		5-10	24
		MORE THAN 10	38
B.4	YEARS IN THE FACILITY	LESS THAN 2 YRS	54
		2-5 YRS	32
		MORE THAN 5 YRS	34
B.5	WORKING HOURS	LESS THAN 8	48
		8 HRS	32
		MORE THAN 8 HRS	40

FACTORS RELATED TO THE JOB

There are many factors on an employee's level that affect his motivation. These factors are a part of the organization culture or Human Resource Management such as training, the organization's mission/objectives, job profiles and their specifications, feedback, etc.

Other than having given/ received feedback: in the organization, the responses remained high for most factors. Most of them agreed to finding trainings interesting, being familiar with

organization's mission and objectives, being aware of their job's key responsibilities standards and targets, believing both employee and organization have a role to play in their motivation towards work, etc.

A large section of the respondents said that their personal factors affect their performance at work. The data of Job related factor are shown in Table below.

TABLE 4: JOB EXPERIENCE (C)

S.NO	CATEGORIES	N
C.1 A	RESPONDENTS WHO FEEL TRAINING HELP IMPROVE AEMPLOYEE PERFORMANCE	112
C.1 B	RESPONDENTS THAT HAVE UNDERGONE ANY TRAINING AT THE ORGANISATION	98
C.2 A	RESPONDENTS THAT ARE FAMILIER WITH THE ORGANISATIONS MISSION AND OBJECTIVES	96
C.2 B	RESPONDENTS SAID THAT ORGANISATION MISSION MAKE THEM FEEL THEIR JOB IS IMPORTANE	86
C.3	RESPONDENTS THAT ARE AWARE OF THEIR JOB'S KEY RESPONSIBILITIES	108
C.4	RESPONDENTS THAT FEEL PERSONAL FACTORS AFFECT THEIR WORK EXPERIENCE	116
C.5	RESPONDENTS THAT FEEL THEIR SHOULD BE A REGULAR FOCUS ON MOTIVATION INSTEAD OF OCCASIONAL EVENTS	104
C.6	PERCEIVED DIFFICULTY LEVELOF JOB 1-EXTREME	36
	2-MODERATE	58
	3-LOW	26

MEASURING LEVELS OF MOTIVATION

Motivation is measured in terms of what an individual feels. For this Motivational Preference Scale (MPS) which measure preferences for Intrinsic or Extrinsic factors,

Intrinsic motivation among nursing staff:

Intrinsic Motivation shows person's preference for factors that cause satisfaction from the job.

When a person goes for Intrinsic factors he is inclined to be more motivated and when he prefers extrinsic factors, he encounters absence of motivation.

The overall intrinsic motivation levels off the nursing staff are found to be at moderate level.

Coordinator category reflects a fairly high level on intrinsic motivation among all nursing staff.

Factors that contribute the most to Intrinsic Motivation by Categories of Position in the Department

To understand better what influences the employees of an organization to be motivated ,an analysis was done for each category by ranking all the factors according to the scores obtained.

NURSING COORDINATOR

Table shows the score for all the factors ranked according to the responses of the coordinator listed as important for motivation at work.

TABLE 5: RANKING OF MOTIVATION FACTORS OF NURSING COORDINATOR

RANK	MOTIVATIONAL FACTORS	FINAL SCORE
1	Clearly defined job	324
2	Adequate in service training	309
3	Appreciation/recognition of good work	287
4	Timely confirmation/promotion	261
5	Adequate salary and allowance	240
6	Necessary equipment to work	214
7	Friendly co workers	181
8	Encouragement for development	168

9	Opportunity to serve the community	149
10	Feedback on performance	131
11	Work according to my ability	112
12	Physical security	93
13	Participation in decision regarding my work	75
14	Balance between work and family	75
15	Culture of quality of work	56
16	Monetary incentives	32
17	Comfortable work place	21
18	Judicious workload	15
19	Supportive supervisor	7
20	Status	5

The following are the most preferred intrinsic and extrinsic factors in the group of nursing coordinator based on appearance in the first 10 ranks:

Intrinsic

- Clearly defined job
- Appreciation/ recognition of good work
- Adequate in-.service training
- Necessary equipment to work
- Opportunity to serve the community

Extrinsic

- Adequate salary and allowances
- Friendly co worker

TABLE 6: shows the score for all the factors ranked according to the responses of the LTN listed as important for motivation at work.

RANK	MOTIVATIONAL FACTORS	FINAL SCORE
1	Clearly defined job	389
2	Timely confirmation/promotion	356
3	Adequate salary and allowance	307
4	Appreciation/recognition of good work	299
5	Balance between work and family	287
6	Status	265
7	Friendly co workers	245
8	Comfortable work place	219
9	Adequate in service training	202
10	Opportunity to serve the community	186
11	Necessary equipment to work	169
12	Physical security	148
13	Supportive supervisor	129
14	Work according to my ability	113
15	Encouragement for development	99
16	Participation in decision regarding my work	76
17	Monetary incentives	53
18	Culture of quality of work	41
19	Judicious workload	28
20	Feedback on performance	15

The following are the most preferred intrinsic factors and extrinsic factors in the group of LTN nurses

INTRINSIC

- Clearly defined job
- Appreciation /recognition of good work
- Adequate in service training
- Opportunity to serve the community

EXTRINSIC

- Timely confirmation /promotion
- Adequate salary and allowance
- Balance between work and family
- Status
- Friendly co-workers

TABLE 7: shows the score for all the factors ranked according to the responses of the STN listed as important for motivation at work.

RANK	MOTIVATIONAL FACTORS	FINAL SCORE
1	Clearly defined job	66
2	Adequate in service training	54
3	Friendly co workers	44
4	Necessary equipment to work	39
5	Opportunity to serve the community	31
6	Physical security	27
7	Balance between work and family	27
8	Adequate salary and allowance	26
9	Work according to my ability	26
10	Feedback on performance	25
11	Comfortable work place	23
12	Timely confirmation/promotion	21
13	Encouragement for development	21
14	Participation in decision regarding my work	18
15	Appreciation/ recognition of good work	14
16	Culture of quality of work	11
17	Judicious workload	11
18	Supportive supervisor	8
19	Status	7
20	Monetary incentives	5

The following are the most preferred intrinsic factors and extrinsic factors in the group of STN nurses

INTRINSIC

- Clearly define jobs
- Adequate in service training
- Necessary equipment's to work
- Opportunity to serve the community

EXTRINSIC

- Friendly co worker
- Physical security
- Balance between work and family
- Adequate salary and allowance

RELATIONSHIP BETWEEN EMPLOYEE VARIABLES AND THEIR MOTIVATION LEVELS

The data collected had various distribution variables of the Nurses such as age, marital status, position in the department, years of working in the facility, etc. Dependency of Motivation Levels was studies with these factors to understand the reasons that affects the motivation level of nursing staff.

The dependency was studied with Intrinsic factors of Motivation. Intrinsic factors of motivation are categorized under high and low level of motivation based upon the demographic profile, work profile and job experience.

TABLE 8- Intrinsic motivation among nursing staff based on demographic and work profile variable

FACTORS	INTRINSIC MOTIVATION	
AGE	HIGH	LOW
BELOW 20	0	0
20-39	48	34
39-50	12	22
MORE THAN 50	0	0
POSITION IN THE DEPARTMENT		
COORDINATOR	7	1
LTN	46	20
STN	21	23
YEARS IN THE PROFESSION		
LESS THN 5	22	32
5-10	18	14
MORE THAN 10	20	14
YEARS IN THE FACILITY		
LESS THAN 2	16	32
2-5	8	24
MORE THAN 5	22	18

All the above data show significant results for dependency of intrinsic motivation on the above listed variables. It is evident that LTN has higher intrinsic motivation than STN which is reflected in this data, position in the department and years in the profession and facility.

RELATION SHIP BETWEEN INTRINSIC MOTIVATION AMONG NURSING STAFF AND THEIR RESPONSES RELATED TO EXPERIENCE WITH JOB.

Intrinsic motivation factors of the nursing staff were tested for dependency with factors regarding to job experience.

The results are given below.

TABLE 9: INTRINSIC MOTIVATION AMONG NURSING STAFF BASED ON THEIR

FACTORS	INTRINSIC MOTIVATION	
	HIGH	LOW
C.1.A	72	40
C.1.B	64	34
C.2.A	42	54
C.2.B	41	45
C.3	73	25
C.4	38	78
C.5	88	22
C.6		
1	10	26
2	36	22
3	8	18

RESPONSES RELATED TO EXPERIENCE WITH JOB

All of the data show significant results for dependency of intrinsic motivation on the above listed variables. The results clearly show that those who have undergone any training at the organization and those who find trainings interesting have higher intrinsic motivation.

Those who are familiar with organization's mission and objectives and can relate them to the importance of their job and have higher intrinsic motivation. People believing that both employee and the organization need to work towards employees motivation shows higher intrinsic motivation. Also those who believe that regular focus on motivation is required have high intrinsic motivation.

All results shown in this section gives significant relation between motivation levels and demographic, work and job experience factors. The motivation levels are moderate with variation between the staff level categories. The results show that these moderate levels can be improved by using variables such as working hours, trainings, familiarity with organizational mission objectives, etc. and the results with unalterable variables such as position in the department, marital status, age etc. can be used to identify which employees to focus on for improvement in motivation by other measures given in suggestion.

DISCUSSION

From the findings of the study it can be stated that motivation is an important aspect of any person's work there are various factors that affect it

Motivation does not have any rigid uniform definition and can be reflected in many ways. It's always easy to find out what behaviors reflect a motivated attitude or what factors cause it. It is however an essential aspect and hence numerous studies in various domain are conducted on the topic all across the world.

As discussed, retention and recruitment of nurses is a global concern and India specifically faces a poor medical service provision due to lack of medical staff.

Therefore, it is attempted to draw on the motivation of the nursing staff and to help improve the overall performance of the health system.

This study aimed at measuring the levels of motivation of the nursing staff, finding the factors responsible for it with the help of these ways to improve the efficiency. For all these purposes, the individual level was focused and extensive survey was conducted to find the answers of the questions. The study focused on what the staff feel and tells how their own factors affect their motivation levels.

Using the Motivation Preference Scale, results were obtained that attempt to justify the objectives.

Clearly define job, necessary equipment to work, adequate in-service training and opportunity to serve the community are the intrinsic factors that appeared in all groups among the top ranks. These prove the results of many researches based on the two factor theory that intrinsic factors contribute to motivation such as those given in the study by Toode K., Routasalo P., Suominen

T.et Al saying factors such as work load, work environment are more contributing to nurses motivation than extrinsic factors.

Adequate salary and allowances, timely promotion, balance between work - family and comfortable work place (Cleanliness, fans, water, Etc) are the most prior extrinsic factors in all the groups. These factors are the priority of those who are married and in the age group of twenty to thirty year. These can be attributed to the extra requirements of the family, higher stress levels, etc. It is mention in Herzberg's theory which motivation results from the satisfaction of attending to the need and is therefore proved in the study that these factors sought by the employees, when found lacking which leads to the absence of motivation.

Almost all of the staff members gave positive responses to believing that trainings lead to improvement in performance, going through training at the organization and finding the training interesting .These people also presented high levels of motivation. However, it is important to note that there is a fraction of the staff which responds negatively to all of these 10% of the respondents who haven't undergone any training which cannot be overshadowed in case of nurses and five percent said they do not find the trainings interesting.

There was a companionship between familiarity with organization's mission, vision and objectives and a person's own job's key responsibilities, standards and goals. These relate to clear definition of job, work wit in the ability and participation in various activities such as decision related to one's own work ultimately which leads to preference of intrinsic factors which result in high motivation.

Most of the respondents expressed that they feel there should be regular focus on employee's motivation in the organization. However, among those who disagreed this, senior level employees formed a larger proportion. The reason for this could be that they must have encountered ineffective efforts for staff motivation with no efficient result, and leading to wastage of time and other resources.

The result of the identity- with many studies previously done and prove the theories of motivation as well. Pask (2002) showed that there is a gap between the roles that nurses assume for themselves and what is expected of them. The results of this study reflect there is a efficient section of the staff that is unrecognized with the organization's mission and objective than those who have not been a student of the same.

The results intersect with the findings of the studies of vevoda J. IK, Nakladalova M and Mareckova J which showed that nurses are concerned with both the wages and care to the patients. The factors that came up as the most important ones in the MPS include both adequate

salary and allowances and moments to serve the community.

Similar to the study of Pontes (2009), it was observed here that lower levels of motivations were reflected by those who have been working for a shorter period or have less experience.

Proving to the theories and researches, the study find all the results obtained to be relevant and insists to assume motivation of significance for nursing staff in the public setting.

CONCLUSION

It was found that the motivational levels of the employees are considerably high and there are factors that contribute towards them. Personal factors such as marital status, age, educational qualification have all part to play in motivation of nursing staff. Experience and position largely depicts the levels of motivation and other factors such as trainings are also important.

Some senior level employee showed that they do not agree with regular efforts towards motivation over periodic activities. This reflects their encounter with in effective efforts for motivation thus did not deliver efficiently and cause wastage of resource. As the need for attention to motivation has been addressed, it is advised that proper training of staff should be carried out to implicit proper techniques for motivation enhancement or handling of the same by specialized teams.

The calculated data show there is efficient proportion of staff that are unfamiliar with the organization's mission and objectives or do not recognize themselves with them. As this proves to be a difficulty in the motivation of staff, planned placement could be carried out for better results. Feedback and proper incentive system needs to be focused upon as it was found to be ineffective and even absent.

There were cases of senior level employees that proved low levels of motivation and had no clear jobs and responsibilities.

As the observed difficulty level of the employees about their job was found to affect their motivation, it is recommended that seniors must pay attention to how an employee reflects to difficult tasks and difficulty. They can identify those who work best with higher difficulty and jobs should be assigned accordingly.

Lastly, it is advised to test levels of motivation of all the nursing staff on a regular basis to recognize the measures needed to be taken for maintaining or improving the efficiency of the organization.

It is understandable that nursing staff will show intrinsic motivation as they choose to enter this profession because of the will to serve the community.

INSTRUMENTAION

PART I

EMPLOYEE MOTIVATION QUESTIONNARE

A. Demographic profile

A.1	SEX	1. MALE	2.FEMALE	
A.2	Age in completed years			
	BELOW 20 YEARS	2. 20-39 YEARS	3. 39-50 YEARS	
	4. 50 YEARS OR ABOVE			
A.3	Marital status			
	Married	2. Unmarried	3.Widowed	
A.4	Number of children			
	0-1	2. 2	3. 3+	

B. Work profile

B.1	Department	
B.2	Position in the department	
B.3	Since how Many years have you been working in the department?	
	1. Less than 5 2.5-10 3. More than 10	
B.4	Since how Many years have you been working in this facility?	
	1. Less than 2 2.2-5 3. More than 5	
B.5	What are your daily working hours?	
	1. Less than 8 hrs. 2.8 hrs. 3. More than 8 hrs.	
B.6	Do you have direct interaction with patients at your position? 1.	
	Yes 2. No	
B.7	How much is your average daily patient load?	

B. JOB EXPERIENCE

C.1A	Do you think periodic trainings help improve an employee's performance? 1. Yes 2. No	
C.1 B	Have you undergone any training during your time at this hospital? 1. Yes 2. No	
C.2A	Are you familiar with the organisation mission and objective? 1. Yes 2. No	
C.2 B	If yes, does the organisation's mission you feel your job is important? 1. Yes 2. No	
C.3	Are you aware of your job's key responsibilities? 1. Yes 2. No	
C.4	Do you feel your personal factors affect your performance at work? 1. Yes 2. No	
C.5	Do you feel that motivation of employee should be focused upon in an organisation regularly instead of occasional activities? 1. Yes 2. No	
C.6	How would you rate the difficulty of your job? 1. Very difficult 2. Moderately difficult 3. Not difficult	

PART II

MOTIVATION PREFERENCE SCALE

This is a tool to find out the importance given to various things by various people in their jobs. These are listed below

Please read all the items and then divide them into three categories i.e., More Important, moderately important and Less Important based on their importance to you.

Then rank order item categorized as MORE IMPORTANT by giving rank 1 to the item that you realize is most important for you, rank 2 to the item that comes next and so on.

STEP 1: PLEASE READ ALL THE ITEMS CAREFULLY WITHOUT PROCEEDING TO NEXT STEP

ITEMS
Clearly defined job
Adequate in service training
Friendly co workers
Necessary equipment to work
Opportunity to serve the community
Physical security
Balance between work and family
Adequate salary and allowance
Work according to my ability
Feedback on performance
Comfortable work place
Timely confirmation/promotion
Encouragement for development
Participation in decision regarding my work
Appreciation/ recognition of good work
Culture of quality of work
Judicious workload

Supportive supervisor
Status
Monetary incentives

STEP 2: CATEGORIES ALL THE ITEMS IN THE FOLLOWING CATEGORY

MORE IMPORTANT	MODERATE IMPORTANT	LESS IMPORTANT

STEP 3: RANK ORDER THE ITEMS CATEGORISED AS MOST IMPORTANT

RANK	ITEM
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

THANKYOU

BIBLIOGRAPHY

1. Kamal Hossain M. Hoesaio II A. Factors affecting the employee's motivation in the fast food industry: A case of KFC UK LTD. Research Journal of Economics, Business and ICT. 2012; (1)
2. Jennifer M Newton CMKAKKBJ. The motivations to nurse: An exploration of factors amongst undergraduate, Southern Health, Monash University and Griffith University, Australian Research Connell Linkage Grant.
3. Lai HL, Factors associated with career decision in Taiwanese nursing students: A questionnaire survey. International Journal of Nursing Studies. 2006;(1).
4. C. Behar E. low-perceived work ability, ageing and intention to leave nursing: A comparison among 10 European Countries, In HasseJhorn HM. Nursing and Health care Management policy.2006. p. 542-552
5. Yudhvair, Sunita. Employee's Motivation: Theories and perspectives. Asian Journal of Multidimensional Research 2012 July: (2).
6. Pask EJ. Self-sacrifice, self-transcendence and nurses' professional self. Journal of Nursing Philosophy, 2002; (3).
7. Maben J, Latter, Macleod Cl. The theory-practice gap: Impact of professional bureaucratic work conflict on newly-qualified nurses. Journal of Advanced Nursing. 2006; (4)
8. Richard CE. Fostering the work motivation of individuals, Cogtech USC. 2003; p. 21-29.
9. AJ-Enezi N. Chowdhury Ri, Shah MA, Al-Otabi M. Job satisfaction of nurses with multicultural backgrounds a questionnaire survey in Kuwait. Journal of Applied Nursing Research 2009; (5).
10. Toode K, Roctasalo P, Suominen T. Work motivation of nurses- A literature review. International journal of Nursing Studies. 2012 Fobninry: (2).