

CASE STUDY

The status of work motivation of nurses at Hanoi Medical University hospital in 2024

Luu Nguyen Lan Anh¹, Tran Thi Nga^{2*}, Dang Thuy Trang³, Do Ngan Giang², Le Nhat Quang², Hoang Thi Huyen², Nguyen Ngoc Linh²

ABSTRACT

Objectives: Describe the working motivation of nurses at Hanoi Medical University Hospital in 2024.

Methods: A cross-sectional study was conducted from November 2023 to March 2024 to describe the working motivation of nurses at Hanoi Medical University Hospital recruited 355 nurses.

Results: Nurses have relatively high work motivation (67.0%) and the average score of factors is 3.65. The majority of nurses were over 30 years old (54.9%), a high percentage of nurses were married (73.2%), and 60.3% of nurses were the main income earners in their family. 6/7 factors scored motivated to work, of which: the factor “Time compliance and participation” had the highest average score (4.25 ± 0.71), whereas “Health” has the lowest points (2.95 ± 0.71). The factors “Organizational commitment”, “Job and colleagues satisfaction” and “Dedication” achieved corresponding scores of 4.11; 3.91 and 3.89.

Conclusion: Hanoi Medical University Hospital must focus on improving and enhancing “health factors” which was below the level of good work motivation while still maintaining the remaining factors.

Keywords: Work motivation, nurse, Hanoi Medical University Hospital.

INTRODUCTION

According to the World Health Organization, human resources are the fundamental factor for all medical achievements. In hospitals, medical staff are an indispensable part in contributing to improving the quality of medical services in the public sector (1). Nonetheless, health workers including nurses were still in a shortage in both quality and quantity: from January 1st, 2021 to June 30th, 2022, there were 9.680 medical staff resigned or quit their jobs, including 2.874 nurses (2). Nurses are a crucial human resource in the operation of the hospital. They are not only in charge condition of the patient but

also participating in other procedures to give the patient the best healthcare and treatment. For the purpose of improving the quality of nursing work, the motivation to work is one of the essential things that need to be focused on.

Work motivation is the desire and willingness of employees to increase efforts towards achieving common the goals of the organization (3). Many studies have shown that the capacity of health workers was very vital, not only affecting work results, individual and collective progress, but also related to the development of society and community In the world, research on nursing staff was quite popular, a study by Weldegebreal



Corresponding author: Tran Thi Nga

Email: tranthinga@hmu.edu.vn

¹Hanoi Medical University Hospital

²Hanoi Medical University

³Ca Mau General Hospital

Submitted: 24 May, 2024

Revised version received: 05 July, 2024

Published: 30 August, 2024

DOI: <https://doi.org/10.38148/JHDS.0804SKPT24-040>

F showed that the rate of motivated medical staff reached 58.6% (4). In addition, according to a study by Tutik Sri Hariyati, et al, the percentage of nurses who were motivated to work was 55.5% (5). In Vietnam, research in Ba Ria - Vung Tau (2019) showed that the rate of nurses who were motivated to work was 62.1% (6). Besides, according to research by author Danh Thai Lan and colleagues (2021) in Son La province, the number of motivated medical staff to work reached 82.5% (3). The proportion of health workers who were motivated to work fluctuated quite widely and also there were differences between regions. A study of work motivation is the basis for planning and promoting the development of medical staff's activities.

Hanoi Medical University Hospital received and treated up to 3,000 patients per day, so health workers, especially nurses, are under pressure of time and large workload. In recent years, the hospital has invested and cared about human resources to progress service quality, thus there are still lots of difficulties. Therefore, to find out the state of work motivation of the nursing at Hanoi Medical University Hospital in order to have more evidence to propose solutions to create motivate and contribute to the overall development of the hospital, we conducted research with a goal: **Describe the working motivation of nurses at Hanoi Medical University Hospital in 2024.**

METHODS

Study design: The cross-sectional research method.

Research subjects: Nurses are working at Hanoi Medical University Hospital.

Selection criteria: Nurses had working time of over 6 months and voluntarily participated in the study.

Exclusion criteria: Nurse was absent during the data collection period.

Study site and time: Duration: from November 2023 to March 2024 in Hanoi Medical University Hospital.

Sample size and sampling method

Sample size: Used the sample size formula to estimate a proportion:

$$n = Z^2_{(1 - \alpha/2)} \frac{p(1-p)}{d^2}$$

n: Minimum sample size required;

Z: Confidence limit coefficient, with $\alpha = 0.05$ equivalent to a 95% confidence interval, then $Z = 1.96$;

p: Percentage of nurses who are motivated to work, $p = 0.709$ (based on research by author Do Thi Diep Qua) (7);

d: allowable error (0.05 corresponding to 95% CI);

Based on the above formula, the research sample size was calculated as $n = 318$. Finally, a total 355 participants were recruited in the study. Sampling selection: convenience sampling method.

Research variables

Variables about general information of research subjects: gender, age, marital status, main income earner, monthly income, working duration, work department and work position.

Variables about work motivation includes 07 factors and 23 subsections: general motivation factor (03 subsections), health factor (02 subsections), job and colleague satisfaction factor (03 subsections), personal ability satisfaction and job value factor (03 subsections), organizational commitment factor (05 subsections), dedication factor (04 subsections), time compliance and participation factor (03 subsections).

Data collection: Using a self-fill 7-factor toolkit with 23 subsections to survey nurses' work motivation based on some previous study in the world and Vietnam (3, 8).

Responses were evaluated on a Likert scale with scores from 1 and 5. The highest score for a subsection was 5 points (totally agree) and the lowest was 1 point (strongly disagree).

Data collection: The questionnaires were designed in the form of Kobotoolbox to collect the data. After being explained and receiving consent to participate in the study, the questionnaire was sent directly to the nurses in each department.

Data analysis: The collected data was entered using Excel 2019. Analyze and process data using Stata 14.0 software. Descriptive statistics: frequencies, proportions (%), mean, standard deviation.

6 questions with anti-motivational meaning have had their Likert scale points reversed when entering data, including: B2, C1, C2, D2, H2, H3.

Therefore, if a certain factor has n subsections, the highest score of that factor would be $5n$, the lowest score of this factor would be $1n$. The score of each factor is calculated by the average of the subsections in that factor. Thus, an average score $\geq 3.5n$ was considered "good working motivation". On the contrary, an average score $< 3.5n$ was considered "poor work motivation" (9).

Ethics approval: The study was approved by the Scientific Council of Hanoi Medical University with Decision No. 221/QD-DHYHN dated January 26, 2024.

RESULTS

Table 1. Characteristics of study participants (n=355)

Characteristics		Frequencies (N)	Proportions (%)
Gender	Male	58	15.1
	Female	297	77.5
Age	< 30 years	127	35.8
	\geq 30 years	228	64.2
Marital status	Single	86	24.2
	Married	260	73.2
	Widowed, divorced	9	2.5
Main income earner	Yes	214	60.3
	No	141	39.7
Working time	\leq 5 years	142	40.0
	> 5 years	213	60.0
Department	Clinical	124	34.9
	Subclinical	197	55.5
	Manager/Administration	34	9.6
Position	Staff	335	94.4
	Manager	20	5.6

	Characteristics	Frequencies	Proportions
		(N)	(%)
Average income/ month (VND)	< 10 million	15	4.2
	10 – 20 million	226	67.9
	20 – 30 million	97	27.3
	>30 million	17	4.8

The results showed that female nurses make up the majority with 77.5%. The largest number of nurses were over 30 years old (64.2%) and up to 214/355 participants (60.3%) were the main income earners in the family. Nurses with an income of 10-20 million accounted for the highest proportion

(67.9%) and the average income under 10 million accounted for a low percentage (4.2%). 60.0% have worked for more than 5 years. The clinical department was the highest with 55.5% and the lowest was the management/administrative department with 9.6%.

Table 2. Nurses’ work motivation scores on 4 factors (n=355)

Order	Variables	Mean	SD
General Motivation Factor			
B1	You feel motivated to work hard	3.85	0.75
B2*	You think working just to get paid at the end of the month	2.99	0.97
B3	You think working to ensure a long life	3.99	0.70
General Motivation (B1-B3)		3.61	0.81
Health Factor			
C1*	You feel tired at the end of each day	2.68	0.87
C2*	Waking up in the morning feels tired from work	3.21	0.82
General health at work (C1-C2)		2.95	0.84
Jobs and Colleagues Satisfaction Factor			
D1	Very satisfied with the jobs	3.70	0.74
D2*	Dissatisfaction with colleagues	3.49	0.88
D3	Satisfied with the manager	3.81	0.85
Satisfaction at work and colleagues (D1-D3)		3.67	0.83
Personal Ability Satisfaction and Job Value Factor			
E1	Satisfied with the opportunity to use their abilities	3.70	0.67
E2	Be satisfied with the value of the work you do	3.82	0.73
E3	Feeling hospital work is valuable	4.21	0.64
General self-satisfaction at work (E1-E3)		3.91	0.68

* *Anti-motivational question*

The average score of the general motivation factor reached the good motivation level, with 3.62 ± 0.81 points. In particular, subsection “B3: Do you think working to ensure a long life” scored the highest (3.99 ± 0.70); On the contrary, the subsection “B2*: You think working just to get paid at the end of the month” had the lowest score (2.99 ± 0.97). Nurses were not well motivated by “Health” factors which had the minimum

score among 7 factors (2.95 ± 0.84). “Job and colleague satisfaction factor” factor was 3.67 ± 0.83 points which considered as good work motivation. The average score for satisfaction with “Personal abilities and work value” was 3.91 ± 0.68 . Sub-item question “E3: Feeling that work at the hospital is valuable” scored the highest motivation score (4.21 ± 0.64). 3/4 of the subsections in this factor had good motivation scores.

Table 3. Nurses’ work motivation scores on 3 factors (n=355)

Order	Variables	Mean	SD
Organizational Commitment Factor			
F1	Proud to work for this hospital	4.40	0.67
F2	Recognize your own worth and the worth of the hospital is similar	3.85	0.72
F3	Happy to work at this hospital rather than working at other facilities	4.18	0.74
F4	Feeling highly committed to hospital	4.11	0.69
F5	The hospital inspired me to do my job well	4.01	0.74
General motivation for organizational commitment (F1-F5)		4.11	0.71
Dedication Factor			
G1	Can trust and rely on colleagues	3.68	0.71
G2	Complete your tasks efficiently and accurately	3.85	0.60
G3	I am a hard worker	3.97	0.63
G4	Do what needs to be done without anyone reminding you	4.05	0.67
General Motivation for Conscientiousness at Work (G1-G4)		3.89	0.65
Time Compliance and Participation Factor			
H1	Arrive at work on time	4.22	0.69
H2*	Frequently absent from work	4.41	0.84
H3*	Sometimes it’s okay to be late for work	4.13	0.93
Time and Attendance Motivation (H1-H3)		4.25	0.82

* *Anti-motivational question*

Nurses’ motivation score of the “Organizational Commitment” factor was 4.11 ± 0.71 points. In which “F1: Proud to work for the hospital” had the best result with 4.40 ± 0.67 points and the lowest was the subsection “F2: Realize that your own values and the hospital’s values are similar”

(3.85 ± 0.72). With the factor of dedication, work motivation scored 3.89 ± 0.65 points. Participants were well motivated by “Time compliance and participation” factors (4.25 ± 0.82), reaching the highest score among the 7 factors. All subsections in this factor scored with good motivation.

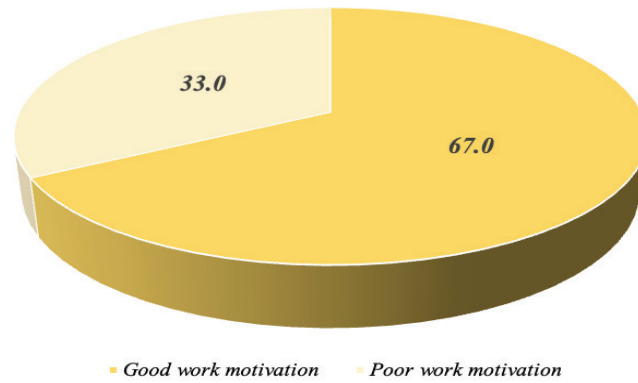


Figure 1. Proportion of work motivation

The rate of nurses with good work motivation was 67.0% (238/355) which was 2.03 times higher than the rate of nurses with poor work motivation (33.0%).

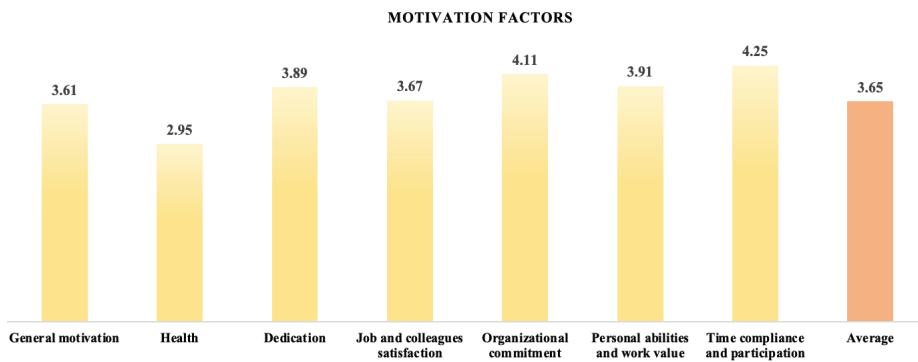


Figure 2. Average scores of work motivation factors

The chart showed that the score distribution of motivation factors fluctuated unevenly, the overall average score for 7 factors was 3.65 points (± 0.75). The factor with the highest average score was Time compliance and participation (4.25 ± 0.82) and the lowest was Health (2.95 ± 0.84).

DISCUSSION

Work motivation of individuals in the organization played an important role in improving productivity and output quality, especially in a healthcare environment that required a high sense of responsibility

and precision. Therefore, improving the motivation of nurses at the hospital was extremely necessary.

The majority of nurses participating in the study were female at 77.5%. That result was quite similar to the research results at Nghia Lo general hospital, Yen Bai (2020-2021), female accounted for 74.6%, this accurately reflected the gender structure in the nursing profession (9). The proportion of nurses aged 30-40 years old was 58.0% and the rate of nurses with more than 5 years of working time accounted for a large proportion of up to 60%. This showed that Hanoi Medical University Hospital had a majority of nurses who had

accumulated the necessary experience and knowledge from the training process. If this resource was well utilized the Hospital would have success and stability to develop over a long period of time.

The average score of work motivation factors was 3.65 ± 0.75 , higher than the score considered to have good work motivation (over 3.5). According to research results by Fuladvandi Masoomeh and colleagues, the results were also lower than our study with an average score of 3.42 ± 0.16 points (10). In Vietnam, research on 269 clinical nurses at Tay Ninh General Hospital showed that the average work motivation of nurses was 3.14/5 which was lower than our study (11). It could be explained that Hanoi Medical University Hospital is a central hospital with strengths in working conditions, salaries, bonuses and high working support compared to provincial hospitals. Subjects with good work motivation accounted for the majority with a rate of 67.0% (238/355), twice as higher than the rate of nurses with poor work motivation (33.0%). Compared to the previous study by Tutik Sri Hariyati and colleagues with the rate of motivated nurses accounting for 55.5%, our study recorded a higher rate (5). However, this difference in results might be due to the three public hospitals in Indonesia having difficulties in personnel and resources, lack of support and development opportunities, while Hanoi Medical University hospital was recognized and provides reasonable remuneration policies and creates working conditions for nurses.

Considering work motivation scores of each factor, 6/7 factors scored higher than the cutoff point which was good work motivated. In our study, the factor “Time compliance and participation” had the highest score (4.25 ± 0.82), the factor “Organizational commitment” had the second highest score (4.11 ± 0.71), and the lowest was the “Health” factor (2.95

± 0.84). At Nghia Lo General hospital, Yen Bai (2020-2021), the factor “Time compliance and participation” was also rated highest with an average score of 4.02 ± 0.87 , similar to the results of ours (9). In the nursing profession, clock compliance and active participation were important in work performance and service quality. However, when employees had health problems, this could lead to unfollowing the rules and not performing their work to their best ability. With the subsection “organizational commitment”, the majority of nurses agreed that they felt proud to work for this hospital with the highest average score (4.40/5 points), this showed that Hanoi Medical University Hospital was a good environment and hospital leaders always care about improving the satisfaction of medical staff. The “health” factor had the lowest average score among all the work motivation factors. The factor “You feel tired at the end of each day” has an average score of 2.68 ± 0.87 , showing that many nurses are tired after a working day, possibly because of high intensity and lack of rest. This reflects occupational stress and the need to improve working conditions. The factor “Waking up in the morning and feel tired from work” has an average score of 3.21 ± 0.82 , showing that many nurses feel tired when starting a new day, possibly due to lack of sleep or dissatisfaction with work. negatively affects performance and morale. This result was different from the research of Phan Tran Truc Mai (2019) when “Health” was the most important factor and had the highest score among others. With the age of nurses at Hanoi Medical University Hospital mainly over 30 years old (64.2%), health was an issue that needed attention to be improved (11).

The limitations of our study are mainly related to the study’ design. In particular, the use of quantitative study instead of qualitative study leads to a lack of insight into causes of the poor work motivation factor.

CONCLUSIONS

Nurses had relatively high work motivation 67.0% (238/355) and the average score of factors was 3.65. The results had 6/7 scores motivated to good work motivation and the percentage of nurses with work motivation in each factor was at a high level. The factors “Organizational commitment”, “Job and colleagues satisfaction” and “Dedication” achieved the scores of 4.11, 3.91, 3.89, respectively while the “Health” factor had the lowest points (2.95). Providing and improving this aspect was essential for the hospital in the aim of better work motivation. Along with that, the remaining factors are still needed to maintain good work motivation. Therefore, some solutions need to be prioritized to improve work motivation such as increasing remuneration and allowances. Arrange time and assign tasks in accordance with human resources and capacity to help nurses have better health.

Acknowledgements: The authors would like to sincerely thank the Board of Directors and the entire nursing team of Hanoi Medical University Hospital for the agreement and support for us to carry out this research.

REFERENCES

1. Human resources in the health sector in Vietnam. Accessed May 20, 2024. <https://www.who.int/vietnam/vi/health-topics/health-workforce>
2. The Ministry of Health Points Out 4 Main Causes-Ministry of Health Information Portal <https://moh.gov.vn/tin-tong-hop>
3. Danh Thai L., Nguyen Huu T., Tong Thi T. (2023). The working motivation of health workers at Lung Hospital, Son La Province, Vietnam, 2021. *Vietnam Medical Journal*, 523(2).
4. Weldegebriel Z, Ejigu Y, Weldegebreal F, Woldie M. Motivation of health workers and associated factors in public hospitals of West Amhara, Northwest Ethiopia. *Patient Prefer Adherence*. 2016;10:159-169.
5. Gunawan NPIN, Hariyati RrTS, Gayatri D. Motivation as a factor affecting nurse performance in Regional General Hospitals: A factors analysis. *Enferm Clinica*. 2019;29:515-520.
6. Phung TH, Pham QA, Pham NH, Chu HX. Status on motivation of clinical nurses working in Ba Ria Hospital in 2019.
7. Diep Qua DT, Thanh Nguyen Duc. Working motivation of nurses and some influencing factors at Van Ninh District Medical Center, Khanh Hoa Province in 2023. 2023 Oct 31;07(05):88–95
8. Mbindyo PM, Blaauw D, Gilson L, English M. Developing a tool to measure health worker motivation in district hospitals in Kenya. *Hum Resour Health*. 2009;7(1):40.
9. Ly TT, Tai ND, Toan NC. The working motivation of nurses at Nghia Lo General Hospital, Yen Bai Province in 2020-2021. *Vietnamese Medical Journal*. 2023;529(2).
10. Sedigheh Iranmanesh, Masoomah Fuladvandi, Golnaz Forough Ameri, Abbas Bahrampoor Iranian Nurses’ Organizational Commitment and Job Motivation. *Asian Journal of Nursing Education and Research*. 2014
11. Phan TTM, Hua TT, Vo QT. Work motivation of clinical nursing and associated factors at Tay Ninh General Hospital in 2019. *Vietnamese Medical Journal*. 2021;508(2).