

ORIGINAL ARTICLES

Job motivation of nurses and some influencing factors at Thu Duc Region's General Hospital, Ho Chi Minh City in 2024

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ABSTRACT

Objective: The study is aim to describe the job motivation and analyze the factors influencing the work motivation of nurses at Thu Duc Region's General Hospitals, Ho Chi Minh City in 2024.

Methods: A cross-sectional study of qualitative and quantitative research was conducted through interviews with 336 nurses, 5 in-depth interview and 2 group discussions from January 2024 to October 2024 at Thu Duc Regional General Hospital, Ho Chi Minh City

Results: The average job motivation score is 3.70/5, indicating an inaccurate level of work motivation. Among the three groups of factors, dedication has the highest "yes" rate (96.1%), followed by commitment (58.0%), and the lowest is job satisfaction (46.4%). Positive factors include: training policies, a friendly work environment, and support from colleagues. Negative factors include low salary, limited work condition and high pressure work.

Conclusion: It is necessary to improve the payment mechanism, working conditions, tasks assignment, and profession support to enhance the motivation of the nursing staff.

Keywords: Job motivation, Influencing factors, Thu Duc Region's General Hospital.

INTRODUCTION

Healthcare human resources, especially nurses, play a key role in ensuring the quality of medical examination and treatment services and patient satisfaction (1). Job motivation is a core factor determining job performance, the level of dedication, and long-term commitment of employees to the organization. However, a substantial body of literature, both domestic and international, indicates that levels of job motivation among healthcare staff, including nurses, often remain constrained by a range of factors such as income, work environment, collegial relationships, and career development opportunities (2)(6)(3). In Vietnam, studies also emphasize that to maintain and enhance the job motivation for nurses, a

comprehensive human resource management strategy is needed, including improving payment and training policy and work effective evaluating system (7)(9). In the context of hospitals implementing financial autonomy, nurses often face increasing workload pressures due to a high volume of patients and rising quality demands. This is particularly evident in national hospitals or first grade hospitals such as Thu Duc Region's General Hospital in Ho Chi Minh City, which has more than 800 beds, serves over 2,000 outpatient visits per day, and employs more than 330 nurses. Based on this reality, this research aims to describe the current status of nurses' job motivation and identify influencing factors, thereby proposing suitable human resource management solutions to enhance professional operation efficiency and



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the quality of healthcare services at the hospital. We conducted a study titled “Job Motivation of Nurses and Some Influencing Factors at Thu Duc Region’s General Hospital, Ho Chi Minh City in 2024,” with the objective: Describe the job motivation and analyze the factors influencing the Job motivation of nurses at Thu Duc Region’s General Hospitals, Ho Chi Minh City in 2024.

RESEARCH METHODS

Research design: Cross-sectional study, combining quantitative and qualitative methods.

Study site and time: The study will be conducted from January 2024 to October 2024 at Thu Duc’s Region General Hospital, Ho Chi Minh City.

Research subjects: The participants for the quantitative study were nurses who had been employed at the hospital for more than one year. The participants for the quantitative study. Leaders (Director, Head of Human Resources Department, Head of Quality Management Department, Head of Clinical Department, Head of Paraclinical Department) and clinical/paraclinical nurses participating in focus group discussions.

Sample size and sampling methods: Quantitative study was selected all 336 nurses working at Thu Duc Region’s General Hospital. For the qualitative study, data were collected through two methods: first, in-depth interviews were conducted with five leaders selected purposively based on their management roles and experience; second, two focus groups were convened, each comprising 5-7 nurses who were randomly selected from clinical and subclinical departments to ensure diverse representation

Study variables and qualitative research topics: The questionnaire had 2 main variable groups includes: demographic information (age, gender, professional qualifications, seniority, type of contract, marital status, and department of work) and job motivation scale adapted from Mbindyo (2009) (3) and subsequently validated

for the Vietnamese context by Phan Tran Truc Mai (2019) (4). The job motivation scale have 11 items, using a 5-point Likert scale with 3 subcategories: job satisfaction, organizational commitment and dedication. The qualitative study was explored some factors influencing job motivation include: leadership, colleagues, working conditions, payment system, management factors, and professional training. Techniques, tools and data collection procedures.

Tools and methods of data collection: Data were collected through structured questionnaires with 336 nurses, 5 in-depth interviews with 5 leaders and 2 group discussion

Processing and analyzing data: Quantitative data was analyzed: using SPSS 20.0. Calculating the frequency, percentage (%) and median and standard deviation. Qualitative: Analyzing accordingly to the topics and summarize the information from influencing factors, and therefore assist in interpret and provide proofs for the quantitative results

Research ethnics: The protocol of this study was approved by the Scientific and Ethical Committee in Biomedical Research, Hanoi University of Public Health under Decision number No. 272/2024/YTCC -HD3 on 10th of June 2024

RESULTS

Characteristics of respondents

The study’s sample consisted of 336 nurses and was predominantly female (81.0%). Regarding professional qualifications, a majority (54.0%) of participants held university or postgraduate degrees. In terms of seniority, nurses with five to just under fifteen years of experience constituted the largest group at 40.5%. A significant proportion of the respondents were married (65.2%). Furthermore, the vast majority of participants (89.3%) were official staff.

Job motivation of nurses in Thu Duc Regional General Hospital, Ho Chi Minh city in 2024

Table 1. Job Satisfaction

No	Items	Score (n, %)					Mean	Std
		1	2	3	4	5		
1	Have Job motivation	20 (6.0)	43 (12.8)	75 (22.3)	167 (49.7)	31 (9.2)	3.43	1.02
2	Satisfied with job	0	2 (0.6)	97 (28.9)	193 (57.4)	44 (13.1)	3.83	0.65
3	Chance to use their own working ability	0	4 (1.2)	95 (28.3)	185 (55.1)	52 (15.5)	3.85	0.68
Job satisfaction							3.70 46.4%	0.80

The overall average score for this factor group is 3.70 ± 0.80 . The item “Chance to use their working ability” achieved the highest average score at 3.85 ± 0.68 . The item “Satisfied with my job “ has an average score of 3.83 ± 0.65 , which does not reach

a clearly positive motivation threshold, and only 13.1% of nurses chose the level of “5”. Have job motivation “ recorded the lowest average score, only 3.43 ± 1.02 , with nearly 19% of nurses disagreeing or strongly disagreeing.

Table 2. Commitment to the hospital

No	Category	Score (n, %)					Mean	Std
		1	2	3	4	5		
1	Self-value when working in the hospital	0	2 (0.6)	85 (25.3)	196 (58.3)	53 (15.8)	3.91	0.65
2	Proud to work for the hospital.	0	3 (0.9)	85 (25.3)	187 (55.7)	61 (18.2)	3.89	0.68
3	Feeling proud of working for this hospital	0	5 (1.5)	103 (30.7)	179 (53.3)	49 (14.6)	3.81	0.69
4	Really enjoy working in the hospital	0	10 (3.0)	103 (30.7)	171 (50.9)	52 (15.5)	3.79	0.73
Motivation with commitment to the hospital							3.85 58.0%	0.70

“Motivation with commitment to the hospital” is 3.85 ± 0.70 points, where the highest average score is the item “Self-value when working in the hospital” at 3.91 ± 0.65 points, with 74.1% of nurses agreeing and

fully agreeing. The statement with the lowest average score is “Really enjoy working in the hospital” (3.79 ± 0.73 points), with 66.4% of nurses agreeing and fully agreeing.

Table 3. Dedication

No	Item	Score (n, %)					Mean	Std
		1	2	3	4	5		
1	Finish work efficiently	0	2 (0.6)	36 (10.7)	207 (61.6)	91 (27.1)	4.15	0.62
2	Self-dedicated in work	0	1 (0.3)	38 (11.3)	205 (61,0)	92 (27.4)	4.15	0.61
3	Follow the hospital schedule	0	0	36 (10.7)	161 (47.9)	139 (41.4)	4.31	0.65
Job motivation with dedication							4.20	
							96.1%	0.64

Mean of “Job motivation with dedication” is $4,20 \pm 0,64$ and the score of nurses agree

and strongly agree to the item “Follow the hospital schedule” is the highest (89,3%)

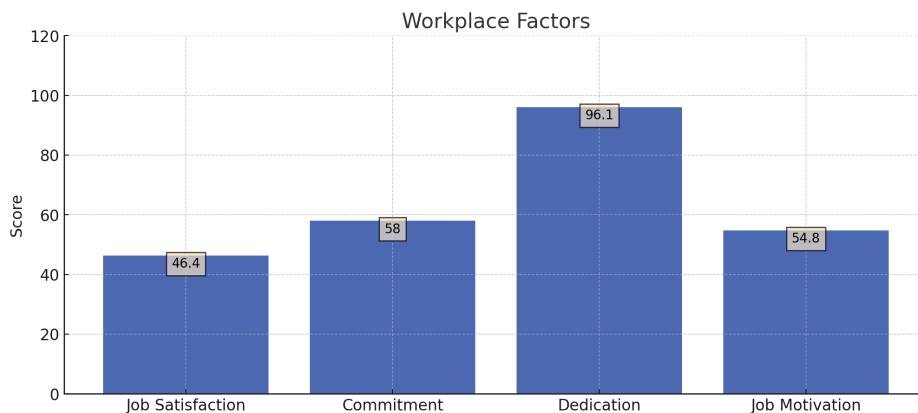


Chart 1. Average of nurses have job motivation

Percentage of nurses have job motivation accounts for 54.88%. In which, the percentage of “having” the highest dedication out of 3 category is 96.10%, next is the commitment to the hospital (58%) and “does” satisfy in work have the lowest rate (46.4%)

Influencing factor

Salary: Low salary is one of the most common factor, said by a nurse: “The current salary of the hospital is not enough, many have to work overtime”(TLN_DD_01). The chief said that “Low salary cause young nurses to quit public hospital to work in private clinic”(PVS_LD_01)

Working condition: The infrastructure doesn’t meet the requirement of highly increased in the patient numbers. Nurse shared: “Old equipments, number doesn’t chane which leads to the inability to fulfil the work requirement”(TLN_DD_02). The chief added: “After COVID 19, upgrading old equipments still facing many difficulties”(PVS_LD_02)

Training and future plan: Training program has been positively evaluated. Chief said: “The Hospital provides 100% fee for the short term courses and 30%- 50% for long term courses”(PVS_LD_03). The nurse

reply: “Being trained regularly makes me more confident in my job”(TLN_DD_03)

Work pressure: The increase amount of patient (over 2000 patients per day) and the overnight shift makes pressure even higher. “The overnight shift sometimes overloaded, very difficult to finish it efficiently”, said the nurse (TLN_DD_04). This pressure lower the satisfactory and the commitment and mental health of nurses who actually working in the hospital.

Management and Administration: Management is transparency but sometimes the work schedule is not really practical which also decrease in the satisfactory of nurses. “Unfair schedule, sometimes overloaded” (TLN_DD_04). Tran Thi Thanh Huong (2022) said that efficient management and well-fit schedule help with improving the motivation

Working environment: The working environment is friendly. Nurse shared: “The colleagues are supportive which makes the environment even better”.(TLN_DD_05). The chief confirmed: “The good relationship between nurses and chiefs make the job more effective”(PVS_LD_05).

DISCUSSION

The ratio of nurses have job motivation is 54.8%, lower than the study by Nguyen Van Manh (2019) at Krong Pac Hospital (88.7%) (5). Job satisfaction is at 46.4%, comparable to the study by Nguyen Trong Hieu (2019) (40.7%) (2), but lower than studies in Ho Chi Minh City, where organizational commitment is often lower (6). Commitment reaches 96.1%, but still below the 97-98% level of other studies (4). The main influencing factors at the hospital include: low income reducing satisfaction and commitment, leading to overtime work or quitting. “Income is not enough for expenses, many people have to work overtime” (TLN_DD_01). The study by Nguyen Thi Lan Anh (2023) indicated that non-competitive

remuneration policies lead to a high turnover rate (8). In the context of financial autonomy, competition with the private sector increases financial pressure, causing only 13.1% of nurses to be ‘very satisfied’ with their jobs. Working conditions due to old and insufficient equipment decrease job efficiency, affecting motivation. ‘Old equipment, insufficient quantity, affects work efficiency’ (TLN_DD_02). Vo Thi Ngoc Ha (2022) emphasizes that poor working conditions reduce motivation in provincial hospitals. With a large patient flow (over 2,000 consultations per day), this issue is even more serious at Thu Duc Hospital. Work pressure such as heavy on-call schedules and high patients volume create stress, reducing satisfaction and commitment. “The duty roster is sometimes overwhelming, making it difficult to ensure the quality of work” (TLN_DD_04). Dieleman (2021) points out that high work pressure reduces motivation in public healthcare facilities (7). Pressure in Ho Chi Minh City is increasing due to high service quality demands in a competitive environment. Continuous training boosts confidence and commitment. “Regular training helps me to be more confident” (TLN_DD_03). Le Thi Minh Tam (2024) emphasizes that training enhances the feeling of being recognized, which increases motivation (10). Policies supporting training costs (100% for short courses, 30–50% for long-term courses) are positive factors. Positive colleague relationships support motivation. “Colleagues support each other, creating a comfortable working atmosphere” (TLN_DD_05). Dieleman (2021) emphasizes that colleague relationships are an important non-financial factor (7). A supportive and collaborative culture enhances motivation but has not been adequately assessed. Le Thi Minh Tam (2024) points out that a positive organizational culture compensates for financial limitations (10). The lack of assessment of organizational culture may overlook factors influencing commitment and satisfaction. The difference in motivation compared to studies in rural areas such as Krong Pak (88.7%) (5) arises from competitive pressure in Ho Chi Minh City,

where private and international hospitals provide better income and working conditions (8). The financial autonomy mechanism increases the workload and heavy on-call schedules, leading to low satisfaction (46.4%). The study reflects the current situation of low job motivation at a large public hospital in Ho Chi Minh City, highlighting the role of financial factors (income) and non-financial factors (training, colleague relationships). Nguyen Thi Lan Anh (2023) proposed performance-based bonus policies and specific allowances to increase motivation without significantly raising the basic salary (8). Building a positive organizational culture that encourages recognition and respect will maintain long-term motivation (10). Investing in facilities and optimizing on-call schedules is necessary to reduce work pressure (9).

Limitations of the study: The research has not fully assessed the impact of organizational culture, an important factor that can enhance nursing commitment and satisfaction, due to limitations in resources and the scope of the study (10). Additionally, there has been no in-depth analysis of the relationship between demographic factors (such as educational level and years of experience) and job motivation, which needs further investigation.

CONCLUSION

The job motivation of nurses at Thu Duc's Region General Hospital is at an average level (3.70/5), with the lowest satisfaction (46.4%), commitment (58.0%), and the highest dedication (96.1%). The main negative factors include low income, limited working conditions, and work pressure. Positive factors include training, colleague relationships, and management. To enhance the job motivation of nurses, the hospital needs to implement the following synchronized solutions: Consider adjusting allowances (on-call, profession, hazardous...) suitable for job nature. Design a mechanism for additional income linked to work performance and

professional effectiveness. Adjust allowances (on-call, profession) and establish a mechanism for additional income based on job effectiveness. Invest in modern equipment to ensure facilities. Reduce on-call schedules and arrange job according to capacity. Establish a transparent, regular reward mechanism. Maintain and expand specialized training programs.

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