

FACTORS ASSOCIATED WITH WORK MOTIVATION FOR HOSPITAL NURSES: A SCOPING REVIEW

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ABSTRACT

INTRODUCTION:

The performance and quality levels of care by the nursing service system depends on the motivation levels of nurses. The aim of this research is to map the factors related to the work motivation of nurses in hospitals.

METHODS:

The literature search was conducted using PubMed, Science Direct, ProQuest, Garuda Portal, and the National Library. Articles included in the search were primary cross-sectional, case-control, cohort, randomized control trials (RCT), and non-RCT studies.

RESULTS:

This review identified 12 studies that were eligible for inclusion. Five studies were conducted in Indonesia. All articles were cross-sectional. Based on the results of the research, it was indicated that there are intrinsic and extrinsic factors involved in motivation for nurses. Intrinsic factors identified were associated with potential development needs, reward, nature of work, intrinsic effort, experience, commitment, intrinsic motivation, interest in community nursing, interest in basic nursing, interest in gerontological nursing, careful nursing, age, recent education, achievement, recognition, responsibility, shared values. Extrinsic factors related to working environment conditions, living conditions, salary, supervision, benefits, coworkers, communication, extrinsic effort, having children, marital status.

CONCLUSION:

Factors associated with the work motivation of nurses in hospitals can be grouped as intrinsic and extrinsic factors.

KEYWORDS

Motivation; Intrinsic factors; Extrinsic factors; Performance

INTRODUCTION

According to the Law of the Republic of Indonesia 2009, a hospital is a health service organization that provides comprehensive individual medical services including inpatient, outpatient, and emergency services. As a health service institution, the hospital is responsible for patient health and services. Good performance of hospital human resources are key indicators in service [1].

The performance and quality of a nursing service system depends on the motivation of the nurses. Motivation is the stimulus or reason for an individual's enthusiasm to do something to achieve a certain goal. Motivation includes responsibility, achievement, recognition, work, progress, development, and so on. Motivation can be divided into two parts, namely intrinsic and extrinsic motivation. Nurses who have good motivation will be encouraged to do something to achieve goals. The challenges faced by nurses are job demands that require better performance to ensure good quality of service. They also have different needs and goals. Therefore, motivation becomes important for them from both internal and external sources [2-5].

The standard of providing good service by nurses require skills and knowledge. However, the presence of motivation is fundamental. According to Herzberg's theory, the performance of nurses can be influenced by internal motivation such as desire to succeed, receipt of rewards, potential for individual development, work and responsibility. Meanwhile the external motivation originates from hospital regulations and management, supervision, safety and security, and working conditions. Therefore, motivation cannot be separated as part of an organization and service to move and guide employees (i.e., nurses) in determining and achieving the goals [3, 4, 6, 7].

The World Health Organization shows that Indonesia is among the five countries with the lowest motivation of health workers, together with Vietnam, Argentina, Nigeria, and India due to the welfare fulfillment aspect. Several factors that contribute to this problem including low salary, inappropriate service structure and remuneration, lack of supervision and strict sanctions of hospital administration, lack of hospital intention, high work demands, lack of bonus and promotion even additional salaries. These problems need attention so as to avoid motivation problems for nurse [8].

In this context it was identified that a systematic analysis was required about some published articles to identify the potential factors that can affect the work motivation of nurses in hospitals. This included scoping issues to ascertain which of them belong to internal or external factors. The present study can provide scientific information about potential factors and their classification related to work motivation in hospital nurses.

METHODOLOGY

This research used a synthesis study method with a scoping review. The development of the scoping review utilizes the Joanna Briggs Institute (JBI) framework [9], and the checklist items for reporting scoping reviews are from the Preferred Reporting Items for Systematic Reviews and Meta-Analyses for Scoping Reviews (PRISMA-ScR) [10].

Research strategy: A comprehensive research strategy was conducted to identify published and unpublished studies. The following databases were searched: PubMed, ProQuest, Science Direct, Garuda Portal, and National Library. A three-step search approach was used to identify relevant studies. Step 1 - Identification. This stage began with entering search terms in each database and checking the filters according to the inclusion criteria. For Step 2 - Screening. Article screening was performed on each database by considering the inclusion and exclusion criteria. In Step 3, the reference lists of all included papers were searched for additional studies. Articles were written in English and Indonesian and published in the last 5 years (from 2018 to 2022).

Study/Source of evidence selection: All identified citations were uploaded to Elsevier's Mendeley management software. The inclusion criteria provided a guide to clearly understand the researcher's proposed idea that referred to the Population/Problem, Concept and Context (PCC) elements therefore the literature search could be conducted effectively [11]. Full-text studies that did not meet the inclusion criteria were excluded.

Data extraction: Data were extracted from eligible articles using a data extraction instrument including 1) characteristics of the included studies including author, year, title, purpose, setting, design and sample; 2) relevant data to the research objectives including author, year,

motivation instrument, dimensions, factors related to motivation and relevant outcomes.

Data analysis and presentation: The extracted data were presented descriptively to identify and summarize research evidence on the topic, including the identification of research gaps. To answer the research questions, various factors may be related to nurses' work motivation. The results of the review presented as a data map in tabular form and in a descriptive format aligned with the research objectives.

RESULTS

Table 1 and Figure 1 shows that 253,952 articles were identified from 5 databases and only 3,119 met the

inclusion criteria for screening. 44 articles were further examined in full text. 32 articles were excluded for several reasons. Finally, it was included only 12 articles to be reviewed further.

Eleven of the 12 studies were from Asian countries that there are five articles were conducted in Indonesia. All articles used cross-sectional design. One study used probability sampling, two studies used cluster design, and nine studies used descriptive method which three of them were descriptive correlation. In seven studies, the main objective was to determine the factors that influence motivation. Population sizes ranged from 32 to 1,341 nurses (Table 1)

FIGURE 1. PRISMA FLOW CHART

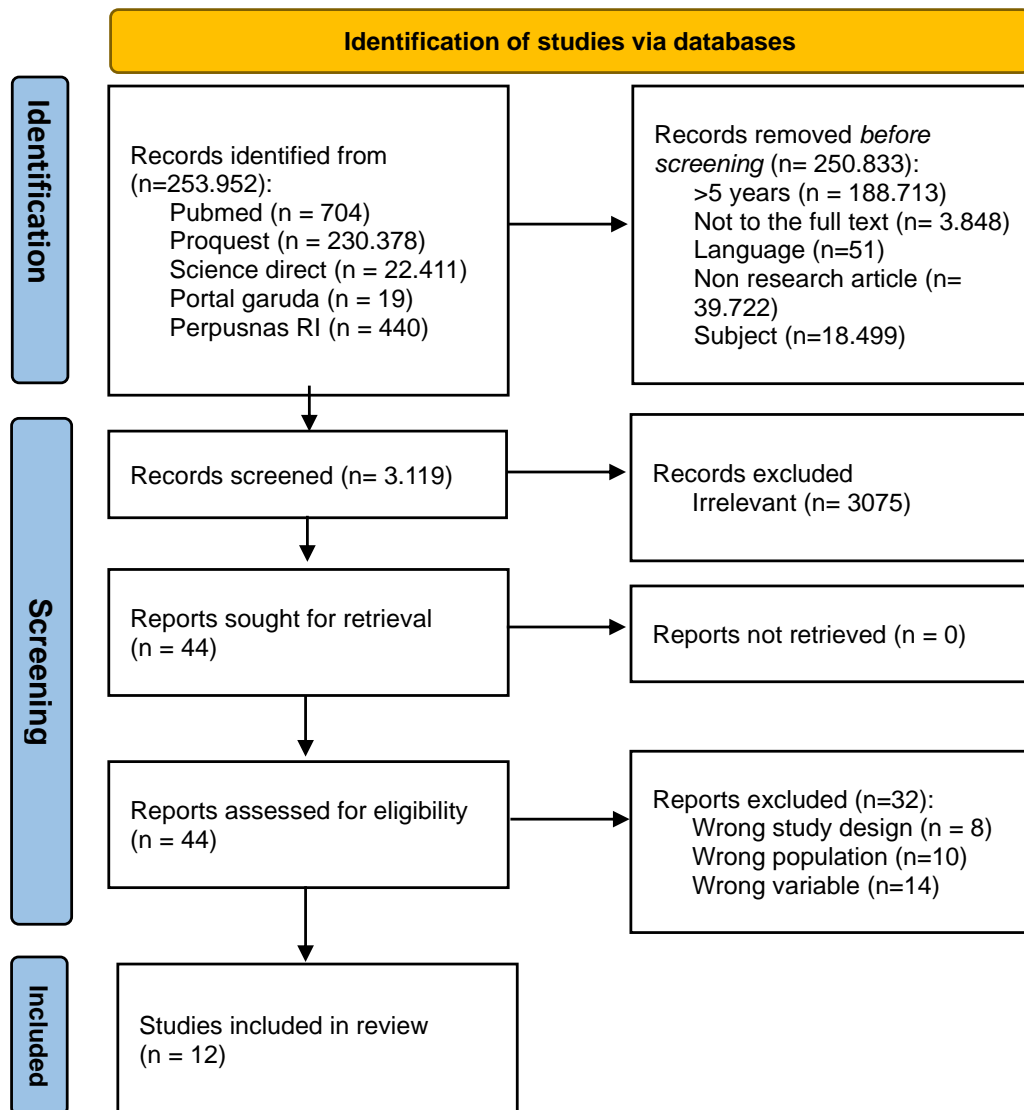


TABLE 1. THE CHARACTERISTIC OF THE INCLUDED STUDY

No.	Author, Year	Title	Objective	Setting	Design	Sample
1	F. Ayalew et al., 2019 [11]	Understanding job satisfaction and motivation among nurses in public health facilities of Ethiopia: a cross-sectional study	To examine job satisfaction, motivation and related factors among nurses working in public health facilities in Ethiopia.	125 health facilities (9 hospitals and 116 health centers) in Ethiopia.	A cross-sectional two-stage cluster sampling design was used. First, a random sample of health facilities in 11 regions of the country was selected, and then nurses were randomly selected at each facility in the sample.	424 nurses (390 working in health centers and 34 in hospitals)
2	Baljoon et al., 2019 [12]	Factors affecting nurses' work motivation level at a governmental hospital: A cross-sectional study	This study aims to identify the factors that influence the level of work motivation of nurses in government hospitals in Saudi Arabia.	This study was conducted in a non- profit health hospital recognized as a leading and accredited hospital in Jeddah city. The hospital provides tertiary care by serving the local community with a capacity of 500 beds.	A descriptive cross-sectional study design. Quota sampling technique to recruit all registered nurses working in the hospital with at least one year of experience.	The sample consisted of 280 registered nurses, 252 included staff nurses while 28 were nurses holding managerial positions
3	Mbidi & Damons, 2020 [13]	Effort and reward imbalance factors motivating Namibian professional nurses to participate in continuous professional development: A confirmatory factor analysis	Proposed a model for Effort and Rewards Imbalance (ERI) factors that motivate nurses to participate in continuing professional development activities.	The study was conducted at a teaching hospital in Namibia. The hospital has a bed capacity of 855 beds.	Correlational quantitative research design using cross-sectional survey. The population was 650 nurses consisting of 292 professional nurses, 38 were senior nurses, 11 clinical instructor nurses, one nurse manager and 308 were registered nurses.	270 questionnaires were distributed to nurses; a total of 241 questionnaires were completed and returned representing a response rate of 89%.

4	Li et al., 2022 [14]	Work Motivation of Primary Health Workers in China: The Translation of a Measurement Scale and Its Correlation with Turnover Intention	To directly measure and assess the motivational composition of health workers based on Self-Determination Theory.	Data were collected in six provinces across the eastern, central and western regions of mainland China between April and October 2019. Data were collected from 76 primary healthcare institutions (47 urban and 28 rural).	A cross-sectional study was conducted to Stratified cluster sampling method was applied in this study.	The final sample consisted of 1341 nurses of which 60.2% were selected from the eastern region, 9.9% from the central and 29.9% from the western region of China.
5	Zeng et al., 2022 [15]	Impact of Intrinsic and Extrinsic Motivation on Work Engagement: A Cross-Sectional Study of Nurses Working in Long-Term Care Facilities	To find out the intrinsic and extrinsic work motivation of nurses and its influence on job attachment.	Setting at a health facility located in eastern Japan	This study adopted a cross-sectional design	The research sample was 561 nurses
6	Ramón et al., 2022 [16]	Motivation and Barriers to Research among Nursing Professionals in Southeast Spain	The aim of this study was to establish the main aspects that motivate and complicate nurses to work primarily in nursing research.	The study was conducted at the hospitals of the province of Almeria, Spain	A multicentric cross-sectional descriptive study was conducted.	A total of 91 nursing staff from the District Hospital Almeria province, Spain, was sampled in the study.
7	Negussie & Oliksa, 2020 [17]	Factors influence nurses' job motivation at governmental health institutions of Jimma Town, Southwest Ethiopia	The main objective of this study was to assess work motivation and related factors among nurses working in Jimma City Hospital.	It was conducted in Jimma Town, Oromia Region, Southwest Ethiopia at 352 km from the national capital. Jimma City has six hospitals.	Cross-sectional study	A total of 253 nurses participated

8	Anggreini et al., 2019 [18]	Analysis of Factors Affecting Motivation Nurses' Work at Yarsi Pontianak General Hospital	To analyze the factors that influence motivation nurses' work at YARSI Pontianak General Hospital.	Research location in the inpatient room of YARSI Pontianak Hospital	The type of research used is correlational research with the approach of cross sectional	The sample in this study were 32 nurses
9	Fatmawati et al., 2018 [19]	Analysis of Factors Affecting the Level of Work Motivation of Nurses in the Inpatient Room at Home Al Islam HM Mawardi Sidoarjo Hospital	To analyze the factors that influence the level of nurses' work motivation includes work environment conditions, compensation that is adequate, career security/rewards, and status/responsibility.	This research was conducted in March 2017 in the hospitalization room of Al-Islam HM Mawardi Hospital Sidoarjo.	This study uses a cross sectional method. The sampling approach that was used is Probability Purposive sampling type	The sample in this study were 65 nurses
10	Tiara, 2019 [20]	Factors associated with nurses' work motivation in the hospital Inpatient Room of Petala Bumi Regional General Hospital, Riau Province 2017	to find out what factors which are associated with nurses' work motivation and also know the factors that are most dominantly associated with nurses' work motivation at Petala General Hospital, Riau Province	This study was conducted in the hospital inpatient ward Petala Bumi Riau Province	This type of research uses quantitative methods with a cross sectional approach.	The sample in this study were 43 nurses in surgical inpatient rooms, pediatric internal medicine inpatient rooms and inpatient rooms.
11	Cambu et al., 2019 [21]	Factors that influence nurses' work motivation In the Inpatient Installation of Gmim	to analyze the factors that influence work motivation nurses in the inpatient installation of GMIM Pancaran Kasih Manado general hospital	This research was held in Manado on Inpatient installations that perform nursing care at RSU GMIM Pancaran Kasih Manado,	This research is quantitative research using analytic survey method and cross sectional approach.	Nurses involved in nursing care in Inpatient installation of GMIM Pancaran General Hospital Kasih Manado

		Pancaran General Hospital Kasih Manado 2019		from July to September 2019.		which amounted to 139 people
12	Wihardja et al., 2021 [22]	Factors that influence work motivation Nurse Executives in Caring for Covid-19 Patients In X hospital, Banten	to determine the factors that influence work motivation of executive nurses in caring for COVID-19 patients	The research data were collected in the special care unit for COVID-19 patients at private hospital X in Banten using the total sampling method.	This research is a quantitative study with a correlation description design, using a cross-sectional approach.	The number of respondents was 58 nurses who treats COVID-19 patients

TABLE 2. FACTORS ASSOCIATED WITH MOTIVATION

No.	Author, Year	Motivation instrument	Factors associated with Motivation	Scoping Motivation	
				Intrinsic	Extrinsic
1	Ayalew F. et al., 2019 [11]	A structured questionnaire developed by Management Sciences for Health, an international non- governmental organization, and Piloted in Uganda	1. Working conditions 2. Living conditions		Living conditions Working/environmental conditions

2	Baljoon et al., 2019 [12]	The Motivation at Work Scale (MAWS)	High-level needs (knowledge and skills) Shared Value Salary Supervision Additional allowances/fringe benefits Reward Coworkers Nature of work Communication	High-level needs (knowledge and skills) Shared value Reward Nature of work	Salary Supervision Coworkers Communication Fringe benefits
3	Mbidi & Damons, 2020 [13]	Professional development nurses' instrument (Q-PDN)	1. Extrinsic effort 2. intrinsic effort 3. Reward 4. Commitment	Intrinsic effort Reward	Extrinsic effort Communication
4	Li et al., 2022 [14]	The Work Motivation Scale for Health Workers (WMSHW)	Intrinsic motivation Integrated/identified regulation (IDEN) Introjected regulation (INTRO) External regulation-social (EXT-S) External regulation-economic (EXT-E)	Intrinsic motivation	
5	Zeng et al., 2022 [15]	Questionnaire to assess nurses' motivation to work	Interested in community nursing Interested in basic nursing Interested in gerontological nursing Careful nursing care	Interested in community nursing Interested in basic nursing Interested in gerontological nursing Careful nursing care	
6	Ramón et al., 2022 [16]	Questionnaire on motivation towards research in nursing	Age Workplace situation Child ownership Number of children	1. Age	1. Child ownership 2. Workplace situation/ Environmental condition

7	Negussie & Oliksa, 2020 [17]	Questionnaire	Last education Experience		1. Experience
8	Anggreini et al., 2019 [18]		Achievements Recognition Jobs Responsibility Potential development	1. Achievements 2. Recognition 3. Responsibility	
9	Fatmawati, et al. 2018 [19]	Questionnaire	Work environment conditions Adequate compensation 3. Reward 4. Responsibility 5. Fringe benefits	1. Reward 2. Responsibility	1. Work environment 2. Fringe benefits
10	Tiara, 2019 [20]	Questionnaire	Communication		Communication
11	Cambu et al., 2019 [21]	Questionnaire	Recognition Potential development Salary Supervision	1. Recognition	1. Salary 2. Supervision
12	Wihardja et al., 2021 [22]	Questionnaire	Age Marital status Work environment situation	1. Age 2. Work environment	1. Marital status

REVIEW FINDINGS

Based on the review results found, there are intrinsic factors that can increase the work motivation of nurses such as: potential development needs (knowledge and skills) [12,18, 21], reward [12, 13, 19], nature of work [12, 14, 18], intrinsic effort [13, 14], experience [17], commitment [13], intrinsic motivation [14], interested in community nursing [15], interested in basic nursing [15], interested in gerontological nursing [15], careful nursing [15], Age [16,22], recent education [17], achievement [18], recognition [18,21], responsibility [18, 19], and shared values [12] (Table 2).

There are also extrinsic factors that can increase nurses' work motivation such as working environment conditions [11, 16, 19], living conditions [11], salary [12, 21], supervision [12, 21], fringe benefits [12, 19], coworkers [12], communication [12, 13, 20], extrinsic effort [13], having children [6], and marital status [12] (Table 2).

DISCUSSION

According to these results, the factors that affect nurses' motivation hospitals are divided into two factors: intrinsic factors and extrinsic factors. Intrinsic factors found in the results are: 1) high-level needs (knowledge and skills), 2) reward, 3) nature of work, 4) intrinsic effort, 5) commitment, 6) intrinsic motivation, 7) interest in nursing community, 8) interest in basic nursing, 9) interest in gerontological nursing, 10) careful nursing, 11) age, 12) experience 13) achievement, 14) recognition, 15) responsibility, 16) shared values. Meanwhile, the extrinsic factors found in this study are: 1) environmental conditions, 2) living conditions, 3) salary, 4) supervision, 5) fringe benefits, 6) coworkers, 7) communication, 8) extrinsic effort, 9) child ownership, 10) marital status.

From an intrinsic motivation view, the ability of nurses to perform their work is not only supported by their willingness and tasks assigned to them but also influenced by their skills and knowledge [21]. In general, nurses are more likely to be self-motivated when their work allows them to satisfy their competence needs (i.e., knowledge and skills) [12, 18]. Rewards play an important role in maintaining employee commitment by ensuring performance and consistency in work standards. Baljoon et al. and Fatmawati et al. showed that providing rewards is one of the factors associated with increasing work motivation among nurses [12, 19]. The

nature of work is one of the most important motivational factors for healthcare providers. This was also supported by the other studies [12, 23].

Mbidi & Damons concluded that there is a relationship between intrinsic effort and achievement motivation. Intrinsic effort as a basic desire that encourages individuals to achieve various fulfillment needs through encouragement, interest, and desire [13]. Nurses with high commitment can improve their ability to be more professional and it is related to nurses' motivation [13]. Interest in community is one of the factors that influence the level of work motivation in nurses. In addition, specialization from basic to gerontological and nursing care has a significant effect on increasing motivation. Younger nurses are also more motivated and enthusiastic about their work compared to older nurses [24].

Work experience of nurses showed a significant difference in work motivation levels. More experienced nurses are more likely to be less motivated than those with less experience. Anggreini et al. also showed that achievement has a significant relationship with nurses' work motivation [18]. Recognition is a factor that affects nurses' work motivation. Recognition is needed by employees because it can provide high morale in the work environment and high motivation which can directly drive their skills and energy to maximize the work performance [18, 25]. A theory proposed that the higher the motivational factors (e.g., job performance, recognition, responsibility, shared value), the higher the work motivation of an individual [2, 23].

Furthermore, from the perspective of extrinsic motivation, the work environment is the one that can influence nurses' work motivation. According to Ayalew F. et al, comfortable working conditions, including the presence of complete facilities, complete medicines and the ability to take special measures to protect nurses from nosocomial infections and occupational hazards, will make nurses' work motivation increase [11]. Based on the research conducted by Agata, it was found that there was a significant correlation between work environment and work motivation of nurses, which was divided into two, namely physical work and non-physical work environment [27,28].

Living conditions are one of the extrinsic factors related to motivation. Nurses who have to provide the best school for their children will be motivated to work [11]. According to

Ratanto, rewards for service are the main motivation for an employee to work. If people have high expectations of something, they will be very encouraged to get it; conversely, if expectations are low, motivation will be low [28].

Salary/wages and nurses' work motivation have been found to be associated [21]. Good supervision tends to increase nurses' motivation to provide care. Further, the existence of fringe benefits can increase work motivation [12]. According to Purnawaningrum, it can protect and supplement the basic salary if the company pays all or part of these benefits [29]. Coworker relations have a very strong correlation in which good communication within a company or agency will foster good working relationships among colleagues. Effective teamwork is considered an important motivational factor in healthcare organizations [12].

The success of an organization in achieving its goals cannot be separated from good communication. Effective communication makes it easier for them to do their jobs [30]. The closer and more harmonious the communication, the better the performance of each healthcare worker [4]. Extrinsic motivation is a strong motivation to do a job and requires optimal work. Extrinsic motivation requires extrinsic effort, such as real rewards, therefore, satisfaction comes from extrinsic consequences that guide activities [30].

There is a relationship between the number of children and nurses' work motivation. Nurses without children score higher in the motivation domain compared to nurses who have children [26]. Marital status explains that the state of someone who is married can affect work performance because married has a strong urge to work to meet the needs of their household [12].

The critical points of the findings show that nurses' motivation and its characteristics vary among the reported studies. This implies that motivation from either internal or external sources depends on the situation or problem faced by nurses and the implementation of hospital policy. Moreover, the internal demands are found to affect the motivation more than the external demands. However, both characteristics are urgent to the performance of nurses.

This study has limitations. The studies included in the current review were based only on the last five years and were open access, suggesting that other factors may be

involved but not addressed. All included studies used cross-sectional methods, which cannot explain the causal relationship between factors and outcomes. In addition, the study design does not allow conclusions to be drawn about which of the factors most influenced work motivation.

CONCLUSION

This study concluded that factors associated and related to the work motivation of nurses in hospitals can be grouped as intrinsic and extrinsic factors. Intrinsic factors associated with potential development needs, reward, nature of work, intrinsic effort, experience, commitment, intrinsic motivation, interest in community nursing, interest in basic nursing, interest in gerontological nursing, careful nursing, age, recent education, achievement, recognition, responsibility, shared values. Extrinsic factors related to working environment conditions, living conditions, salary, supervision, benefits, coworkers, communication, extrinsic effort, having children, marital status.

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