

Motivation and its Influence on Staff Nurses' Intention to Quit

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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 assess the influence of motivation on staff nurses' 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, simple random sample was used. **Data collection:** two tools used to collect data 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 managers and staff nurses to discover work problems and develop solutions for these problem. Hospital management has to appreciate staff nurses sharing in decision making.

Key words: Intention to quit, Motivation, Staff Nurses.

Introduction

Nurses 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 and Riaz, 2016).

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 and Toode et al. 2015).

Significance of the study

The researcher working 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 nurse are think about leaving their job because of multi causes as job dissatisfaction , work over load , conflict among their peers and with physicians , the most causes due to lack motivation .So It is important to identify the influence of motivation among nurses at Ain Shams University hospitals on nurses' intention to quit .

Aim of the study

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

- 1-Assessing the motivation level among staff nurses.
- 2-Assessing 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 ?

The research design of this study was Descriptive correlational design was carried out. **The settings** the study was conducted at Ain Shams university hospitals namely, maternity hospital, Pediatric hospital, El Demerdash hospital and Ain shams university hospital. **The subjects** of this study were included 243 out from 721 staff nurses working in the above mentioned study setting, the subjects were determined through sample size equation based on (Abdul Kadar et al., 2016), by using simple random sample.

Data for this study were collected by using two tools namely, motivation scale and staying or leaving index , the first tool motivation scale aimed at measuring motivation level among staff nurses . It was divided into two parts as demographic characteristics and motivation scale. It contained 41 items and the second tool was staying or leaving index that aimed to assess to what extent the staff nurses intent to quit their work It contained 12 items.

Pilot study

After developing the tools, a pilot study was conducted on 25 nurses they represented 10% of total study subject. The aim of the pilot study was to determine the clarity of language, feasibility and applicability of the study tools, and to estimate the time needed to fill in the sheets. The time needed to fill the tools ranged from 30 -40 minutes.. Necessary modifications.

Fieldwork

The researcher explained the purpose of the study and clarifying the method for filling out the sheets through meeting the study subjects at working unit ,in working hours, in groups. Each group consisted of four to six nurses.

Ethical consideration

The researcher obtained approval from the Scientific Research Ethical Committee in faculty of nursing at Ain Shams University and took permission from the director of each hospital. The researcher explained the aim of the study to the participants and reassure that information collected treated confidentiality and will be used only for the purpose of the research.

The results of the study revealed the following:

40.7%of staff nurses had age ranged between (30 -40 years)old , 62.1%of the study sample were married ,as regard qualification 49.4%of the study sample had school diploma, regarding years of experience hospital 37.4%of the studied subjects had (10 – 20 years)in nursing , regarding years of experience department more than one third of the studied subjects had less than 5 years in department , and all the study subjects attended training courses accept one .

Staff nurses who had more than forty years had the highest level of total motivation and they had the lowest level in relation to total intention to quit.

Diploma staff nurses with specialty were more motivated than baccalaureate staff nurses. Regarding to years of experience hospital less than one half of studied subjects had more than twenty years were the highest level of total motivation and they were the lowest level in relation to total intention to quit.

The present study found that more than half (56%)of study sample had high motivation related to colleagues interaction , on the other hand about three quarters of staff nurses(75.3%) had low motivation related to supervision.

The present study found that there was significant correlation between total intention to quit and all motivational dimensions.

The present study found a significant and positive correlation between total motivation level and total intention to quit that in summary the studied subjects were low motivated but they had low intention to quit their work, that the low level of total motivation level was more than half (50.62%)of studied subjects , the low level of total intention to quit was less than half and the moderate level total intention to quit was less than half of(48.97%) studied subjects.

Result

Table (1): Characteristics of the studied staff nurses (n=243).

Characteristics of the studied nurses		No.	%
Age	< 30 years	79	32.5%
	30-40 years	99	40.7%
	>40 years	65	26.7%
mean + SD		35.67	5.64
Gender	Male	29	11.9%
	Female	214	88.1%
Nursing Qualification	Diploma	120	49.4%
	Technical Institute	74	30.5%
	Bachelor Degree	49	20.2%
Years of Experience hospital	<10 years	85	35.0%
	10-20 years	90	37.0%
	> 20 years	68	28.0%
mean + SD		7.65	2.99
Attending Training courses	Yes	242	99.6%
	No	1	0.4%

Table (2): Staff nurses' motivation levels.

Motivation dimensions	Low< 60%		Moderate (60 – 75%)		High>75	
	No.	%	No.	%	No.	%
Job security	181	74.5%	7	2.9%	55	22.6%
-Hospital Policy	114	46.9%	68	28.0%	61	25.1%
Work Conditions	95	39.1%	43	17.7%	105	43.2%
Colleagues interaction	55	22.6%	52	21.4%	136	56.0%
Supervision	183	75.3%	21	8.6%	39	16.0%
- Work responsibility	164	67.5%	43	17.7%	36	14.8%
Achievements	171	70.4%	34	14.0%	38	15.6%

Figure (1): Total staff nurses' motivation level.

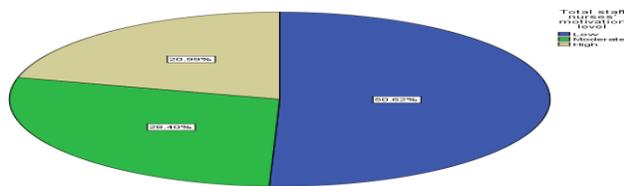
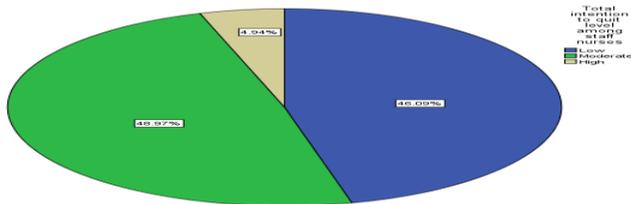


Figure (1): shows that slightly more than half had low motivational level.

Figure (2): Total intention to quit level among staff nurses



Figure(2): shows that 48.97% of staff nurses had moderate level of intention to quit .

Table (3): Correlation between motivation dimensions and Total intention to quit among staff nurses (n=243).

Motivation dimensions	Total Intention to quit	
	r	p
Job Security	0.345	0.000**
Hospital Policy	0.330	0.000**
Work Conditions	0.324	0.000**
Colleagues interaction	0.322	0.000**
Supervision	0.402	0.000**
Work Responsibility	0.252	0.000**
Achievements	0.252	0.000**
Total Motivation	0.427	0.000**

Discussion

The present study finding showed a relationship between total motivation and staff nurses characteristics regarding to age of staff nurses , as well as less than one half of studied subjects whose age were more than forty years had high level of motivation This result may be due to that they have more experience and skills. This result is congruent with **Imran , 2017)** who found that about third of nurses` age above forty years had high motivation level .The study results shows that the total motivation level of staff nurses percentage was about one half of studied subjects who had low motivation level , less than one quarter of study subjects who had high motivation level , staff nurses who had moderate level of motivation was more than one quarter of studied subjects. Therefore , the staff nurses in the study setting were unmotivated .This result in agreement with **Erdem and Rahman ,(2010)** who revealed that the most nurses in Turkey were dissatisfied and unmotivated . The present study finding revealed that less than half of study subjects had low level of total intention to quit , while less than half of staff nurses had moderate level . Therefore, the staff nurses in the study were unlikely to intention to quit their work. This result may be due to that staff nurses working in Ain Shams University hospitals preferred job security and job safety; also staff nurses preferred work in government hospital than privet hospital, also family responsibilities is an important cause that make staff nurses don't like intentionally to quit their place . This result is in disagreement with **Abdul Kadar, (2016)** who found that two thirds of nurses reported their strong intention to quit their job place. Finally, this study clarified that there was a statistically significant correlation between total motivation level and total intention to quit . This result was in disagreement with **Fernet et al. (2017)** who found a significant negative relationship between motivation and intention to quit among nurses . It showed that two thirds of nurses reported that they want to quit present workplace within one

year. This finding answers the research question which was , (is there a relationship between motivation and intention to quit among staff nurses?).

Conclusion

Based on the study findings, it is concluded that half of studied staff nurses had low total motivational level , less than half of staff nurses had moderate intention to quit level. Diploma staff nurses with specialty were more motivated than baccalaureate staff nurses. there were statistically significant relations between total motivation level and staff nurses characteristics except nurse qualification and attending training courses .Also there were statistically significant between total intention to quit and staff nurses characteristics except qualification and attending training courses . Accordingly, there was significant correlation between total motivation level and total intention to quit.

Recommendations

Based on the study finding , the following are the main recommendations are suggested:

Conduct periodical meeting between hospital managers and staff nurses for discussing work problems and develop solutions for each problem.

Staff nurses share decision making.

Develop work climate and improve communication and peer relation. Through encouraging supportive and cooperative relationship among staff nurses.

Nurse managers have to identify barriers which lead to low motivation.

Update the organizational policies as possible and put into consideration the organization work force as an important

source of organization and its existence through applying flexible policies .

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