WORK MOTIVATION OF NURSES AT
THAI BINH TRADITIONAL MEDICINE HOSPITAL IN 2021

Nguyen Thi Thuy[1], Vu Van Dau[2]
[1]Thai Binh Traditional medicine Hospital; [2]Nam Dinh University of Nursing

ABSTRACT

Objectives: *To describe work motivation and related factors among nurses at Thai Binh Traditional Medical Hospital in 2021.* ***Methods***: *Quantitative and qualitative research were conducted on 88 nurses working at Thai Binh traditional medicine hospital. The quantitative data was collected by using the questionnaire from 88 nurses, and the qualitative data was collected by using In-depth interview guideline from 10 nurses at ten wards.* ***Results***: *Percentage of nurses who are motivated to work with factors such as commitment to the organization (72.7%), nature of work (62.5%), work benefits (54.5 %), working relationship (43.2%). Factors related to the work motivation of nurses are: age, income; work experience; direct manager; governance and operations of the organization; peer relationships; the stability and safety of workers; hospital policy.* ***Conclusions***: *The work motivation score was 4.0, 53.4% of nurses had work motivation. Age, working experience, average income, wages, and extra incomes, direct manager, policy regime, co-operative relations, safety in work were fators which associated with a work motivation statistically significant at p < 0.05.*

Keywords: *Nurse; work motivation; traditional medicine hospital*

1. INTRODUCTION

The findings of the study in Jordan and Georgia's hospital showed that lack of work motivation among health care workers can be expressed in many ways such as: lack of courtesy to patients, poor service delivery, failure to follow procedures, and errors in care and treatment. Therefore, understanding the work motivation of nurses and the factors affecting the work motivation of nurses contributes to the development of appropriate human resource policies, improving the quality and efficiency of patient care, increase the efficiency of providing medical services to patients, and improve the reputation of the hospital. Currently, public hospitals are being given operational and economic autonomy, so improving hospital quality is imperative. So that, we conducted the study "*Work motivation of nurses at Thai Binh Traditional Medicine Hospital in 2021*". The objective of the study was: To describe work motivation and related factors among nurses at Thai Binh Traditional Medical Hospital in 2021

2. SUBJECTS AND METHODS

2.1. Subjects

Nurses are working at Thai Binh Traditional Medicine Hospital

* Inclusion criteria: The nurse consented to participate in the study

* Exclusion criteria: Nurses were absent during the study period

2.2. Setting and research period

Study period: From January 2021 to April 2021.

Data collection period: From January to February 2021

Setting: Thai Binh Traditional Medicine Hospital.

2.3. Research design: cross-sectional description of a combination of quantitative and qualitative research

2.4. Sample size and sampling method:

- Sample size

Quantitative research: All nurses working at Thai Binh Traditional Medicine Hospital met the sampling standard (88 nurses).

Qualitative research: Randomly interviewing 10 nurses at 10 wards

- Sampling method

Quantitative Research: Convenient sampling method

Qualitative study: Randomly select 10 nurses from 10 wards

2.5. Research instruments and data collection

Quantitative research: The questionnair included 11 parts with 56 items. Four parts were mentioned about the work motivation of nurses. Seven parts were mentioned about factors affecting the work motivation of nurses. The questionnnair used 5-point Likert scale (1- strongly disagree; 2 - disagree; 3 - Normal; 4 - Agree; 5 - Strongly agree).

Qualitative research: In-depth interview guideline was designed based on a conceptual framework

An average score from 4-5 points: Had motivated to work.

An average score below 4 points: No motivated to work.

2.6. Data management, processing and analysis

After collecting, the data was cleaned, managed and analyzed using SPSS 22.0 software. Frequencies statistics were used to describe the work motivation of nurses. Chi - Square test was used to identify factors affecting work motivation.

3. RESULTS

3.1. General information of research subjects

Table 1. General information of research subjects (n = 88)

Characteristics		Frequency	%
Age	< 30	28	31.8
	30 - 39	41	46.6
	40 - 55	19	21.6
Gender	Male	22	25
	Fmale	66	75
Education qualification	Bachelor	20	22.7
	Diploma	67	76.1
	Under diploma	1	1.1
Working experience	< 5 years	30	34.1
	5– 10 years	29	33
	> 10 years	29	33
Position	Staff	74	84.1
	Manager	14	15.9

Three-quarters of the study subjects were female (75%). Most of them belonged to the age group from under 30 to 39 years old (78.4%). The majority of nurses had diploma degrees (76.1%). About 33% of nurses worked less than 5 years or from 5 to 10 years or more than 10 years. Most of the nurses are staff and directly take care of the patients, accounting for 84.1%.

The finding of qualitative research results showed the reason that nearly 100% of nurses had diploma and bachelor degrees: "In recent years, the hospital has focused on recruiting nurses and creating all conditions for nurses to study in higher level of education qualification." (Representatives of departments).

3.2. Work motivation of nurses

3.2.1. Commitment to the organization

Table 2. Commitment to the organization (n = 88)

Contents	Mean ± SD	Get motivated		No motivation	
		Frequency	%	Frequency	%
Meaningful work	4.3 ± 0.6	81	92	7	8
Love job	4 ± 0.7	70	79.5	18	20.5
Proud of work	4.3 ± 0.7	78	88.6	10	11.4
Interesting job	3.9 ± 0.7	60	68.2	28	31.8
Responsibility for work	4.5 ± 0.5	88	100	0	0,0
Total score of Commitment to the organization	4.2 ± 0.52	64	72.7	24	27.3

The mean score of commitment to the organization was 4.2 ± 0.52; 72.7% of nurses got motivated to work.

The qualitative research results also showed "the patient of Thai Binh Traditional Medicine Hospital were been at the hospital to treat osteoarthritis chronic diseases, so the patient is relatively stable. Nursing's work is repetitive, so nurses often get bored with their work." ". there is no change, new to nursing, sometimes bored with the profession". (In-depth interview **–** Nurse at Rehabilitation ward).

3.2.2. Nature of work

Table 3. Nature of work (n = 88)

Contents	Mean ± SD	Get motivated		No motivation	
		Frequency	%	Frequency	%
Opportunity to get help and growth at work	3.9 ± 0,7	60	68.2	28	31.8
Opportunity to improve education qualification	4.1 ± 0,7	72	81.8	16	18.2
Opportunity to enhance professional skills and experience	4.3 ± 0,5	85	96.6	3	3.4
Create a learning environment	4.1 ± 0,7	73	83.0	15	17.0
Be job oriented by leader/manager	4.1 ± 0,6	74	84.1	14	15.9
Total score of Nature of work	4.1 ± 0.5	55	62.5	33	37.5

The mean score of nature of work was 4.1 ± 0.5; 62.5% of nurses got motivated to work.

One of nurses said that the hospital has focused on training for nurses "As a general nurse, my knowledge of traditional medicine was still limited. when I was admitted to the hospital that received theory and practice training courses about traditional medicine from the hospital. When I was assessed meet the requirements of the hospital, I was allowed to participate in the care and treatment" (In-depth interview – Nurse at Acupuncture Ward).

3.2.3. Benefits at work

Table 4. Benefits at work (n = 88)

Contents	Mean ± SD	Get motivated		No motivation	
		Frequency	%	Frequency	%
Perspectives of society	3.8 ± 0.7	59	67.0	29	33.0
Leader's Perspective	3.9 ± 0.6	67	76.1	21	23.9
Perspectives of colleagues	3.9 ± 0.6	63	71.6	25	28.4
Family's Perspective	4.1 ± 0.6	74	84.1	14	15.9
Perspectives of the patient	3.9 ± 0.7	62	70.4	26	29.6
Total score of Benefits at work	3.9 ± 0.5	48	54.5	40	45.5

The mean score of benefits at work was 3.9 ± 0.5, it meaned nurses are not motivated to work with the benefits at work.

The results of qualitative research also showed that most of the research subjects said that their family understands their work and sympathizes with their work.

3.2.4. Relationships at work

Table 5. Relationships at work (n = 88)

Contents	Mean ± SD	Get motivated		No motivation	
		Frequency	%	Frequency	%
Recognition from leaders	3.9 ± 0.7	65	73.9	23	26.1
Evaluation from the leader	3.9 ± 0.6	66	75.0	22	25.0
Contribution to the decision of the ward	3.5 ± 0.6	40	45.4	48	54.6
Recognition from colleagues	3.9 ± 0.6	64	72.7	24	27.3
Satisfaction on rewards and recognition of achievements	3.9 ± 0.7	60	68.2	28	31.8
Total score of Relationships at work	3.8 ± 0.5	38	43.2	50	56.8

The mean score of relationships at work was 3.8 ± 0.5, it meaned nurses are not motivated to work with the relationships at work

The results of the qualitative research showed that the nurses' contributions to the ward's decisions have not yet been paid attention by the management. "At the hospital regulation meeting at the beginning of the year, the nurse also shared opinions with the leadership on some issues, but all were not agreed by the leadership." (In-depth interview – Nurse at Rehabilitation ward).

3.3. Factors affected the work motivation of nurses

3.3.1. Personal factors

Table 6. Personal factors

Contents		Get motivated		No motivation		OR (95% CI)	p
		Frequency	%	Frequency	%		
Age	< 30	17	36.2	11	26.8	1.39 (1.2 − 1.6)	0.09
	30 - 39	22	46.8	19	46.3	1.46 (1.3 − 1.6)	0.07
	40 - 55	8	17	11	26.8	1.58 (1.33- 1.82)	0.1

Contents		Get motivated		No motivation		OR	p
		Frequency	%	Frequency	%	(95% CI)	
Work experience	< 5 years	19	40.4	11	26.8	1.37 (11.8 – 1.55)	0.08
	5 – 10 years	13	27.7	16	39	1.55 (1.36 – 1.74)	0.09
	> 10 years	15	31.9	14	34.1	1.48 (1.29 – 1.68)	0.09
Education qualification	Bachelor	10	21.3	10	21.3	1.5 (1.26 – 1.74)	0.1
	Diploma	36	76.6	31	75.6	1.46 (1.34 – 1.59)	0.61
	Under diploma	1	2.1	0	0	1.0	0.53
Income (per month)	≤ 10	41	87.2	31	75.6	1.43 (1.31 – 1.55)	0.06
	> 10 million	6	12.8	10	24.4	1.63 (1.36 – 1.89)	0.12

There is no relationship between work motivation and personal factors (p> 0,05).

3.3.2. Salary and income

Table 7. Salary and income (n = 88)

Contents		Get motivated		No motivation		OR	p
		Frequency	%	Frequency	%	(95% CI)	
Salary is paid commensurate with the amount of work	Yes	36	76.6	23	56.1	1.6 (1.0 – 2.4)	0.04
	No	11	23.4	18	43.9		
Level and frequency of salary increase	Yes	43	91.5	35	85.4	1.3 (0.8 – 2.3)	0.4
	No	4	8.5	6	14.6		
Salary commensurate with employee's ability	Yes	41	87.2	25	61.0	1.9 (1.3 – 2.9)	0.005
	No	6	12.8	16	39.0		
Opportunity to increase salary	Yes	39	83.0	19	46.3	2.2 (1.5 – 3.4)	0.000
	No	8	17.0	22	53.7		
Special allowances	Yes	34	72.3	14	34.1	2.3 (1.4 – 3.8)	0.000
	No	13	27.7	27	65.9		

There were relationships between the work motivation of nurses and the salary paid commensurate with the amount of work; pay salary commensurate with the employee's ability; salary increase opportunities; and special allowances. The relationship was statistically significant at $p < 0.05$.

Qualitative research also showed that salary and income affected the motivation of nurses to work. "In recent years due to the covid-19 pandemic, the hospital still maintains the salary and extra income for us, so we can work with peace of mind" (In-depth interview – Nurse at Surgery ward)

3.3.3. Direct manager

Table 8. Direct manager (n = 88)

Contents		Get motivated		No motivation		OR (95% CI)	p
		Frequency	%	Frequency	%		
Ability to solve difficulties and problems of leaders and managers	Yes	41	87.2	27	659	1.8 (1.2 – 2.7)	0.02
	No	6	12.8	14	34.1		
Fair treatment of managers	Yes	41	87.2	24	58.5	2.0 (1.3 – 3.0)	0.002
	No	6	12.8	17	41.5		
Management's concern for employees	Yes	38	80.9	24	58.5	1.7 (1.1 – 2.6)	0.02
	No	9	19.1	17	41.5		
Respect the manager	Yes	42	89.4	28	68.3	1.8 (1.2 – 2.7)	0.02
	No	5	10.6	13	31.7		
Manager's feedback to employees	Yes	42	89.4	26	63.4	2.0 (1.3 – 2.9)	0.004
	No	5	10.6	13	31.7		
Managers shares and listens to employees' opinions	Yes	39	83.0	25	61.0	1.7 (1.1 – 2.6)	0.02
	No	8	17.0	16	39.0		
Managers timely motivation when employees' complete tasks	Yes	39	83.0	22	53.7	2.0 (1.3 – 3.0)	0.003
	No	8	17.0	19	46.3		
Managers enthusiastically guides employees in their work	Yes	42	89.4	28	68.3	1.8 (1.2 – 2.7)	0.04
	No	5	10.6	13	31.7		

Managers directly influenced nurses' work motivation. The relationship was statistically significant with p<0.05.

Qualitative research results showed that managers/leaders affect the work motivation of nurses. "Our direct manager is the head nurse who assigning work and sharing difficulties with nurses, and ensure fairness in the division of labor. The head nurse who is also the leader of the trade union group of the ward cares about their thoughts and aspirations as well as shares difficulties with the brothers about work as well as family." (In-depth interview – Nurse at ICU)

3.3.4. Management and operating of the organization

Table 9. Management and operating of the organization (n = 88)

Contents		Get motivated		No motivation		OR (95% CI)	p
		Frequency	%	Frequency	%		
Administrative principles and procedures	Yes	20	42.6	3	7.3	4.5 (1.5 – 13.1)	0.000
	No	27	57.4	38	92.7		
The hospital's support for the staff's work efforts	Yes	40	85.1	24	58.5	1.9 (1.3 – 2.8)	0.005
	No	7	14.9	17	41.5		
Understand the policies, rules and regulations of the hospital	Yes	44	93.6	35	85.4	1.5 (0.9 – 2.5)	0.2
	No	3	6.4	6	14.6		
Supervision at work	Yes	30	63.8	15	36.6	1.8 (1.1 – 2.9)	0.01
	No	17	36.2	26	63.4		
Current policy mode	Yes	38	80.9	21	51.2	1.9 (1.3 – 3.0)	0.003
	No	9	19.1	20	48.8		

The management and operating of the organization increase the motivation to work in nursing.

The qualitative research results showed that there is a relationship between the hospital's support and the staff's work efforts to the work motivation of nurses. "Nursing is encouraged by hospital leaders to innovate in their work" (In-depth interview – Nurse at Geriatrics Ward)

3.3.5. Relationship with colleagues

Table 10. Relationship with colleagues (n = 88)

Contents		Get motivated		No motivation		OR (95% CI)	p
		Frequency	%	Frequency	%		
Dear colleagues	Yes	44	93.6	32	78.0	1.8 (1.2 – 2.7)	0.03
	No	3	6.4	9	22.0		
Respect for colleagues	Yes	44	93.6	31	75.6	1.8 (1.2– 2.8)	0.02
	No	3	6.4	10	24.4		
Collaboration with colleagues	Yes	43	91.5	32	78.0	1.6 (1.0 – 2.5)	0.05
	No	4	8.5	9	22.0		
The encouragement to share with colleagues	Yes	44	93.6	30	73.2	1.9 (1.3 – 2.9)	0.01
	No	3	6.4	11	26.8		
Colleague's help	Yes	42	89.4	33	80.5	1.4 (0.8 – 2.3)	0.2
	No	5	10.6	8	19.5		
Satisfied about exchanging information with colleagues	Yes	42	89.4	32	78.0	1.5 (0.9 – 2.4)	0.1
	No	5	10.6	9	22.0		

Relationship with colleagues and sub-concepts such as dear colleagues; respect for colleagues; cooperation with colleagues; the encouragement shared by colleagues is related to the work motivation of nurses (p<0.05).

Qualitative research results also showed that nurses are more motivated to work when working with colleagues "Due to the characteristics of traditional medicine, the majority of people doing care work and performing procedures are nurses. Therefore, the cooperation between nurses is very important. We always support each other in the process of caring for patients to achieve the best results for the patient" (In-depth interview – Nurse at Medical ward).

3.3.6. *Working equipment*

Table 11. Working equipment (n = 88)

Contents		Get motivated		No motivation		OR (95% CI)	p
		Frequency	%	Frequency	%		
Ensure full professional equipment	Yes	34	72.3	23	56.1	1.4 (0.9 – 2.2)	0.1
	No	13	27.7	18	43.9		
Ensure adequate material equipment	Yes	34	72.3	28	68.3	1.1 (0.7 – 1.8)	0.7
	No	13	27.7	13	31.7		
Ensure safety equipment for employees	Yes	40	85.1	28	68.3	1.6 (1.0 – 2.4)	0.06
	No	7	14.9	13	31.7		

There was not relationship between working equipment and the work motivation of nurses (p> 0.05).

3.3.7. *Stability and safety of work*

Table 12. Stability and safety of work (n = 88)

Contents		Get motivated		No motivation		OR (95% CI)	p
		Frequency	%	Frequency	%		
Job stability	Yes	43	91.5	26	63.4	2.1 (1.4 – 3.1)	0.001
	No	4	8.5	15	36.6		
Job suitability	Yes	44	93.6	26	63.4	2.2 (1.6 – 3.2)	0.000
	No	3	6.4	15	36.6		
Job convenience	Yes	37	78.7	19	46.3	2.0 (1.3 – 3.1)	0.002
	No	10	21.3	22	53.7		

Nurses are highly motivated to work in the following areas: Job stability, job suitability, and job convenience. The difference was statistically significant at p < 0.05.

3.3.8. Hospital policies

Table 13. Hospital policies (n = 88)

Contents		Get motivated		No motivation		OR (95% CI)	p
		Frequency	%	Frequency	%		
Leave and convalescence regime for employees	Yes	30	63.8	10	24.4	2.6 (1.5 – 4.6)	0.000
	No	17	36.2	31	75.6		
Policies when employees are at risk of illness	Yes	36	76.6	22	53.7	1.7 (1.1 – 2.6)	0.02
	No	11	23.4	19	46.3		
Policies for employees' relatives	Yes	38	80.9	14	34.1	2.8 (1.7 – 4.5)	0.000
	No	9	19.1	27	65.9		
Policies for reward and discipline	Yes	40	85.1	16	39.0	2.7 (1.7 – 4.3)	0.000
	No	7	14.9	25	61.0		
Policies for financial support when going to study	Yes	37	78.7	23	56.1	1.7 (1.1 – 2.6)	0.02
	No	10	21.3	18	43.9		

The hospital policies had a strong impact on nurses' motivation (p<0.05).

The finding of qualitative research showed that nurses are more motivated to work when they received the attention of the union, the nurse association, and the hospital's policies in caring for their employees' lives. "Our hospital has funds to support staff when they are in trouble. Trade unions and hospitals are also very interested in visiting when their loved ones are sick and workers in difficult circumstances. Every year, the hospital union always provides financial support for employees with difficult circumstances. "Nurses who go to school are facilitated by the hospital to arrange their study time, especially graduate nurses are covered by the hospital 100% of the tuition fee." (In-depth interview – Nurse).

4. DISCUSSION

4.1. General information of research subjects

The study was conducted on 88 nurses. Three-quarters of the study subjects were female (75%). This finding is similar to the results of Nguyen Hong Nhung at Dong Da General Hospital, Hanoi in 2017 [1]. Most of the nurses are very young 78.4% of nurses are under the age of 39, nurses over 40 years old account for 21.6%. The majority of nurses had diploma degrees and above (98.8%). About 33% of nurses worked less than 5 years or from 5 to 10 years or more than 10 years. Most of the nurses are staff and directly take care of the patients, accounting for 84.1%.

4.2. Work motivation of nurses

The mean score of commitment to the organization was 4.2 ± 0.52; 72.7% of nurses got motivated to work. This result is higher than the research of Nguyen Hong Vu at the National Children's Hospital, Hanoi in 2017 (62.5%). [2]. The mean score of nature of work was 4.1 ± 0.5; 62.5% of nurses got motivated to work. This finding is are lower than study of Nguyen Viet Trieu in 2015 (85.5%) [3]. The results of this study indicate that the majority of nurses think that their experience is enhanced during their work, 81.8% of nurses agree that the hospital always creates conditions for nurses to learn and improve their qualifications. The mean score of benefits at work was 3.9 ± 0.5, it meaned nurses are not motivated to work with the benefits at work; 54.5% of nurses got motivated to work. This result is higher than the research of Nguyen Hong Vu 2017 (48%) [2]. The factor of relationship at work is one of the factors with the lowest percentage of nurses' motivation to work (43.2%). There is a difference in the results of this study compared to previous research projects due to the characteristics of traditional medicine, patients with stable chronic diseases, less stressful working environment compared to other studies.

4.3. Factors affected the work motivation of nurses

4.3.1. Personal factors

Personal factors such as age, work experience, education qualifications and experience were not related to work motivation (p > 0.05). This result is different from the results of Huynh Pham Nguyet Chau's study at Cho Ray hospital in 2017 [4].

4.3.2. Internal factors

This study shows that 76.6% of nurses think that the salary is commensurate with the job, 91.5% of nurses agree with the level and frequency of salary increase. The percentage of nurses agreeing with the salary commensurate with the employee's ability is 87.2%, 83% agree with the opportunity to increase salary ahead of time, 73.2% agree with the special allowance enemy. These findings are higher than Nguyen Dinh Toan's study in 2013 at Lang Giang General Hospital (19%) [5]. 72.3% of nurses are motivated to work with adequate equipment and facilities at the hospital to serve their work. 85.1% of nurses are motivated to work with safety equipment in the workplace. 91.5% of nurses are motivated to work with a stable job, 93.6% of nurses are satisfied with suitable work, 78.7% of nurses are motivated with Job convenience.

4.3.3. External factors

More than 80% of nurses are motivated to work with leadership and management content. The results of this study are higher than those of Nguyen Hong Nhung 2017 (76.8%) [1] and lower than the study of Wilbroad Mutale 2013 (83%) [6]. 7.3% of nurses think that the hospital has many rules and procedures that make it difficult to perform their duties. 36.6% of nurses found that management's monitoring method affects their work motivation. 80.9% of nurses are satisfied with the hospital's policy. 93.6% nurses are motivated with colleagues at work. This result is also consistent with the research results of author Nguyen Hong Vu in 2017 (70%) [1]. 63.8% of nurses are motivated to work with the content of vacation for employees, 76.6% of nurses are motivated with the content of policy when employees are sick, 85.1 % of nurses are motivated with the content of reward and discipline, 78.7% of

nurses are motivated with the content of financial support when going to study to improve their qualifications.

5. CONCLUSION

75% of study subjects were female. Nurses aged 30 to 39 years old 78.4%; over 40 years old 21.6%. 85.2% of them are married. The most popular qualification is diploma (76.1%). 81.8% have a monthly income of less than 10 million. 56.8% of nurses are overloaded with work. The mean score of nurses' work motivation was 4.0; 53.4% of nurses had work motivation.

Age, work experience, education qualifications, income are not related to work motivation (p > 0.05). There are relationships between salary and income; Direct manager; Administrative principles and procedures; Respect and esteem colleagues; encourage sharing with colleagues; Labor safety stability coefficient; hospital policies and work motivation (p < 0.05).

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