

Impact of Motivation on Job Satisfaction among Nurses of Services Hospital Lahore

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ABSTRACT

Aim: To identify association between motivation and job satisfaction, to determine relationship between reward and job satisfaction, to identify relationship between promotion and job satisfaction and to assess the association and relationship between job security and job satisfaction.

Study Design: The descriptive cross sectional study design used to assess the impact of motivational factors extrinsically like reward, promotion and intrinsically like job security on job satisfaction

Place and duration of study: services hospital Lahore from Jan 2016 to June 2016

Methods: The descriptive cross sectional study design used to evaluate the impact of motivational factors extrinsically like reward, promotion and intrinsically like job security on job satisfaction .A quantitative data was collected in services hospital Lahore that consisted of 222 staff nurses according to sample size out of 500 population All indoor staff nurses working in services hospital Lahore were included. Nurses who were working in emergency, outdoor, intensive care unit and Operation Theater were excluded. Data was collected through simple random sampling technique.

Results: My job is satisfying question showed that 27(12.3%) participants were strongly disagree. 18(8.2%) participant were disagree. 44(20%), 79(35.9%) were agree. Furthermore, 52(23.6%) strongly agree. My job is exciting question had following response Q2: 23(10.5%) participants were strongly disagree 6(3.5%) participant were disagree, 6(3.5%), 59(26.8%) were agree. Furthermore, 23(10.5%) strongly agree. Job gives sense of accomplishment showed this response. 32(14.5%) participants were strongly disagree 61(27.7%) participant were disagree, 75(34.1%), 31(14.1%) were agree. Furthermore, 21(9.5%) strongly agree.

Conclusion: Both motivational factors like extrinsic motivation in term of reward, promotion and intrinsic motivation in term of job security have a positive impact on job satisfaction. Job satisfaction of healthcare workers is also an essential part of ensuring high quality care. Reward, promotion and job security is a great motivator of job satisfaction

Keywords: Motivation, Job satisfaction, reward, promotion, job security

INTRODUCTION

The concept of job satisfaction is widely studied in the field of psychology, sociology and organizational behavior for several reasons. Many studies defined job satisfaction as it is related to a person complete attitude towards life and effects of satisfaction on his or her life as a whole" (Mazerolle et al 2012).while (Bahalkani et al, 2011).suggest that it is the level to which workers like their jobs.

Job satisfaction is a significant factor to enhance the efficiency, creativity and quality of work in an organization and societies. In health care setting, job satisfaction among nurses is necessary because job

satisfaction is a source of full filling the roles and responsibilities of nurses in patient's care (Bahalkani et al, 2011). Importance of job satisfaction can be understood easily because it is most researched topic abroad and as well as in Pakistan. Organization can be productive at supreme level by attaining the maximum level of job satisfaction specially, in the health care settings job satisfaction of nurses and all employee effect on patient care and outcomes of organization (Bahalkani et al, 2011).

Furthermore, many studies have shown that job satisfaction can be achieved by motivation (Singh et al, 2012).Because motivation is essential for attaining the job satisfaction among nurses. Motivation is key for appropriate management which can be extrinsic and intrinsic. Employee can be motivated through extrinsic motivational determinants in form of reward e.g. Salary, benefits promotion, supervision, compensation, working environment, positive feedback from supervisor, power and intrinsically like

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need of achievements, need for affiliations, job security, achievements, responsibilities and recognition (Farooq & Hanif, 2015). We can make employee most satisfied with their jobs by providing extrinsic and intrinsic motivational support (Farooq & Hanif, 2015).

Extrinsic motivation can be provided by offering the employee rewards like attractive salary, timely and fairly promotions but the reasonable reward system is very essential and supportive for achieving the basic objectives of an organization if the employees feel unrewarded they will not be satisfied and will leave the organization (Farooq & Hanif, 2015). Reward in shape of handsome salaries make the nurses most satisfied with their job. The majority of nurses also mentioned a good salary as their leading motivator. Therefore, pay directly or indirectly a source of motivation for nurses (Khan et al 2015). Promotion is evident element for job satisfaction many studies showed that promotion is much important for employee and organization timely promotions in nursing profession will give a chance to provide best care to the patient and maximum productive output to the health care setting. Promotion has a positive association with job satisfaction but the workers can be motivated in attaining the job satisfaction by fair promotion strategies and promotion should be merit and seniority base (Khan et al 2015).

On the other hand, Employee can be satisfied with job by motivating intrinsically after providing them the job security. A feeling of job security is the core motivator of reaching the highest level job satisfaction because many studies has shown that there is a progressive link in the job security and job satisfaction. Because insufficient income, lack of promotion and job insecurity has negative effect on level of job satisfaction (Khan et al, 2015). Low salary packages has a negative impact on job satisfaction among nurses in hospital setting which may has adverse effect on efficient nursing care as dissatisfied nurses will not be able to fulfill their responsibilities in providing care to the patients. Moreover, low income is barrier in the way of professional success nursing profession can be more established with the delivery of appropriate salary according to work burden (Bahalkani et al, 2011).

The aim of this study is to determine the impact of intrinsic and extrinsic motivational factors on job satisfaction. The impact was assessed through both extrinsic factors like reward (Salary & benefits) promotion and intrinsic factors like job security. Both extrinsic and intrinsic motivational factors affect job satisfaction.

This study will be helpful for the nurse's motivation towards their job it will increase overall

performance of nurses which will increase and improve the productivity of a health care organization. Policy maker will take decision about extrinsic motivational factors like reward, promotion and intrinsic factors like job security, ultimately nurses will be satisfied. Nurse's satisfaction can improve their productivity by motivation in the long run organization prestige will be enhanced.

MATERIAL AND METHODS

The descriptive cross sectional study design was used to evaluate the impact of motivational factors extrinsically like reward, promotion and intrinsically like job security on job satisfaction. A quantitative data will be collected in services hospital Lahore that consist of 222 sample size including all staff nurses out of 500 population. The inclusion criteria will be all indoor staff nurses working in services hospital Lahore and all staff nurses will be excluded who are working in emergency, outdoor and ICU and operation theater. Data was collected through simple random sampling technique. And questionnaires have five point Likert scale for data collection distributed to nurses and scale on job satisfaction adapted from Churchill et al, (1974) and Spector (1994) other both scales for reward and promotion taken from Moncarz et al. (2009). Moreover, third scale of my study adapted from Esen (2003). The data will be examined by SPSS version 21 and descriptive statistics will be used and to check reliability and validity regression test will be used. Informed consent will be taken from all participants and all the information will be kept confidential.

RESULTS

In this study different age group were included. 34% participant were from 15 years to 20 years age group. 55% participant were 21 years to 25 years age group. 26 years to 30 years participant 11%. Out of these there were 91.8% female nurses and 8.2% were male nurses of the services hospital. Total 222 participant were included in this study and 91% participant were nursing diploma holder in 9% were specialized in nursing field. In this study 53% people were those who were 1_5 years experienced, 26% were 6_10 year experienced 15% were those who have less than 1 year experienced and 5% participant were those who were above 10 year experienced.

Job satisfaction was the independent variable of this study. Job satisfaction has a great impact on efficiency and productivity of health care organization. Organizations should make their employee most satisfied with job to increase the

working power of their employee and employee can be motivated extrinsically and intrinsically by giving the rewards (salary, benefits), promotion, and job security. which are the dependant variable of this study if the employee will be motivated and satisfied with their jobs the overall work performance will be increased and ultimately nurses will be able to provide the best nursing care to the patients.

Reliability Assessment: Table 5 presents Cronbach's alpha for four scales used in the study. Cronbach alpha is the most commonly used measure of scale reliability (Cortina, 1993). Cronbach alpha above 0.70 is considered to be the acceptable indicator of internal consistency reliability (Santos, 1999; Bryman & Cramer, 2005; Pallant, 2007; Hair et al., 2006).The alpha values of job satisfaction and promotion were above .835 which was acceptable. Its means that internal reliability of the scale was accurate

The alpha values of job satisfaction and reward were above .7 which was acceptable. Its means that internal reliability of the scale was accurate. The alpha values of job satisfaction and reward were above .646 which was acceptable. Its means that internal reliability of the scale was accurate.

Motivation - outcomes relationships: Table 8 present the results of the impact of motivation on job

satisfaction among nurses As result of Simple regression are displayed in (Table no11). Results revealed the impact of extrinsic motivation like reward and promotion and intrinsic motivation like job security significantly predicted on job satisfaction among nurses. With beta value of promotion .383 (p=.000)

Table 1:

| | |
|---------------------------|----------|
| Male | 34(8%) |
| Female | 202(92%) |
| Age group in years | |
| 15-20 | 58(34%) |
| 21-25 | 93(54%) |
| 26-30 | 20(11%) |
| Experience | |
| Less than 1years | 34(15%) |
| 1- 5 years | 117(53%) |
| 6-10 years | 58(26%) |
| more than 10 years | 11(5%) |
| Marital status | |
| Married | 82(63%) |
| Unmarried | 138(37%) |

Table 2: Frequency distribution table of job satisfaction (n=222)

| Questionnaire job satisfaction | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|--|-------------------|-----------|-----------|-----------|----------------|
| My job is satisfying. | 27(12.3%) | 18(8.2%) | 44(20%) | 79(35.9%) | 52(23.6%) |
| My job is exciting. | 23(10.5%) | 6(3.5%) | 59(26.8%) | 56(25.5%) | 23 (10.5%) |
| My job gives me a sense of accomplishment. | 32(14.5%) | 61(27.7%) | 75(34.1%) | 31(14.1%) | 21(9.5%) |

Table 3: Frequency distribution table of promotion

| Questionnaire job satisfaction | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|----------------------------|-------------------|------------------|----------------|-------------------------|
| Questionnaire promotion | Strongly disagree F(%f) | Disagree F(%f) | Neutral F(%f) | Agree F(%f) | Strongly agree F(%f) |
| I am satisfied with my chances for promotion | 12(5.5) | 24(10.9) | 54 (10.5) | 53(24.1) | 77(35.0) |
| There is really too little chance for promotion on my job | 37 (16.8) | 19(8.6) | 35(15.9) | 61(27.7) | 68(30.9) |
| I have Opportunity to continually advance to more senior position | 31(14.1) | 27 (12.3) | 36 (16.4) | 72(32.7) | 54(24.5) |
| My establishment support promoting employees from within organization | 18(8.2) | 20 (9.1) | 61 (27.7) | 81 (36.8) | 339(17.7) |
| My establishment post job openings so existing employees can apply | 11(5.5) | 20(9.1) | 63(28.6) | 79(35.9) | 47(21.4) |

Table 4: Frequency distribution table of reward

| Questionnaire Reward | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|-------------------|-----------|-----------|----------|----------------|
| There are few rewards for those who work here | 13(5.9) | 6 (20.7) | 7 (3.2) | 72(32.7) | 72 (32.7) |
| I don't feel my efforts are rewarded in the way they should be. | 46(20.9) | 44(20.0) | 59 (26.8) | 45(20.5) | 25 (11.4) |
| The benefits we receive are as good as most other | 33 (15.0) | 57 (25.9) | 71 (32.3) | 33(15.0) | 54(24.5) |

| | | | | | |
|--|---------|----------|-----------|-----------|-----------|
| organizations offer | | | | | |
| I am not satisfied with the benefits I receive | 18(8.2) | 20 (9.1) | 61 (27.7) | 81 (36.8) | 339(17.7) |
| My establishment post job openings so existing employees can apply | 11(5.5) | 20(9.1) | 63(28.6) | 79(35.9) | 47(21.4) |

Table 5: Frequency distribution table of job security

| Questionnaire job security | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|-------------------|-----------|-----------|----------|----------------|
| I have Deriving standing and feeling of importance from work and job security | 25 (11.4) | 39(17.7) | 68 (30.9) | 44(20.0) | 44 (20.0) |
| I have Secure, permanent and reliable job position | 8 (3.6) | 37 (16.8) | 44(20.0) | 59(20.5) | 71 (32.3) |

Table 6: Reliability of constructs

| Variable of study | No. of items | Cronbach's alpha |
|-------------------|--------------|------------------|
| Promotion | 04 | .835 |

Table 7: Reliability of constructs

| Variable of study | No. of items | Cronbach's alpha |
|-------------------|--------------|------------------|
| Reward | 05 | .7 |

Table 8: Reliability of constructs

| Variable of study | No. of items | Cronbach's alpha |
|-------------------|--------------|------------------|
| Job security | 02 | .646 |

Table 9:

| | B | SE | β | P |
|--------------|-------|------|------|------|
| Constant | 1.615 | .307 | | .000 |
| Promotion | .304 | .051 | .383 | .000 |
| Reward | .060 | .064 | .064 | .354 |
| Job security | .095 | .049 | .130 | .055 |

DISCUSSION

Motivation has strong association and relationship with job satisfaction. In this study both extrinsic motivational factors like reward, promotion and intrinsic motivational factors like job security assessed. The purpose this study was to assess the impact of motivation on job satisfaction among nurses of Services hospital Lahore. Results showed that 45 % of the participants were not satisfied with job due to lack of motivation in term of poor salaries, insufficient chance of promotion and lack of reward and it was badly affecting the work out of health care setup.

In a study by Parvin & Kabir,(2011) the 49% participant reported the are not satisfied with their job due to lack of promotion and insufficient salary .and these two factors were leading cause of job dissatisfaction.

Further more , 17out of 50 respondents were not happy with their job security and other findings of this study was that motivational factors are directly linked with job satisfaction and an organization can work efficiently by motivating their employee in term of handsome salary ,reward ,promotion and job security .In given study 55% agreed that rewards in term of salary are the great motivator for employee

to work efficiently as it was also reported by H.Feredic et al ,(2009) that extrnal motivational factors like reward,promotion has a great influence on job satisfaction 38%participant reported that they are dissatisfied with pay and reward system and avilability of these motivational factor will increase the job satisfaction of employee which make the employee more motivated and dedicated to their work and as well as with their organization.

CONCLUSION

Both motivational factors like extrinsic motivation in term of reward, promotion and intrinsic motivation in term of job security have a positive impact on job satisfaction. Organization can work efficiently with innovations by making their employee most satisfied with their work place. Nurses always work hard beyond their capacity of working .Health care organization can motivate their nurses with reward, promotion and job security. Job satisfaction of healthcare workers is also an essential part of ensuring high quality care. Reward, promotion and job security as a great motivator of job satisfaction

Recommendations: All health care organization should take the extrinsic motivational factors like reward, promotion and intrinsic motivational factors

such as job security as base of job satisfaction because only satisfied and motivated employee can make an organization more efficient and productive.

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