



**ST.MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**EFFECTS OF MOTIVATION ON THE PERFORMANCE
OF NURSES' WORKING AT KOREAN GENERAL
HOSPITAL**

**BY
ABEBAW YETAYEH TADEGE**

ID: SGS1/0064/2004

**DECEMBER, 2013
ADDIS ABABA, ETHIOPIA**

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY,
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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Goitom Abraham (Asst.prof). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name

Signature& Date

ENDORSEMENT

This thesis has been submitted to St. Mary's University College, School of Graduate Studies for examination with my approval as a university advisor.

Advisor

Signature & Date

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Abstract

This study explores effects of motivation on performance of nurses who are working at Korean general hospital with an endeavor of providing a recommendation for improving the performance of nurses. The study followed a quantitative and descriptive research design. A survey method using questionnaires and one to one interview with head of nurses and human resource manager was applied. The response to the study was positive as a response rate of 90% was obtained. The study revealed that the hospital has major deficiencies in motivating nurses working at the hospital in terms of remuneration, benefits, reward, recognition, appreciation, flexible working hours and work load, effect of night shift, equal treatment, career advancement and management-worker relationship. These factors are strongly associated with level of performance of nurses at the hospital. Based on the results, recommendations were proposed: revising the existing motivation schemes; faire payments and benefits, recognition and appreciation, skill training and positive work environment.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Improving the productivity and performance of health workers to ensure that health interventions are efficiently delivered continues to be a major challenge for African countries. Human resources for health, consisting of clinical and non-clinical staff, are the most important assets of health systems. Developing capable, motivated and supported health worker is essential for overcoming bottlenecks to achieve national and global health goals. At the heart of every health system, the work force is central to advancing health. The performance of health organizations depends on the knowledge, skills, and motivations of individuals. It is therefore, important for employers to provide suitable working conditions to ensure that the performance of employees of meet the desired standards.

It is widely acknowledged that health workers are not producing the desired output of health interventions. Many have reflected on this problem. For example World Health Organizations has identified a threshold in workforce density below which high coverage of essential interventions, including those necessities to meet the health-related Millennium Development Goals, is very unlikely. Based on Samuel (2007:217) there are 57 countries, including Ethiopia, with critical shortages equivalent to a global deficit of 2.4 millions doctors, nurses, and midwives. The document released by high level forum on health millennium Development Goal in 2004(WHO, 2004:2) stated that progress on the health MDGs is too low slow, particularly in poor countries. Midway through the period 1990-2015,no country in sub-Saharan Africa is on track to reduce child mortality two-thirds and globally, progress to reduce child mortality is getting slower. The Document also stated that currently, interventions are failing to reach the most vulnerable groups, and there is a human resource crisis in health that must be urgently addressed. This showed that insufficient health personnel in terms of numbers and level of performance are one of the constraints in achieving the millennium development goals for reducing poverty and diseases. The forum has proposed some recommendations to alleviate this

situation: improving, motivation, retentions, productivity and performance of the health workers, and mobilizing trained staffed who are unemployed or working in other sectors returns the health sector (WHO, 2004:2). Health workers are at the core of health systems everywhere. Where there are health worker shortcomings, health systems will suffer, resulting in preventable death and disease. Where health workforces are in crisis, health system will be in crisis.

In Africa, a mere 1.3 percent of the world's health workers struggle against all odds to combat fully 25 percent of the global disease burden. An eminent group of more than 100 global health experts estimate Africa's shortage of health workers at 1 million; others estimate the shortage to be even greater than 2 million while the numbers and types of health workers vary by country, these statistical snapshots leave no doubt as to the scope of the crisis(HealthGAP,2005:1). Furthermore health care in Africa faces difficult challenges such as shortage of health workers, increases cases loads for health workers due to migrations skilled health personnel, and double burden of disease and HIV/AIDS scourge that affects both the general populations and health personnel. A prerequisite for a well functioning health system is well-motivated staff that carries out their work according to the standard set by the organizations(Awases, Gbary and Chatora 2004:53-57).This entails that human input in terms of work by well-motivated and productive human beings will yield required results.

Improving the performance of non-health sector employee through motivation has gained attention in both private and public sector. Attention also needs to be placed in the effort of motivating health sector employees. A lot of studies and literature focus on motivation in many non-health sector employees but little attention has been given to motivation of nurse in hospitals & this study filled this gap.

The effect of motivations on nurses' performance is selected because it is a sensitive career that affects patient's life; if it does not given the important consideration that is supposed to be. It is also nurses who suffer a lot due to the work burden of day and night shift .The study was conducted on the nurses to see whether they are compensated or nor for this effect. In addition to

being the Hospital involved in general medical care service with relatively large number of nurses that goes with the researcher's interest, the hospital is also selected for the sake of convenience for the researcher because of easy accessibility to get the required data. Korean General Hospital is found in Bole sub city.

1.2 Statement of the Problem

Health care service is highly labour-intensive. The quality, efficiency, and equity of health service are all dependents on the availability of Motivated, Skilled and Competent health professionals when and where they are needed at any health institutions. It is essential that health workers are appropriately motivated and managed to provide the required health service at high standard. The available literature Consistently reports that African health workers are dissatisfied and de-motivated with the current situations at health facilities (Awases , 2004). Many countries reported a decline in the quality of health service, and long queues of clients and patients waiting to be seen(Awases ,2004). Nurses working at Korean hospital in Addis Ababa, who are supposed to be the backbone of health service, show sign of de-motivation, burnout and complain of non-recognition of the contribution they are making. It is clear that nurses have a major role to play in the provisions of timely and quality health service for many years to come. The effects of motivation on performance of nurses are not adequately addressed at Korean hospitals in Addis Ababa. Therefore, it is necessary to generate relevant evidence through a detailed study to guide the hospital to develop strategies for improving performance of nurses through effective motivation.

Therefore, this research explained and described how motivation of nurses in Korean General Hospital affects the performance and the delivery of care. It also discussed the problems of de-motivation and how adverse effects they have on the delivery of health services. This was to ensure that nurses have a work environment with the characteristics of work known to be linked to job satisfaction, motivation and good outcomes. Hence, the study has investigated and showed how motivations affect the performance of nurses at Korean general hospital in Addis Ababa.

1.3 Research Questions

The study is proposed to answer the following questions:

- To what extent motivation affect nurses' performance at Korean hospital?
- What motivate and de-motivate Nurse Staffs of the Hospital?
- Which motivation strategy could be suggested to increase the performance of nurses?

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of the study is to investigate the overall effects of motivation on nurses' performance at Korean General Hospital.

1.4.2 Specific Objectives

The study has the following specific objectives.

- To assess the effect of motivation on nurses' performance at Korean hospital
- To assess the level of performance of nurses in the hospital
- To identify what motivate and de-motivate nurses at Korean hospital
- To suggest some solutions to motivate nurses of Korean hospital

1.5 Definitions of Terms

Motivation: a person's active participation and commitment to achieve the prescribe results (Halepota, 2005)

Performance: Perform means "to carry out, accomplish or fulfill an action or Task" (Oxford concise dictionary 1999:1060).

1.6 Significance of the Study

- This study provided information about the effect of motivations on employee to the decision makers and administrators of the hospital. This improves the relationship of the

employees and managers and creates motivated, energized and better performer nurses in the Hospital.

- In the health sector, the knowledge and practices on the effects of motivations for nurses is only monetary incentives like Bonus, allowances, and so on. However, there are also non monetary incentives which have implication on the employee motivation. Therefore, this study has filled the knowledge gap on the effect of non-monetary motivations on employee's performance by examining the managerial practices in relation to nurse's motivation.

1.7 Delimitation/Scope of the Study

The study was conducted in Addis Ababa city, Ethiopia, where the main source of data and the study subject is found. The Hospital selected for this study is a foreign owned Private hospital known as Korean Hospital .The study has covered only those employees working as nurse professionals. Hence, it does not consider the views and opinions of other employees like physicians and administrative staffs. The study delimits itself on nurse staffs who are working at the Hospital. The study may not have touched with all variables that motivate and de-motivate nurse staffs of the hospital .Understanding the effect of motivation on the whole staff of the hospital requires more time, resource and wider study than presented here. The reason behind focusing on nurses is that much of the work burden in the hospital depends on them and nurses are relatively large in number compared to other staffs in the hospital. This helped the researcher to get better information on the effects of motivation on performance.

1.8 Limitation of the Study

Convincing nurses to fill the questionnaires was the major challenging as they are busy treating patients and hence do not have time. Besides, some nurses could not respond to all the items on the questionnaire which makes them missing in the SPSS output. The other limitation on this study was that, the researcher was not able to review all the relevant secondary sources for the study due to restriction from the hospital management and the management also was not allowed for detail interview with the student researcher.

1.9 Organization of the Study

The research paper consists of five chapters. Chapter I deal with the background of the study, statement of the problem, objective of the study, Definition of terms, significance of the study, as well as the scope and limitation of the study. Chapter II Contains review of related literature to the subject issue. Chapter III deals with the methodology used, research design, data collections tools and techniques, sampling procedures and data analysis techniques. Chapter IV presents results and discussion and Chapter V is Summary of findings, Conclusion and Recommendation. There is one annex at the end of the paper. The annex is questionnaires used for the research paper.

CHAPTER TWO

LITERATURE REVIEW

INTRODUCTION

This section describes and explains the concepts and theories that are relevant in the field of motivation to facilitate a comprehensive analysis and understanding of the research.

2.1. What is Motivation?

According to Greenburg and Baron (2000:190) this definition could be divided in to three main parts. The first part looks at arousal that deals with the derive, or energy behind individual(s) action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part referring to the choice people make and the directions their behavior takes. The last part deals with maintaining behavior clearly defining how long people have to persist at attempting to meet their goals.

Kreitner(1995),Buford,Bedeian & Linder(1995),Higgins(1994) all cited in linder(1998:3) defined motivation as “ The psychological process that gives behavior purpose and directions, a predispositions to behave in a purposive manner to achieve specific unmet needs, unsatisfied needs, and the will to achieve respectively.

Halepota(2005:16) defines motivation as “ a person’s active participation and commitment to achieve the prescribe results.” Halepota further presents that the concepts of motivations is abstract because different strategies produce different results at different times and there is no single strategy that can produce guaranteed favorable results all the times.” According to Antomioni(1999:29), “ the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organizations prevents them from attaining good out comes.”

It can be observed from the above definitions that, Motivation is in general, is more or less basically concerned with factors or events that moves, leads, and derives certain human actions

or inaction over a given period of time given the prevailing conditions. Furthermore, the definition suggests that there need to be an “invisible force” to push people to do something in return. It could also be deduced from the definition that having a motivated work force or creating an environment in which high level of motivation are maintained remain a challenge for today’s managements. These challenges may emanate from the simple fact that motivation is not a fixed trait-as it could change with the change in personal, psychological and financial or social factors.

2.2 The concept of Work Motivation

The term motive usually is explained as desires, needs, emotions or impulses that make someone do something. Following this definition, motivation is the state of being incited to action. When we take into consideration work environment it becomes clear that work motivation refers to motivation within a work setting. Typically, it refers to employees’ motivation to perform, stay and commit in a company, cooperate, lead or support a leader, help customers and so forth. Some authors define what motivation is by explaining where it comes from. In this approach work motivation has been defined as “a psychological process resulting from the reciprocal interaction between the individual and the environment that affects a person’s choices, effort, and persistence”. In other definitions work motivation is associated with the goal attainment. People are motivated to do something if they believe it is likely that it will bring desired result. People who are well motivated take action that they expect will achieve their clearly defined goals (Armstrong, 2007). Kanfer (1990, as cited in Bjorklund, 2001) stressed that motivation is a phenomenon which cannot be directly observed. The only way to infer motivational processes is to analyze streams of behavior caused by environmental or inherited factors which can be observed through their effects on abilities, beliefs, knowledge and personality.

There are probably as many definitions of motivation as researchers working on this topic. However, there are some features of motivation that are common for most definitions. It can be observed from the examples presented above that when authors describe motivation they mention an action or behavior that is directed and sustained as a result of motivation. In other

words motivation is usually described as an invisible force that pushes people to behave in a certain way. For the purpose of this thesis definition by Pinder (1998) will be used as it seems to define motivation both in a comprehensive and explicit way. Pinder used work of Jones (1995), Locke, Shaw, Saari, and Latham (1981), Steers and Porter (1979), and Vroom (1964) to formulate following definition (1998, p.11) :“Work motivation is a set of energetic forces that originate both within as beyond an individual’s being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration”.

Pinder (1998) believes that presented definition has some features that make it better than others. Firstly, it is not general as many other definitions, it presents motivation in a close relation to work and careers. His definition is intended to apply behavior such as joining or leaving company, being punctual, respecting or not supervisor’s orders, inventing better ways to performing a job and accepting relocation to another place. According to Pinder one of the key elements that are important in defining motivation is a concept of force. It not only makes the definition consistent with other authors work but also allows motivation level to be weak or strong depending on circumstances. The idea of force suggests that motivation is related to an effort. Pinder believes that effort is a consequence and indicator of motivation rather than the same phenomena.

He points out that his definition does not present hedonism as a primary force in work motivation. However, it does not exclude it either. There are three more important elements of Pinder’s work motivation definition: intensity, direction and duration. Author describes the intensity dimension using two terms created by Brehm and Self (1989) – potential motivation and potential arousal. The first of those two terms is created by expectations that performance of behavior will affect final outcome. The second term is dependent on magnitude of potential motivation and occurs only to the extent that particular behavior is difficult. In Pinder’s opinion intensity is not affected by the potential available and is defined as the transient size of motivational arousal in a particular point of time. The direction can be understood by considering towards which goals the energy of motivation is directed. Finally, the duration suggests that goal

achieving might be a possible outcome of on job behavior. As the last but also very important feature of the definition Pinder mentions the fact that motivation is presented as a hypothetical construct which cannot be measured or seen directly but is treated as an existing psychological process. The research paper was conducted based on Pinder's definition of motivation

2.4 Theories of motivations

Motivation of employees to work to increase productivity has raised concerns in many organizations and the prevalence of low morale as well as lack of motivation is of prime importance to organizations in general. There exists some form of truth in this assertion in that it becomes very difficult for organizations to achieve company objectives. In order for organizations to be able to motivate the workforce for increased or higher performance, certain measures need to be put in place to be able to achieve a set of company objectives.

Before discussing the various theories of motivation which organizations can adopt in order to achieve the best from their employees by way of high performance, it is necessary to first define what motivation is. Motivation can be defined as the propelling factors that exist in an individual to make someone want to do something, with special reference to hard work and effort.

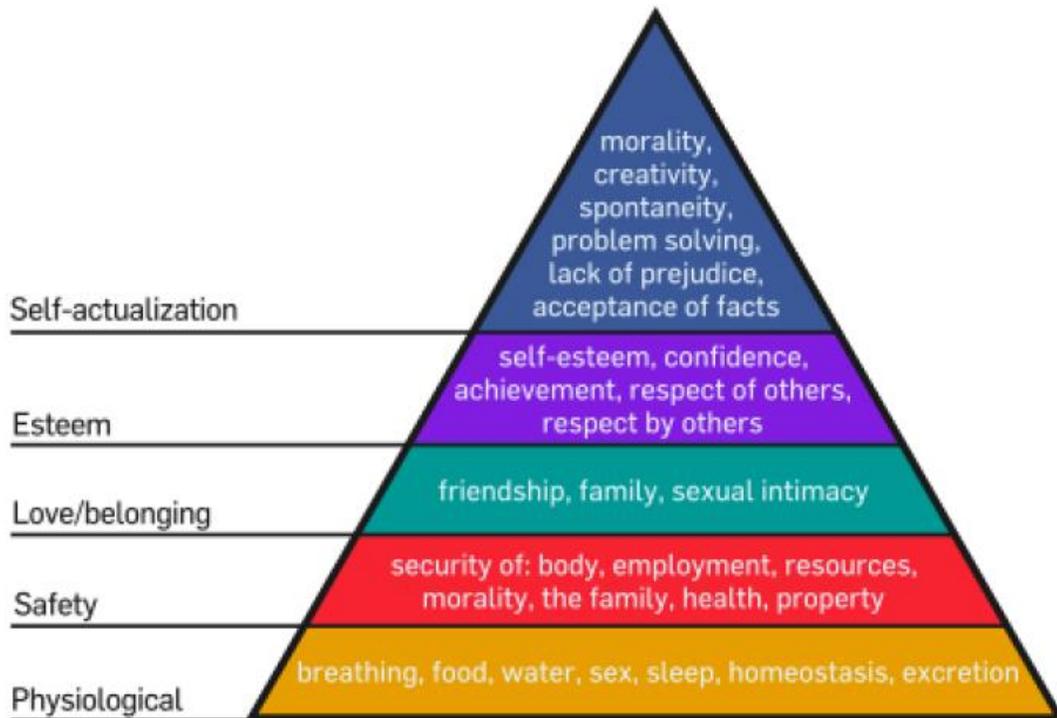
This section discusses primarily the works of management scholars who have explained various theories of motivation which companies can adopt to motivate their workforce for high performance, hence achievement of organizational objectives. The section reviews the content and process theories of motivation.

2.4.1 Content Theories of Motivation

Content theories of motivation explain the reaction and behavior of individuals in a particular situation.

2.4.1.1 Maslow's Hierarchy of Need Theory

Figure 1: Maslow's Hierarchy of Needs



Source: http://en.wikipedia.org/wiki/Maslow%27s_hierarchy_of_needs

The hierarchy of needs theory was developed in 1943 by an American psychologist called Abraham Maslow. According to Martin (2001, 405) people have inner needs or wants to be satisfied and as a result satisfying these needs, have an ingrained arrangement of these needs to be satisfied. These needs are in a hierarchical form of how each need is satisfied and it can be identified in the forms as physiological needs, safety needs, social needs, esteem needs and self-actualization needs. When the physiological needs are present in an individual, it conveys a sense of satisfaction in a person because the physiological needs are necessary for the human body to function well with specific attention to the basic necessities of life which are food, shelter, water and air to breathe. From these needs as regards organization context increase in pay levels is necessary and brings an employee a good and a satisfying work life (Martin 2001, 405).

With regards to safety needs Martins (2001, 405) makes it known that these needs combine needs that support the idea of security of an employee in everyday life. This means that these are necessary tools needed in an organization to protect employees from harm that emanates from work as employees need protection from the work performed in order not to lose positions in the organization. In an organizational setting this will mean that job security is a necessary tool for employees to know that security is assured. The social needs aspect of this theory takes into consideration the level of friendly or communicative support necessary in life where employees have to feel loved and appreciated in the working environment as part of organizational team. This need in the organizational setting is associated with friendship in the work place as well as the need to be part a working team in an organization (Martin 2001, 405).

According to the esteem needs in this motivational theory, the individual worker or group of workers in an organization should feel respected no matter their rank or position in the organization. This also, is connected to the concept of accomplishment of a particular objective, competency in special skills, acknowledgement and reputation as well. To view this in an organizational perspective, it means management giving ceremonial recognition on necessary suggestions that emerge from employees or an employee in the monthly or annual award of the organization (Martin 2001, 405). Another need identified is the self-actualization needs which are related to favorable circumstances of an employee's utmost capabilities in an organization. This implies that allowing enormous power over an employee's or an individual's working life situation. Judging this from the organizational point of view, it is necessary give freedom to an employee to arrange the required job to fit the individual's choice and situation which can be controlled on the basis of ends and not means (Martin 2001, 406).

There are various assessments of the theory in that individuals are motivated by different needs in the hierarchy as not all employees are positively or negatively motivated by activities that exist in an organization. The theory also mentions that individual employees tend to value each need differently because some employees in an organization prefer to working for lower salary but in a more secured environment. Though the theory is not applicable to all work it is usable in encouraging managers to ask questions openly on motivation from the context of employees to

ascertain how to understand situations. It also gives managers the foundation to augment what is already provided by the organization through welfare and aid programmes to be included in the employee reward schemes (Martins 2001, 407).

2.4.1.2 Herzberg's Motivator-Hygiene Theory

Fredrick Herzberg, an American psychologist (1923 - 2000), developed the motivation-hygiene theory which is also referred to as two- factor theory. The theory was based on Maslow's work of the working situation by examining working motivation which sought to reveal the various circumstances and situations that workers deem positive. The study disclosed that employees are directed by two factors known as motivator factors and hygiene factors (Axelsson & Bokedal 2009, 16). According to the theory motivator factor indicates a state of content when realized but the hygiene factors on the other hand produce discontent. In this regard, reward systems usually mean that money is the only factor that motivates employees. In Herzberg's view money is a supposed hygiene factor that produces discontent when received in an inappropriate quantity, but it is not really the possibility for achieving satisfaction or positive motivator. As stated by Herzberg in the Motivator-Hygiene theory the effect of salary generates a short-term friendly feeling, hence the motivators contribute to satisfaction which is more enduring to employees (Axelsson & Bokedal 2009, 16).

According to Axelsson & Bokedal (2009, 16) motivators that produce contentment in an employee and the factors of motivation include acknowledging the worker, success, challenging work, making vital contribution, building trustworthiness and a probable prospect of developing a career and a sense of responsibility are all necessary in the work environment. The hygiene factors are necessities to be certain that an employee does not feel aggrieved or discontent at work. The hygiene factors do not act as an extraordinary form of motivation though without the hygiene factors dissatisfaction among employees is notable as common hygiene factors such as condition of work, money in terms of salary, policies within companies and administration as well.

2.4.1.3 Alderfer's ERG Theory

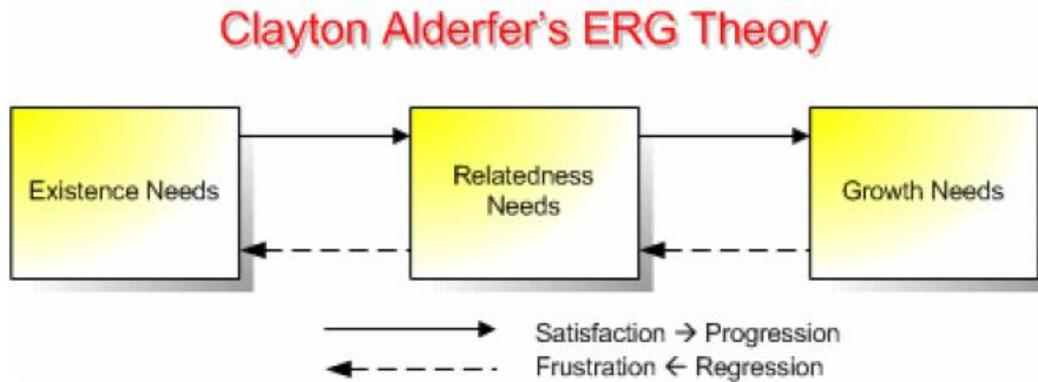


Figure 2: ERG Theory

Source:(http://www.envisionsoftware.com/articles/erg_theory.html)

Motivation is a difficult subject matter in that it has varying degrees of application which are difficult to understand and meet. The ERG theory developed by Clayton P. Alderfer in 1972 identifies three different levels of a model which is in relation to Maslow's Hierarchy of Needs. By explanation of the ERG theory, Alderfer divides it into three distinctive levels of Existence, Relatedness and Growth needs of human behavior (Martin 2001, 408). McShane & Von Glinow (2003, 134) explain Alderfer's ERG theory as a content motivation theory that has three characteristics of need classified in a hierarchical form by which employees advance to the immediate important need when the need beneath is accomplished and when a higher need in the hierarchy has not been fulfilled returns to the lower need.

The existence need explains an individual's physiological needs and needs such as safety which includes the need to satisfy one's hunger, clothing, shelter and good and safe conditions of work which are physically oriented. The relatedness level of the hierarchy accounts for conditions such as the need for individuals to feel wanted by way of interaction, recognition from different people and the ability to have the feeling of security from people in the organization. The growth needs explains that an individual worker or employee have self pride by way of completing a job successfully as well as the idea of self-actualizing(McShane & Von Glinow 2003, 134) .

As the three categories change, managers should be able to identify that each employee has different need which needs satisfaction concurrently. From the ERG theory if attention is paid to a particular need at a time, there is a tendency that it will not motivate efficiently. Again the ERG theory adds that in the event of a higher level need unable to be satisfied, an employee or the person may return to earlier lower level which is not difficult to satisfy. This is best known as the frustration-regression law as this principle affects motivation at the workplace. An example can be that if favorable circumstances are not present for the employees, there is the possibility for the workers to go back to the relatedness needs and socialization with the same employees is clear. In the context of an organizational setting, the recognition by management of these circumstances which prevailed earlier, management can take measures to meet the needs which are frustrated before subordinates are able to attempt to satisfy the growth needs again(Ibid).

2.4. 1.4 McClelland's Theory of Needs

The theory of needs was developed by an American behavioral psychologist David McClelland in 1961 which pays attention to three need levels, namely, achievement, power, and affiliation which are viewed as necessary needs that aid in defining motivation from an organizational perspective. The need to achieve and be successful in connection with predetermined standards to try and be successful in work defines the need for achievement, which is abbreviated as (nAch). Need for power (nPow) recognizes the need to change people to behave in a certain manner in which the individual or group of people would not have operated. (nAff), need for affiliation, describes an employee's willingness for affection and interpersonal attraction and sense of belongingness so that affection recognized by the employee(Robins 2000, 162).

Need for achievement (N-Ach) employees are eager and willing to succeed and require a definite answer from a job performed. N-Ach employees also tend to prevent situations involved in both high-risk and low-risks thereby seeking to gain what are needed for the achievement to be possible. The N-Ach employees tend to avoid low-risk circumstances because according to such employees, easy success achieved is not an authentic success (Ibid).

Considering the need for affiliation (N-Aff), such employees seek to feel loved and allowed into a group by others and these employees or workers work toward the requirements of co-workers. Again N-Aff employees try to make and protect the friendship that exists between them and other workers with dignity of belief and common understanding. The performances of such employees are evident in customer service and in situations where communications with business partners are needed. This emphasizes the fact that people with strong sense of need for affiliation weaken the interest and direction and performance of employees from the organizational point of view (Ibid).

With regards to the need for power (N-Pow) group of workers are those who want to affect people by directing them and the need for organizational influence is likely to be more efficient than people who have extreme personal power need in an organization. Such people with high need for power have the pleasure of being competitive as well as the desire to be in high positions in an organizational setting. From the theory people who need organizational power are very much interested in administrative positions but such workers may lack the necessary efficiency and the skills of personnel in the organization. In most cases, all the three needs exist in each individual that are formed and achieved by the social background of the worker as well as action of life. Training is a possible tool which could be used to change the profile need of an individual; however a need of an individual outweighs the other based on the personal differences. The superiority pertaining to the needs at work will to a larger extent depend on the rank of the individual employee in the organization (Ibid).

2.4. 2 Process Theories of Motivation

In McShane & Von Glinow (2003, 141), the process theory of motivation is centered on the view that effort to work is administered in the direction of a person's way of action.

2.4.2.1 Expectancy theory by Vroom, Porter and Lawler

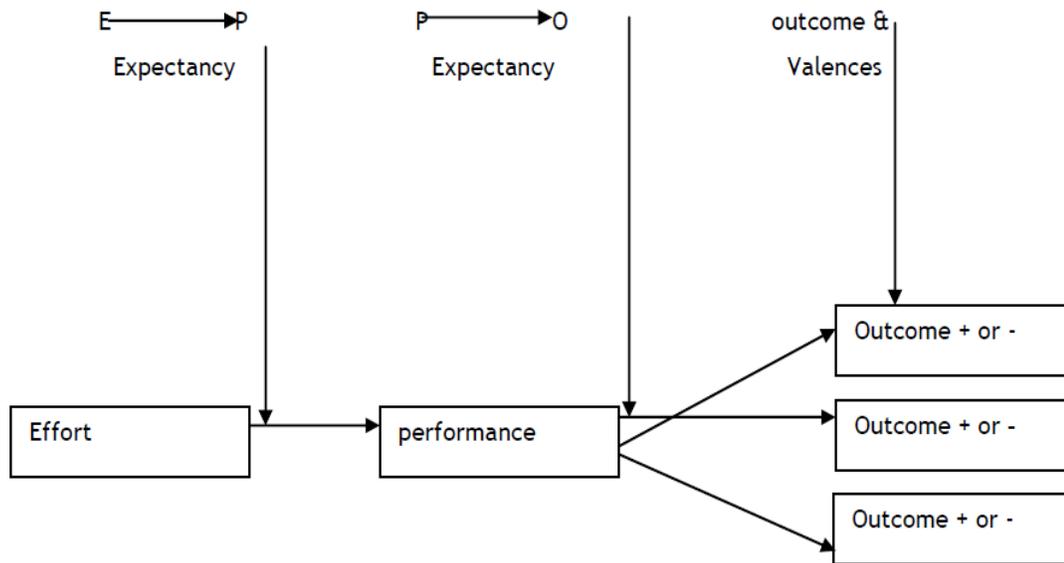


Figure 3-: Expectancy theory of motivation

Source: McShane, S.L. & Von Glinow, M.A. (2003, 142). Organizational Behavior 2nd edition, McGraw-Hill, Irwin

According to Robins & Coulter (2008, 367) expectancy theory explains that an individual is likely to behave in a particular way with regard to the expected outcome that the act will be successful in an event based on the attraction of the individual outcome. This theory was proposed by a Canadian, Victor Vroom as the theory asserts that motivation is ascertained by three factors which include the notion that work will definitely be successful and that an influential performance will be the result of final completion of the work performed, such as reward which will give an individual satisfaction from the consequences of the work.

The expectancy theory approach identifies three levels, namely, Expectancy-to-performance (E-P), Performance-to-Outcome (P-O), and Outcome Valences (O-V). The Figure above indicates that the level of employee's motivation is affected by all the three elements of the model and that the absence of anyone of the components means that motivation is also below expectation (McShane & Von Glinow 2003, 142). For the expectancy-to-performance to be effective there is the need for managers to augment the idea that employees have the ability to accomplish work in

a successful manner. By making this vision clear to employees, workers become aware that management will recognize employees' contribution. In addition, managers in organizations need to have the appropriate skills and understanding by way of providing the necessary preparation and clarity of working conditions to employees. Again, provision of resources needed in accomplishing work is vital in employee motivation and giving not so difficult schedules until workers are able to get mastery of such activities to be performed at work and making available counseling units by way of instructing employees who do not believe in themselves (McShane & Von Glinow 2003, 144). In an effort to improve upon the Performance-to-Outcome expectancies, it is necessary for management to consider and define the scope of employee performance correctly. Irrespective of this employees have the notion that fulfilling a specific assignment will yield favorable results and believe that accomplished performance will not have effect on the outcome of work performed (McShane & Von Glinow 2003, 142 -143).

Apart from this, the most understandable approaches to increase performance-to-outcome expectancies are to determine the scope of employee performance correctly by allocating and holding in high regard rewards to performances of work. Companies or organizations need to frequently explain that rewards are based on performance systems via ceremonies or end of year party of the company (McShane & Von Glinow 2003, 144-145). The third element in expectancy theory concerns valence of outcome, which is defined as the perceived state of comfort or discontent that a person feels with regard to an effect or consequence. An outcome of valence is decided by the ability of an individual's fundamental needs that are linked with outcomes as the events have a definite valence if it has an effect on the employee's need in a direct or indirect way. Though, valence also has an adverse effect on outcome when valence prevents need attainment of employees (McShane & Von Glinow 2003, 143).

Outcomes of achievement have an impact on work when employees appreciate the outcomes. In this endeavor management should be able to develop a system to reward employees who perform well in the organization. The theory also emphasizes that it is necessary to find and reduce counter valent outcomes which have negative valence that leads to reducing reward systems. The

expectancy theory also gives one of the more approachable models for expressing an outcome in advance performance and motivation of employees.

2.4.2.2 Adam's Equity Theory

One of the dominant changes in satisfaction associated with the Porter and Lawler expectancy model approach is the understanding of balanced rewards which confirms a further process theory of motivation which is Equity theory, that can be adapted in a work environment. The theory of equity as usual is connected with the work of Adams (Mullins 2002, 443). Equity theory concentrates on individual perceptions of how equitably people have been treated compared with others in an organization. According to Mullins (2002, 443), the theory is established on the premise that employees anticipate actual outcomes in exchange for an offering or inputs. Social relations include a process of change which may be that an individual might expect a higher position in the organization as a possible result of input in aiding to accomplish a vital organizational objective. Employees choose their own understandable equity of the position assumed in the organization that recognize behavior in equity of change is altered by the favor received between management and different workers in the same organization.

In their book, organizational behavior, the authors McShane & Von Glinow (2003, 147-148) identify six vital ways for checking the unequal treatment of employees in an organization. The authors mentioned the following changing input, changing outcomes, and changing perceptions, moving from unfair work conditions, changing the behavior of comparing others and changing the attitude of the comparison order as the six probable ways of reducing inequity among employees. The authors clarified and discussed the six ways of reducing inequity as changing input which explains that employees who are lowly rewarded consider reducing work and performance if the results of work do not go according to the pay systems as those workers who receive more pay work earnestly to fulfill organizational objectives.

Changing outcomes is perceived as people with low inequity will be anxious for outcomes which are rewarding, but if this plan of action does not materialize, employees begin to change to

actions that are formal, such as engaging in labor union activities to request changes or simply take unnecessary sick leaves, and the act of using company assets for personal use.

In addition, employees or workers tend to disorganize inputs and outcomes to maintain feeling of equity in the company as this action is normally followed by workers who are not very well rewarded, because it is seen as an easier way to augment the anticipated inputs than to request low salary which will mean changing perceptions of employees (McShane & Von Glinow 2003, 148). In addition, for employees to lower the feeling of inequity, employees move away from the unfair work conditions leaving the organization whilst workers depend on the comparison order means of equity in a way to improve by adjusting the comparison other's outcomes. Changing attitude in relation to comparing other implies that if it becomes impossible to change the outcome or input rate by other ways, people change by having a more agreeable input (McShane & Von Glinow 2003, 149).

Equity theory explains that workers are stimulated by certain rewards and similar benefits that exist in the organization and, mostly employees are able to recognize equity that affect an individual's motivation level in the organization. In this regard, managers must recognize efforts and build to maintain equity in the organizational settings. Also, managers have to identify that understanding equity is not just an occurrence of the past as existing attitudes are influenced by a previous approach (Plunkett, Attner & Allen 2005, 438).

2.5 Evaluation of the Theoretical Discussion

In conclusion to the theories discussed above it can be inferred that Maslow's need hierarchy of motivation declares that from the satisfaction of a lower need of the hierarchy the next highest need becomes dominant as an individual's attention is geared towards satisfying the higher need. The needs for self- fulfillment which is difficult or cannot be satisfied, because needs are demanding in that only an unsatisfied need can motivate an individual's behavior and the dominant need becomes the highest motivator of behavior. It can be said that development of the psychological aspects takes place as employees or individuals ascend the hierarchy of needs. It is

not a straightforward progression as the lower need is still existent. The Maslow's hierarchy of need theory states that the high-order of needs for esteem and self fulfillment creates the greatest impetus to motivation as it grows stronger when satisfied whilst the lower needs decline in strength of satisfaction.

The Herzberg theory of hygiene motivators presupposes that if satisfaction of work leads to greater productivity then it is evident that any improvements in motivators should automatically or logically lead to an improvement in performance of work in the organization. The theory suggests that work in itself; advancement and responsibility generate most long-term improvements in job satisfaction, though recognition and achievement are short-term. Herzberg's theory noted that work could be improved by way of restructuring them to increase the level of opportunities available to employees to achieve set goals and objectives which are meaningfully in relation to the work, because interesting assignments are unnecessary but rather should be organized in an exciting way so that the individual who carries out the work can find the operations lead to increased satisfaction.

The Existence, Relatedness and Growth theory of motivation has some similarities to Maslow's theory of need hierarchy, nonetheless the ERG theory consists of only three states or stages which are existence needs, which is the basic needs, relatedness needs which combine the need to be satisfactorily wanting to relate to others in the organization, and growth needs which refer to competence, self development as well as creativity in the work environment. Accordingly, ERG refers to these three stages of human needs in an organization as existence, relatedness and growth, and Alderfer, the proposer of the theory implies that a person may be motivated by several levels of needs at the same time.

The basic motivating desires that constitute McClelland's need theory are the need for power, the need for affiliation and the need for achievement, and all the three drives necessary for management since the entire three have to be recognized to make a well-organized company achieve organizational goals and objectives. This theory explains that persons or groups of people with a high need for power have concerns showing influence and the necessary control as such people generally seek positions of leadership. People with a high need for affiliation

normally gain pleasure and excitement from being loved and try to prevent a pain of potential rejection by opposition groups. Individuals with a high level need for affiliation are probably concerned with keeping pleasant social relationships with people and enjoy a sense of love and understanding as they have the zeal and enthusiasm to comfort and aid others in times of trouble and have affection for friendly interactions. Individuals with a high sense for achievement have success and equally intense possibility of failure in them, as such people seek to be challenged and like to set not impossible goals and prefer to take an approach that is realistic and are likely not to gamble, but in turn prefer to analyze and assess difficulties, take personal responsibility for getting an activity accomplished and work for longer periods.

Expectancy theory consists of two areas of outcomes which are intrinsic and extrinsic motivators. Intrinsic motivation describes how interesting, challenging and meaningful a work is, whereas extrinsic motivation explains work related conditions such as salary and security as the expected outcome or reward. It further states that behavior results from choices that are conscious and individuals are naturally energized to maximize pleasure and excitement which is a positive outcome and the minimization of pain is negative outcome. The theory further explains the rationale that people have different goals, desires and aspirations and can be motivated when the relationship between effort and performance at the level of work rate are specified. Expectancy theory also asserts that when people work in any organization it is expected that greater performance or output will in yield a desired reward and that reward or outcome will satisfy an expected need, as the ability to satisfy a need is to justify the effort. The theory functions well when all the four beliefs are available to an employee to motivate the worker to give the effort which is necessary.

Equity theory clarifies that individuals try to examine the difference between how difficult a work is and outcomes of the work performed and if there is an observed disagreement, unhappiness exist among individual employees. The disagreement may from external sources. This exceptional incident is commonly seen among employees from various or different departments in the same establishment compare salaries with each other, and if there are differences in their salaries as a result of forces that emerge from the outside market, the end

result becomes a tension that exists among employees or the different departments. The theory assumes that if such occurrences happen the employee might lower the level of output or might even complain about the same pay under the equal pay or fair employment laws, as the inequities perceived generate aggrieved employees. This research was conducted based mainly on Maslow's theory of motivation since other theories are based on Maslow's hierarchy of needs theory.

2.6 Performance

Worker performance clearly depends on their level of motivation, which stimulates them to come to work regularly, work diligently, be flexible and be willing to carry out the necessary tasks. The performance and quality of a health system depend on the quality and motivation of health human resources. Therefore, nurses' motivation is likely to have effects on the delivery of health services and the outcome of care and performance of work. Therefore, low motivation and poor job satisfaction have a negative impact on the health sector, harmfully affecting job performance as well as the quality of care. The productivity of nurses is not just a matter of how motivated they are for the job, it is also a matter of how well trained and prepared they are for the job (Carter & Shelton, 2009).

2.7 Motivation and employees performance

The authors of theories presented in previous parts of this paper tried to explain what motivate people to work. The answer to this question is important because it is obviously good to understand what influence people behavior. However, it is not the only reason for a great interest in the topic of motivation. Managers might look for ways to motivate employees because they assume that motivation can lead to some positive outcomes for a company. The question that can be stated is if motivation really has influence on peoples' performance at work. Researches show that indeed there is a relation between motivation and performance (Deci & Ryan, 2005). However, motivation and performance cannot be treated as equivalent phenomena. The distinction between them was noted by Vroom (1964). He suggested that effective

accomplishment of a task is not only related to motivation but also to other factor. His studies suggested that even if people are motivated they cannot perform well if they do not possess abilities to fulfill the task. In Vroom's point of view motivation and abilities are equally important. In his opinion more is to be gained by increasing ability from people who are highly motivated to accomplish the task than from those who are not motivated.

In other words performance is not constantly increasing when level of motivation is rising. Vroom (1964) cited an early study of Yerkes and Dodson (1908) which showed that highest level of motivation does not lead to the highest performance, especially when the task is difficult. In fact, extremely high levels of motivation lead to lower performance than moderate levels. This relation is explained in two ways. First assumes that high levels of motivation narrow the cognitive field. Second suggests that highly motivated people are afraid of failure and that results in a lower performance. Other authors mentioned several factors that might limit employees' performance such as restricted practices of their superiors, limits of company policies and physical work environment –lightening, temperature, noise or availability of materials.

2.8 Why to Motivate Nurses

Nursing is a sensitive career that plays an important role in society. It is a multi skill career that should be rewarded because nurses are the eye of health care staff about patients' condition. Nurses are placed in a work which forces them to deal with pain, sickness, death and depression. They deal with human beings, no mistakes are allowed; it could be a patient life or the patient might be at risk for suffering. The nature of their work is tough and stressful, because of the long working hours, shift working hours, and they have to work during holidays and other occasion time, so they lose their normal life style(Couchmen & Dawson,1995). At the same time, the expression of feeling in front of the patients is not acceptable. The nurse should have the skills and abilities to deal with situations like doing care after death and be sympathy with the family of a patient who died, and continue her work with another patient having a smile on her face. It is the ability and the art of handling stress in a positive attitude (Ibid).

At the end, nurses are human beings who need to be rewarded for their great job in reducing suffering of patients and saving lives at least with a thankful word to absorb their stresses during their work and allow them to be motivated to perform high standard of care, work harder, and move along with their tough career. Unmotivated staff has a bad effect on the delivery of care of patients and the quality of care. If a nurse cannot find anything motivates him/her to do the work, leaving the workplace could be the better idea; instead of doing medical mistakes that could affect their dignity. This may occur as a result of lack of interest to work or work under stress and being less concentrated and less productive. That can explain the presence of shortage within nursing all over the world. So, hospitals need to know how to motivate their nurses and show them that their effort was of value to keep them from burning off. Motivation works as supportive tool that enhances nurses to success and go along with their work. Motivating the nurses is not the only issue, but motivating them in a way having their sense of responsibility toward their work to ensure the safety of the patients (Ibid).

2.9 Cause of de-motivations of nurses

The role of nursing is associated with multiple health care professionals and forced by nurse supervisors and managers, and by medical and administrative staff which increase work overload and conflicting demands and stresses. Role conflict of this kind may be most obvious when dealing with patients who are critically ill and dying. Stress generally detracts from the quality of nurses' working lives, increases minor psychiatric morbidity, and may contribute to some forms of physical illness, with particular reference to musculoskeletal problems, stress and depression. Shortages, overwork and unequal pay can lead to resentment and low morale at hospitals. This in turn undermines the quality of medical care patients receive (Abdalkader and Hayajneh, 2008). Different cause of de-motivation will be discussed below.

2.9.1 Workplace Violence

Violence can occur in many forms. The nurses are at an increased risk for being victims of violence. These include physician to nurse, nurse to nurse, client to nurse and family to nurse violence. This violence can be manifested through physical, sexual, verbal, emotional and psychological actions, violence can occur in other forms such as excessive workloads, unsafe working conditions, and inadequate support. Some findings suggest a direct link between aggression and increases in sick leave, burnout and staff turnover. The costs of improving nursing protection in the workplace should be balanced against the costs associated with the lost hours and turnover resulting from violence against nurses (Abdalkader and Hayajneh, 2008).

2.9.2 Workplace Hazards and Injuries

There are many risks in healthcare that have the potential to cause serious injury. One of the most common risks healthcare professionals, including nurses, may encounter are sharps injuries. Some of these injuries can expose nurses to blood borne infections that are potentially life threatening, such as Human Immunodeficiency Virus (HIV) Hepatitis B Virus (HBV), and Hepatitis C Virus (HCV) (Abdalkader and Hayajneh, 2008).

2.9.3 Long Working Hours

Work patterns of long working hours can also affect nurses' social life. As nurses often has less time to be spent with loved ones. This can lead to impaired relationships. Lack of quality interaction with friends and family also increases the risk of isolation and loneliness. Shift workers may also experience difficulty in accessing adequate childcare services and care. Long working hours has effect on family and social life of the nurses(Abdalkader and Hayajneh, 2008).

2.9.4 Effect of Night Shift

Being that shift workers are required to function against their body's natural rhythm. On average, shift workers get two to four hours less than the recommended eight hours of sleep in twenty-four hours. The human body normally follows a 24-hour cycle called the circadian rhythm. This cycle regulates sleeping, waking, digestion, secretion of adrenalin, body temperature, pulse and many other important aspects of body functions. If a person alters his or her activity patterns, these rhythms can go out of sync, leading to disorientation and feelings of fatigue. Nurses need to increase awareness of shift work's effect on performance and patient safety (Barboza et al, 2008).

2.9.5 Shortage and Turnover Problem

Nursing used to be about caring for sick patients, fixing what was wrong so that they could return to their lives. The challenge of nursing now relates more to wellness approach, accessing information, guiding, teaching, counseling, linking, and collaborating with clients to change their lifestyles. The nursing is a distinct scientific field and autonomous profession whose skilled practitioners save lives and improve patient outcomes every day in a wide variety of settings. Staff shortage is inadequate quantity of skilled nurses in clinical settings that has a significant negative impact on patient outcomes, including mortality. The nursing shortage is literally taking lives, and impairing the health and wellbeing of many millions of the world's people. It is a global public health crisis that has been reported in most countries of the world. The causes of short staffing include poor work conditions, inadequate resources for nursing research and education, nursing is mostly female nature, training of new staff and increased overtime and use of temporary agency staff to fill gaps, and the increasing complexity of health care and care technology (Clavreul, 2004). Turnover expresses the percentage of nurses that are lost each year through retirement, death, international migration or moving to work in another sector of the economy, or due to employees leaving for their own reasons like; career progression, overtime and use of temporary agency staff to fill gaps, better pay in a new job, or dissatisfaction in the current job. Shortage and turnover may lower quality and productivity of

nursing care, due to the loss of work group efficiency and organizational performance. Various indicators can be used to assess the degree of shortages, related to both such as absenteeism, retention rates, vacancy rates and turnover (Ibid).

2.9.6 Feeling Under Paid

It is struck how multi-skilled nurses have to be, and how little this was reflected in their pay. The salary is one of the motivators. Most nurses feel underpaid and undervalued. Nurses have to learn the role of a clerk, counselor, teacher, auxiliary, doctor, psychologist, housemaid and mortician. They have to administer medicines, advise patients and care givers, perform observations, and write handover reports, change beds, work hoists, bath patients, scrub dentures and wash dead bodies. Nursing must be one of the world's most multi-sided occupations. Comparing with other health professionals and the level of responsibility nurses having, they are paid an unfair wage that is not reflecting their workload and level of responsibility. There is a huge difference between nurses' salaries and those of more narrowly specialized personnel like doctors, radiology, and lab technicians. Nurses may acquire ever more skills but it does nothing to improve their status or their income. From unfair salary rankings to understaffing, nurses frustrated and distressed by a system which does not support their concerns and needs. Nursing pay calculations would provide a basis for quantifying and rewarding a nurse's range. It might also motivate them to broaden their skill base constantly to meet changing healthcare demands (Clavreul 2004).

2.9.7 Lack of Appreciation

Many people think that a nursing degree is not as respected as a medical school. It is important to realize that nurses are needed in growing numbers throughout the world. Nurses take care of patients and do a fairly large amount of the physical work involved. As nurses progress through their education, they are placed into clinical settings to obtain real hands on experience. Nurses are not stuck behind a desk for 8 hours a day staring at a computer. They get to interact with many different people on a daily basis. They can specialize in areas such as

renal therapy, emergency room nursing, or surgical nursing. The specialties available are endless. Appreciation is an acquisition of a positive feedback. It is the innate feeling that the work of employees is valued and makes a difference to their performance. Nurses need to feel that, their profession should be seen as important to the workings of the whole team and the effort they do is appreciated. Lack of appreciation has a negative effect on stress and job satisfaction and could adversely influence staff turnover (**Johnson, J. A. 2009**).

Respect from supervisor and other staff by acknowledging their contribution, recognition of their skills, and respecting for their work is consider a way of appreciation. Being part of a team and the sense of belonging is another way makes the employee feel more valued. Nursing appreciation could be a simple thank you from a patient, a respect from a co-worker, or recognition from a supervisor (Ibid).

2.10 Factors Affecting Nursing Motivation and Performance

No one works for free, nor should they. Employees want to earn reasonable salary and payment, and employees desire their workers to feel that is what they are getting .Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value . It has the supremacy to magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity .Research has suggested that reward now cause satisfaction of the employee which directly influences performance of the employee (Kalimullah et al, 2010). Rewards are management tools that hopefully contribute to firm's effectiveness by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees. To use salaries as a motivator effectively, managers must consider salary structures which should include importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on (Ibid).

Empowerment provides benefits to organizations and makes sense of belonging and pride in the workforce. In fact, it builds a Win - Win connection among organizations and employees; which is considered an ideal environment in numerous organizations and their employees. Empowering can flourish virtual human capacities. Empowered employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures. Employees execute their finest novelties and thoughts with the sense of belonging, enthusiasm, and delight, in empowered organizations. Adding up, they work with a Sense of responsibility and prefer benefits of the organization to theirs (Yazdani, et al, 2011). Trust is defined as the perception of one about others, decision to act based on speech, behavior and their decision. If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees' motivation. It can make intrapersonal and interpersonal effects and influence on the relations inside and out the organization (Ibid).

No matter how automated an organization may be, high productivity depends on the level of motivation and the effectiveness of the workforce so staff training is an indispensable strategy for motivating workers. One way managers can instigate motivation is to give appropriate information on the sentences of their actions on others. Motivation at work is widely believed to be a key factor for performance of individuals and organizations and is also a significant of intention to turnover. There is a strong link between job dissatisfaction, lack of motivation and intention to turnover. The hospital managers has to keep the right nurses in the right place, which requires identifying and understanding the factors affecting nurses' motivation and performance. Incentives and rewards are important because they can influence performance (Ibid).

2.11 How Employee Motivation Affects Employee Performance

The extent to which employees are motivated in their work depends on how well those employees are able to produce in their job. Motivation is expected to have a positive effect on

quality performance; employees who are characterized by a high level of motivation show a higher work and life satisfaction. Having a high level of motivation is therefore in itself valuable for employees and a decrease in motivation might affect employees negatively. The motivation leads to high level of initiative and creativity from the employees and where monitoring is difficult, motivation is therefore extremely important for ensuring high quality performance (Clavreul 2004).

2.12 Types of Rewards

Reward system is much more than just bonus plans and stock options. It is a process that reinforces behavior to hit the target and meet the standards. Rewarding performance should be an ongoing managerial activity, not just an annual ritual.

2.12.1 Monetary rewards

When speaking about financial motivators, it means that the employer spends money a lot on the reward directly, or the employee receives some kind of monetary reward. Financial rewards are short-term motivators to employees and are forgotten about later in the employee's careers. This method may not take as long for management, but it also does not have as long as a lasting effect on employees. The most common financial reward is either a cash bonus or a salary raise. With the recent economy, compensation may be more important, but it may not serve as a strong motivator for all. A cash bonus is extra payment on top of the regular salary to encourage employees to work harder and meet company goals. A bonus motivates the employee to understand exactly what the organizational goals are as well as to be a productive employee and make sure the goals are met. There are certain deadlines for bonuses which are usually around Christmas time or in the summer. Bonuses benefit the employee as well as the employer. The employee receives money that they would have not had and the employer gets the best work possible from the employee. An increase in the employee's salary is called a raise. Raises are usually done once or twice a year. These

raises are based on performance, sales, and many other factors that are important to the specific organization. Raises are usually a percentage of the current salary. Raises are also associated with promotions. Promotions and raises motivate employees to be on their best behavior and perform at the top level (Podmoroff, 2005).

An employer can also offer benefits to its employees as a way of compensation and a recruitment tool to attract the most motivated employees. Benefits can range from organization to organization. There are many different packages and the employer has the option to pay for a percentage of the premiums or none at all. The less the employee has to pay, the more they are able to save and are financially motivated. In hard economic times, some employers may use benefits as a form of compensation, which keeps the pay low, but the compensation even or high. The better the benefits package, it could make the company more appealing to candidates in the job market.

Another form of financial motivation is organizations offering employees to participate in a profit sharing program. Profit sharing, as its name implies, means that the employees get a proportion of the profit on top of their regular salary. This type of motivation is usually used in the service sector because it is hard to calculate the employees profit contribution to the company. Profit sharing is a good way to motivate employees because the more profit the company makes, they more they will receive as well. This motivates employees to work harder and be the best employee they can be. This also give the employee a feeling that they are a part of the business since they are directly associated with it. This gives a unique common bond between all employees. A drawback of profit sharing is that there are some employees that will not work as hard as others, but they will still benefit in the profit sharing program (Podmoroff, 2005).

There are many ways to financially motivate employees, but these may become expected or unappreciated. There are different methods for all different sectors of the economy. Not all will work for every type of job, but there should be one that fits for an organization. If these

methods are used properly, they can be extremely helpful tools to motivate employees and have them understand that their work is appreciated. Financial tools are limited due to the direct tie to the budget. Hard economic times make financial tools harder to implement. If employees are used to getting bonuses and one year they do not, they may become discouraged and decrease in productivity. It needs to be noted that managers must be careful with all types of motivation, but specifically with monitories because employees are dependent of financials for their livelihoods. Monetary rewards are certainly the most common approaches used to improve recruitment, retention, motivation and performance. Financial rewards include direct or indirect payment such as wages or salary, bonuses, insurance, merit pay, allowances, loans and tuition reimbursement. Providing adequate and timely reward is important to guarantee the recruitment of motivated and qualified staff (Podmoroff, 2005).

2.12.2 Non-monetary rewards

Unlike financial motivators, non-financial motivators are more plentiful and can bring out the creativity of managers. This method does take more time on the manager, but it has longer lasting effects. If a manager wants to truly motivate their employee, they need to think about the individual and decide what non-financial rewards can be given to a specific employee. It needs to be said that everything requires money whether that be time, resources, materials, etc. In this discussion of non-financial motivation, it means that there is no monetary reward given to the employee, but instead focuses on the emotional needs of the employee. There are a wide variety and many different ways to non-financially motivated employees, but this paper will only focus on a few of them.

Non-financial motivators are based around the idea of recognition, which is found through many surveys to be the key driver of motivation in most employees. The rewards must be meaningful and be given for an action that the manager wants repeated by other employees. To make a reward meaningful, it should be specific to the person receiving it, and it should

have thought put into it. It will mean more to a person if they know the reward is sentimental and meant for them. Employees should not be given a reward for a good effort, but instead on a stellar job on a project or action. It is also important to recognize the employees that are behind the scenes and doing the background work. Without these people, the organization would not stay afloat. There are many different ways to conduct effective recognition. The most basic way is to give a verbal compliment to the employee. This could be an acknowledgement of job well done, a good sale, or a particular action that the employee did that benefitted the organization. The compliment could be done in public or in private. This gives the employee reassurance that they are doing what their managers are looking for and that they are paying attention to the work being done. Secondly, the manager could send the employee an E-mail that explains the appreciation of the employee. This is an immediate way to show gratitude, but an E-mail is less meaningful to an employee as a hand written note. A hand written note shows the employee that the manager took the time to write a message to them. This could be hung in their work space as a “trophy” to other employees (Kafelnikov, 2010).

In summary, non- monetary rewards, includes work autonomy, recognition from supervisors, so employee will feel their efforts are noticed and valued. Career development and Professional growth opportunities will help employees to develop new skills, expand their knowledge, and increase their visibility within the organization, internal promotion opportunities as a long plan, and shift work flexibility (Kafelnikov, 2010).

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

This chapter focus/Describes the research methodology that was used to investigate the effect of motivation on the performance of nurses at Korean hospital. It contained the research design, descriptions of the populations and sample size, data source, data collection tools and process for data collections, Design of the instruments and data analysis procedure provided.

3.2 Research Design

The researcher used both qualitative and quantitative research design. The study was designed with five-point likert-scale questionnaire survey method. Qualitative research design was used because it includes the questions that can be answered through interviewing. The advantage of the qualitative research design is to produce detailed information by exploring the depth and richness of the effects of motivation on performance. Quantitative research design was used because it enables the researcher to extract the information from the opinion of the target respondents. It also helped to describe, examine and conduct a statistical analysis to test the opinion and develop the conclusion of the research (Beryman & Bell, 2003).

3.3 Sampling Technique

Sampling techniques provide a range of methods that enable one to reduce the amount of data needed for a study by considering only data from a sub-group rather than all possible elements. The target population of this study includes all nurse employees of Korean hospital, because the sample size was manageable to analyze. The total population of the study is fifty five consisting of nurses working at different wards in the hospital. Therefore, the researcher used the census sampling technique for this study.

3.4 Source and Tools/Instruments of Data Collection

The study has made use of both primary and secondary data in its construction. Primary data was collected mainly through questionnaires of both types (closed-ended and open-ended) and through interviewing concerned human resource manager and head of nurses to get first hand information. The primary data was used for this study because it helps to answer specific research question and data are current. Secondary sources such as, research papers, published documents, brochures, websites, and the Internet have also been extensively reviewed as references to supplement the primary data obtained through questionnaires. Secondary data was used for the reason that it saves time, money, aids in determining the direction of primary data and it serve as a basis of comparison for other data.

3.5 Procedures of Data Collection

A self administered close and open ended questionnaire used to gather the required primary data. The researcher used close ended questions in order to limit the respondents to the interest of the researchers where as open ended questions were used to allow respondents freely express their feeling/ views about the hospital's motivation practice. Questions for Human resource manager about the motivation scheme used also posed using a non-standardize one to one interview to counter check the information obtained from employee. Therefore, the researcher had employed both interview and questionnaire to collect relevant data for the study. The questionnaire was distributed to the respondents' personally. Hospital documents were also reviewed in consultation with human resource manager upon getting permission from the responsible body. But some documents were not allowed to review for business confidentiality purpose.

3.5.1 Questionnaire Design

Xuan and Yuanyuan, (2009) has discussed five popular ways of collecting and analyzing empirical data in business research by citing Yin (1994). It includes experiments, survey, and analysis of archival information, histories and case studies. The researcher used survey method to reach at the required results. Because in survey method data is standardized and comparison is easy. In this study, self-completed questionnaire with open and closed ended type questions developed. The self-completed questionnaire is very similar method of business research, and the research instrument was made easy to understand and answer. The questionnaire was composed of three parts and a total of mainly 18 with sub-question (see appendix 1). The first part is personal and organizational information of respondents and the second part is general information about motivation. The third parts of the questionnaire focus on motivating and de-motivating factors at the hospital.

3.5.2 Reliability and Validity of Instruments

The accuracy with which things are measured in a study is expressed in terms of validity and reliability. Validity is concerned with whether the findings are really about what they appear to be about (Saunders et al., 2009). Validity represents how well a variable measures what it is supposed to measure. To ensure content validity in this study, a thorough examination was made of the relevant literature. Then, it was pre tested to a sample of 10 respondents using randomly selected respondents. This small size was guided by the suggestion given by Saunder et al (2009) that the minimum of ten samples are adequate for pretesting. Thus, this could help the researcher to know the clarity and meaningfulness of the questions.

Reliability refers to the extent to which the data collection techniques or analysis procedure will yield consistent findings Saunder et al (2009) and Bryman & Bell(2003). Besides all the above, to make sure whether the questionnaires was reliable, valid, free from vague and unclear items, the draft questionnaire was thoroughly discussed with colleagues. Finally, the

advisors thoroughly reviewed and commented on it and approved. After the comment of the advisor, an improvement was made to make valid and consistent instrument. Then, the revised questionnaire was administered to the target population.

3.6 Method of Data Analysis

To fulfill the objective stated, data collected from respondents were coded and processed using the aid of Statistical Packages for Social Science (SPSS) statistical software. The data collected was analyzed using descriptive statistics (with IBM SPSS statistic version 21). Descriptive statistics was used because the study was a survey research to know the opinion and feeling of respondent about motivational practice at Korean hospital. The descriptive statistical technique was done using pie chart, tables, mean, mode, Standard deviation, frequency distribution and percentages. The data was quantitatively analyzed using mean, mode, percentage and standard deviation.

3.7 Ethical Considerations

The researcher sought the necessary permission from the organization for this study and for the questionnaires to be distributed to the respondents. Participants were also made aware that no information would be made public and that the study was for academic purpose only. The final research report made available to any employee of the organization who expresses an interest in reading it.

CHAPTER FOUR RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the view and opinion of respondents regarding motivation and its effect on the performance of nurses working in the hospital. The findings are organized in relation to the questionnaires that direct the study. In the first part personal and organizational information is presented followed by the findings from the questionnaires.

4.2 Personal and Organizational Information

A brief personal and Organizational profile of the respondents that includes, age, gender, highest qualification and years as a registered nurse is provided in this section. This information was obtained from section one of the questionnaires.

Table 1: Bibliographical Profile of Respondents

No.	Variables	Frequency of response			
		Frequency	Percent	Total Number	Total percentage
1.	Gender:				
	Female	32	71.1%	45	100%
	Male	13	28.9%		
2.	Age Range:				
	18-27	15	33.3%	45	100%
	28-37	23	51.1%		
	38-47	7	15.6%		
3.	Marital Status:				
	Single	18	40%	45	100%
	Married	25	55.6%		
	Divorced	2	4.4%		
4.	Qualification of Respondents:				
	Diploma in nursing	19	42.2%	45	100%
	Bsc degree in nursing	26	57.8%		
5.	Job experience Ranges				
	1-5	24	53.3%	45	100%
	6-10	18	40%		
	11-15	1	2.2%		

	16-20	2	4.4%		
6.	Employment Status:				
	Full time	45	100%	45	100%

Source: Data collected by the researcher

Age of respondent is one of the important issues during interpretation of the result. Based on table1 above, the age distribution of respondents indicated that more than half, i.e. 23(51.1%) of the nurses are aged between 28-37, while 15(33.3%) of them are aged between 18-27. The remaining 7(15.6%) fall between 38-47. It can be concluded from the above table that the majority of the nurses at the hospital are at their productive age range and the composition of nurses in terms of age range is good at the hospital.

Some literatures expressed that the nursing profession in Africa is female-dominated. It is also to see how many male respondents participate in the study to know if they will provide any significantly different views from the female respondents. The result from table 1 above revealed that the nurse population is dominated by female nurses (32:71.1%) while 13(28.9%) were male nurses who participate in the survey. It can be concluded from the above data that the majority (71.1%) of the nurses who participated in this survey were female nurses, and this result indicates that the nursing profession is female oriented. However, the result indicates that the profession is female dominated, it does not mean that males are not interested in the profession. The table above indicates that 25(55.6 %) of the respondents are married while 18(40 %) are single. The remaining 2(4.4%) are divorced. The data indicate that majority of the respondents at the hospital are married..

As can be seen from table1, the majority i.e.26 (57.8%) of the nurses possesses Bsc degree in nursing while 19(42.2%) of them have earned diploma in nursing. The result shows that the nurses who are working in the hospital have the required level of education to deliver the health care service. This implies that it is a good advantage for the hospital's strategy application and gives the hospital a competitive advantage because nowadays the health sector industries are in a highly competitive market. In addition to this, the level of qualification possessed helps all respondents to clearly understand the questionnaire and respond them correctly.

The table above indicates that more than half, i.e. 24(53.3%) of the nurses have 1-5 years of experience, and 18(40%) of them have 6-10 years of experience. While 2(4.4 %) of the nurses have 16-20 years of experience and the remaining 1(2.2 %) of the respondents have 11-15 years of experience. Long years of experience shows that there is a relatively lower employee turnover as a result reduce cost of hiring new employees and saves time. This implies that the hospital can achieve its objectives and can maximize its profit.

The above table indicates that all nurses (45:100%) of them are full time workers. This helps the hospital to develop organizational citizen ship employee who can work beyond the call of their duties and responsibility. This may also help the hospital to motivate nurses since job security is one of the motivating factors at the work place.

4.3 Results and Discussion of Motivational Information at the Hospital

The purpose of this section is to present the information obtained from questionnaires as guided by the objective of the study. The statistical information presented was obtained from 45 respondents who are working in different clinical wards of the hospital. This information was obtained from section two of the questionnaire. The researcher used the description of effect of motivation for each variables identified to answer the research questions specified. For this, the mode and mean values of the response rate of each effect are selected to identify the factors that mostly affect nurse’s performance at Korean hospital. This is because; mode shows the iteration or frequency of the response that enables to conclude, and similarly, mean shows the average response rate. In the following section, response rate, incentive schemes, satisfaction level, performance of nurses will be discussed. The response rate is discussed using table two below.

Table 2: percentage of response rate

Questionnaires distributed	Returned question	Response rate
50	45	90%

Source: Data collected by the researcher

As can be seen from table 2, the total population of the survey was fifty five. During the survey period, five of them were on annual and sick leave. Therefore, the researcher distributes fifty questionnaires for the available population personally with envelop. Out of the distributed fifty questionnaires, forty-five was returned with a response rate of 90%. This leads to the conclusion that the unreturned questionnaire will not affect the result of the study. All the returned questionnaires were completed and considered for the analysis.

Table 3: Incentive schemes and Satisfaction of nurses with the incentives

No	Item(Question)	SDA		DA		Neu		A		SA		Total		Mn	Md	Std.dev
		F	%	F	%	F	%	F	%	F	%	F	%			
4.1	Our Hospital has got Incentive schemes.	6	13.3	15	33.3	4	8.9	13	28.9	7	15.6	45	100	3	2	1.
4.2	Satisfaction with incentives	9	20	21	46.7	6	13.3	4	8.9	5	11	45	100	2	2	1.

Source: Data collected by the researcher

Hint

SDA: Strongly Disagree

A: Agree

Md: Mode

DA: Disagree

SA: Strongly Agree

Std.dev: Standard Deviation

Neu: Neutral

Mn: mean

F: Frequency

The above table indicates that the majority, i.e. 21(46.6%) of the nurses either strongly disagree or disagree with the availability of incentive schemes at the hospital. This result is highly supported by the mode value (2) which represents disagreement in the likert scale. On the other hand, 20(44.5%) of the respondents are either strongly agree or agree with the availability of incentive schemes at the hospital. The rest 4(8.9%) of them remain neutral to the questions. The reliability of this result is further supported by the standard deviation value (1.34840) which shows the distance of each alternative from the center value. The result indicates the existence of motivational problem at the hospital. The problem needs management's attention to deal with it and devise strategy to solve the problem and improve performance. This helps the hospital

management to meet its objective if treated well at this stage otherwise it may be out of motivated and interested professionals for their work and turnover of nurses will increase. This data is further supported by the interview result with head of nurses who stated that motivational practice of the hospital is not satisfactory to motivate nurses to the required level. According to her, level of customer satisfaction and quality of service delivered by the nurses is decreasing at the hospital. This indicates that with low level of motivation, nurses are not performing well at work in the hospital and the hospital is going to lose its customers if the service continues in this way.

As can be seen from table3, more than two third i.e. 30(66.7%) of respondents either strongly disagree or disagree with the satisfaction of the existing motivational scheme at the hospital and this is further evidenced by the mean value(2.4444) which indicates that 67% of the respondents were dissatisfied with the current motivational practice at the hospital. This conclusion can be supported by the mode value (2) which represents disagreement with the statement on the likert scale. On the opposite side, 20 %(9) of the respondents either strongly agree or agree that they are satisfied with the existing incentive schemes. The remaining 4(13.3 %) of the respondents are neutral with the statement. The result indicates that with low level of motivational schemes at the hospital, levels of satisfaction of nurses are also low. This has negative effect on the performance of nurses and if not taken care at early stage, it will damage the hospital reputation and profitability. This negative effect on performance was confirmed from the interview result with human resource manager that nurses currently working at the hospital are not producing the required result as customer complain is increasing through time.

Table 4: Extent and necessity of motivation

N	Items	LE		SE		Neu		VGE		GE		Total		M n	M d	Std. dev
		F	%	F	%	F	%	F	%	F	%	F	%			
4. 3	Extent of motivation at work	19	42.2	1 2	26. 7	11	24. 4			1	2.2	45	100	3	2	1.
4. 4	Necessity of motivation at work					2	4. 4	12	26. 7	2	62 .2	45	100	2	2	1.

Source: Data collected by the researcher

Hint: LE: Less extent

VGE: Very great Extent

SE: some extent

Neu: Neutral

GE: Great Extent

The result from the above table indicates that more than two third (31:68.9%) of the nurses are motivated either to a less extent or to some extent to perform well at work and this is supported by the mean value (1.86) which is less than half of the center of the scale (3) indicates that almost 69 % of the respondents are not motivated to the required level. This can be further supported by the mode value (1) which represents less extent in the likert scale. The result indicates that, there is a serious problem with motivation among nursing. On the other hand, 1(2.2%) of the nurses are motivated to a great extent to perform well at work. The rest 11(24.4 %) remain neutral to the statement. This shows that nurses working at the hospital are not motivated as supposed to be and without proper motivational strategy, the hospital will not be productive and this will affect the hospital's ultimate objective, that is, profitability and excellence in health care service. This will ultimately decline service quality and lead the hospital to lose some of its market share.

The result of the analysis from the above table indicates the majority (40:88.9 %) of the nurses said that motivation is necessary for high performance at work. This is supported by the mean

value (4.6) which indicates that nearly 90% of the respondents believe that motivation is mandatory at work for high performance. This conclusion can be supported by the mode value (5) which represents very great extent in the likert scale. The rest 2(4.4 %) of the respondents choose to remain neutral. The result from table 11 indicates that motivation is fundamentally necessary for high performance at any work set up especially at hospitals where employees are dealing with life saving work. This is an accepted fact from the hospital management's viewpoints from interview. The result implies that effective motivational strategy at the hospital will help in providing the required level of health care service delivery and meeting hospital objectives. It is a known fact that motivation enhances the performance of employee at work place but I posed this question purposely to know how important the relationship between motivation and performance at Korean hospital according to nurses view. It can be concluded from table 11 that motivation and performance at Korean hospital is highly related.

Table 5: performance level of nurses at work (n=45)

Item(Q12)	Response	Frequency of response				
		Number	Percent	Mean	Mode	Std.Deviation
How would you Describe your Performance at Work in this Hospital?	very poor	2	4.4%	2.4444	2	.86748
	poor	28	62.2%			
	good	10	22.2%			
	very good	3	6.7%			
	excellent	2	4.4%			
	Total	45	100%			

Source: data collected by the researcher

As can be seen from the result table above, two third (30:66.6%) of the nurses' performance at the hospital is either very poor or poor. The mean value (2.4444) from the table is less than half of the center of the scale (3) which indicates that more than two third (66.8%) of the respondents' performance at work is very poor and poor. This result is supported by the mode value (2) which represents poor performance in the likert scale. On the opposite side, 13(28.9%)

of the nurses performance is either very good or good. The rest 2(4.4%) of the respondents feel the performance of nurses in the hospital as excellent. The reliability of this result is further augmented by the standard deviation value (.86748) that shows the distance of each alternative from the center value in the likert scale. It can be concluded from the table above that there are good and poor performer nurse staffs in which the poor performers outweigh the good performers. This result is supplemented by the interview result from head of nurses who said that there are good performers and at the same time bad performer nurses at the hospital. She stated that currently the hospital is trying to develop a strategy that helps to identify who did well and bad. According to her, the result of the strategy will be used to reward the good performer and penalize the bad one. The overall result indicates that with low level of motivation and satisfaction, nurses are not performing well at their job in the hospital. This certainly affects health care service quality at Korean hospital and increase customers complain.

Table 6: Satisfaction with the current job and management worker relation

N	Items	HDS		DS		Neu		S		HS		Total		Mn	M d	Std. dev
		F	%	F	%	F	%	F	%	F	%	F	%			
4.6	Satisfaction with the current job	1	42.			2	4.4	17	37.8	7	15.6	45	100	3.	2	1.2
		9	2											3		
4.7	Satisfaction With mgt-worker r/n	4	8.9	18	40	1	24.	6	13.3	5	11.1	45	100	2.	2	1.2
						1	4							8		

Source: Data collected by the researcher

Hint:

HDS: Highly dissatisfied

DS: Dissatisfied

Neu: Neutral

S: Satisfied

HS: Highly satisfied

As can be seen from table 6, the mean value (3.2667) result is greater than the center value (3) of the scale. This shows that more than half (53.4%) of the nurses are satisfied with the current job at the hospital. It is also important to note here that with each level of agreement, the mode value

(2) indicates dissatisfaction but when we see in average, majority (24:53.4%) of the respondents are either highly satisfied or satisfied with the current job at the hospital. The rest 2(2.2 %) of the respondents remain neutral to the question. It can be concluded from the table that some of the nurses (53.4%) working at the hospital are satisfied while significant (42.2%) numbers of nurses are also dissatisfied with the current job they are doing. Even though nurses are not motivated to the required level in the hospital and their performance is low, they are satisfied with the job they are doing. This may be due to the reason that they like the profession and or the job. The overall result shows mixed result that needs intervention from management of the hospital.

The result from the above table indicates that nearly half (22:48.9%) of the nurses are either highly dissatisfied or dissatisfied with the existing management worker relationship in the hospital. This is further evidenced by the mean value of (2.7727) which is less than half of the center of the scale. The result indicates that the majority of the respondents are not satisfied with the existing management-worker relationship in the hospital. This result is supported by the mode value (2) which represents dissatisfaction in the likert scale. On the other hand, 11(24.4 %) of the respondents are either highly satisfied or satisfied with the existing management worker relationship in the hospital. The rest 24.4 %(11) of the respondents choose to remain neutral. The overall result shows that management worker relationship at the hospital is not good and need improvement. This kind of relationship is very likely to negatively affect the nurses' performance and hospital's service delivery.

The results from the above analysis are further supported by the interview results conducted with the head of nurses and the human resource manager. According to the interview, both of them agreed that the hospital is not yet having adequate motivational strategy, as a result of this; nurses are not performing well at their work. They also stated that some department heads are not developing good relationship with their subordinates. According to the interview result, currently, the hospital is trying to develop new motivational strategy and new salary scale for its employees. Another important aspect obtained from the interview is that the hospital is occasionally providing flour and oil for the staff for holiday as a gift. The other point obtained from the open ended question (Q9) assured that the type of motivation used at the hospital is

more of monetary as salary increment and little and rare non-monetary incentives like flour and oil are being implemented. The overall interview result indicates that poor incentive type and strategy is implemented that may not motivate nurse staffs of the hospital for long lasting performance at the hospital. This kind of poor motivational practice at the hospital is affecting its service delivery. According to human resource manager, currently; employee turnover is increasing at the hospital. This will affect hospital's service delivery and profitability and increase hospital's hiring costs.

4.4. Results and Discussion of motivating factors at the hospital

In this section, motivating factors obtained from section three of the questionnaire are presented with detail explanations. For each variable one table is prepared with explanation.

Table 7: Description of the extent of fairness of payment for nurse's performance (n=45)

		Frequency of response				
Item(Q15.1)	Response	Number	Percent	Mean	Mode	Std.Deviation
To what extent performance -pay linkage is fair compared to other health workers?	To less extent	19	42.2%	1.9	1	.96295
	To some extent	13	28.9%			
	Neutral	10	22.2%			
	To great extent	3	6.7%			
	Total	45	100%			

Source: Data collected by the researcher

The mean value (1.933) from the above table revealed that more than two third, i.e 32 (70.4%) of the nurses feel that the payment they earn is not fair to motivate them for higher performance. This statement is also strongly supported by the mode value (1) which represents less extent in the likert scale. On the other hand,3(6.7 %) of the respondents feel that they are to a great extent satisfied and/or motivated by the payment they earn, while the rest 10(22.2 %) of them remain

neutral to the statement. It can be concluded from the information obtained that the payment structure of the hospital is not fair enough compared with that of other health institutions, and this will negatively affect the nurses' performance and hospital's profitability. This leads to produce de-motivated and unproductive health professionals at Korean hospital.

Table 8: Description of the extent of effect of money motivation to exert more effort at work (n=45)

Item(Q15.2)	Response	Frequency of response				
		Number	Percent	Mean	Mode	Std.Deviation
To what extent money motivate you for high performance at your work in this hospital?	to less extent	3	6.7%	3.4	3	1.05073
	to some extent	4	8.9%			
	neutral	17	37.8%			
	to a great extent	15	33.3%			
	to a very great extent	6	13.3%			
	Total	45	100%			

Source: Data Collected by researcher

The result of the survey from table 16 above indicates that 21 (46 %) of the respondents feel that money motivates them for high performance to a very great and a great extent. Accordingly, the mean value (3.3778) is greater than the center value of the scale (3). When we see the value of the mode (3) from the result of the above table, it indicates that majority (37.8%) of the respondents are not motivated by money or stay neutral in a sense that they are not motivated by money alone. This shows that money alone may not be an effective motivating strategy for high performance. On the other hand, 7 (15 %) of the nurses consider money as less motivator for better performance. The result shows that money is not motivating nurses equally for high performance. The implication is that management of the hospital need to use both monetary and non-monetary incentives to motivate their employees for high performance.

Table 9: Description on the negative effect of poor remuneration on nurse’s performance (n=45)

Item(Q15.3)	Response	Frequency of response				
		Number	Percent	Mean	Mode	Std.Deviation
To what extent poor remuneration negatively affect your performance at work in this hospital?	to less extent	4	8.9%	3.5238	4	1.27333
	to some extent	6	13.3%			
	neutral	6	13.3%			
	to a great extent	16	35.6%			
	to a very great extent	10	22.2%			
	Total	42	93.3%			
	Missing 99	3	6.7%			
	Total	45	100%			

Source: Data collected by the researcher

As can be observed from table 15 above, poor remuneration affects the performance of nurses in the hospital to a very great extent and to a great extent as confirmed by 10(22.2%) and 16(35.6%) of respondents respectively. Thus, According to 26(57.8%) of the respondents, poor remuneration is very likely to affect the performance of nurses in the hospital. On the other hand, 10(23.2) feel that remuneration affects the performance of nurses negatively to some extent and/or to less extent. However, 6(13.32%) choose to remain neutral. The mean value (3.5238) indicates that majority of respondents agree the negative impact poor remuneration has on performance of nurses. It can be generalized from the data that poor remuneration of nurses in the hospital has the power of negatively affecting their performance at work and this will certainly create de-motivated and unproductive health professionals at the hospital. This will also diminish the quality of the hospital’s service. This at the end led the hospital to lose customers and market share in the health sector.

Table 10: Description of the Extent of equal treatment of nurses at the hospital (n=45)

Item(Q15.4)	Response	Frequency of response				
		Number	Percent	Mean	Mode	Std.Deviation
To what extent Nurses are treated equally at work In this hospital?	to less extent	27	60%	1.9318	1	1.37075
	to some extent	5	11.1%			
	neutral	3	6.7%			
	to a great extent	6	13.3%			
	to a very great extent	3	6.7%			
	Total	44	97.8%			
	Missing 99	1	2.2%			
	Total	45	100%			

Source: Data collected by the researcher

The average value (1.9318) which is less than the center value (3) of the scale indicates that more than two third (32:71.1%) of the nurses feel that management of the hospital does not treat employees equally. This is supported by the mode value (1) which represents to less extent in the likert scale. On the other hand, 9(20%) of the respondents feel that equal treatment in the hospital to a very great extent and/or to a great extent. The rest3 (6.7%) of choose to remain neutral. The overall result of the study indicates that some kind of discrimination among nurses exist at the hospital. This kind of treatment at the hospital will certainly produce de-motivated nurses and nurses who will lack interest to work with their best. This ultimately affects the hospital's service.

Table 11: Description of the extent of job security to motivate nurses for higher performance (n=45)

Item(Q15.5)	Response	Frequency of response				
		Number	Percent	Mean	Mode	Std.Deviation
To what extent Job security motivate you for high performance at your work in this hospital?	to less extent	2	4.4%	4.0698	4	1.05549
	to some extent	2	4.4%			
	neutral	4	8.9%			
	to a great extent	18	40%			
	to a very great extent	17	37.8%			
	Total	43	95.6%			
	Missing 99	2	4.4%			
	Total	45	100%			

Source: Data collected by the researcher

The mean value (4.0698) from the above table indicates that more than half (35:77.8%) of the respondents feel the extent of job security to motivate them is high. This result is further supported by the mode value (4) which represents to a great extent in the likert scale. On the other hand, 4(8.8 %) of the respondents feel that job security motivate nurses either to less extent or to some extent for higher performance. The rest 4(8.9 %) of the respondents remained neutral. The result reveals that job security is one of the most important factors to motivate nurses for high performance at Korean hospital. This seems the strength of the hospital, as all nurse staffs who had participated in this survey are permanent employees and if employees are employed in a permanent basis, they are likely to stay longer in an organization.

Table 12: Description of the effect of positive work environment to motivate nurses for higher performance (n=45)

Item(Q15.6)	Response	Frequency of response				
		Number	Percent	Mean	Mode	Std.Deviation
To what Extent positive work environment Motivate you for high performance at work in this hospital?	To less extent	1	2.2%	4.2667	5	.96295
	Neutral	10	22.2%			
	To a great extent	9	20%			
	To a very great extent	25	55.6%			
	Total	45	100%			

Source: data collected by the research

As can be seen from table 20 above, positive work environment positively affect the performance of nurses in the hospital to a very great extent and to a great extent as assured by 25(55.6%) and 9(20%) of the respondents respectively. Hence, According to 34(75.6%) of the respondents, positive work environment is very likely to positively affect the performance of the nurses in the hospital. On the other hand, 1(2.2%) feel that positive work environment affects the performance of nurses positively to less extent. However, 10(22.2%) choose to remain neutral. The mean value (4.2667) indicates that the majority of the respondents agree the positive impact positive work environment has on performance of nurses. It can be concluded from the data that positive work environment in the hospital has the power to positively affect the performance of nurses at work. This will surely create motivated and productive health professional and improve the quality of health care service at the hospital.

Table 13: Description of effect of internal communication to bring motivated workforce (n=45)

Item(Q15.7)	Response	Frequency of response				
		Number	Percent	Mean	Mode	Std.Deviation
To what extent effective internal communication bring motivated work force at work in this hospital?	to less extent	1	2.2%	3.7500	4	.81054
	neutral	15	33.3%			
	to a great extent	21	46.7%			
	to a very great extent	7	15.6%			
	Total	44	97.8%			
	Missing 99	1	2.2%			
	Total	45	100%			

Source: Data collected by the researcher

As can be observed from table 21 above, 28(62.3%) of the respondent depicted that effective internal communication is very likely to bring motivated workforce at the hospital. On the other hand, 1(2.2%) of the respondent feel that effect of internal communication to bring motivated work force at the hospital to less extent. However, 15(33.3) of the respondents choose to remain neutral. The mean value (3.75) indicates that the majority of respondents agree on the positive impact effective internal communication has to bring motivated workforce in the hospital. It can be generalized from the result that effective internal communication in the hospital has the power to bring motivated workforce at work. This will certainly help the hospital to accomplish its strategic objective easily.

Table 14: Description of the effect of recognition to motivate nurses for higher performance (n=45)

Item(Q15.8)	Response	Frequency of response				
		Number	Percent	Mean	Mode	Std.deviation
To what extent recognition motivate you for High performance at work in this hospital?	to less extent	2	4.4%	4.3864	5	.94539
	Neutral	2	4.4%			
	to a great extent	15	33.3%			
	to a very great extent	25	55.6%			
	Total	44	97.8%			
	Missing 99	1	2.2%			
	Total	45	100%			

Source: Data collected by the researcher

As can be seen from table 22 above, recognition motivates nurses for high performance in the hospital to a very great and great extent as confirmed by 25(55.6%) and 15(33.3%) of the respondents respectively. On the other hand, 2(4.4%) of the respondents feel that recognition motivates nurse for high performance in the hospital to less extent. The rest 2(4.4%) of the respondents choose to remain neutral .The mean value (4.3864) indicates that more than two third (40:88.9%) of the respondents agree on the power of recognition to motivate nurses for high performance in the hospital. This is supported by the mode value (5) that represents the effect as a very great extent in the likert scale. The reliability of this result is confirmed by the standard deviation value (.94539) that shows the distance of each alternative from the center value of the likert scale. The table reveals that recognition is the most important factor to motivate nurses for high performance at Korean hospital. It can be concluded that recognized and motivated nurses perform well at work in the hospital and this will help the hospital to be competitive in the sector and improve the quality of service.

Table 15: Description of the effect of career advancement on nurses performance (n=45)

Item(Q15.9)	Response	Frequency of response				
		Number	Percent	Mean	Mode	Std.deviation
To what extent career advancement motivate you for high performance at work in this hospital?	to less extent	1	2.2%	4.0667	4	.93905
	to some extent	4	8.9%			
	to a great extent	26	57.8%			
	to a very great extent	14	31.1%			
	Total	45	100%			

Source: Data collected by the researcher

As can be observed from table 23 above, career advancement motivates nurses for high performance in the hospital to a very great extent and to a great extent as confirmed by 14(31.1%) and 26(57.8%) of the respondents respectively. On the other hand, 5(11.1%) of the respondents feel career advancement to motivate nurses for high performance in the hospital to some extent and/or to less extent. The mean value (4.0667) from the descriptive statistic result shows that 40(88.9%) of the respondents agree on the positive effect of career advancement to motivate nurses for higher performance in the hospital .The mode value (4) is another evident to certify this, which represents the effect to a great extent in the likert scale. The reliability of this information is assured by the standard deviation value (.93905) which represents the distance of each alternative from the center value in the likert scale. This indicates that career advancement is one important and effective factor to motivate nurse for high performance at the hospital.

Table 16: Description of the effect of good relationship on nurse’s performance (n=45)

Item(Q15.10)	Response	Frequency of response				
		Number	Percent	Mean	Mode	Std.deviation
To what extent good relationship motivate you for high performance at work in your hospital?	To some extent	10	22.2	3.9778	5	1.15776
	to a great extent	16	35.6			
	to a very great extent	19	42.2			
	Total	45	100.0			

Source: Data collected by the researcher

The average mean value (3.9778) and mode value (5) of the survey from the result table indicates that more than two third (35:77.8%) of the respondents viewed the effect of good relationship at work to a very great extent and/ or to a great extent to motivate nurses for higher performance .On the other side, 10 (22.2 %) of the respondents agree on the effect to some extent. The result from table 24 revealed that good relationship at work motivates nurses to exert more effort at the job. This will help the hospital to function well in the sector. It can be concluded from the result that good relationship at work either co-worker to co-worker or co-worker to management should be established for better performance and improved service in the hospital.

Table 17: Description of the effect of more responsibility on nurses' performance (n=45)

Item(Q15.11)	Response	Frequency of response				
		Number	Percent	Mean	Mode	Std.Deviation
To what extent more responsibility motivate you for high performance at work in your hospital?	neutral	1	2.2%	4.6364	5	.53226
	to a great extent	14	31.1%			
	to a very great extent	29	64.4%			
	Total	44	97.8%			
	Missing 99	1	2.2%			
	Total	45	100%			

Source: Data collected by the researcher

As can be seen from table 25, more responsibility at work motivates nurses for high performance in the hospital to a very great extent and to a great extent as confirmed by 29(64.4%) and 14(31.1%) of the respondents respectively. The rest 1(2.2%) of the respondents choose to remain neutral. The mean value (4.6364) from the above table indicates that 43 (95.5%) of the nurses responded that more responsibility motivated them for high performance at work in the hospital. This is further supported by the mode value (5) which represents the effect to a very great extent in the likert scale. It can be conclude from the result that providing employees with more responsibility at work can be a source of motivation for better performance in the hospital.

Table 18: Description of the effect of granting autonomy on nurses' performance (n=45)

Item(Q15.12)	Response	Frequency of response				
		Number	Percent	Mean	Mode	Std.Deviation
To what extent gaining autonomy motivate you for high performance at work in your hospital?	neutral	1	2.2%	4.3409	4	.52576
	to a great extent	27	60%			
	to a very great extent	16	35.6%			
	Total	44	97.8%			
	Missing 99	1	2.2%			
	Total	45	100%			

Source: Data collected by the researcher

As can be observed from table 26 above, granting autonomy at work motivate nurses for high performance in the hospital to a very great extent and a great extent as confirmed by 16(35.6%) and 27(60%) of the respondents respectively. The mean value (4.34) indicates that 43(95.6 %) of the nurses responded that granting autonomy motivated them for high performance at work in the hospital. This is also supported by the mode value (4) that represents the effect to great extent in the likert scale. This is also further certified by the standard deviation value (.52576) that represents the distance of each alternative from the center value of the likert scale. The rest 2 (4.4 %) of them are choose to remain neutral to the question or unwilling to answer. It can be concluded from the result that granting autonomy at work is the most motivating factor and help to produce the desired output in the hospital.

Table 19: Description of the effect of interesting work on nurses performance (n=45)

Item(Q15.13)	Response	Frequency of response				
		Frequency	Percent	Mean	Mode	Std.deviation
To what extent interesting work motivate you for high performance at work in your hospital?	Neutral	1	2.2%	4.6818	5	.51817
	to a great extent	12	26.7%			
	to a very great extent	31	68.9%			
	Total	44	97.8%			
	Missing 99	1	2.2%			
	Total	45	100%			

Source: Data collected by the researcher

As can be seen from table 27 above, interesting work motivates nurses for high performance in the hospital to a very great extent and to a great extent as confirmed by 31(68.9%) and 12(26.7%) of the respondents respectively. The rest 1(2.2%) of the respondents choose to remain neutral. The mean value (4.6818) indicates that the majority of the respondents agree on the positive impact of interesting work to motivate nurses for high performance in the hospital. This result is further supported by the mode value (5) that represents the effect to a very great extent in the likert scale. The result is further consolidated by the standard deviation value (.51817) that represents the distance of each alternative in the likert scale. The result of the study shows that providing interesting work is the most important motivating factor for higher performance at work in the hospital.

Table 20: Description of effect of gaining respect on nurses' performance (n=45)

Item(Q15.14)	Response	Frequency of response				
		Number	Percent	Mean	Mode	Std.deviation
To what extent gaining respect motivate you for high performance at work in your hospital?	to some extent	2	4.4%	3.8409	4	.86113
	neutral	14	31.1%			
	to a great extent	17	37.8%			
	to a very great extent	11	24.4%			
	Total	44	97.8%			
	Missing 99	1	2.2%			
	Total	45	100%			

Source: Data collected by the researcher

As can be observed from table 28 above, gaining respect at work motivates nurses for high performance in the hospital to a very great extent and to a great extent as confirmed by 11(24.4%) and 17(37.8%) of the respondents respectively. Thus, according to 28 (62.2%) of the respondents, gaining respect at work is very likely to motivates nurses for high performance in the hospital. On the other hand, 2(4.4%) of the respondents feel that gaining respect at work motivates nurses for high performance to some extent. However, 14(31.1) of the respondents choose to remain neutral. The mean value (3.8409) indicates that the majority of the respondents agree on the effect of gaining respect to motivated nurses for high performance in the hospital. The mode value (4) prove this result that represent the motivating effect of gaining respect to a great extent in the likert scale. It can be concluded from the result that respecting each other has impact in motivating workers at work place in the hospital to affect performance in a positive way.

Table 21: Description of effect of skill training on nurses performance (n=45)

Item(Q15.15)	Response	Frequency of response				
		number	Percent	Mean	Mode	Std.Deviation
To what extent skill training motivate you for high performance at work in your hospital?	to less extent	1	2.2%	4.5111	5	.81526
	neutral	3	6.7%			
	to a great extent	12	26.7%			
	to a very great extent	29	64.4%			
	Total	45	100%			

Source: Data collected by the researcher

As can be observed from table29above, gaining skill training motivates nurses for high performance in the hospital to a very great extent and to a great extent as confirmed by 29(64.4%) and 12(26.7%) of the respondents respectively. Hence, according to 41(91.1%) of the respondents, gaining skill training at work is very likely to motivate nurses for high performance in the hospital. On the other side, 1(2.2%) of the respondents feel the effect of gaining skill training to motivates nurses for high performance to less extent. However, 3(6.7%) of the respondents are choose to remain neutral. The mean value (4.5) from the above table shows that 41(91.1 %) of nurses believed that gaining skill training has a strong positive effect to motivate nurses for high performance in the hospital. This result is supported by the mode value (5) which represents the effect of skill training to a very great extent in the likert scale. The standard value (.81526) is another evidence to prove the reliability of the result. It can be concluded from the result that providing training and educational opportunity is one means of motivating nurses for high performance in the hospital. There are also some motivating factors obtained from interview and open ended questionnaires. The technology being used at the hospital is one motivating factor for high performance of nurses' staffs of the hospital as stated in the open ended questionnaires and interview results. Some of the nurses also stated that annual get together and site visit will motivate them for higher performance in the hospital.

4.5 Results and Discussion of De-Motivating Factors at the Hospital

In this section de-motivating factors obtained from section three of the questionnaires will be discussed in detail.

Table 22: Description of de-motivation factors on nurses' performance at work (n=45)

De-motivating factors(Q17)	To less extent		To some extent		Neutral		To great extent		To a very great extent		Total	
	n	%	n	%	n	%	n	%	n	%	n	%
Workplace violence	18	40	14	31.1	8	17.8	4	8.9	1	2.2	45	100
Long working hours	3	6.7	13	28.9	4	8.9	20	44.4	5	11.1	45	100
Shortage problems	8	17.8	22	48.9	7	15.6	6	13.3	2	4.4	45	100
Lack of flexible work schedule	1	2.2	10	22.2			27	60	7	15.6	45	100
Workplace hazard and injuries	6	13.3	23	51.1	11	24.4	4	8.9	1	2.2	45	100
Effect of night shift	1	2.2	27	60	12	26.7	4	8.9	1	2.2	45	100
Feeling under paid	0	0	2	4.4	0	0	28	62.2	15	33.3	45	100
Lack of appreciation	0	0	0	0	0		17	37.8	28	62.2	45	100

Source: Data collected by the respondent

One of the research question and objective of the study was to find out what motivate and de-motivate nurses who are working at Korean hospital. As can be seen from table 30 above, more than two third (32:71.1%) of the respondents agree that work place violence de-motivates nurses at work in the hospital to some extent and/or to less extent. On the other side, 5(11.1%) of the respondents feel the effect of work place violence to de-motivate nurses in the hospital to a very great extent and/or to a great extent. The rest 8(17.8%) of the respondents choose to remain neutral. This implies that work place violence has negative impact on nurses' performance in the hospital. From table 30 above, long working hours de-motivate nurses in the hospital to a very

great extent and to a great extent as confirmed by 5(11.1%) and 20(44.4) of the respondents respectively. Thus, according to 25(55.5%) of the respondents, long working hour is very likely to de-motivate nurses working in the hospital. On the other hand, 16(35%) of the respondents believe that long working hours de-motivate nurses working in the hospital to some extent and/or to less extent. The rest 4(8.9%) of the nurses remains neutral to the factor. The result indicates that long working hours at the hospital negatively affect the performance of nurses working in the hospital. This will negatively affect the quality of service delivered in the hospital.

As can be seen from table 30 above, 8(17.7 %) of the respondent indicate that staff shortage problem at work de-motivate nurses working in the hospital to a very great and/or to a great extent. On the other hand, more than two third (30:66.7%) of the respondents believe that Staff shortage problem at work de-motivate nurses working in the hospital to a some extent and/or to less extent. The rest 7 (15.6%) of the respondents choose to remain neutral. It can be concluded from the result that staff shortage at the hospital does not have significant impact in de-motivating nurses working in the hospital. As it can be seen from table 30 above, lack of flexible work schedule de-motivates nurses working in the hospital to a very great extent and to a great extent as confirmed by 7(15.6%) and 27(60%) of the respondents respectively. Hence, According to (34:75.6%) of the respondents, lack of flexible work schedule is very likely to de-motivate nurses working in the hospital. On the hand, 11(24.4%) of the respondents feel that lack of flexible work schedule de-motivate nurses working in the hospital to some extent and/or to less extent. This indicates that lack of flexible work schedule at the hospital negatively affects the performance of nurses working in the hospital. This further affects service quality in the hospital.

As can be observed from table 30 above, workplace hazard and injuries de-motivate nurses working in the hospital to a very great extent and a great extent as confirmed by 1(2.2%) and 4(8.9%) of the respondents respectively. On the other hand, 29(64.4%) of the respondent feel that work place hazard and injuries de-motivate at work to a some extent and/ or to less extent in the hospital. The rest 11(24.4%) of the respondents choose to remain neutral. It can be concluded

from the result that workplace hazard and injuries is not a significant factor in de-motivating nurses working in the hospital.

As can be seen from table 30 above, feeling under paid de-motivate nurses working in the hospital to a very great extent and a great extent as confirmed by 15(33.3) and 28(62.2%) of the respondents respectively. Hence, according to 43(95.5%) of the respondents, feeling under paid is very likely to de-motivate nurses working in the hospital. While 2(4.4%) of the respondents believe that feeling under paid at work de-motivates nurses working in the hospital to some extent. It can be concluded from the result that unfair salary in the hospital negatively affects the performance of nurses working in the hospital and diminish quality of service.

As can be observed from table 30 above, lack of appreciation de-motivate nurses working in the hospital to a very great extent and to a great extent as confirmed by 28(62.2%) and 17(37.8%) of the respondents respectively. Thus, According to 45 (100 %) of the respondents, lack of appreciation at work is the most important de-motivating factors that negatively affect the performance of nurses working in the hospital. This further affect the hospital's service quality. The result of the study indicates that there are various factors that negatively affect nurses' performance at the hospital. It can be concluded from the result that there are different type of de-motivating factors that exists in the hospital with different level of negative effect on the performance of nurses and hospital's service delivery. This factors need management's attention at the hospital for better performance out come. Therefore, the hospital management should prioritize on the most de-motivating factor to control first and then to the least one, so as to improve the performance and motivational level of the nurses.

Result of de-motivating factors from open ended questionnaires was almost the same as the result of the above table. But there was some factors mentioned by the respondents. These de-motivating factors obtained from open ended questionnaires (Q18) and interview was poor departmental relation (communication) while treating patients and poor communication between nurses working in the same department. Working during night time in other department, Lack of

supportive moral, Shortage of time to further advance in education and communication problem with administration was the other most important de-motivating factor obtained from open ended questionnaires. These factors will affect nurses' performance at the hospital if continued in this way. According to human resource manager, currently, the hospital is facing problems in carrying out its strategic plan as per the required level due to lack of motivated and interested workforce. This needs the hospital management's attention to intervene. According to the manager, the hospital is currently trying to develop different strategy to motivate its employee so as to meet its objective as per the required level and time.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter contains Summary of findings, Conclusions and Recommendations. This study was originated from the result of the collected, analyzed and interpreted data about the effect of motivation on the performance of nurses working at Korean General Hospital.

5.1 SUMMARY OF FINDINGS

Based on the result of the study from the collected and analyzed data, the following summaries are made.

- According to 21(46.6%) of the respondents, Korean hospital does not have sufficient incentive schemes.
- More than two third of the respondents are not satisfied with the existing incentive schemes at Korean hospital
- The majority of the respondents performance level at the hospital is not good
- Almost half of the respondents at the hospital are not satisfied with the existing management worker relation at the hospital
- According to 32(70.4%) of the respondents, the payment they earn is not faire to motivate them for higher performance
- More than 70 %(32) of the respondents feel that management of the hospital does not treat employees equally.
- 77.8% of the respondents feel that the extent of job security to motivate them is high
- According to 34(75.6%)of the respondents, Positive work environment positively affect the performance of nurses in the hospital to a very great and a great extent
- 28(62.3%) of the respondents depicted that effective internal communication is very likely to bring motivated workforce at the hospital
- Recognition motivate nurses for high performance in the hospital to a very great /or to a great extent as confirmed by 40(88.9%) of the respondents

- According to 40(88.9%) of the respondents, career advancement motivate nurses for high performance in the hospital to a very great and to a great extent
- More than two third of the respondents viewed the effect of good relation at work to a very great and/or to a great extent to motivate nurse for high performance.
- More responsibility at work motivates nurses for high performance in the hospital to a very great and to a great extent as confirmed by 43(95.5%) of the respondents
- Long working hours de-motivate nurses in the hospital to a very great and great extent as confirmed by 25(55.5%) of the respondents
- Lack of flexible work schedule de-motivate nurses working in the hospital to a very great and great extent as supported by 34(75.6%)of the respondents
- According to 43(95.5%) of the respondents, feeling under paid de-motivate nurses working in the hospital to a very great and to a great extent
- Lack of appreciation de-motivates nurses working in the hospital to a very great and to a great extent as supported by 45(100%)

5.2 CONCLUSIONS

Based on the result of the study from the collected and analyzed data, the following conclusions are made

5.2.1 General Information about Motivation

The overall objective of the study was to identify the effect of motivation on the performance of nurses who are working at Korean hospital and to assess the type of motivational schemes used at the hospital. This study concluded that most of the nurses in the hospital were poorly motivated. This has created negative effect on the level of their job performances and satisfaction level in the hospital. These aspects that have emerged from the study are concluding in detail below.

5.2.1.1 Motivational schemes, satisfaction and performance of nurses at Korean hospital

- ✓ Attempt was made to find out whether there exists incentive schemes or not at the hospital. Hence. 21(46.6%) of the participant of the study was either strongly disagree or

disagree with the existence of motivational schemes at the hospital. This indicates that the hospital does not have sufficient incentive schemes. This negatively affects hospitals service delivery and produce de-motivated and unproductive health professionals. Turnover and absenteeism may also increase at the hospital if this trend continues.

- ✓ 66.67% of the participant of the study was dissatisfied with the existing incentive scheme. Due to this reason, the same percentage of respondents' performance is either poor or very poor at the hospital. This kind of poor performance at the hospital will affect timely accomplishment of strategic plans and other related tasks & diminish health care service quality.
- ✓ Almost half (49.8%) of the nurses are dissatisfied with the existing management worker relationship at the hospital. This kind of relation produce de-motivated nurses who lack interest to work with their best. Turnover and absenteeism may increase at work.
- ✓ The majority of the nurses working at the hospital are satisfied with the current job they do at the hospital. This is a very good advantage for the hospital to be productive if motivation and follow up is implemented and followed.

5.2.1.2 Motivational factors at Korean Hospital

The student researcher was trying to identify which motivational factors motivate nurses from a very great extent to a less extent to perform well at work. The findings are concluded as follows.

- ✓ The result of the study revealed that the payment structure of the hospital is not faire compared to other similar institutions. The student researcher also did not find sufficient payment structure documents from secondary source.46% of the respondent believe that money motivate them for better performance and 57.8% of the respondent agree that poor remuneration negatively affect their performance at work in the hospital.
- ✓ 71.1% of the result shows that there is no equal treatment of nurses working at the hospital. This implies that discriminated employees are not producing the required result
- ✓ The study shows that job security (77.8%) and positive work environment (75.6%) motivate nurses to a very great or to a great extent at work in the hospital. These two

factors help the hospital to produce motivated and better performer nurses if implemented.

- ✓ The study revealed that effective internal communications (62.3%) motivate nurses from great extent to a very great extent at work in the hospital. The hospital may benefit if clear and effective internal communication system is established in the hospital.
- ✓ Interesting work (95.6%), Granting autonomy (95.6%), more responsibility (95.5%), Skill training, Recognition (88.9%) and career advancement (88.9) found to be the most motivating factor at work place. These factors are the most crucial to motivate nurse staffs of the hospital for better performance out comes. The hospital may be benefited out of this if implemented properly. This will help to provide quality health care service.

5.2.1.3 De- motivational factors at Korean Hospital

- ✓ The result of the study shows that Lack of appreciation (100%), Feeling under paid (95.5%) and lack of flexible work schedule (75.6%) found to be the most de-motivating factor at the hospital. These factors need management's attention as they will diminish service quality and profitability. If these factors continue in this way, they will surely negatively affect service quality, increase employee turnover and absenteeism.
- ✓ Effect of night shift(60%),workplace hazard and injuries(51.1%),shortage problem(48.9%) and long working hour(44.4%) are found to be moderately de-motivating factor at the hospital. This also needs close monitoring and follow up as they have negative effect on nurse performance.
- ✓ Workplace violence (40%) found to be the least de-motivating factor at the hospital.

5.3 RECOMMENDATIONS

Based on the result of the study from the collected and analyzed data, the following recommendations are made

The study showed the existence of motivational problems at the hospital. These problems need to be addressed for sustainable progress in improving the performance of nurses within a changing health environment. In this section, some recommendations are proposed for developing and improving performance of nurses with possible strategies that could be implemented according to hospital facility and capacity.

- ❖ It is important to make the nursing profession perceptible. It should reveal a positive image of the caring role of nurses to communities, clients, patients and authorities. For this role to be effective, the management of Korean hospital needs to revise the existing incentive schemes with a positive message and image of nursing.
- ❖ As it was shown from the result, the level of remuneration of nurses was low, so it should be reasonable, proportionate with the work done and responsibilities taken and comparable to equivalent jobs in other hospitals and nurses should be compensated for taking on heavy workloads and additional work done.
- ❖ It is recommended that strategies for acknowledging, recognizing and rewarding nurse should be developed. The hospital management should recognize and acknowledge nurses who are doing a good job under difficult conditions and not only mention the bad attitude of nurses. Some strategies could be borrowed from other similar institutions like granting leave for those working in stressful clinical areas for rest and recovery or giving a yearly prize to the best performer nurse or using it as one criterion for selecting for training opportunities.
- ❖ As it was shown from the result, Gaining skill training was shown as one of the most motivating factor. Hence, to ensure that nurses are kept up –to date, it is very important to prepare skill development program and development of short term-courses. In-service training is most likely to change nurses' behavior when it is interactive, based on real life

problems and combined with continuing and intermittent support. The program may consist of short term courses, workshops and long term courses. The management of the hospital should realize that skill development program and development of course to address the skill gap and should contact with health training providing institution to develop some of the course needed.

- ❖ As shortage was one of the de-motivating factors at the hospital, the hospital management along with its partner should develop initiatives to meet the demand for more nurses and alleviate the work load from the existing nurses. It is important for the hospital management and its partners to give more support on capacity building to the private as well as government health institutions in order to join more students in nursing profession and produce well qualified nurses in terms of quality and quantity.
- ❖ A positive work environment and flexible working hours contributes to job satisfaction and motivation by allowing nurses to work in a safe environment as well as getting free time for social life activities. Hence, The hospital management should maintain a safe and positive work environment that allows the nurse to use their full potential at work or it should ensure the availability of basic supplies and materials, maintenance of equipments and appropriate protective wears. The management should work more to satisfy nurses by establishing a flexible working hours to improve performance level
- ❖ Building a good relationship will increase productivity as a relationship becomes good where there is a reciprocal value among management and nurses. Managing nurses' relationships will improve the level of productivity by bettering nurses' morale, communication and loyalty in the hospital.
- ❖ The management should improve the working condition of nurses through the provision of more instruments and devices for protection from work place hazard and injuries and allow nurses to work in their areas of specialty. There should be regular career advancement and promotion of nurses, as well as encourage and allow them for educational advancement. Offer more opportunities for job advancement and education, in order to allow nurses to completely master their respective positions.

- ❖ Motivation is one of the basic factors in employee working process. So, management of the hospital has to encourage nurses and try to enhance motivational techniques to motivate them towards tasks fulfillments.

5.4 RECOMMENDATION FOR FURTHER RESEARCH

This research paper only covers motivation and its effect on performance of nurse staffs at the hospital. Further research is needed on the entire population of the hospital.

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ANNEX I

St. Mary's University College

School of Graduate studies

MBA program

Questionnaires

Introduction:

I am writing a thesis as part of the requirements for graduation and I have selected your hospital for my study.

Purpose:

I am a graduate student in Master of Business Administration (MBA) at St.Mary's University College. As part of the requirements for graduation, I am collecting data for the thesis entitled 'Motivation and Its effect on the performance of nurses'. The purpose of this study is to assess the effect of motivation on performance of nurses working at your hospital and to suggest solution for improved performance through motivations.

Direction: The questionnaire has three sections. Section one is Personal and organizational information and sections two is motivational information. The last section is about motivating and de-motivating factors. Please give your answer to each of the following questions based on the instruction given in each section.

Note: I would like to assure you that your responses are entirely confidential. No one in the hospital will see the answer you give, so please answer the question as honestly as possible. Thank you in advances for your kind cooperation.

Section one: Personal and organizational information

Instructions: Please give your answer for each question. Read all the answers first and choose the appropriate box by putting a tick mark (√) in the box that contains your answer.

1. Age 18-27 28-37 Years 38-47 years 48-57 years 58-67 years or above

2. Gender Male Female

3. Marital status Single Married Separated or divorced Widowed

4. What is your higher qualification in nursing?

Diploma Bsc in nursing Master degree PhD/MD/MPH

5. How many years have you been a registered nurse?

1-5 years 6-10 years 11-15 years 16-20 years

21 years & longer

6. What is your employment status in this hospital?

Fulltime Part- Time Contract Other (please specify) -----

Section two: Motivational Information

Instruction: Please indicate your level of agreement or disagreement with the following statements and Circle /mark the number that contains your answer which is closest to your opinion.

7. Our Hospital has got incentive schemes.

Strongly agree (5) Agree (4) Neutral (3) disagree (2) strongly disagree (1)

8. I am satisfied with the existing incentive schemes.

Strongly agree (5) Agree (4) Neutral (3) disagree (2) strongly disagree (1)

9. Could you please describe/list the type of incentives used in this hospital?

10. To what extent are you motivated to perform well in your work?

To a very great extent (5) to a great extent (4) to some extent (3) Neutral (2) to less extent (1)

11. To what extent Motivation is necessary for high performance in this hospital?

To a very great extent (5) to a great extent (4) to some extent (3) Neutral (2) to less extent (1)

12. How would you describe your performance at work in this hospital?

Excellent (5) very good (4) Good (3) poor (2) very poor (1)

13. How satisfied are you with your current job in this hospital?

Highly satisfied (5) Satisfied (4) Neutral (3) Dissatisfied (2) highly dissatisfied (1)

14. How satisfied are you with the existing management-worker relationship at this hospital?

Highly satisfied (5) Satisfied (4) Neutral (3) Dissatisfied (2) highly dissatisfied (1)

Section three: What motivate and de-motivate you?

Direction: - Each question is presented as statement. Please read the statement carefully before you choose. When answering question, remember that there are no right answer. It is your honest opinion that counts, not what you think you should say or what other people would say.

15. Please indicate to what extent do the following motivation schemes affect your performance at work? Indicate your answer by putting a tick mark (√) at the appropriate number. Please indicate your answer as follows:

Statement	Code
To a less extent	1
Neutral	2
to some extent	3
To a great extent	4
To a very great extent	5

S.N	Statement	1	2	3	4	5
15.1	The payment I get is fair comparing with other health workers					
15.2	Money motivates me to exert more effort in my work/performance					
15.3	Poor remuneration negatively affect my performance at work					
15.4	Nurses working at the hospital are treated equally					
15.5	Job security motivates me to a higher performance					
15.6	Positive working environment is important for me to perform well in my job					
15.7	I believe having an effective internal communication channel is what it takes to bring about a motivated workforce.					
15.8	When I received recognition, I am more motivated to perform well					
15.9	If I get career advancement, I will be motivated to perform well					
15.10	Good relationship with whom I work is a motivating factor to perform well					
15.11	More responsibility in my job motivates me to a higher performance					
15.12	If I am granted autonomy at work, I will be motivated to perform well					
15.13	I am motivated to perform well by interesting work					
15.14	Gaining respect from other motivates me to perform well in my job					
15.15	Skill training provide me the confidence to put more effort to perform well in my work					

16. If there is any other factor that you find motivating at work, please list/state it here?

17. Please indicate to what extent the following factors de-motivate you at work by putting a tick mark (✓) at the appropriate number that represent the factor based on the code given below. Please indicate your answer as follows:

Statement	Code
To less extent	1
To some extent	2
Neutral	3
To a great extent	4
To a very great extent	5

De-motivating factors	1	2	3	4	5
17.1 work place violence					
17.2 long working hours					
17.3 shortage problem					
17.4 unreasonable work load					
17.5 lack of flexible work schedule					
17.6 work place hazard and injuries					
17.7 effect of night shift					
17.8 feeling under paid					
17.9 lack of appreciation					

18. If there is any other factor that you find de-motivating at work, please list/state it here:

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Thank you very much for your cooperation!!