

Motivation And Its Influence On Staff Nurses' Intention To Quit

ABSTRACT

Background: Nurses are very vital and valuable asset of hospitals. A hospital's success might not be realized without its nurses' support and involvement. Nurses need to be motivated to be able to provide quality of patient care and retain in their work place. **Aim:** this study aimed to assessing the influence of motivation among staff nurses on their intention to quit **Research design:** A descriptive correlational design used in this study. **Setting:** Ain Shams University hospitals. **Study subjects** 243 staff nurses were included in the study, by using simple random sample, **Data collection:** two tools used to collect data in this study consisted of motivation scale and staying or leaving index, **Results** :about half of studied subjects had low motivation level ,less than one quarter of studied staff nurses had high motivation level, less than half of studied staff nurses had moderate level of intention to quit .**Conclusion** :There was statistically significant correlation between motivation and intention to quit. **Recommendations** : conducting periodical meeting between hospital mangers and staff nurses to discover work problems and develop solutions for these problem. Hospital management have to appreciate staff nurses sharing in decision making.

key words: Intention to quit, Motivation, Staff Nurses

Introduction

*N*urses are one of the most important human resources of hospitals and other health-care organizations. Nurses have a unique and increasingly important key role in the delivery of high - quality health care services in hospitals. They are the largest professional group within health service organization. So, motivation of nurses is an important indicator of how nurses feel about their job and predictor of work behavior such as organizational citizenship intention to quit and turnover. In order for an organization to be successful they must continuously ensure the motivation of their employees **(World Health Organization,2014&Riaz,2016)**.

Motivation is used as a term to describe the process of activating human behavior. It implies a sense of movement, excitement and expectancy. It encompasses a concern with what energizes behavior, directs of behavior channels and maintains or sustains behavior. Motivation is a catalyst to move individuals toward goals. It is defined as a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior and to determine its form, direction, intensity, and duration

Motivation is the activation of goal-oriented behavior (**Koch et al, 2014 &Imran,2017**).

Motivation has been classified as either Intrinsic and /or Extrinsic. The manager should understand that each member different and each member's motivational needs would be varied as well. Some people respond best to intrinsic motivation which means "from within individual, i.e. self generating factors such as skills, abilities, and employee experiences challenging work, as well as the degree of autonomy of the employee, Quite the reverse. Others will respond better to extrinsic motivation which, in their world, provides that difficult tasks can be dealt with provided there is a reward upon completion of that task. Also it is external and represents efforts to motivate other people. Thus extrinsic rewards do not come from the work itself but it is given by others. Through Praise, pay, promotion, punishment (**Ibrahim, 2015**).

Motivation drives employees to develop psychological value for organization which is exhibited through their organizational citizenship behavioral tendencies and helps to encourage productive behavior and discouraging unproductive behavior as absenteeism, intention to quit and turnover. A motivated and qualified workforce is crucial to increase

productivity and the quality of the organizational services in order to achieve organizational objectives. The challenge for many managers is how to create the motivation among nurses in organizations (**Lather & Singh, 2015**).

The success and growth of any hospital depends on its human resources. Nurse's intention to quit is one of the intense challenges for any hospital which have long lasting effects. Nurse's intention to quit is a serious issue especially in the field of human resources management. The issue of nurse' intention to quit or turnover still exists among the all other managerial issues of the hospitals in the entire world. Achievement of higher levels of performance by the nurses is associated with their motivation regarding working environment of the hospital. The hospital should follow the vibrant policies to reduce the gap between top level management and middle level management to resolve the issue of nurse' intention to quit in the hospital(**Tizazu,2015**).

In many developing as well as developed countries, employee's intention to quit is giving sleepless nights to human resources managers and organizations. World Health Organization points out the global issue of scarcity of labour and healthcare personnel; in fact, this phenomenon is vibrant in under developed nations as the Healthcare Performance

Indicators are worst. World Health Organization, during the third Global Forum on Human Resources for Health, reported that the entire world by the year 2035 will face 12.9 million of the shortage of healthcare staff. **(World Health organization, 2014 & Toode et al. 2015).**

In recent decades, many countries have been facing problems relating to healthcare system due to shortage of nurses. This problem is very common in developed countries, but it is also alarming in developing countries. The World Health Organization (2014) estimated the entire world needs about two million increases in healthcare workforce to meet the global health goals set by World health Organization. Migration of nurses is an international phenomenon especially in emigration countries. Mostly developed countries are solving this issue of lack of personnel by importing from developing countries. The data collected by World Health Organization revealed that greatest lack of nurses is in Asian region, where dominant countries have large population **(Arnold, 2016)**

Motivation and intention to quit are important issues to be studied for its great effects on the quality of care rendered to the patients. Lack of motivation is a factor that reduces individual performance and leads to the negative outcome of employee loss and nurses' intention to quit the job that represents

a major challenge to a manager, especially when it exceeds what is normal or expected. One of the most effective ways to reduce intention to quit is definitely motivate staff (**Asif et al,2013 & Isaac et al,2015**).

A worker's intention to quit can be defined as contemplating quitting her current job. Also Intention to quit is defined as conscious willfulness of employees to seek for other alternatives in other organizations. So Intention of employee to quit is an indication of the level of job dissatisfaction of the employees in the organization which is influence by motivation (**Khan & Qadir,2016**).

Intention to quit is influenced by a substantial number of identified factors, such as co-workers' job embedding and job search behaviors, other factors exist that may affect a nurse's turnover intention such as the individual's perception of the healthcare workplace, its conditions, team relationships, work and family strains and the stress of continually working in a highly stressful workplace with very ill patients. Female nurses also work with the added responsibility of supporting a demanding family and an inspiring organizational vision (**Nelson & Catherine,2015**).

Mostly, researchers explained negative impact of motivation on employee's intention to quit or turnover in an organization (**Abdul Kadar, 2016& Imran, 2017**)

Significance of the study:

Nurses turnover has come to gain greater attention of most governments and organizations all over the world because they have faced this problem at some stage of their developments(**Zahra,etal.,2013) Samuel and Chipunza ,2009**) found that motivating factors affecting on nurses intention to quit . Pay satisfaction has also been found to be associated with increased job satisfaction and greater intention to stay, and job security has also been established to significantly influence employee retention.

In addition to, the researcher work in maternity hospital affiliated to Ain shams university hospitals noticed there is large number of nurses turned over their job in ain shams university hospitals and the retained nurses are think about leaving their job because of multi causes as job dissatisfaction, work over load ,conflict among their peers and with physicians , intention to change career, **So** It is important to look at the influence of motivation on nurses intention to quit .

Aim of the Study

This study aims to assess the influence of motivation among staff nurses on their intention to quit **through:**

1. Assessing the motivation level among staff nurses.
2. Assessing staff nurses` intention to quit.
3. Identifying relationship between motivation and intention to quit among staff nurses.

Research Question:

- Is there a relationship between motivation and intention to quit among staff nurses?

Literature Review

Overview of motivation:

It is widely recognized in the human resource literature that promotion of the motivation of workers in both private and public organizations leads to a higher quality of human resources and optimum performance. A motivated and qualified workforce is crucial to increase productivity and the quality of the organizational services in order to achieve organizational objectives. The challenge for many managers is how to create the motivation among nurses in organizations (Drake, 2017).

According to Imran (2017) motivation is a set of attitude and values that predispose a person to in a specific goal directed manner. It is an invisible inner state that energizes human goal and directed behavior. It can be divided into two components directing behavior (working to reach a goal), and the strength of the behavior ,i.e. how hard or strongly the nurse will work. Motivation is defined by Rani (2014) as the inner drive that compels a person to act in a certain way. The amount and quality of work accomplished by a person is a direct reflection of his or her motivation. Also Isaac (2015) defined

motivation as a conscious decision to direct effort in an activity to achieve a goal that will satisfy a predominate need.

Types of motivation:

Motivation is a means that nurse use to satisfy their needs in work. It is the willingness to use effort for achieving a goal or reward to decrease the tension caused by the need to satisfy that. motivation is often classified into two types intrinsic and extrinsic motivation. Intrinsic motivation comes within the person, driving him or her to be productive while extrinsic motivation comes from job performance and productivity. (Marquis ,2013).

The intrinsic motivation to achieve goals is directly related to a person `s level of aspiration. Parents and peers play major roles in shaping a person's values about what he or she wants to do and be. Parents who set high but attainable expectations for their children, and who constantly encourage them in anon authoritative environment tend to import strong achievement drives in their children. Cultural background also has an impact on intrinsic motivation ; some cultures value career mobility; job success, and recognition(Pedlar , 2015).

Extrinsic motivation is enhanced by the job environment or external rewards. The reward occurs after the

work has been completed. Although all nurses are intrinsically motivated to some degrees, it is unrealistic for the organization to assume that all workers have adequate levels of intrinsic motivation to meet organizational goals. Thus, the organization must provide suitable climate that stimulate both extrinsic and intrinsic drives(**Marquis & Morton, 2015**).

The extrinsic and intrinsic incentives are interconnected to motivation when extrinsic incentives are offered by the organization leadership and are in a job then the individual worker will be encouraged by these positive external motivators to develop a positive relation to his/her job therefore creating the intrinsic incentives that are derived from that relationship of the worker and his job. Both the presence of these external motivating factors and those internal to the job that are intrinsic will then drive a positive attitude towards work, hence motivation and the resultant good performance will be observed(**Morton&Pedlar, 2015**).

Motivation process

Motivation process begins with felt need and ends with need satisfaction as a felt need creates tensions. Tensions motivate the nurse for making efforts to reduce or eliminate it the nurse`s past & present environment experiences influence the direction that efforts need Any nurse`s environment tends to

shape his or her needs. In motivation process expectations influence effort. The nurse may not even bother to make an effort if she believes desired outcomes are unlikely or impossible(Drafke& Kosen,1998).

Managers, however, can influence nurse expectations in a variety of ways, for example, by offering incentives and establishing goals jointly. Ability then blends with the nurse`s effort and results in a certain level of performance. Unfortunately, however, performance alone doesn't always enable nurses to satisfy their needs and attain their wants, especially when their skill levels are deficient or their prior training is inadequate (John,2017).

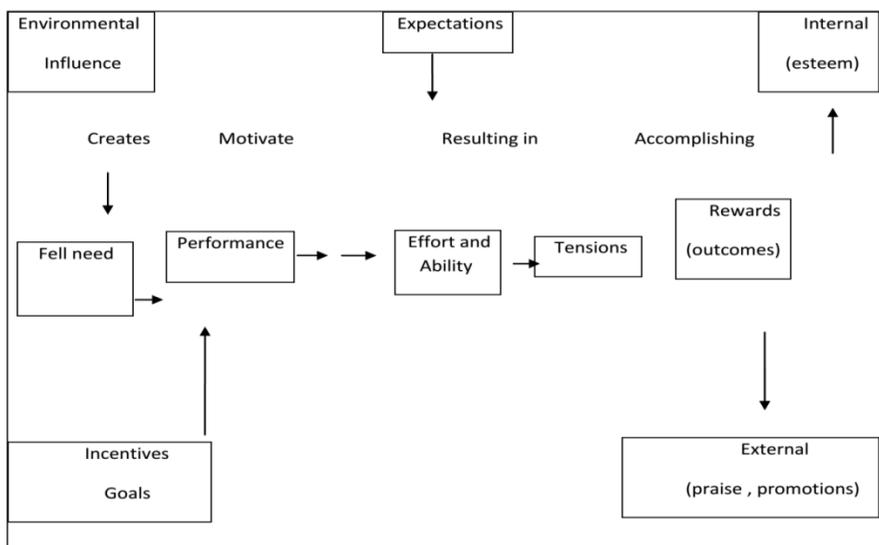


Figure (1):Motivation process**Source:** DrafkeM.w.,&Kosen S., (1998)The human side of organization, 7th., Addison. Wesley Longman.Inc

Rewards, or outcomes, are result from achieving the motivated activity. Outcomes may be derived from the nurse`s external environment and take the form of praise, promotions, or financial rewards form the boss. An external environmental outcome could be gained from the approval nurse`s peers. outcomes can be gained from the internal environment, such as the personal feeling of self-esteem or achievement resulting from accomplishing a work (**Jennie, 2018**).

Theories of Motivation:

Motivational theories were concerned with three things: **first**, what mobilizes or energizes human behavior, **second**, what directs behavior towards the accomplishment of some goals and **finally** how behavior is sustained overtime. Motivational theories can be classified into at least two distinct groups : content theories these focus on content of motivators and process theories which include Expectancy theory, Reinforcement theory, Equity theory, and goal setting theory.

Content Theories:

Some theories of motivation have focused on what things motivate workers. These are called content theories because they focus on the content of motivators. Although money is the motivators that comes most readily to mind, some

nurses respond more to other sources of satisfaction. Three researchers whose content theories of motivation are applied widely, they are Abraham Maslow, David McClelland, Frederick Hertzberg. Other authors mentioned other researchers such as **Abraham Maslow, Clayton Alderfer, & Fredric Hertzberg**(Duran & Greenberg, 2011).

Maslow`s Hierarchy of Needs (1970): Abraham Maslow assumed that nurses are motivated by unsatisfied needs. When a person`s need for something is satisfied, the person feels driven, motivated to satisfy that need. For example, a person who needs food feels hungry and therefore eats something. This is one of the most famous content theories of motivation. It proposes that individual needs exist in hierarchical order (physiological needs, security needs, social belongingness needs, self- esteem needs and self-actualizing needs)and that unsatisfied needs motivate behavior, whereby lower- level needs have to be satisfied needs motivate behavior. Whereby become motivational e.g. lower-level needs such as an adequate pay to take care of the family and safe working condition have to be satisfied.

Before higher level needs such as the desire of social belongingness or increased responsibility become motivational. If a need is not satisfied, the person may feel stress, frustration,

and conflict, which can affect performance. Maslow`s argues that those needs are organized into a hierarchy. The most basic needs are at the bottom of the hierarchy. Nurses try to satisfy these needs first. At the top of the hierarchy are the needs that nurses try to satisfy only when they have met most of their other needs. However, nurses may seek to meet more than one category of needs at a time (**Morton K.&Simpson,2015**).

Alderfer`s(E.R.G),Theory(Alderfer, 1972), suggested three, rather than five need levels in his existence-relatedness-growth theory(E.R.G).Where existence needs, which include both physiological& safety needs. Relatedness needs: belongingness or social need (according to the category of Maslow)growth needs, which include the needs for self- esteem and self-actualization. This theory is similar to Maslow's theory in that it assumes that the satisfaction of needs on level activates a needs the next higher level. An example is that staff have a sense of job security will strive for a means of felling related to the organization or unit. Today nurse wants to have an opinion and role in making things. They want to feel that they are valued by the organization. Empowerment self-managing teams, and continuous quality improvement programs are built on recognition of these needs(**Sullivan&DenDulk, 2013**).