

**Presentation of Dissertation
on**

**A CROSS- SECTIONAL STUDY TO ASSESS THE LEVELS OF MOTIVATION AMONG
NURSING STAFF AT
MAHARAJA YASHWANTRAO HOSPITAL,
A TERTIARY LEVEL GOVERNMENT HOSPITAL OF CENTRAL INDIA**

By

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MBAHM -19 (2014-2016)**

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Introduction

- Health industry is labour intensive, wherein quality of services is ultimately linked to productivity, skills, motivation, and satisfaction of the healthcare providers.
- It has become a challenge for healthcare administrators to motivate employees and at the same time fulfil the expectations of patients with the increasing societal demand for effective healthcare services
- Researches over the year highlight the importance of effective human resource policies for improving the performance of the health system.
- Motivation is the key to successful achievement of personal and/or organizational goals. One cannot directly motivate others; however, working environment still can be created wherein people themselves feel motivated.

Aim of the Study

To study the levels of motivation among nursing staff of a tertiary level Government hospital at the same time finding ways to improve the overall efficiency of the hospital.

Objectives

Broad Objective

- To study the levels of motivation among the nursing staff of tertiary level Government Hospital.

Specific objective

- To use appropriate scales to measure levels of motivation among the nursing staff
- To compare the motivation levels of nursing staff based on various factors such as academic qualification, years in the profession, working hours, etc.

Rationale

- Human resources represent most expensive of three principal health system inputs as they consume almost 60% of the total budget, the other two being physical capital and consumables.
- A number of studies have been conducted in order to explore factors of motivation in health and in non-health sector and more so at international platform.
- Studies on this subject matter remain scanty in the Indian public health system settings where there is shortage of health manpower and high burden of the disease
- The recruitment and retention of nurses is a concern for healthcare systems because of high attrition of new graduates, nurses leaving healthcare work and ageing workforces.
- Given the need to effectively recruit, prepare and retain nurses, it is important to understand what motivates the nursing staff towards their work, what can sustain that motivation and how these factors can be used to improve the efficiency of the system

Methodology

- A cross-sectional Study was carried out across a sample of 400 nurse at the M.Y. Hospital, Indore which is a tertiary level Government Hospital during the period of February 2016 to March, 2016.
- The study subjected were the nursing staff of the hospital with the tenure of one year or more at the same hospital.
- The sample size was derived at 95% CI using the formula
$$n = [DEFF * Np(1-p)] / [(d^2 / Z_{1-\alpha/2}^2 * (N-1) + p * (1-p)]$$
 and the respondents were selected randomly.
- The data collection was primary using questionnaire method and HR tools based on the principles of Locus of control an Hygiene and Motivation Factors.

Study Tools used to assess motivation levels of the Nursing Staff

- **Social reaction Inventory**

- Modified version of Rotter's Locus of Control Scale named as Social Reaction Inventory was used to measure individual differences in the tendency to believe that environmental events are within one's own control as opposed to being controlled by luck, fate, systems or other people.
- The score of the scale measure the internality or externality of the individuals.
- The scale consisted of 20 pairs of forced-choice items out of which three are irrelevant. The relevant items have one option each corresponding to internality and externality. A score of one is given for each response selected reflecting externality except for items 1, 17 and 19 which are the irrelevant items. Therefore, the scores range from 0 to 17.
- A low score indicates an internal control while a high score indicates external control.

- **Motivational Preference Scale (MPS)**

- This scale measured the individual's preference for intrinsic factors of motivation (e.g., achievement, the work itself, recognition, responsibility, advancement etc.) over extrinsic factors (e.g., supervision, interpersonal relationships, work conditions, salary, job security, etc.)
- If the person gives more importance to intrinsic factors then he/she feels motivated because he is decisive about working better and in turn getting satisfied with the work that is in his/her control
- The scale consists of a randomised list of 20 items out of which 10 are intrinsic and 10 are extrinsic. The respondents were asked to rank the 10 most preferred Factors.
- The ranks were converted to scores by subtracting the rank from 1 which gives possible range of scores as 0 – 55.
- The ratio of 'scores on intrinsic factors' to the possible total score' expressed as percentage was taken to be the 'Motivational Preference Score' for the Individual. This score could range from 0 (in case no intrinsic factor is included in the list of 10 most preferred factors) to 100 (in case all the intrinsic factors are included in 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'.

Results

The results are given in the form of classified data in the following categories

- Demographic profile of the nurses
 - Age, Sex, Marital Status, Number of Children, Academic qualification
- Work Profile
 - Position in the department, years in the profession, years in the facility, working hours, number of persons supervised, interaction with patients, patient load.
- Factors related to experience with the job
 - Trainings, Awareness of the organisational mission, objectives and employee's job responsibilities, feedback, perception regarding motivation, difficulty of the job.
- Motivation levels
 - Internality/Externality (Locus of Control) and Intrinsic Motivation
- Relation between employee variables and motivation levels

Table 1 Demographic Profile of the respondents				
S. No.	Categories	Variables	N (Total=400)	Percentage of Total Respondents
A.1	Sex	Male	80	20
		Female	320	80
A.2	Age	Below 20 Years	0	0
		20-39 Years	311	77.75
		30-49 Years	61	15.25
		40-59 Years	28	7
		50 Years and above	0	0
A.3	Marital Status	Married	209	52.25
		Unmarried	186	46.5
		Separated	1	0.25
		Widowed	4	1
A.4	Number of children	0	271	67.75
		1	73	18.25
		2	44	11
		3 or more	12	3
A.5	Academic qualification	ANM	0	0
		GNM	40	10
		B.Sc.	65	16.25
		M.Sc.	277	69.25

Table2 Work Profile

S. No.	Categories	Variables	N	Percentage of Total Respondents
B.2	Position in the Department	Matron	13	3.25
		In-charge	56	14
		Staff Nurse	291	72.75
		Junior Staff Nurse	31	7.75
		Clinical Instructor	9	2.25
B.3	Year in the profession	Less than 5 years	177	44.25
		5-10 years	166	41.5
		10-15 years	13	3.25
		More than 15 years	44	11
B.4	Years in the facility	Less than 2 years	180	45
		2-5 years	112	28
		5-10 years	97	24.25
		More than 10 years	11	2.75
B.5	Working Hours	Less than 8 hours	163	40.75
		8 hours	122	30.5
		More than 8 hours	106	26.5
		Variable	9	2.25

Table 4 Job Experience

S. No.	Categories	N	Percentage of Total Respondents
C.1.a	Respondents that think trainings help improve an employee's performance	393	98.25
C.1.b	Respondents that have undergone any training at the hospital	357	89.25
C.1.c	Respondents that find the given training interesting	336	84
C.2.a	Respondents that are familiar with the organisations mission and objectives	256	64
C.2.b	Respondents that said that organisation's mission makes them feel their job is important	222	55.5
C.3	Respondents that were aware of their job's key responsibilities, targets and standards	323	80.75
C.4	Respondents have ever given/received feedback	95	23.75
C.5	Respondents that feel personal factors affect their work performance	352	88
C.6.a	Respondents that feel both employee and the organization play a role in employee motivation	342	85.5
C.6.b	Respondents that feel there should be a regular focus on motivation instead of occasional events	341	85.25

- The academic qualification most widely found was M.Sc. (Nursing) i.e. 58%. Proportionally, men majorly had the degree of B.Sc. while women majorly had the degree of M.Sc. Nursing Diploma was acquired by only four percent of the respondents and it did not define which position they commonly hold.
- Almost all the employees believe that trainings help improve performance at work but not all have received any kind of training at the hospital.
- The trainings however are said to be interesting by almost all those who have received them.
- About 60% of staff said that they felt their job was moderately difficult, 26% said it was extremely difficult and 10% said it was not difficult at all. Females were in majority in saying that the job is not difficult while more men than females said that the job is extremely difficult.
- 96% of staff had direct interaction with the patients but it was seen that staff with patient load of more than 20 patients per day had higher levels of motivation than staff with lesser patient load

Table 6. Mean of Externality scores by Position in the department category

Group	N	Mean (SD)
Matron	13	6.80 (0.67)
In-charge	56	6.42 (1.41)
Staff Nurse	291	8.21 (1.80)
Junior Staff Nurse	31	7.09 (1.33)
Clinical instructors	9	7.16 (1.33)
Total	400	7.14 (1.87)

Table 7. Mean of Intrinsic Motivation Scores by Position in the Department Categories

Group	N	Mean (SD)
Matron	13	89.09 (6.64)
In-charge	56	67.27 (13.72)
Staff Nurse	291	44.67 (12.81)
Junior Staff Nurse	31	52.05 (6.41)
Clinical instructors	9	40.61 (9.92)
Total	400	58.74 (19.78)

- The SRI score reflect that the motivation levels can be improved with higher internal control which is specially found lowest in the group of Staff Nurses. The In-charges show most internal control out of all categories and their factors and characteristics can be assessed further to improve internality among other staff.
- The overall intrinsic motivation levels off the nursing staff are found to be moderate.
- Matrons' category shows high mean MPS score with low Standard Deviation. This reflects a fairly high level on intrinsic motivation among all Matrons but it is not the case in other categories.
- The scores of staff nurses and Clinical instructors reflect preference for extrinsic factors, therefore low motivation and hence need improvement.

Most Preferred Factors For Motivation By Category Of Position In The Department

A) Matrons

- Intrinsic
 - Opportunity to serve the community
 - Participation in decisions regarding my work
 - Work according to my ability
 - Culture of Quality work
 - Appreciation/ recognition of good work
 - Adequate in-service training
 - Necessary equipment to work
 - Clearly define job
- Extrinsic
 - Adequate salary and allowances

B) In-charges

- Intrinsic Factors
 - Clearly define job
 - Adequate in-service training
 - Appreciation/ recognition of good work
 - Necessary equipment to work
 - Encouragement for development
 - Opportunity to serve the community
 - Feedback on performance
- Extrinsic Factors
 - Timely confirmation/ promotion
 - Adequate salary and allowances
 - Friendly co-workers

C) Staff Nurses

- Intrinsic Factors
 - Clearly define job
 - Appreciation/ recognition of good work
 - Adequate in-service training
 - Opportunity to serve the community
- Extrinsic Factors
 - Timely confirmation/ promotion
 - Adequate salary and allowances
 - Balance between work and family
 - Status
 - Friendly co-workers
 - Comfortable work place (Cleanliness, fans, water, toilets, etc.)

D) Junior Staff Nurses

- Intrinsic
 - Clearly define job
 - Adequate in-service training
 - Necessary equipment to work
 - Opportunity to serve the community
 - Work according to my ability
 - Feedback on performance
- Extrinsic
 - Friendly co-workers
 - Physical security
 - Balance between work and family
 - Adequate salary and allowances

E) Clinical Instructors

- Intrinsic
 - Clearly define job
 - Necessary equipment to work
 - Adequate in-service training
 - Opportunity to serve the community
 - Culture of Quality work
- Extrinsic
 - Comfortable work place (Cleanliness, fans, water, toilets, etc.)
 - Friendly co-workers
 - Adequate salary and allowances
 - Timely confirmation/ promotion
 - Balance between work and family

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- Matrons showed the best motivation levels amongst all professional groups in cases of both SRI scores and MPS scores. Ranking of motivation factors in the Matron's group showed 9 intrinsic factors in the top 10 ranks
- Ranking of motivation factors in the In-charge group showed 7 intrinsic factors among the top 10 ranks.
- Ranking of motivation factors in the Junior Staff Nurse group showed 6 intrinsic factors among the top 10 ranks, Clinical Instructor group showed 5 and Staff Nurse group ranking showed only 4 intrinsic factors out of 10.
- 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.
- Adequate salary and allowances, timely confirmation/ promotion, balance between work and family and comfortable work place (Cleanliness, fans, water, toilets, etc.) are the most preferred extrinsic factors in all the groups.
- These factors are preferred mostly by those that are Married and in the age group of twenty to thirty years. These can be attributed to the additional requirements of the family, higher stress levels, etc.

- From the findings of the study it is safe to say that motivation is an important aspect of a person's work there are various factors that affect it.
- It was seen that motivation level of senior level employees were unaffected by working shift of more than 8 hours per day.
- Married people were found to have High internality scores than unmarried people.
- There seemed to be a positive relation between older age groups and higher internality as well as intrinsic motivation levels.
- Seniority can be said to be related with higher internality and intrinsic motivation among respondents which was seen with position in the department and years in the facility and profession.
- Interaction with patients contributed to higher motivation level. Although almost all of them that direct interaction with the patients, respondents with higher patient load showed higher motivation levels.

- Almost all of the staff gave affirmative responses to believing that trainings lead to improvement in performance, having undergone training at the organisation and finding the training interesting. These people also showed high levels of motivation.
- It is essential to note that there is a fraction of the staff responding negatively to training related questions. 10% of the respondents haven't undergone any training which cannot be overlooked in case of nurses and five percent said they do not find the trainings interesting.
- There was a relation between familiarity with organisation's mission and objectives, a person's own job's key responsibilities, standards and targets and the motivation levels. These relate to clear definition of job, work according to the ability and participation in decision related to one's own work ultimately leading to preference of intrinsic factors which result in high motivation.

- A large number of respondents said to have never given or received any feedback in the organisation. These were mainly lower level employees. This shows the absence of a proper feedback system.
- Most of the respondents expressed that they believe there should be a regular focus on employees' motivation in the organisation rather than a few periodic activities.
- Senior level employees formed a larger proportion amongst those that denied this. The reason for this could be that they must have experienced ineffective efforts for staff motivation with no significant results and leading to wastage of time and other resources.

- All results significant relation between motivation levels and demographic, work and job experience factors.
- The motivation levels are found moderate with variation between the staff level categories.
- These moderate levels can be improved by using the alterable variables such are 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.

Suggestions based on the results

- A better recruitment system that paid attention to job specification and requirements could benefit the organisation by appropriately utilising the human resource.
- Proper training of staff to imply proper techniques for motivation enhancement or handling of the same by specialised teams.
- Planned orientations to be carried out for new recruits.
- Feedback and proper appraisal system
- Close attention by seniors to how a person performs with challenges to get the best out of everyone.
- Testing levels of motivation of all the nursing staff on a regular basis to identify the measures needed to be taken for maintaining or improving the efficiency of the organisation.

Thank You