

**Summer Training at
Ramkrishna Care Hospital,
Raipur**

**Aim of This Study to Identify Motivating Factors for Nursing Personal in
Ramakrishna CARE Multispecialty Hospital**

**By
Eshwar Chandra Deshmukh**

**Under the guidance of
Dr. Suresh Joshi**

**MBA Human Resource Management in Health & Hospital
2015-2017**



**The IIHMR University, Jaipur
2016**

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Dr. Eshwar Chandra Deshmukh**, student of MBA Human Resource Management in Hospital and Health Management from The IIHMR University, Jaipur has undergone summer training at Ramakrishna CARE Hospital, Raipur from 1st April to 31st May, 2016.

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

The Internship is in fulfilment of the course requirements.

I wish her all success in all her future endeavours.



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



Dr. Suresh Joshi
Professor
The IIHMR University, Jaipur



RAMKRISHNA
CARE
HOSPITALS



("NABH" ACCREDITED HOSPITAL)

INTERNSHIP CERTIFICATE

Date: 01/06/2016

This is to certify that **Dr. Eshwar Chandra Deshmukh**, Student of Indian Institute of Health Management Research University, Jaipur (R.J.), has completed his Internship in the topic **"To Identify, Motivating Factors Among Nursing Personnel's In Work Place"** at **RAMKRISHNA CARE HOSPITAL, RAIPUR** from **01st Apr 2016** to **31st May 2016**.

We wish him all the best for the future endeavors.



S.P. Mohanty
Mr. S.P Mohanty
AGM – HR
RKCH, RAIPUR

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Abstract

“Motivation” is an important factor that influences nurses’ job satisfaction and their intention to work. Motivated and satisfied nurses are more ready to provide better care and cooperation. - This study aimed to identify motivating factors among nursing personal in Ramakrishna CARE multispecialty hospital. 215 bedded NABH accredited multi super speciality hospital. There were 464 Nursing personals who were actively working in the hospital. Institutional based cross-sectional descriptive study. Through Random Sampling Technique 120 nursing personals selected in Ramakrishna CARE Hospital. Questionnaire regarding motivating factors was used. The present study was conducted to identify the motivating factors among nurses. In this study, the factors of career development, job characteristics, job authority, and recognition were considered as the aspects of motivation in nurses. Our findings showed that the factor of “**career development**” had the maximum potential ability to inspire nurses in their profession followed by recognition, job authority & job characteristics.

Certificate

This is to certify that Dr. Eshwar Chandra Deshmukh S/o Mr. D.L. Deshmukh pursuing **MBA Human resource management in health & Hospital** from *Indian Institute of Health Management Research, Jaipur* has completed the project in our organization on topic titled **“To Identify The Motivating Factors Among Nursing Personal In Work Place In Ramkrishna Care Hospital, Raipur”** from 1 April to 31 May 2016. During his project tenure in the organization, we found him hard working, Sincere & diligent person & his behavior & conduct were good.

We wish him all the best for his future endeavours.

Signature of guide

Mr. S.P. Mohanty

AGM (HR)

Acknowledgement

“It is not possible to prepare a project report without the assistance encouragement of other people. This one is certainly no exception.”

On the very outset of this report, I would like to extend my sincere & heartfelt obligation towards all the personages who have helped me in this endeavor. Without their active guidance, help, cooperation & encouragement, I would not have made headway in the project.

I am ineffably indebted to **Mr. S P Mohanty** (AGM HR) for conscientious guidance and encouragement to accomplish this assignment.

I am extremely thankful and pay my gratitude to my faculty **Dr. Suresh Joshi** sir for his valuable guidance and support on completion of this project in its presently.

I extend my gratitude to **IIHMR University Jaipur** for giving me this opportunity.

I also acknowledge with a deep sense of reverence, my gratitude towards my parents and member of my family, who has always supported me morally as well as economically.

At last but not least gratitude goes to all of my friends who directly or indirectly helped me to complete this project report.

Any omission in this brief acknowledgement does not mean lack of gratitude.

Thanking You

DR ESHWAR CHANDRA DESHMUKH

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An Overview



Ramkrishna CARE is virtually a descendent of Ramkrishna Surgical Nursing Home, **founded in July 1992 by Dr.Sandeep Dave** as a 25 bedded un-disciplinary mediocrity, raised to 215 bedded multidisciplinary super specialties by 2004 through immaculate and arduous team work, innovative pursuits, effervescent enterprises and intuitive foresight.

Dr. Sandeep Dave's dream had ever been to build a hospital with dedicated posture, meticulously designed , futuristically styled with an eco-friendly and patient-friendly bearing, unparalleled in skill and specialization, exemplary in nursing care, and affordable to all classes of society of this region.

Inaugurated on 17 October 2004 in a new building in a different and versatile habitat and in a new grab of Private Company at Pachpedi Naka, Raipur, with 20 upgradable and sustainable super-specialties commanding absolute faith of patients, Ramkrishna Surgical Nursing Home never compromised while rendering quality health service, with state of the art equipment, dexterity and technology. Infused with kindled and stirring rationality, reasonability, solidity, judgment and profundity each and every molecule of this hospital was in perfect harmony while inviting the searching glances of Care Group of Hospitals, Hyderabad, which ultimately culminated in a wedlock and interlacing of Ramkrishna and Care on 10th may 2007 being renamed as Ramkrishna Care Medical Sciences Pvt. Ltd. This confluence of these two entities pursuing the same goal of preparing a crucible for amalgamation of new ideas and research for human care, concern and benevolence has made Ramkrishna Care a Hospital of advantages and opportunities, a friend for life, that touches and lifts, a companion in solitude that caresses and fondles, a team partner that supports and upholds and blows a new meaning into life which never betrays. The visible contours of our venture and transformation forecast that Ramkrishna Care is going to serve as a growth island and catalyst for the development of Chhattisgarh.

Our Purpose, Vision, & Value

Our Purpose

To provide care that people trust.

Our Vision

To be a trusted, people-centric, integrated healthcare system as a model for global health

Our Values

Honesty & Integrity

The practice of honesty fortifies character. Integrity means doing right at all times and willingness to live by the standards and beliefs of the organization.

Teamwork

A collaborative work ecosystem, where the collective efficiencies are harnessed for delivering the best possible care.

Empathy & Compassion

The ability to understand the feelings of patients as well as employees, so that the services delivered are humane and in a supportive work environment.

Education

Continuous learning for the creation of a sustainable healthcare system, where employees and the organization can grow together.

Citizenship

Good governance and appropriate working relationship with all stake- holders, based on compliance to laws and ethical practices.

Equity

Mutual trust based on fair and impartial consideration of all professional matters so that it fosters positive contribution towards the institutional purpose.

Dignity & Respect

Treat all with utmost regard and esteem so that it enhances respect and, in turn, a sense of belonging.

Medical Director's Message



Dr. Sandeep Dave
Medical director

Ramkrishna Care Hospital is a fountain of multisuperspecialities led by exceptional Medical Practitioners who are leaders in their respective fields and strive with excellence to fulfill the needs of the community in their chosen field of medical treatment. As such this hospital maintains the highest standards of health care delivery not only across the state of Chhattisgarh and Madhya Pradesh but also in other parts of Central India.

Our dream has ever been to serve and enrich the quality of life of patients suffering from diseases through the efficient deployment of technology and human expertise in a caring and nurturing environment with the greatest respect for human dignity and life.

Ramkrishna Care Hospital brings together the state of the art infrastructure, cutting edge technology, a highly integrated and comprehensive information system along with a quest for exploring and developing newer therapies and approaches in the fields of medicine and surgery. Our dedication to building a patient driven environment through the creation and exchange of knowledge is the decisive factor for our success. We constantly strive to upgrade our nursing services by increasing their knowledge and confidence based on training and methodologies of global standards through our essence of high team work, discipline and skills from many resource of our organization.

We are quite conscious that patients want their healer to be human rather than robotic, a highly sensitized professional, who can laugh and cry, have fun, feel pain as well as bleed. Hence all our efforts are dedicated and committed to the creation of patient value. We are convinced that a judicious blend of technology, clinical expertise and personalized care applied in the context of achieving patient satisfaction can make our pursuit of excellence in health care rewarding.

Milestones

July 1992	Ramkrishna Surgical Nursing Home came into existence.
1994	Beginning of Laparoscopic Surgery in Ramkrishna Surgical Nursing Home.
1996	Late Bharat Ratna Mother Teresa complimented and eulogized Dr. Sandeep Dave for his benevolence and concern for the poor.
2001	First bloodless Surgery Unit of undivided Madhya Pradesh installed in Ramkrishna Surgical Nursing Home.
2004	Shifting of Ramkrishna Surgical Nursing Home to a new building with 150 beds and raising a private Limited Company.
2005	Two world class seamless operation theatres fabricated by Karl Storz Germany with ceiling suspended units hepafilters and centralized medical gases.
2007	MOU Signed with Care Group of Hospitals and renamed Ramkrishna Care Medical Sciences Pvt. Ltd.
2009	Expansion Phase-II with 215 beds. 32 Consultants, 68 residents. 6 operation theatres, 4 ICUs with 68 beds and 350 Nursing Staff.
2010	Annexation of Agrawal Hospital with Ramkrishna Care.
2011	Striving to fetch new laurels in our basket.

Clinical Services

- Anaesthesia
- Cardiac Anaesthesia
- Cardiology
- Cardiothoracic Surgery
- Dialysis
- General Medicine
- General Surgery
- Medical Gastroenterology
- Nephrology
- Neurology
- Neurosurgery
- Orthopaedic Surgery
- Plastic & Reconstructive Sur.
- Radiology
- Respiratory Medicine
- Surgical Gastroenterology
- Urology

Professions Allied to Medicine

- Ambulance
- Dietetics
- Physiotherapy

Laboratory Services & Transfusion Services

- Blood Transfusion Services
- Clinical Bio Chemistry
- Clinical Microbiology & Sero.
- Clinical Pathology
- Haematology

Pharmacy

- Dispensary

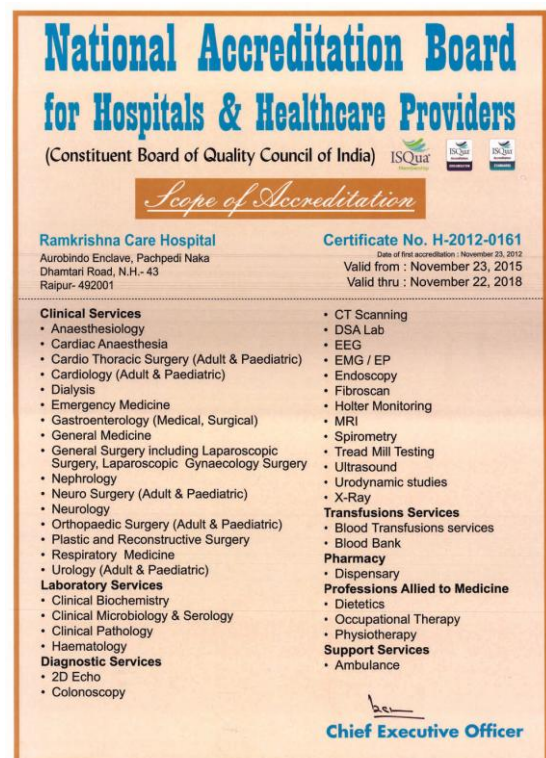
Outsourced Services

Blood Bank

Diagnostics Services

- | | |
|---------------|--------------------|
| • 2D Echo | X-Ray |
| • CT Scanning | Tread Mill Testing |
| • Ultrasound | Urodynamic Studies |
| • FIBROSCAN | MRI |

Accreditation & Awards



Floor Plan of Ramkrishna Care Hospital, Raipur

3rd FLOOR PLAN

MEDICAL ICU, ICCU, SURGICAL ICU, VIP ICU, PRIVATE WARD 26 TO 36, LIFT.

2nd FLOOR PLAN

PRIVATE WARD 1 TO 14, SEMIPRIVATE WARD, STEPDOWN ICU, DIALYSIS UNIT,
PRIVATE WARD 15 TO 25.

1ST FLOOR PLAN

OT 1-4, HID, MEDICAL & MANAGING DIRECTOR CABIN, OT PHARMACY, CATH
LAB, PRECATH, POST CATH, CTAV SURGEON CABIN, CT OT, CT ICU, LIFT

GROUND FLOOR PLAN

RECEPTION, CARPORATE OFFICE, TEMPLE, CASH COUNTER, IP ADMISSION,
BILLING DISCHARGE, CONSULTATION, ECHO, TMT, ECG, OP PHARMACY, IP
WAITING AREA, CHIEF OPERATING OFFICER CABIN, WASH ROOM, TRIAGE,
CASUALITY.

BASEMENT PLAN

BASEMENT 1

GENERAL WARD 1, GENERALWARD 2, MICROBIOLOGY, PATHOLOGY,
PHYSIOTHERAPY

BASEMENT 2

MEDICAL RECORD ROOM, HID, ADMINISTRATION, BIOMEDICAL, X- RAY,
UTRASOUND, UROFLOWMETRY, CTSCAN, ENDOSCOPY, SAMPLE COLLECTION

Background

Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals.

Several studies showed that "motivation" is an important factor that influences nurses' job satisfaction and their intention to work. Motivated and satisfied nurses are more ready to provide better care and cooperation. Therefore, understanding nurses' motivators can enhance job satisfaction, quality of care, and productivity. Identifying nurses' motivators can help nurse managers to find a way to motivate nursing staffs. But the focus of previous studies has been mainly on the association of job motivation with different variables such as evaluation outcomes, psychiatric nurses' anger, job satisfaction, innovation, and individual and organizational factors. In general, few studies have been conducted about nurses' motivating factors.

In most cases motivation stems from a need which must be fulfilled, and this in turn leads to a specific behaviour. Fulfilment of needs results in some type of reward, which can be either intrinsic or extrinsic. The former are derived from within the individual, e.g. taking pride and feeling good about a job well-done, whereas the latter pertain to rewards given by another person. Job satisfaction, on the other hand, is defined as a pleasurable or positive emotional state, resulting from the appraisal of one's job or job experiences.

"Motivation can be defined as the processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal"

Job satisfaction: refers to attitudes and feelings that individuals have about their jobs. It includes the extent to which each individual's needs are fulfilled by the job that he or she performs (Ma, Samuels & Alexander 2003:294).

Productivity: The researchers found that productivity was based on two categories; quantity, and quality of their work. A third category considered, was personal factors that "influence their quantity and quality of work" (McNeese-Smith, 2001).

Motivation is important to an individual as:

1. Motivation will help him achieve his personal goals.
2. If an individual is motivated, he will have job satisfaction.
3. Motivation will help in self-development of individual.
4. An individual would always gain by working with a dynamic team.

Motivation is important to an organization as:

1. The more motivated the employees are, the more empowered the team is.
2. The more is the team work and individual employee contribution, more profitable and successful is the business.
3. During period of amendments, there will be more adaptability and creativity.
4. Motivation will lead to an optimistic and challenging attitude at work place.

MOTIVATING FACTORS

Hygiene Factors

Salaries, Wages & Other Benefits
Company Policy & Administration
Good Inter personal Relationships
Quality of Supervision
Job Security
Working Conditions
Work life Balance



When in place, these

Factors results in....



General Satisfaction
Prevention of Dissatisfaction

Motivating Factors

Career Advancement
Status
Recognition
Challenging/Stimulating Work
Responsibility (Job Authority)
Personal Achievement
Promotion
Growth



When in place, these

Factors results in....



High Motivation
High Satisfaction
Strong Commitment

Literature Review

Al-Ahmadi, H. (2009). The purpose of this paper is to identify factors influencing performance of hospital nurses in Riyadh Region, Saudi Arabia. Specific objectives were to estimate self-reported performance, and determine whether differences in employee demographics, job satisfaction, and organizational commitment, influenced performance.

In total, 15 hospitals were randomly selected. The questionnaire was sent to all nurses (1,834) in these facilities and 923 nurses responded. The study finds that job performance is positively correlated with organizational commitment, job satisfaction and personal and professional variables. Both job satisfaction and organizational commitment are strong predictors of nurses' performance.

Kantek, F. (2013). *This study investigates the perceptions of nurses regarding work motivation factors. Work motivation of nurses is of utmost importance so that patients may receive high-quality and effective nursing services as well as higher levels of care satisfaction. This descriptive study. A personal information form and the motivation factors questionnaire form were used as data collection tools. Appreciation (mean 4.76) had the highest score among all the factors. The results show that appreciation was perceived as the most effective factor by nurses.*

NEWTON, J. M. (2008). Recruitment and retention of nurses is a worldwide concern that is associated with several compounding factors, primarily the high attrition of its new graduates and an ageing workforce. Given these factors, it is necessary to understand why individuals choose to nurse, what keeps them engaged in nursing, and in what ways healthcare systems can support career development and retention. This paper presents initial interview data from a longitudinal multi method study. Thematic analysis yielded four key themes that were common to all participants-a desire to help, caring, sense of achievement and self-validation.

Bodur, S. S. (2015). Motivation is an important issue for personnel management in health care settings, as it is related to both performance and intention to quit. Two hundred and two nurses were randomly selected from each department in a university and in a public hospital. Data were collected using a socio-demographic questionnaire and the Motivation Sources Inventory and were analyzed using descriptive and inferential statistics. Among five motivation sources, internal self-concept-based motivation was the highest and intrinsic process motivation was the lowest in nurses.

Luhailima, T.R. & etall. (2014). Health services in rural areas are known to be under-resourced in several ways and working conditions are often described as unfavourable. Nurses working under such conditions are likely to be demotivated. This article describes factors that motivate nurses to render quality patient care in a rural hospital in India. A qualitative, exploratory, descriptive research design guided by an Appreciative Inquiry approach was used.. The results indicated both intrinsic and extrinsic factors as motivators, which relate to the events in participants' personal and social life as well as those in the work environment

Lambrou, P. (2008). The objective of this study was to investigate how medical and nursing staff of the Nicosia General Hospital is affected by specific motivation factors, and the association between *job satisfaction* and *motivation*.. A previously developed and validated instrument addressing four work-related motivators (*job attributes, remuneration, co-workers and achievements*) was used. The survey revealed that *an achievement* was ranked first among the four main motivators, followed by *remuneration, co-workers* and *job attributes*.

Reklitis, P. C. (2006). The international literature shows that a large number of factors influence employee performance such as satisfaction from the profession, work environment, compensation policies, etc. In this work we try to analyze the relationship between job satisfaction and job performance. The analysis takes place in the National Centre of Public Administration and Local Government during the training process, where a questioner with 7-Likert scale is distributed to 246 personnel (nurses). The analysis is taking place between job satisfaction parameters versus self-job performance parameters. The results are job satisfaction closely related to job performance (based on their weights).

Rationale

In the workplace, motivation can be defined as an “individual's degree of willingness to exert and maintain an effort towards organizational goals”. Motivation is closely linked to job satisfaction, which retains workers at their jobs over time”. Health worker retention reduces costs to the health system of having to recruit, hire, and orient new workers and also reduces the likelihood of vacant posts. As many countries currently experience a shortage of qualified health workers, the loss of any health worker—especially doctors and nurses—has serious ramifications for the health of people in that country. Keeping health workers satisfied and motivated helps the entire health system work smoothly.

Poorly motivated health workers can have a negative impact on individual facilities and entire health system. Unmotivated health workers greatly impact rural areas. Often it's these health workers who work longer hours, whose workplaces have fewer resources than urban health centres, and where they can feel most isolated. Unmotivated health workers are known to leave their jobs, either leaving rural and remote areas for work in larger cities, or migrating to other countries in the pursuit of more appealing job opportunities. Some disgruntled health workers have been known to leave the medical field outright.

Motivation is influenced by a complex set of social, professional and economic factors. There are many reasons health workers remain motivated and decide to stay at their jobs. Generally, a health worker will be motivated and express job satisfaction if they feel that they are effective at their jobs and performing well. Factors contributing to motivation and job satisfaction also include strong career development, an adequate compensation, and adequate working and living conditions. Having strong human resources mechanisms in place within a health system can help to ensure that the right motivational factors are in place at adequate levels to keep health workers satisfied.

Maintaining a positive relationship with co-workers can increase motivation. In a study in Ethiopia, nurses experienced more job satisfaction if they felt they had greater autonomy to make their own decisions regards to patient needs.

Research Question

“What are the Motivating factors among nursing personals in work place in Ramakrishna CARE multispecialty hospital, Raipur”?

Objective

General Objective- “This study aimed to identify motivating factors among nursing personals in work place”

Specific Objective-

“The aim of this study, to identify motivating factors among nursing personals in Ramakrishna CARE multispeciality hospital”

“To find relationship between motivation with satisfaction”

Method And Sampling

Study area and period

The study was conducted Ramakrishna CARE Hospital, 215 bedded NABH accredited multi super speciality hospital. There were 464 Nursing personals who were actively working in the hospital.

287 BSC Nursing; 156 GNM & 21 ANM qualified Nursing personals working in the hospital. The study was conducted from 1st April to 31st May 2016.

Study design

Institutional based cross-sectional descriptive study

Above Study design was conducted, to identify motivating factors among Nursing personals in Ramakrishna CARE Hospital.

Population

In this study, the source population was all Nursing personals in Ramakrishna CARE Hospital.

Sample size and

120 Nursing personals in Ramakrishna CARE Hospital.

sampling technique-

Random Sampling Technique

Instrument & Data Collection

Instrument – Questionnaire regarding motivating factors

This study will use a standardized data collection instrument (tool) that to identify motivating factors. Also, the data collection instrument includes information regarding the demographics of the participant and the hospital as well.

In this study, the researchers developed the questionnaire, guided by the research objectives, considering the target population (nurses). The questionnaire was developed in English, using simple basic questions and statements to enhance clarity. The answer categories were mutually exclusive and special instructions were provided where necessary for easy understanding. Data was collected by self-administered questionnaire.

A total of 464 nursing personnel work in the hospital, out of which 287 are staff nurses, 156 are Jr. Staff nurses, 21 ANMs, one Deputy Nursing superintendent and one Nursing superintendent.

The tools used for data collection were Interview schedule for data identification which included Structured Questionnaire for assessing the knowledge regarding motivating factors which included 25 questions.. The data collection tools were distributed 150 nursing personnel but only 120 responded.

Operational definitions

- Career development- It is the series of activities or the on-going/lifelong process of developing one's career.
- Job characteristics-Aspects specific to a job, such as knowledge and skills, mental and physical demands, and working conditions that can be recognized, defined, and assessed.
- Authority- It is the right to perform or command. It allows its holder to act in certain designated ways and to directly influence the actions of others through orders.
- Employee recognition- It is a return on an employee's effort, dedication at work and results. It is governed by mutual respect and is expressed regularly through a host of simple gestures such as a sincere thank you, as well as symbolically through the receiving of an award.

DATA ANALYSIS

QUALITY INDICATOR FOR HUMAN RESOURCE DEPARTMENT

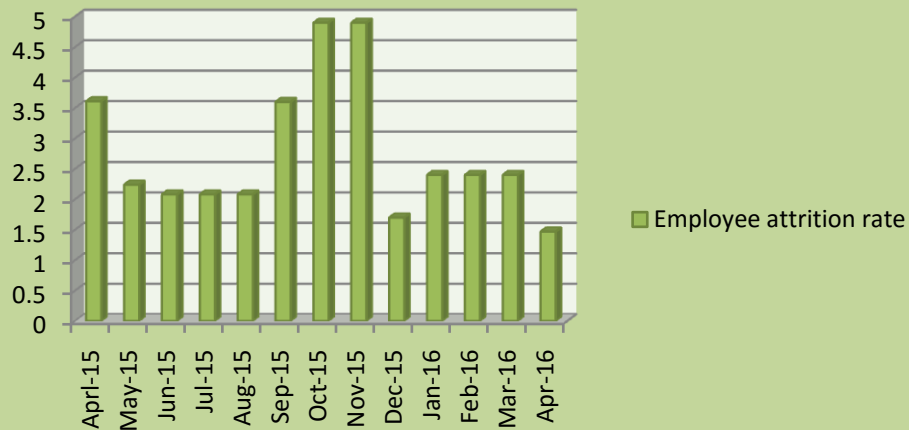
	Indicator	Aprl-15	May-15	Jun-15	Jul-15
1	Employee satisfaction index	75.80%	75.80%	75.80%	78.20%
2	Employee attrition rate	3.61	2.24	2.08	2.08
3	Employee absenteeism rate	24.89	16.45	21.52	21.52
4	Percentage of employees who are aware of employee rights, responsibilities and welfare schemes	64%	68%	80%	88%

	Indicator	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15
1	Employee satisfaction index	78.20%	78.20%	78.20%	78.20%	78.20%
2	Employee attrition rate	2.08	3.6	4.9	4.9	1.7
3	Employee absenteeism rate	21.52	32.8	24.3	26.7	22.75
4	Percentage of employees who are aware of employee rights, responsibilities and welfare schemes	76%	76%	76%	80%	80%

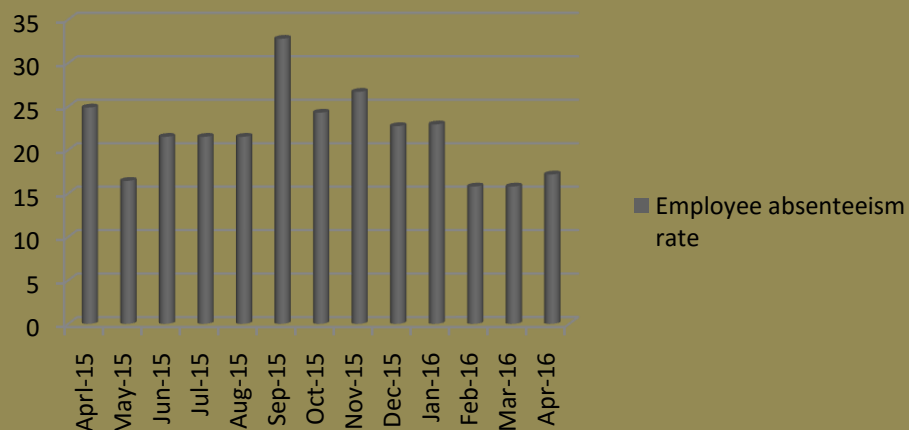
	Indicator	Jan-16	Feb-16	Mar-16	Apr-16
1	Employee satisfaction index	78.20%	77.80%	77.80%	77.80%
2	Employee attrition rate	2.4	2.4	2.4	1.47
3	Employee absenteeism rate	22.95	15.8	15.8	17.19
4	Percentage of employees who are aware of employee rights, responsibilities and welfare schemes	83%	83%	76%	75%



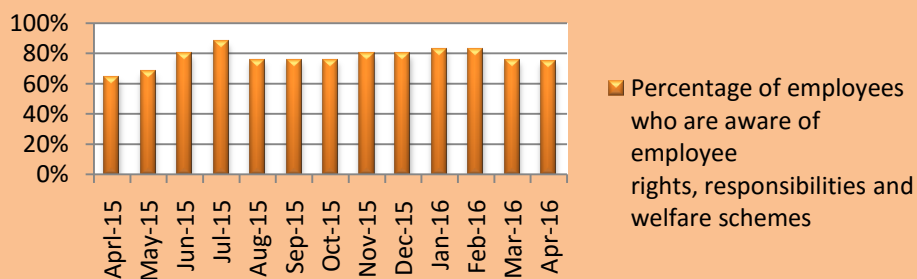
Employee attrition rate



Employee absenteeism rate



Percentage of employees who are aware of employee rights, responsibilities and welfare schemes



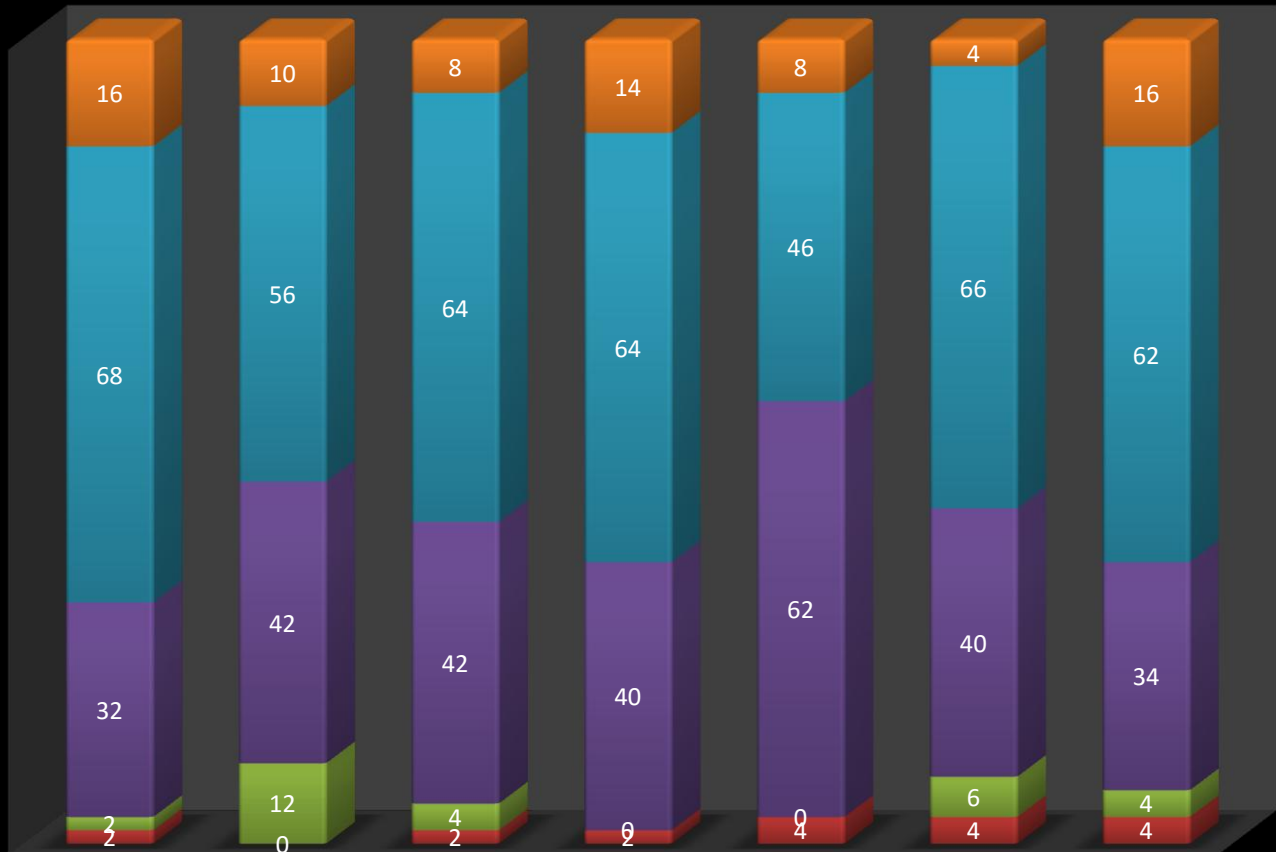
NURSING MOTIVATIONAL FACTOR SURVEY

MOTIVATING FACTOR	S. NO.	Strongly disagree	Disagree	Strongly agree	Agree	Neutral	TOTAL		Avg. Weightage
CAREER DEVELOPMENT	Q.5	2	2	32	68	16	120	3.8	
	Q.18	0	12	42	56	10	120	3.5	
	Q.19	2	4	42	64	8	120	3.6	
	Q.20	2	0	40	64	14	120	3.7	
	Q.23	4	0	62	46	8	120	3.5	
	Q.24	4	6	40	66	4	120	3.5	
	Q.25	4	4	34	62	16	120	3.7	3.6
JOB CHARACTERISTICS	Q.1	6	0	30	72	12	120	3.7	
	Q.7	46	54	6	6	8	120	2.0	
	Q.8	0	14	40	54	12	120	3.5	
	Q.11	2	10	42	58	8	120	3.5	
	Q.13	0	2	38	74	6	120	3.7	
	Q.16	2	18	22	48	30	120	3.7	
	Q.17	4	20	32	58	6	120	3.4	
	Q.21	26	42	4	32	16	120	2.8	
	Q.22	0	4	56	52	8	120	3.5	3.3
JOB AUTHORITY	Q.2	8	20	22	64	6	120	3.3	
	Q.3	10	12	32	46	20	120	3.5	
	Q.4	4	2	44	60	10	120	3.6	
	Q.6	4	6	32	56	22	120	3.7	
	Q.10	16	40	10	40	14	120	3.0	3.4
RECOGNITION	Q.9	2	18	26	66	8	120	3.5	
	Q.12	6	0	52	58	4	120	3.5	
	Q.14	2	10	26	72	10	120	3.7	
	Q.15	4	12	34	58	12	120	3.5	3.5

INTRINSIC MOTIVATING FACTORS SURVEY

CAREER DEVELOPMENT

Strongly disagree Disagree Strongly agree Agree Neutral



5. The supervision of head nurse is an effective way to optimize my performance.

18. If I do my duties accurately; I am encouraged by the head nurse.

19. My duties give me the possibility to utilize all of the learned skills.

20. I think the organization knows the value of nursing practice.

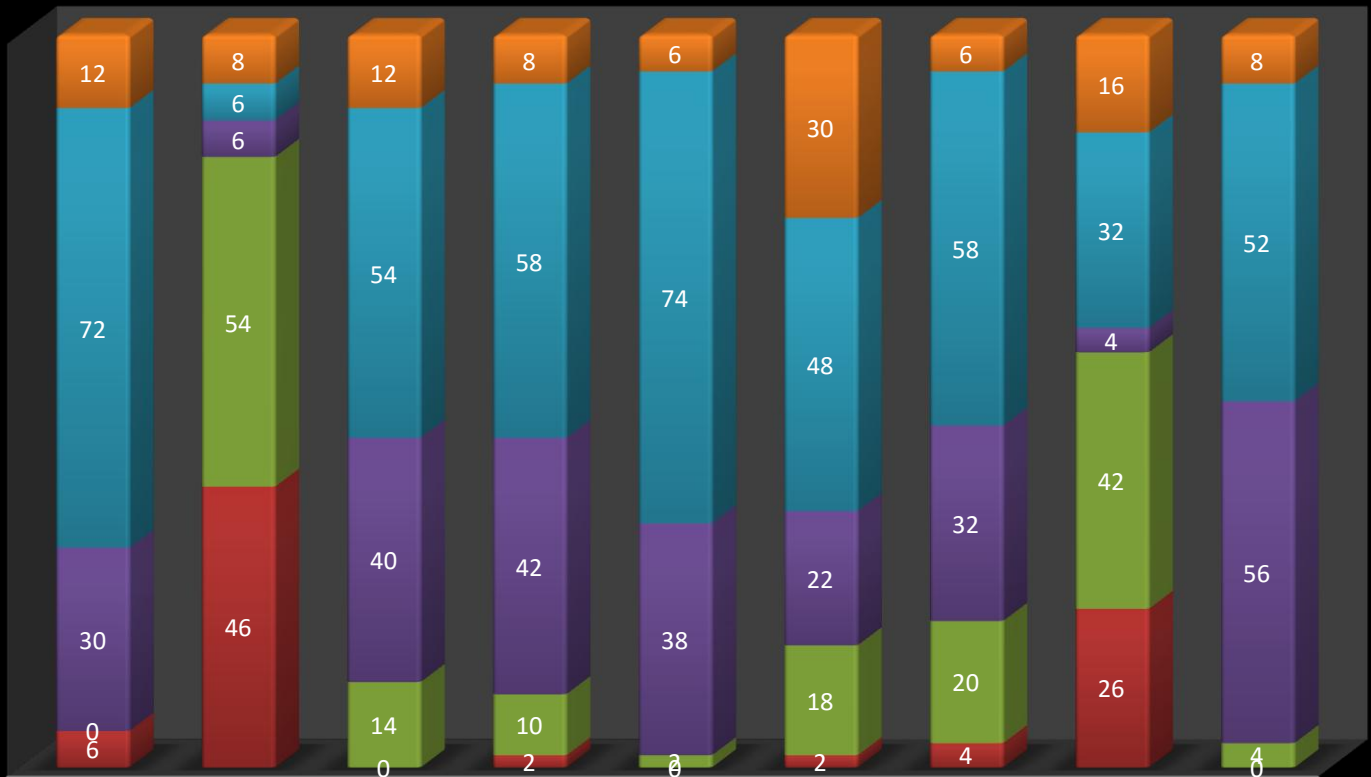
23. There are many opportunities for growth & advance in the nursing career.

24. Nursing is a profession that provides me significant opportunities for performance authority.

25. I can complete the works that I started & see their results.

JOB CHARACTERISTICS

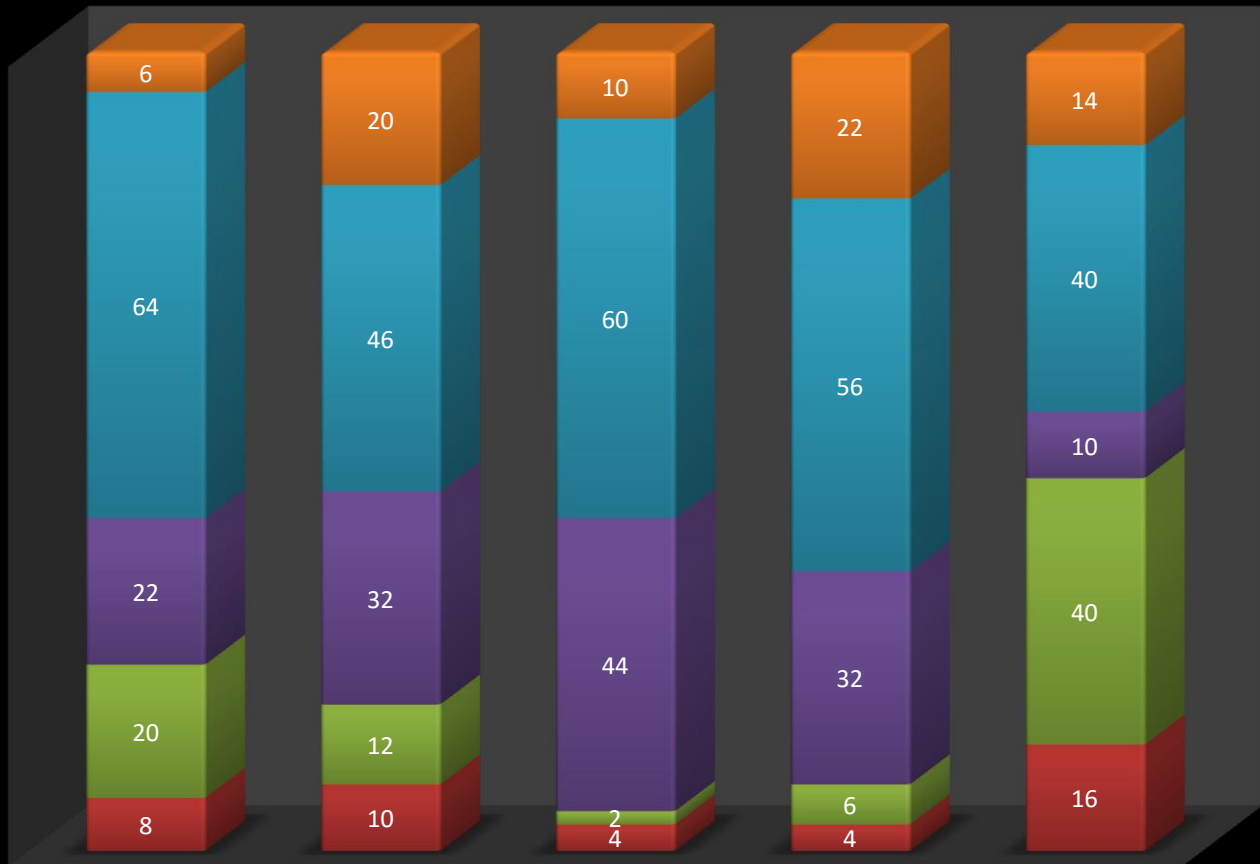
■ Strongly disagree
 ■ Disagree
 ■ Strongly agree
 ■ Agree
 ■ Neutral



1. My job requires doing multiple tasks & using various skills.
7. My job is simple; repetitive & boring.
8. My role as a nurse is clear.
11. Critical thinking is essential in nursing care.
13. My duties include complex & high level skills.
16. In nursing profession; it is easy to understand whether the work has been done optimally.
17. Nursing job requires extra accuracy & effort.
21. My job does not give me the chance & opportunity of completing the whole of one task by myself.
22. My profession includes various procedures.

JOB AUTHORITY

■ Strongly disagree
 ■ Disagree
 ■ Strongly agree
 ■ Agree
 ■ Neutral



2. I do my nursing practices independently.

3. I do all of the nursing care from beginning to end independently.

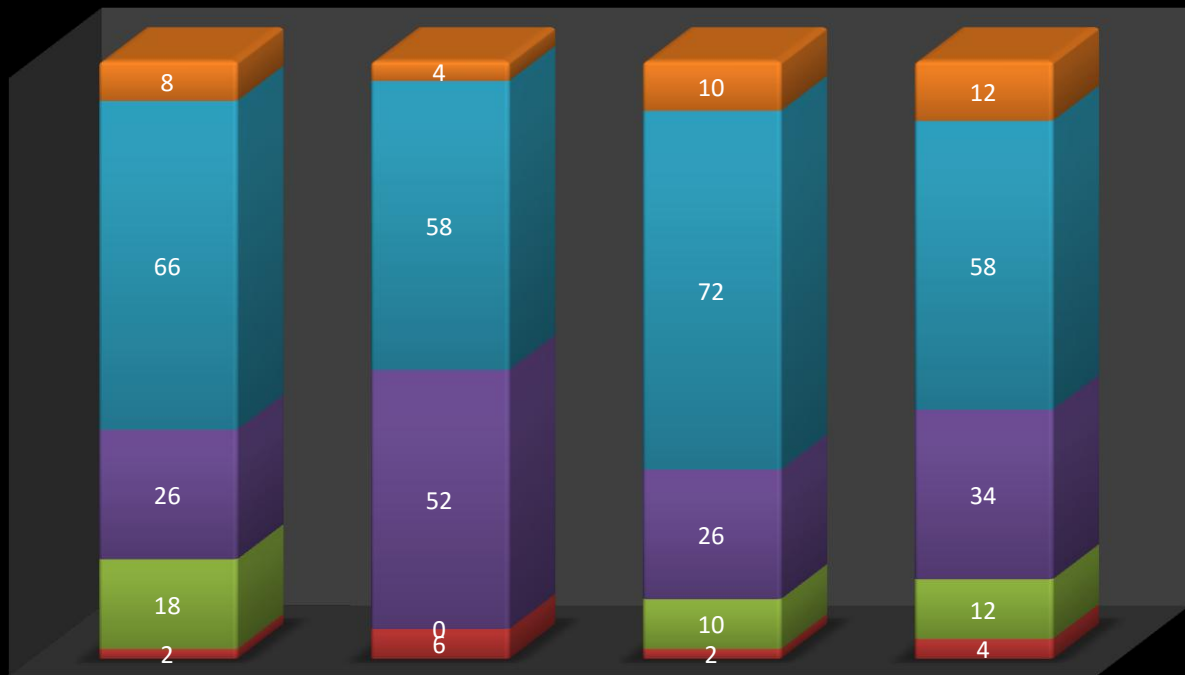
4. I have certain goals in my daily practices.

6. I constantly get feedback about how I do my practices.

10. I have not enough authority to perform my duties.

RECOGNITION

■ Strongly disagree
 ■ Disagree
 ■ Strongly agree
 ■ Agree
 ■ Neutral



9. The quality of my practice affects on the outcomes of others practices & patients outcomes.

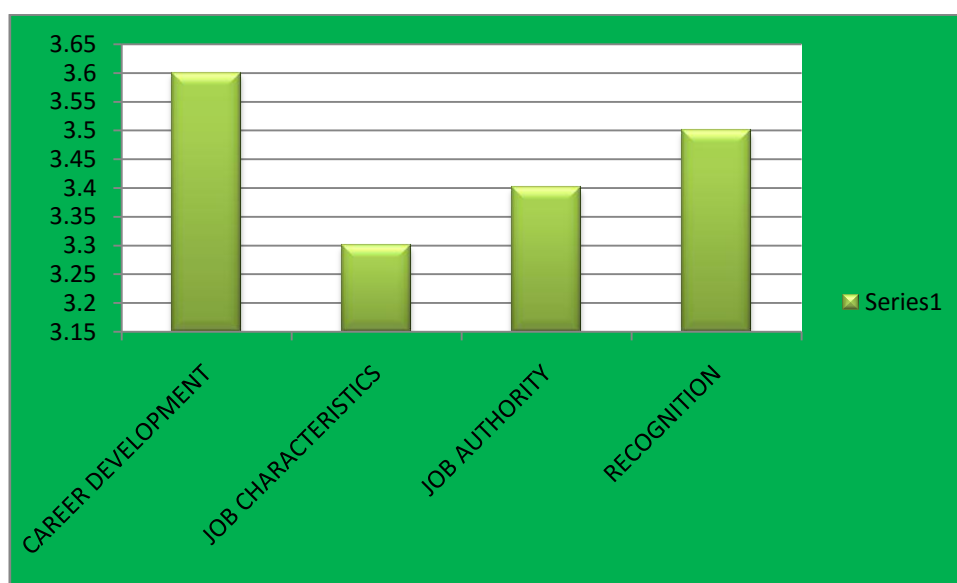
12. The outcome of my cares is visible in the recovery of patients & the improvement of community health.

14. Physicians consider my reports & idea for decision making about the patient.

15. The care plan is designed based on reports.

RESULT

INTRINSIC MOTIVATING FACTORS	MEAN
CAREER DEVELOPMENT	3.6
JOB CHARACTERISTICS	3.3
JOB AUTHORITY	3.4
RECOGNITION	3.5



Interpretation

According to analysis career development (3.6) is highest ranked followed by recognition (3.5), job authority (3.4) & job characteristics (3.3).

Discussion

The present study was conducted to identify the motivating factors among nurses. In this study, the factors of career development, job characteristics, job authority, and recognition were considered as the aspects of motivation in nurses. Shattuck *et al.*, in a systematic review, identified seven major motivational themes including financial rewards, career development, continuing education, hospital infrastructure, resource availability, hospital management, and recognition/appreciation. Except two factors, career development and recognition/appreciation, which are completely similar with the themes identified in the mentioned review, the other factors can be overlapped with the stated themes.

The findings showed that the least mean score of motivation, considering the number of items, was related to career development, while the highest one was related to job characteristics. In the mentioned study, the ability to serve the community and the value of nursing among people as work nature factors have had the highest effect on job motivation. Several previous studies have identified accomplishing jobs, working independently, and attaining interpersonal relationships as the most important factors that motivate nurses.

Conclusion & Recommendation

Our findings showed that the factor of “**Career Development**” had the maximum potential ability to inspire nurses in their profession followed by recognition, job authority & job characteristics. So, it is necessary that nursing managers pay more attention to use the element of mentioned factors such as effective supervision, encouragement, and job enrichment. However, other motivating factors including job characteristics, job authority, and recognition should not be neglected to motivate nurses. So organization more focused on training & development to improve competency of nurses & give career guidance & concentration on coaching & mentoring for career development. Moreover, the medium level of motivation in participants indicates the necessity of paying more attention to the motivating factors to improve motivation in nurses.

Implication

The results of the current study can be used in programs designed to improve nurses’ work motivation.

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Annexure

Motivational factors at work place for employee

Questionnaire

Name: Age/Sex: Education:

Marital status: Working time (years/month):

1. My job requires doing multiple tasks & using various skills.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ agree ☐ neutral

2. I do my nursing practices independently.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

3. I do all of the nursing care from beginning to end independently.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

4. I have certain goals in my daily practices.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

5. The supervision of head nurse is an effective way to optimize my performance.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

6. I constantly get feedback about how I do my practices.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

7. My job is simple; repetitive & boring.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

8. My role as a nurse is vague.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

9. The quality of my practice affects on the outcomes of others practices & patients outcomes.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

10. I have not enough authority to perform my duties.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

11. Critical thinking is essential in nursing care.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

12. The outcome of my cares is visible in the recovery of patients & the improvement of community health.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

13. My duties include complex & high level skills.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

14. Physicians consider my reports & idea for decision making about the patient.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

15. The care plan is designed based on reports.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

16. In nursing profession; it is easy to understand whether the work has been done optimally.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

17. Nursing job requires extra accuracy & effort.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

18. If I do my duties accurately; I am encouraged by the head nurse.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

19. My duties give me the possibility to utilize all of the learned skills.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

20. I think the organization knows the value of nursing practice.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

21. My job does not give me the chance & opportunity of completing the whole of one task by myself.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

22. My profession includes various procedures.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

23. There are many opportunities for growth & advance in the nursing career.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

24. Nursing is a profession that provides me significant opportunities for performance authority.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

25. I can complete the works that I started & see their results.

☐ Strongly disagree ☐ disagree ☐ strongly agree ☐ Agree ☐ neutral

Quality Indicator for Human Resource Department

S.No.	NABH Standards	Indicator	Formula		Value	Calculated Values %	Remarks
1	CQI 4e	Employee satisfaction index	Score achieved	*100			
			Maximum possible score				
2		Employee attrition rate	Number of employees who have left	*100			
			Number of employees at the beginning of month + newly joined staff				
3		Employee absenteeism rate	Number of employees who are on unauthorized absence	*100			
			Number of employees				
4		Percentage of employees who are aware of employee rights, responsibilities and welfare schemes	Number of employees who are aware of employee rights, responsibilities and welfare schemes	*100			
			Number of employees interviewed				
5	CQI 4b	Percentage of employees provided pre- exposure prophylaxis	Number of employees who were provided pre-exposure prophylaxis	*100			
			Number of employees who were due to be provided pre-exposure prophylaxis				
6		Average number of Doctor's on hospital rolls at any point of time					
7		Average number of Nurse's on hospital rolls at any point of time					