The Study of Motivating Factors in the Nursing Staff of Shahid Ansari Hospital of Rudsar

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Abstract

Nursing staff shapes the major part of the human resource of the health system of Iran. Job satisfaction of nursing staff causes increased treatment efficiency, makes them more committed to their organizations, and provides them physical and mental health. Thus, identifying the influential factors in creating the job satisfaction of nurses can increase the necessary motivation in them to perform the therapeutic, educational, and research tasks. The present research attempts to study the influential factors on job motivation and the factors associated with the employed nurses in different sectors of the hospital. The research exploited a descriptive-analytical study. The population of the study was 150 individuals and the sample was consisted of 120 employed nurses in Shahid Ansari Hospital of Rudsar affiliated to Gilan University of Medical Sciences. For the data analysis, descriptive statistics, and statistical test, the SPSS16 software was used. As a specialized professional unit, for achieving its objectives, the hospital needs experts and interested and influential staff beside appropriate physical facilities. The managers of the units must pay serious attention to the motivational skills of human resources, because the most important staff that plays an important role in accompanying practitioners and specialists is nursing staff and creating motivation for it is among the contributing factors in the realization of the organizational objectives. The influential and necessary factors in job satisfaction of nurses include welfare facilities, the consent of the working environment, improved salaries and benefits, reduced working hours and shifts, enhancement of nursing quality services, and nurse satisfaction.

Keywords: job satisfaction, nurses, influential factors, job motivation.
Introduction
Today, due to the direct contact with the human health, the health system is considered as one of the most important parts of the sustainable development in human communities. The realization of this matter requires the existence of a healthy, satisfied, and motivated staff, especially the nursing staff of hospitals. In all parts of the hospital, one may observe nurses, who were once regular, interested, and sympathetic individuals when entering the nursing occupation, but after several years they usually feel a sense of fatigue, loose motivation, and want to quit their job due to encountering a host of problems and job stress in their work environment. By considering their motives, managers can easily realize the organizational goals and consequently be successful in the other tasks as well.

Statement of problem
Studies show that each organizational behavior arises from a need that happens to reach the goal. Awareness of employees’ motivation is an absolute requirement to achieve organizational objectives, which is in fact, seeking the causes and faults of the members’ behaviors. Why some of the employees are active and some other are low-interested or not interested in their jobs? By considering the way to motivate the employees, the managers can easily realize the organizational objectives. In recent years, the discussion of motivation is strongly increased in organizations and paying attention to the concept of motivation and its evaluation in organization is required. Motivation is associated with independent and dependent variables that express incentives, stability, and transcendence of the individual and keep the talent, skill, understanding, and tasks constant. Motivation is a set of relations and conditions, which causes the individual to be active from within, and motivation at work includes the situations that arise, guide, and cause behaviors associated with the job situations of individuals (Saatchi, Mahmoud, 1991).

Objectives
On of the basic tasks of management is guidance and leadership of human resource in organization, and management’s attempt to create motivation in the staff is an achievement of organizational objectives. By considering how to create motivation in employees and satisfying their needs, managers will be able to improve the performance of the staff and realize the organizational objectives. Generally speaking, if the organization hires the best staff to achieve its objectives, but is not able to make motivation in them, it will never achieve its goals. Therefore, the optimum use of them depends on the creation of motivation to let them implement their duties and to provide the considered services for patients and hospital. For motivating nursing staff, the correct identification of the factors and their needs is required; so, by understanding the needs and the factors that have the biggest share in motivating the nursing staff, the hospital will be able to achieve its prior goals, among which is better service, by creating motivation and improving their performance.

Assumptions
The first hypothesis: challenging nursing is effective on motivating nursing staff.
The second hypothesis: suitability of tasks with the nursing occupation creates motivation in nursing staff.
The third hypothesis: the participation of the staff in making decisions creates motivation in nursing staff working
The fourth hypothesis: the bonus to the services of the staff is among the affecting factors in creating motivation in nursing staff.

Theories of motivation in job satisfaction
The theory of Maslow
One of the most famous theories of motivation at work is the Maslow’s hierarchy of needs, which was developed in the beginning of the 1960s as a desirable pattern of human behavior in organizations. The significance of the human motivation theory has been classified through the hierarchy of needs; it has various degrees of high and low needs that for satisfying the higher needs, one must satisfy the lower levels.

The diagram of the Maslow’s hierarchy of needs theory
* **Physiological needs** consist the most elementary and the most vital needs of life circumstances; such as the need for food and water and sex and so on.
* By satisfying the physiological needs, other set of needs are emerged that are **safety needs** (security, stability, freedom from fear, dependence, freed from the anxiety and confusion, the need for disciplined, having a powerful protector, etc.).
* By satisfying physiological and safety needs, **love/belonging needs** emerge that, unlike past, one desperately needs to friends, lover, and children, and strives to satisfy them.
* After the three above-mentioned needs, **esteem need** is raised that indicates human being needs respect and reverence, and needs to rely on himself.
* Finally, by satisfying all other needs, one feels **self-actualization need**, which is that one knows his inner capacity is more and wants to expand his realization of his abilities.

According to Maslow, based on the each need, which has the most power in particular time and place, human will be motivated. Potential needs are dependent to the current position and the current experiences of the individual (Moashabbaki, Asghar, 1992).

The theory of Herzberg
One of the most common models of motivation is Frederick Herzberg’s model. He believes that a manager could work well once he realizes what things can make motivation in individuals, and one of his missions is the recognition of his employees’ needs and the increase of the needs in line with the position of the organization. In the theory of Herzberg, motivation and mental health could introduce the needs that provide satisfaction and prosperity for human. These needs are internal, not external, and the employee seeks success, admiration for the sake of doing more, and grows with the job responsibility. Therefore, the manager must be in search of provoking the creative incentives that, in turn, seek real satisfaction in essence, quality, the work result (Alavi, Seyyed Amin, 1994).
Literature Review
Several studies have been conducted on the influential factors of creating motivation in nursing staff.

1. A research was done by Mustafa, Hussein (1996) under the title of *the study of the factors related to nursing and midwifery staff*. The achieved results showed that there is a significant relationship between the motivation and bonus, participation in making decisions, and the job richness of the staff. The author suggested general and behavioral education for managers.

2. Another research was done by Torfe, Morteza (2006) entitled *the effective factors of employees at the Social Security Organization of Gilan*. The results indicated that the payments to the employees, the nature of the occupation, work hours, and the participation in making decisions have a role in the motivation of the staff.

3. Another research is conducted by Moharrami, Ghasem (1996) entitled the study of the effective factors in the motivation of Tejarat Bank employees in Gilan Province. He concluded that the granting of financial advantages has an impact on the motivation of Tejarat Bank employees, and compared with non-material benefits, the effect of material benefits is more. Thus, material and non-material factors influence the creation and strengthening of employees’ motivation in order to achieve the organizational objectives. He proposed proper benefits and bonus in relation to their performance and efficiency.

Methodology
This is an applied research in terms of objective and is descriptive in terms of that it was conducted in Shahid Ansari Hospital of Rudsar, in Gilan, Iran, in the spring of 2016. The deployed methodology in this study is descriptive-analytical; i.e. it studied the current situation of the effective factors in creating motivation in the nursing staff of the hospital.

Population
The statistical population is a group of people that has common traits. Since, the nursing staff of the hospital includes nursing, midwifery, paramedic, surgical personnel, and anesthesia, the research was done only on the nurses. Therefore, the statistical population of male and female nurses is 150 individuals.

Sampling
120 nurses of the hospital formed the sample, which was selected by random sampling method. The simple size was obtained using the \( N = \frac{pqz^2}{d^2} \) formula.

<table>
<thead>
<tr>
<th>N</th>
<th>S</th>
</tr>
</thead>
<tbody>
<tr>
<td>150</td>
<td>120</td>
</tr>
</tbody>
</table>

Data collection method
The most basic and the most important role of a research can be its method of collecting and processing. In this study, field study (questionnaire) method was used. The questionnaire used a four-scale option considering very low, low, high, very high.
Validity
If the conducted measurements fulfill the objectives and hypotheses of a research, it could be considered scientific and academic, therefore, with regard to the results, the research has validity.

Reliability
The reliability means the scientific repetition of previous results. In this study, first, the questionnaire was distributed between 10 persons, then it was collected and distributed again to the same people after a week. Through the comparison of the two-step results (current and next), the amount of correlation coefficient for the most part of the questions was more than 8% and in some cases was near to 1. Thus, if the coefficient of correlation is stable close to + 7%, the reliability is acceptable.

Statistical analysis of the data
In this study, descriptive-analytical (inferential) method was used. In the descriptive sections, tables were used and in analytical sections, the testing of hypotheses was used to prove or refute the assumptions.

\[ H_0: P = 50\% \]
\[ H_1: P \geq 50\% \]

Results
For the measurement of indicators and the used statistical description of data analysis in the case of public section variable of the research, table2 shows that 3% had associate degree, 95% held bachelor degree, 2% possessed M. S. degree. 74% had their own house, and 26% lived in rental house. Furthermore, 86% were single and 14% were married, as well as 10% were male and 90% were female.

Table2. Descriptive frequency of public section of the research
In the inferential analysis of the research variables, regarding the specialized section, the hypothesis testing was used to prove or refute the assumptions.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Subscales</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>education</td>
<td>Associate’s Degree</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Bachelor of Science</td>
<td>114</td>
<td>95</td>
</tr>
<tr>
<td></td>
<td>Master of Science</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Housing</td>
<td>Rental</td>
<td>11</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>Owning</td>
<td>89</td>
<td>74</td>
</tr>
<tr>
<td>Marital Status</td>
<td>Single</td>
<td>17</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>Married</td>
<td>103</td>
<td>86</td>
</tr>
<tr>
<td>Sex</td>
<td>Male</td>
<td>12</td>
<td>10</td>
</tr>
</tbody>
</table>
Table 3. Challenging nursing

<table>
<thead>
<tr>
<th>Degree Frequency</th>
<th>Very Low</th>
<th>Low</th>
<th>High</th>
<th>Very High</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absolute</td>
<td>25</td>
<td>47</td>
<td>21</td>
<td>7</td>
<td>120</td>
</tr>
<tr>
<td>Relative</td>
<td>38</td>
<td>39</td>
<td>17</td>
<td>6</td>
<td>100</td>
</tr>
</tbody>
</table>

In this hypothesis, the results are significantly as follows:

H₀: P = 50%
H₁: P ≥ 50%

Table 4. Suitability of tasks with the nursing occupation

<table>
<thead>
<tr>
<th>Degree Frequency</th>
<th>Very Low</th>
<th>Low</th>
<th>High</th>
<th>Very High</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absolute</td>
<td>20</td>
<td>21</td>
<td>56</td>
<td>23</td>
<td>120</td>
</tr>
<tr>
<td>Relative</td>
<td>16</td>
<td>18</td>
<td>47</td>
<td>19</td>
<td>100</td>
</tr>
</tbody>
</table>

Generally, the answers of the respondents about the questions and for the measurement of the above variables were significantly more than 50%.

H₀: P = 50%
H₁: P ≥ 50%

Therefore, H₀ can be refuted and by 95% confidence, it can be concluded that, in the view of nurses, the tasks were suitable with the occupation, and if the characteristics of nurses can be appropriate with their occupation, the necessary motivation can be created.

Table 5. The participation of the staff in making decisions

<table>
<thead>
<tr>
<th>Degree Frequency</th>
<th>Very Low</th>
<th>Low</th>
<th>High</th>
<th>Very High</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absolute</td>
<td>35</td>
<td>49</td>
<td>30</td>
<td>6</td>
<td>120</td>
</tr>
<tr>
<td>Relative</td>
<td>30</td>
<td>40</td>
<td>25</td>
<td>5</td>
<td>100</td>
</tr>
</tbody>
</table>
The participation of the staff in making decision was an effective factor in creating motivation in the nursing staff of the hospital.

$H_0$: $P = 50$

$H_1$: $P \geq 50$

Thus, $H_0$ cannot be refuted and by 95% confidence, it can be claimed that the hospital nurses believed that they had not the necessary participation in making decision and setting goals of the hospital.

**Table 6. The bonus to the services of the staff**

<table>
<thead>
<tr>
<th>Degree Frequency</th>
<th>Very low</th>
<th>Low</th>
<th>High</th>
<th>Very High</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absolute</td>
<td>85</td>
<td>32</td>
<td>2</td>
<td>1</td>
<td>120</td>
</tr>
<tr>
<td>Relative</td>
<td>71</td>
<td>27</td>
<td>2</td>
<td>0</td>
<td>100</td>
</tr>
</tbody>
</table>

Thus, $H_0$ cannot be refuted and by 95% confidence, it can be concluded that the nursing staff of the hospital are not satisfied with the bonus to their services and performance.

**Results**

As a specialized professional unit, for achieving its objectives, the hospital needs experts and interested and influential staff beside appropriate physical facilities. The managers of the units must pay serious attention to the motivational skills of human resources.

In hospitals, the most important staff that plays an important role in accompanying practitioners and specialists is nursing staff and creating motivation for it is among the contributing factors in the realization of the organizational objectives. In the organizations, the most important task of a manager is to fulfill human skills among the triple skills (technical, human, and perceptual). Therefore, the optimum use of them depends on the creation of motivation to let them implement their duties and to provide the considered services for patients and hospital. For motivating nursing staff, the correct identification of the factors and their needs is required; so, by understanding the needs and the factors that have the biggest share in motivating the nursing staff, the hospital will be able to achieve its prior goals, among which is better service, by creating motivation and improving their performance. According to collected data, nursing staff believes their occupation is challenging and needs calmness and safety. The variables such as the amount of the participation of employees in the determination of objectives and activities, the importance of paying attention to employees by managers, their bilateral relationship, accepting their comments, and bonus to services of nursing staff, satisfaction of salaries and benefits appropriate with the performance, satisfaction of the retirement and insurance services, recreational and sports facilities are effective in the amount of job satisfaction.
Suggestions
According to the results of the research and hypothesis testing, in order to create motivation in the nursing staff, the followings are proposed:
1. The necessary facilities must be provided for occupational promotion and continuing of education in nursing staff.
2. The recruiting of new human resource and reducing of working shifts must take place.
3. The participation in making managing decisions appropriate with the capabilities of nurses.
4. Payment of salary and bonus happen in time.
5. Supplementary and comprehensive insurances with maximum benefits could exist so that they can benefit from them.
6. The mental and physical health of nurses must be noticed, and sports, recreational, and entertaining facilities must be created for refreshment of the nursing staff.

Acknowledgement
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