

Relationship between Motivating Work Factors and Nurses' Retention in Selected Hospitals at Shebin –Elkom

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Abstract: Motivation is a major factor for retaining nurses in any organization. Motivated nurses make an organization more strong and help in running all of its processes smoothly ultimately, meeting the organizational goals within the targeted period of time. The purpose of the study: Is to assess the relationship between motivating work factors and nurses' retention. A descriptive correlational design was used; the study was conducted at Menoufia University hospital and Shebin El-Kom teaching hospital. Convenient samples of 315 nurses were recruited from Menoufia University hospital (159) and Shebin El-Kom Teaching hospital (156). Data was collected using two structured questionnaires adapted by the investigator. The first structured questionnaire was Motivational Level Questionnaire. The second structured questionnaire was Nurses' Retention Questionnaire. Results: The majority of the studied nurses reported that the desired motivating work factors ranked as the top five factors were: recognition and appreciation, salary, rewards, advancement and growth, training and development. The actual provided motivating work factors by the studied settings were arranged as the following: job characteristics, working conditions, feedback, training and development, job responsibility, leadership, goal-setting, job security, rewards, salary, advancement and growth, recognition and appreciation, & performance appraisal. The present study showed that the retention factors were salary and incentives, job contents, work environment at semi-equal percentage (40.73%, 41.1%, and 41.02% respectively), while organizational factors were only 36%. Conclusion: There was a very highly statistical significant positive correlation between total motivating work factors and total retention factors ($R= 0.89$). Recommendations: The results of this study should be disseminated between key persons (hospital administrators) to reduce the liability of demotivation and increase the retention rate of nurses at hospitals. Recognition and appreciation of the good work done by nurses is a key issue that should be tackled seriously by health managers in hospitals.

Key words: *Motivation, Motivating work factors, Retention.*

Introduction

Today's nurses aren't just caring for the sick; they are changing our notion of modern medicine and health care delivery. Nurses are publishing scientific research, developing mobile medical applications, and actively addressing health care policy (Tiffin, 2012). Nursing forms the largest body of employees in the health care system. A shortage of nurses therefore jeopardizes many aspects of health care delivery. Therefore nurses are valuable assets to health organizations and their services need to be maintained to ensure quality health

care is provided to consumers (Onyango, 2016). Nurses hold the majority of positions in most health care settings. Therefore, nurses' workplace well-being is a critical issue. The level of nurses' well being experienced in the work setting, specifically work motivation have important personnel consequences; it can affect other attitudes and even physical health. Thus nurses' motivation should be of great concern to any organization (Hassan, 2007). Motivation is the action nurses take to satisfy unmet needs. It is the

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willingness to put effort into achieving a goal or reward to decrease tension caused by the need. Intrinsic motivation comes from within the nurse, driving him or her to be productive rather than from any external or outside rewards, such as: money or grades (Marquis & Huston, 2015).

Motivation is one of the most important factors determining organizational effectiveness. All organizational facilities will go to waste in the absence of motivated nurses to utilize these facilities efficiently. Motivation is an effective instrument in the hand of management for inspiring the work force, motivation increase the willingness of the nurse to work thus increasing efficiency and effectiveness of the organization (Smith, 2009).

Motivation plays as a critical role in achieving goals and organizations' objectives and is equally as important for companies that work in a team-based environment or in workplace comprised of employees who work independently, making sure that employees workplace goals and values are aligned with creating and maintaining high level of motivation that can lead to higher productivity and improved work quality across all departments (Vempati, 2013 & Jones, 2011).

De-motivation of staff has a bad effect on the delivery of care of patients and the quality of care. If a nurse cannot find anything that motivates him/her to do the work, leaving the workplace could be the best idea; this may occur as a result of lack of interest to work under stress and being less concentrated and less productive. That can explain the presence of shortage within nursing all over the world; however, the causes of demotivation are workplace violence, workplace

hazards and injuries, long working hours, effect of night shift, shortage and turnover problem, feeling under paid and lack of appreciation. Consequently, hospitals need to know how to motivate their nurses to keep them retained (Duda, 2008).

Nursing retention is the ability to continue the employment of qualified nurses, who might otherwise leave the organization. The impact of this action is to maintain stability and enhance quality of care while reducing cost to the organization in (Huber, 2014). Retention of nurses in the workforce has been a strong focus of health care systems worldwide for several decades (Buerhaus, Staiger & Auerbach, 2009). It is essential to decrease nursing turnover now and in the future to assist in stabilizing the nursing workforce (Twibell et al., 2012). As the nursing shortage continues to accelerate, concerns over the need to retain nurses becomes more imminent (Cottingham, Dibartolo, Battistoni & Brown, 2011). Nurse retention is critical for health system performance and a key problem is how best to motivate and retain nurses. Seven major motivational themes have been identified as important for nurses' retention. These are financial rewards, career development, continuing education, hospital infrastructure, resource availability, hospital management and recognition/ appreciation from management. The use of initiatives such as financial rewards, career development, and continuing education to improve motivation had been effective in helping retention (Shattuck et al., 2008).

Nursing retention has long been an issue for employers. The nursing staff of a hospital makes up the largest single group of employees. For this reason, any shortage in nursing staff or retention of nursing staff can greatly affect not only the productivity of a

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hospital but the quality of care and the financial bottom line. It is better for an institution to be able to retain the staff that is employed than to have to go through the process of advertising the position, hiring a new nurse, and going through the process of training another nurse (Ulrich et al., 2010).

The management of hospitals needs to put in place effective strategies to ensure maximum retention of nurses such as; encouraging nurses to participate in the decision making process of the organization core programs, allowing nurses to give their input in the formation of duty rosters and shifts, having flexible work shifts, having programs that promote nurses professional growth, etc. The management should approach nurses at their workplace, particularly identify nurses who are dissatisfied and address issues that will make them not to leave their jobs (Onyango, 2016).

Significance of the study:

Retaining an adequate nursing workforce is essential for organizations to meet the environmental pressures for quality care and patient outcomes. Thus, it seems imperative that the identification of factors that motivate nursing personnel is a primary step in the retention of nurses. From the investigator's clinical experience in the training of the nurse students, it was noticed that nurses always express dissatisfaction and disappointment with work factors such as salary, lack of a career ladder and lack of continuous training etc. consequently, identifying empirically nurse's work motivators is a significant factor for developing strategies for nurses' motivation and retention and for identifying areas for future research.

Theoretical Framework:

The Two-Factor Theory by Frederick Herzberg will be adopted as a theoretical framework for this study. According to this theory people are influenced by two factors: hygiene factors (extrinsic conditions) and motivation factors (intrinsic conditions). Both sets of factors are components of the work environment. The hygiene factors include working conditions, quality of supervisor, salary, status, security, company policies and administration, and interpersonal relationships (Thomas, 2012). Motivation factors include achievement, recognition, responsibility, advancement, the work itself, and the possibility of growth (Roussel, 2009).

Empirical studies (Maertz and Griffeth, 2004) in (Nazia & Begum, 2013) have indicated that extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were key motivational variables that influenced their retention in the organizations. The implication of this therefore is that management should not depend only on intrinsic variables to affect employee retention; rather, a combination of both intrinsic and extrinsic variables should take in to account as an effective retention strategy.

Purpose of the study:

This study was conducted to assess the relationship between motivating work factors and nurses' retention at Menoufia University Hospital and Shebin El-kom Teaching Hospital.

Research questions:

- What are the motivating work factors among nurses at Menoufia University Hospital and Shebin El-kom Teaching Hospital?

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- What are the factors affecting nurses' retention at Menoufia University Hospital and Shebin El-kom Teaching Hospital?
- What is the relationship between motivating work factors and nurses' retention at Menoufia University Hospital and Shebin El-kom Teaching Hospital?

Methods

Research design: A descriptive correlational research design was used in conducting this study. Sample: A convenient sample of 315 nurses were recruited from Menoufia University hospital (159) and Shebin El-kom Teaching hospital (156).They have at least two years of experience working in the hospital and accept to participate in the study.

Setting: This study was conducted in Menoufia University Hospital and Shebin El-kom teaching hospital.

Data collection instruments:

Two structured questionnaire were used for data collection.

- **Instrument one: Motivational Level Questionnaire.** This instrument was developed by Charl Van, (2011) and modified by the investigator. It was divided into three parts as follows: educational level, job title, marital status, years of experience, and work department.

1. **Part II: Motivating work factors:** It is developed to rank desired motivating work factors according to their importance. It consisted of 13 items such as: rewards, goal-setting, feedback, job characteristics, salary, advancement and growth, working conditions, recognition and appreciation, training and development, job responsibility,

job security, performance appraisals, and leadership.

2. **Part III: level of nurses' motivation:** It is developed to assess the extent to which hospitals provide motivating work factors. It consisted of 60 items. They were divided into thirteen categories: rewards, goal-setting, feedback, job characteristics, salary, advancement and growth, working conditions, recognition and appreciation, training and development, job responsibility, job security, performance appraisals, and leadership.

- **Instrument two: Nurses' Retention Questionnaire.** This instrument was adapted from Ali. (1998) and divided into three parts as the following:

1. **Part I: Contributing factors of retention:**

It was developed to assess the extent to which hospitals provide retention factors to nurses. It consisted of 52 items divided into four categories: Salary and incentives, job contents, work environment & organizational factors.

2. **Part II: Contributing factors of turnover:**

It consisted of 13 items which included: Living far away from work & unavailability of transportation from and to hospital, work overload, bad working relation with nursing supervisors, better job opportunity, tenure problems, unsatisfactory salary, no promotional opportunity, Patients and relatives relations, scheduling system, family responsibility, no continuous education opportunity, no postgraduate studies opportunity,

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and no precautions for the safety and security of the nurses.

3. Part III: Intention to leave:

It consisted of an inquiry whether the nurses intend to leave the hospital or not.

Validity:

A bilingual group of five experts was selected to test the content and face validity of the instruments. The panel included two experts from nursing administration department, two experts from Medical Surgical Nursing departments and one expert from Community Health Nursing department (Faculty of Nursing, Menoufia University). The investigator asked the panel to critique the instrument as a whole, including identifying areas of concern and reviewing the construction, flow and grammar. The panel examined the following criteria: relevant to the purpose of the study, clear and simple wording of research questions, tool is easy to be understood, comprehensive questions, appropriate length of the tool and of each question, appropriate ordering of questions, unbiased, and no redundancy in questions. Necessary modifications and deleting of some questions were done to reach the final valid version of the instruments. The instruments were considered valid from the experts' perspective.

Reliability:

(A): Motivational Level Questionnaire:

The instrument was tested to reliability by the internal consistency coefficient alpha that was (0.96).

(b): Nurses' Retention Questionnaire:

The instrument was tested to reliability by the internal consistency coefficient alpha that was (0.97).

Scoring system:

The total score	Motivation level	Retention level
0: > 33.3%	Low	Low
33.3: > 66.3%	Moderate	Moderate
66.3: 100%	High	High

The total score	level of intention to leave
≥ 50%	Having intention
< 50%	Having no intention

Methods:

Before any attempt to collect data, an official approval letter was submitted to the Dean of the Nursing College to collect data from the pre-mentioned study settings. Also, written approval letters were submitted to the director of Teaching Hospital and the director of University Hospital to collect data from the pre-mentioned study subjects. The letter contained the title, aim of the study, and methods of data collection.

Ethical consideration:

The study was conducted with careful attention to ethical standards of research and rights of the participants:-

• **Informed consent:**

The respondents' rights was protected by ensuring voluntary participation; so that informed consent was obtained by explaining the purpose, nature, time of conducting the study, potential benefits of the study and how data will be collected.

Anonymity and Confidentiality:

The respondents were assured that the data will be treated as strictly confidential; furthermore, the respondents' anonymity was maintained as they weren't required to mention their names.

Pilot study

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The pilot study was carried on 32 nurses which represented (10%) of sample size. It was excluded from the main study sample. Based on the results of the pilot study, rephrasing of some questions was done to ensure clarity of the questions. The purpose of the pilot study was to ascertain clarity, relevance, applicability of the study tools and to determine obstacles that may be encountered during data collection. It also helped to estimate the time needed to fill the questionnaire tools.

Statistical design:

The data collected were categorized, tabulated, analyzed and presented in descriptive forms by using SPSS version 18.

The necessary tables were then prepared and statistical analysis included the arithmetic mean, standard deviation, chi-square test, t test & Pearson correlation (r).

Results

Table (1): Represents social characteristics of the studied nurses. This table showed that the studied nurses were semi-equal distributed between University Hospital and Teaching Hospital. Also, the highest percentage of the studied nurses was from critical care departments and the lowest percentage of the studied nurses was from nursing administration department. The highest percentage of the studied nurses was between 25 < 35 years old and most of them were female nurses. Also the highest percentage of the studied nurses was diploma nurses & has ≥ 15 years of experience. Regarding job title, the highest percentage of the studied nurses was staff nurses and most of them were married.

Table (2): Illustrates ranking of desired motivating work factors as reported by the studied nurses. As showed from the table, the highest

ranked desired motivating work factor was recognition and appreciation, while the lowest ranked was performance appraisal.

Table (3): Illustrates mean's score of the actual provided motivating work factors by the study settings. It indicated that the highest mean score of the actual provided motivating work factors was job characteristics, while the lowest mean score was performance appraisal.

Table (4): Illustrates mean's score of contributing factors of retention provided by study settings as reported by the studied nurses. It showed that salary and incentives, job contents, & work environment were taken semi-equal mean score by the studied nurses, while organizational factors were taken the lowest mean score by the studied nurses.

Table (5): Represents correlation between total motivating work factors and total contributing factors of retention provided by study settings as reported by the studied nurses. As noticed from the table, there was a very highly statistical significant positive correlation between total motivating work factors and total retention factors ($R=.89$) reaching a significant level for the latter ($P\text{-value} < .0001$).

Table (6): Illustrates ranking of contributing factors of turnover as reported by the studied nurses. As showed from the table, the highest ranked contributing factor of turnover was work overload, while the lowest ranked was no post graduate studies opportunity.

Table (7): Reflects intentions of nurses to leave in The University Hospital and Teaching Hospital. As showed in this table, intention to leave in each & both hospitals is $>50\%$. Additionally, it showed that there were no statistical significant differences between both

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hospitals regarding intention to leave hospital as P-value >.05%.

Table (8): Represents relationship between total motivating work factors, total retention factors and intention to leave hospital. As showed in this table, there is high statistical significant difference between total motivating work factors, total retention factors and intention to leave hospital as P-value <.0001.

Fig 1: Shows percentage of total motivating work factors & total retention factors of the studied nurses regarding study settings. As indicated from the figure, in both study settings; total motivating work factors & total retention factors of the studied subjects >33.3% & < 66.3 % (which can be interpreted as moderate motivated staff & moderate retention factors in both hospitals).

Table (1): Social characteristics of the Studied Nurses (N=315).

Social characteristics		No	%
University Hospital	Inpatient departments	36	22.6
	Critical care departments	118	74.2
	Nursing administration	5	3.2
Teaching Hospital	Inpatient departments	30	19.2
	Critical care departments	121	77.6
	Nursing administration	5	3.2
Age	20:<25 years	83	26.4
	25:<35 years	117	37.1
	35:<45 years	82	26
	≥45 years	33	10.5
Gender	Male	21	6.7
	Female	294	93.3
Educational level	Diploma nurses	138	43.8
	associate degree in nursing	77	24.4
	BSc.in nursing	94	29.8
	postgraduate studies	6	2
Job title	Nursing manager	3	1
	Head nurse	39	12.4
	Nursing supervisor	9	2.8
	Staff nurse	264	83.8
Marital status	Single	44	13.9
	Married	263	83.5
	divorced	5	1.6
	Widower	3	1
Years of experience	Year: <5 years	86	27.3
	5:<10 years	27	8.6
	10:<15 years	84	26.6
	≥15 years	118	37.5

Table (2): Ranking of Desired Motivating Work Factors as Reported by the Studied Nurses (N=315).

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Motivating work factors:	agree weakly		agree moderately		agree substantially		Total %	Rank
	No	%	No	%	No	%		
Rewards	114	36.20	39	12.40	162	51.40	71.75	3
Goal-setting	151	47.90	65	20.60	99	31.40	61.16	10
Feedback	153	48.60	91	28.90	71	22.50	57.99	12
Job characteristics	139	44.10	90	28.60	86	27.30	61.06	11
Salary	92	29.20	42	13.30	181	57.50	76.08	2
Advancement and growth	99	31.40	78	24.80	138	43.80	70.79	4
Working conditions	126	40.00	81	25.70	108	34.30	64.76	7
Recognition and appreciation	72	22.90	56	17.80	187	59.40	78.84	1
Training and development	100	31.70	87	27.60	128	40.60	69.63	9
Job responsibility	118	37.50	106	33.70	91	28.90	63.81	5/
Job security	108	34.30	71	22.50	136	43.20	69.63	12
Performance appraisal	166	52.70	80	25.40	69	21.90	56.40	7/
Leadership	137	43.50	59	18.70	119	37.80	64.76	7/

Table (3): Mean's Score of Actual Provided Motivating Work Factors by The Study Settings (N=315).

Motivating work factors	Mean	SD	Maximum mean	Minimum mean
Rewards	6.38	2.17	12	4
Goal-setting	8.38	2.71	15	5
Feedback	3.66	1.46	6	2
Job characteristics	10.32	3.09	15	5
Salary	6.12	2.19	12	4
Advancement and growth	6.11	2.21	12	4
Working conditions	9.16	2.84	15	5
Recognition and appreciation	7.56	2.71	15	5
Training and development	8.87	3.11	15	5
Job responsibility	5.28	1.76	9	3
Job security	4.92	1.87	9	3
Performance appraisal	4.45	1.81	9	3
Leadership	20.91	6.82	36	12

Table (4): Mean's Score of Contributing Factors for Retention Provided by Study Settings as Reported by the Studied Nurses (N=315).

Contributing factors of retention	Mean	SD	%	Maximum mean	Minimum mean
Salary and incentives	6.11	1.64	40.73	15	5
Job contents	24.66	6.00	41.1	60	20
Work environment	28.31	7.11	41.02	69	23
Organizational factors	4.32	1.03	36	12	4

Table (5): Correlation between Total Motivating Work Factors and Total Contributing Factors of Retention Provided by Study Settings as Reported by the Studied nurses (N=315).

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Variables	R	p-value
Total motivating work factors	0.89**	.0001**
Total retention factors		

Table (6): Ranking of Contributing Factors for Turnover as Reported by the Studied Nurses (N=315).

Contributing factors of turnover	Agree weakly		Agree moderately		Agree substantially		Total %	Rank
	No	%	No	%	No	%		
Living far away from work & unavailability of transportation from & to hospital.	152	48.30	29	9.20	134	42.50	64.76	9
Work overload	35	11.10	50	15.90	230	73.00	87.30	1
Bad working relation with nursing supervisors	40	12.70	63	20.00	212	67.30	84.87	
Better job opportunity	113	35.90	81	25.70	121	38.40	67.51	7
Tenure problems	98	31.10	93	29.50	124	39.40	69.42	5
Unsatisfactory salary	95	30.20	66	21.00	154	48.90	72.91	4
No promotional opportunity	103	32.70	100	31.70	112	35.60	67.62	6
Patients & relatives relations	194	61.60	66	21.00	55	17.50	51.96	11
Scheduling system	63	20.00	95	30.20	157	49.80	76.61	3
Family responsibility	138	43.80	85	27.00	92	29.20	61.80	10
No continuous education opportunity	213	67.60	60	19.00	42	13.30	48.57	12
No postgraduate studies opportunity	214	67.90	65	20.60	36	11.40	47.83	
No precautions for the safety and security of the nurses.	117	37.10	92	29.20	106	33.70	65.50	13

Table (7): Intentions of Nurses to Leave in The University Hospital and Teaching Hospital (N=315).

Intention to leave Hospital name	Intend		Not intend		Total	Chi	P-value
	No	%	No	%			
University Hospital	96	60.4%	63	39.6%	159	.318	.327
Teaching Hospital	99	63.5%	57	36.5%	156		
Total	195	61.9%	120	38.1%	315		

Table (8) Relationship between Total Motivating Work Factors, Total Retention Factors and Intentions to Leave (N=315).

Intention to leave		N	Mean	SD	%	t	P-value -P
Total Motivating Work Factors	Intend	195	87.29	18.29	48.49	-18.432	0.001*
	Not intend	120	126.16	17.99	70.09		
Total Retention Factors	Intend	195	55.33	5.67	35.47	-17.415	0.001 *
	Not intend	120	76.55	15.42	49.07		

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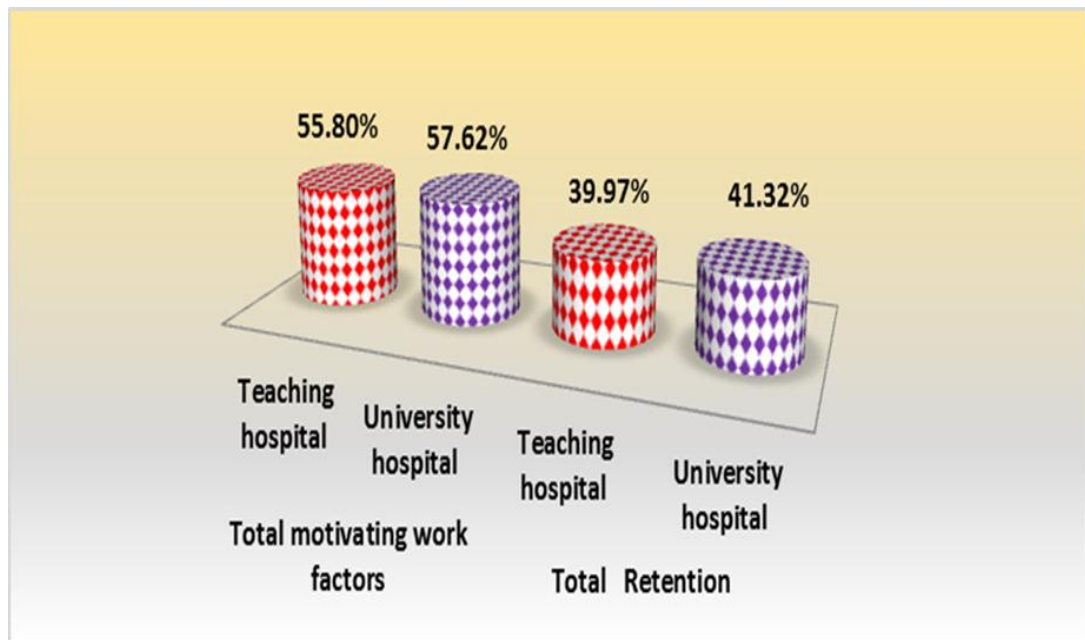


Fig 1: Percentage of Total Motivating Work Factors & Total Retention Factors of the Studied Subjects Regarding Study Settings (N=315).

Discussion

Concerning the research question related to "what are the motivating work factors among nurses at Menoufia University hospital and Shebin El-kom teaching hospital? ", the desired motivating work factors ranked as the top five factors by the studied nurses were: recognition and appreciation, salary, rewards, advancement and growth, training and development.

This result was consistent with Shattuck et al.,(2008) who identified personal recognition and appreciation by employer and the community as the most important motivating factor at any particular setting. Other motivational themes identified by them were: financial incentives; career development; continuing education; hospital infrastructure; resource availability; and hospital management. Furthermore, they concluded that, growth factors appeared more in ranking as motivational factors than deficient factors (e.g. salary).

This result was also consistent with Binte (2015) who stated that

appreciation was one of the most top desires of employees. Appreciation motivates and keeps them productive by enhancing their morale. It allows them to enhance positive self-evaluation and ability to contribute for organization. On the other hand, the present study result was opposed to Charl van (2011), who mentioned that the motivational factors had different ranking such as: salary, job security, training and development, opportunity for advancement & growth and recognition and appreciation. This difference could be attributed to differences in personal needs. So that ranking of motivating work factors might differ.

Concerning actual provided motivating work factors by the study settings as reported by the studied nurses, the result of the present study showed that they were arranged as follows: job characteristics, working conditions, feedback, training and development, job responsibility, leadership, goal-setting, job security, rewards, salary, advancement and growth, recognition

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and appreciation, & performance appraisal.

This result was contradicted with Abd El-Aziz (2012) who stated that the motivating work factors as reported by studied nurses at Benha University Hospital were arranged as the following: peer interaction, responsibility, work nature, followed by supervision, organization policy and lastly achievement and job security. This contradiction could be due to work-related factors that motivate nurses may change from one hospital to another.

Also this study findings goes hand with hand with a study on motivation among healthcare workers done by Leshabari, Muhondwa, Mwangu & Mbembati (2008) which revealed that among the contributing factors to reduced motivation were low salary levels, inadequate performance evaluation and feedback, poor communication channels in the different organizational units and between workers and management, lack of participation in decision-making processes, frequent unavailability of necessary equipment and consumables to ensure proper patient care, and a general lack of concern for workers' welfare by the hospital management.

Regarding Level of nurses' motivation, the result of the present study showed that the majority of the studied nurses at both hospitals were moderately motivated. This was consistent with Abd El-Aziz (2012) who reported that nurses were moderately motivated at Benha University Hospital. Also, a study conducted by Nkomeje (2008) reported that nurses were moderately motivated with their job at King Faisal Hospital (KFH). On the other hand, this result was opposite to Coomber & Barribal (2007), who reported that nurses perceived themselves to be highly motivated. Also, the present

finding was contrasted with Onuoha, et al., (2017) who reported that the levels of motivation among the nurses were very low.

With reference to the 2nd research question (“what are the factors affecting nurses' retention at Menoufia University hospital and Shebin El-kom teaching hospital?”).The present study showed that the study settings provided the 1st three categories: salary and incentives, job contents, work environment at semi-equal percentage (40.73%, 41.1% & 41.02% respectively). While organizational factors were provided by the study settings at the lowest percentage (36%).Therefore, there was a moderate level of nurses' retention.

This result was congruent with Gow, Mutinta, & Ingombe (2011) who stated that the factors that influenced employees to leave the organization and decreased retention were: poor working conditions; unreasonable workloads; unchanging job descriptions; lack of advancement in technology; high levels of stress; and inflexible work arrangements. This result was also consistent with Onyango (2016) who mentioned that the following were suggested by the nurses as ways of improving staff retention, to improve on staff appraisals and staff promotion, increase salary, bonuses and allowances and improve on job security. They also suggested that having less work hours and increasing staff members help to reduce work load whilst offering more training and further educational opportunities

Concerning, the contributing factors of turnover, the present study findings revealed that the majority of nursing staff reported that potential contributing factors of turnover ranked as the top five factors were: work overload, bad working relation with nursing supervisors, scheduling

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system, unsatisfactory salary, and tenure problems.

Also, this result was consistent with Takase (2010), who stated that excessive workload and issues in interpersonal relationships were cited by nearly half of the nurses as their reasons for considering leaving their jobs in a study that examined turnover among three generations of nurses. Also, Shader, Broome & Westand (2001) in Onyango (2016) mentioned that higher levels of career pressures, working hours, over time and shifts also influenced turnover intentions.

Regarding the intention to leave, the result of this study showed that more than half of nurses (>50%) had intention to leave hospitals (61.9%). Also, there was no statistically significant difference between the two hospitals. This finding was supported by Onyango (2016) who mentioned in his study that when respondents were asked on their intention to leave the hospital, most of the respondents indicated that they would not like to continue working in the hospital.

On the other hand, the result of the current study was contradicted with Ebrahim & Ismail (2014) who mentioned that nearly one fifth (18.4%) of the studied nurses at Teaching Hospital and University Hospital had the intention to leave their organization, while the majority of the studied nurses (81.6%) had the desire to stay in their organizations.

In addition, the findings of the present study showed that studied nurses had not intention to leave in both hospitals, in spite of the moderately motivated nursing staff and moderately retention factors provided by both hospitals. From the investigator's point of view, this could be attributed to the low financial status, the high unemployment rate and current economic constraints lead the staff to remain employed in their same jobs

even if they were not comfortable, motivated or satisfied with their jobs. In other words, they continue to work because they were in need of money. Also, those who were currently employed, were more concerned with their income, benefits and seniority at work rather than their motivation and satisfaction with their jobs or the job environment. Therefore, they shifted their needs for self-actualization in order to satisfy their basic needs.

This result was supported by AbdElaziz (2012) who reported that although nurses might “need” to continue their work in order to meet increasing fulfillment elusive financial goals, nurses might not be satisfied from the salary, their manager, and work schedules as well as from the environment of work itself. On the other hand, the result of the present study was contrasted with a study conducted by Dysvik & Kuvaas (2010) that showed a negative direct relationship between motivation at work and intention to leave organization.

Concerning the answer of the 3rd question “what is the relationship between motivating work factors and nurses' retention at Menoufia University Hospital and Shebin El Kom Teaching Hospital?”. The findings of the present study showed that there was a very highly statistical significant positive correlation between total motivating work factors and total retention factors ($R=0.89$). This result is supported by the study conducted by Onyango (2016) that showed there was a positive relationship between motivating factors and nurse retention, which meant that by increasing motivating factors, there would be an increase in nurse retention level and vice versa.

This result was also in the same line with a systematic review of motivation and retention of health workers in

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developing countries (Africa and Asia) conducted by Shattuck et al., (2008) who found similar positive relationship between motivation and retention of health workers.

Also, this result was in agreement with Peters, Chakraborty, Mahapatra & Steinhardt (2010) who stated that health worker motivation is the main determinant of health worker retention and health sector performance. Also, the result goes hand with hand with a research findings from the Asian Pacific Region by Henderson & Tulloch (2008) that indicated that improved salaries and benefits, together with improved working conditions, supervision and management, and education and training opportunities were important in motivating and retaining health workers.

Conclusion

It is concluded that, the majority of the studied nurses reported that the desired motivating work factors ranked as the top five factors were: recognition and appreciation, salary, rewards, advancement and growth, training and development. Also, they reported that the actual provided motivating work factors by the studied settings were arranged as the following: job characteristics, working conditions, feedback, training and development, job responsibility, leadership, goal-setting, job security, rewards, salary, advancement and growth, recognition and appreciation, & performance appraisal.

Moreover, the majority of studied nurses reported that the 1st three categories (salary and incentives, job contents, work environment) of contributing factors of retention were provided by the study settings at semi-equal percentage (40.73%, 41.1%, and 41.02% respectively), while organizational factors were provided at

the lowest percentage (36%). Additionally, there is a very highly statistical significant positive correlation between total motivating work factors and total retention factors.

Recommendations

Based on the findings of this study and the review of the literature, the following recommendations are proposed:

At practical level:

- Disseminate the study results to the important key persons (hospital administrators) to be considered when dealing with nurses to decrease the liability of demotivation and increase their retention rate.
- Recognition and appreciation of the good work done by staff is a key issue that should be tackled seriously by health managers in hospitals.
- The job description should be reviewed and updated to reduce workloads and any non-nursing duties.
- Holding workshops with staff to discuss the strategies to motivate and retain nurses.
- At educational level:
- Provide nurse managers/supervisors with training programs in the art of management, leadership and communication skills.
- Provide newly employed nurses with well-prepared orientation program which aid in retaining nurses.
- Opportunities to attend national and international nursing conferences should be organized for staff to update their knowledge in contemporary medical practice.
- Nurses should be included in hospital committees to facilitate professional development through

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the expansion of their knowledge and sharing in decision making.

- Management of hospitals should conduct annual assessment of the motivation and retention level of nurses and take proactive actions to decrease turnover of nurses.

At research level:

- Replication of the study on large sample size and different settings.
- Further research is also needed to assess the impact of retention strategies on quality of patient care.

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