FACTORS AFFECTING WORK MOTIVATION LEVEL AT A GOVERNMENT HOSPITAL FACTORS AMONG NURSES IN PUNJAB INSTITUTE OF CARDIOLOGY, LAHORE

Sadia Sarwar[*1], Khadija Tahira[2], Zainab Nasrullah[3],

[*1]Punjab Institute of Cardiology, Lahore
[2]Fatima Memorial Hosital, Lahore
[3]Mayo Hospital, Lahore

Abstract

Work motivation is a critical determinant of nurses' performance, influencing healthcare delivery and patient outcomes. Various factors, including job autonomy, social support, workload, recognition, professional development, and organizational culture, impact nurses' motivation levels. This study investigates the factors affecting work motivation among charge nurses at Punjab Institute of Cardiology, Lahore, to understand their influence on job performance and retention in a public sector healthcare setting.

Method: A quantitative, cross-sectional descriptive study was conducted among 50 charge nurses from the ICU and Emergency departments of Punjab Institute of Cardiology, Lahore, using a convenience sampling technique. Data were collected via a close-ended Likert-scale questionnaire adapted from prior research (Tesfaye T, 2024), focusing on motivation, job satisfaction, and professional experiences. The sample size was calculated using Open Epi with a 95% confidence level, yielding a sample of 50 nurses. Data were analyzed using descriptive statistics (frequencies, percentages) to assess demographic profiles and motivation factors. Ethical approval was obtained from the hospital's medical superintendent, with informed consent ensured for all participants.

Results: The sample comprised 86% female nurses, 48% aged 31-42 years, 72% married, and 64% with Post RN qualifications. Most nurses (64%) had 9-12 years of professional experience. High motivation levels were reported, with 96% feeling motivated to work hard, 92% citing financial incentives, and 92% valuing long-term job security. Job satisfaction was high, with 94% satisfied with their job, 84% with supervisors, and 86% with colleagues. However, only 28% had worked in pediatrics, and 88% reported knowledge of neonatal resuscitation. Key motivators included career development opportunities (88%) and pride in working for the facility (96%). Conversely, 32.8% were satisfied with remuneration, and 57.2% agreed that incompetent nurses received adequate support. Work environment factors, such as safety and resource availability, were positively rated by 39% of respondents.

Conclusions: The study highlights that job autonomy, financial incentives, job security, and supportive work environments significantly enhance nurses'

motivation at Punjab Institute of Cardiology. However, gaps in remuneration satisfaction and limited career advancement opportunities indicate areas for improvement. Strengthening communication, providing robust professional development programs, and addressing resource constraints can further boost motivation and performance, ultimately improving patient care outcomes.

INTRODUCTION

1.1: Background

A motivation describes the factors that initiate and direct behavior. Because individuals brings to the workplace different needs and goals, the type and intensity of motivators very among employees (ELEANOR J. SULLIVAN and Decker, 2022). A continual and troublesome question facing managers today is why some employees perform better than other. Making decisions about who performs what tasks in a particular manner without first considering individual behavior can lead to irreversible, long-term problems (ELEANOR J. SULLIVAN and Decker, 2022). Nurse Manager prefers motivated employees because they strive to find the best way to perform their jobs. This is one reason that motivation is an important aspect of enhancing employee performance (ELEANOR J. SULLIVAN and Decker, 2022).

Each employee is different in many respects. A manager needs to ask how such differences influence the behavior and performance of the job requirements. Ideally, the manager performs this assessment when the new employee is hired. In reality, however, many employees are placed in position without the manger having adequate knowledge of their abilities and /or interests. This often results in problems with employee performance, as well as conflict between employee and managers. Employee's performance literature ultimately reveals two major dimensions as determinants of job performance: motivation and ability (ELEANOR J. SULLIVAN and Decker, 2022).

According to Daneshkohan the most significant motivating factor for nurses was good management. This shows that nurses have positive attitudes towards the consequence of management practices in the organization. In a systematic review of motivation and retention of health(Daneshkohan et al., 2024). Along with acuity, personality, attitudes, and learning motivation is a very important piece of considerate behavior(Daneshkohan et al., 2024).

A study was conducted in United Kingdom (UK) on impact of job satisfaction components on intent to leave and turnover for hospital based nurses. Level of education achieved and pay were found to be associated with job satisfaction, although the results for these factors were not consistent(Coomber & Barriball, 2023). Quite a lot of factors have an effect on the nurse's concert point. Job contentment, organizational obligation, level of education, practices, nurse's self-esteem, work related stress and exhaustion, support from co-workers, sympathetic command, feedback, guidance on clinical tools, acknowledgment, job prospect, work surroundings, motivations, incentives, comprehension, skills promotions and capability level are among the copious factors affecting nurses concert (Tesfaye T, 2024). It is declared that nurses motivation is the core determinant of nurses retentions and health zone concert(Lambrou, Kontodimopoulos, & Niakas, 2023). Job motivation is defined as "the willingness to exert and maintain an effort towards organizational goals" (Mathauer & Imhoff, 2022) and motivated nurses are more likely to apply their knowledge to the real delivery of health care (Prytherch et al. 2023) (Lambrou et al., 2023).

The motivational determinants of health professionals to choose and remain in the public sector have been increasingly addressed, including the customized approach of Public Service Motivation (PSM). However, to date, no systematic research overview has been performed in this domain, leaving the body of literature unstructured.

Public Service Motivation (PSM), as conceptualized by Perry and Wise (1990), encompasses individual beliefs, motivations, values, and attitudes towards the nature and mission of public institutions. The interest in PSM as a determining factor for

choosing and staying in public administration gained traction in recent years, shifting the way motivation was addressed in light of New Public Management (NPM). Mimicking the private sector, the NPM showed concern for efficiency, efficacy, productivity, and performance, which are of growing importance for decision makers, researchers, and professionals, but with counterproductive consequences in the recruitment of personnel upholding the desired public values. (George, A. 2022)

1.2: Significance of Study

The purpose of this study is to determine the factors that affect on good or bad performance of nurses. The scope of this study involves factors that affecting job motivation among nurses in Punjab Institute of Cardiology, Lahore.

1.3: Justification of study

Motivation describes the factors that initiate and direct behavior. Because individuals bring to the workplace different needs and goals, the type and intensity of motivators vary among employees. Nurse Manager prefers motivated employees because they strive to find the best way to perform their jobs. Motivated employees are more likely to be productive then are non-motivated workers. This is one reason that motivation is an important aspect of enhancing employee performance (ELEANOR J. SULLIVAN and Decker, 2022). So, I need to study about factors affecting job motivation among nurses at Punjab Institute of Cardiology, Lahore because, I determined the factors that affect on good or bad performance of nurses.(I want to see the factors that affect nurses performance.)

METHODOLOGY

3.1: Research Design

The design of this study was quantitative research (cross sectional) descriptive study design.

3.2: Target Population

Target population of study was all charge nurses of Punjab Institute of Cardiology, Lahore.

3.3: Population

The study was conducted on charge nurses of Punjab Institute of Cardiology, Lahore.

3.4: Study Site

The study was conducted on nurses at Punjab Institute of Cardiology, Lahore.

1.4: Purpose of study

The purpose of study to explore the factors that affect the motivation and demotivation among nurses of Punjab Institute of Cardiology, Lahore.

1.5: Research question

What are the main factors that affect job motivation among nurses at Punjab Institute of Cardiology, Lahore?

How factors affect the job motivation among nurses of PUNJAB INSTITUTE OF CARDIOLOGY, LAHORE?

1.6: Hypothesis

- **Null Hypothesis**
  Motivational and de-motivational factors may not affect job performance of nurses in Punjab Institute of Cardiology, Lahore.

- **Research Hypothesis**
  Motivational and de-motivational factors may affect job performance of nurses in Punjab Institute of Cardiology, Lahore.

1.7: Conceptual Definition.

Job Motivation: The term motive usually is defined as desires, needs, emotion or impulses that make someone do something (N, 2023).

1.8: Operational Definition

Job motivation: the inner force that drives individual to accomplish personal and organizational goals (Lindner, 1998).

3.5: Inclusion Criteria

Charge nurses (age 20- 40y) of ICU and Emergency department from Punjab Institute of Cardiology, Lahore

3.6: Exclusion criteria

All charge nurses of general wards from Punjab Institute of Cardiology, Lahore.

3.7: Sampling Technique

The sampling technique was used convenient sampling.

3.9: Ethical Consideration

A written permission was taken from the medical superintendent of Punjab Institute of Cardiology, Lahore before starting my research study, and an individual consent form was attached with every questionnaire for taking permission from participants.

3.10: Research Tool

Close ended (likert scale) questionnaire was used. The research tool was obtained from previous research study (Tesfaye T, 2024).

3.11: Data Gathering

Data was collected from charge nurses of Punjab Institute of Cardiology, Lahore. I conduct this research after the permission of medical superintendent of Punjab Institute of Cardiology, Lahore. I distribute my questionnaire in all nurses of Punjab Institute of Cardiology, Lahore and gather information in 1day.

Results from OpenAI, Version 3, open source calculator—SSPropor   [16]

RESULTS

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
18 - 30 Years	21	42.0	42.0	42.0
31 - 42 Years	24	48.0	48.0	90.0
43 - 54 Years	5	10.0	10.0	100.0
Total	50	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	7	14.0	14.0	14.0
Valid	Female	43	86.0	86.0	100.0
	Total	50	100.0	100.0	
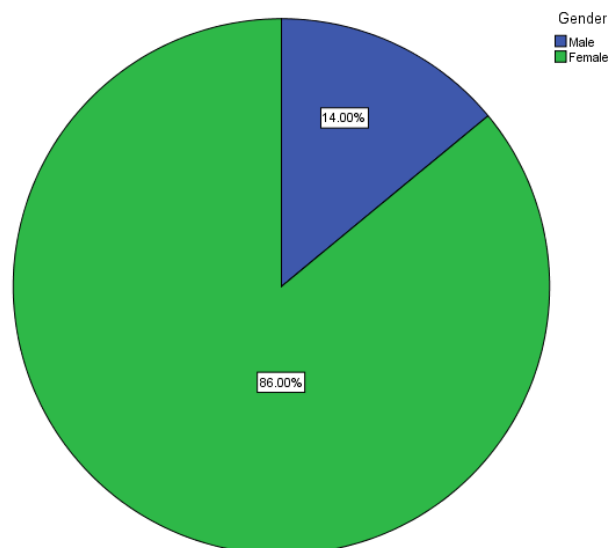
Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	14	28.0	28.0	28.0
	Married	36	72.0	72.0	100.0
	Total	50	100.0	100.0	
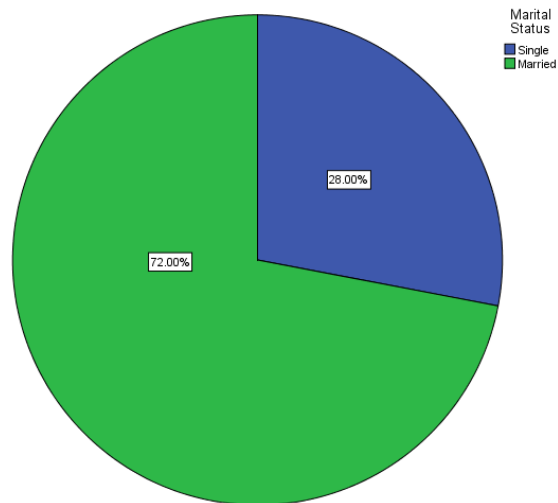
Qualifications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Post RN	32	64.0	64.0	64.0
	B.Sc. Nursing / MSN	17	34.0	34.0	98.0
	Others	1	2.0	2.0	100.0
	Total	50	100.0	100.0	
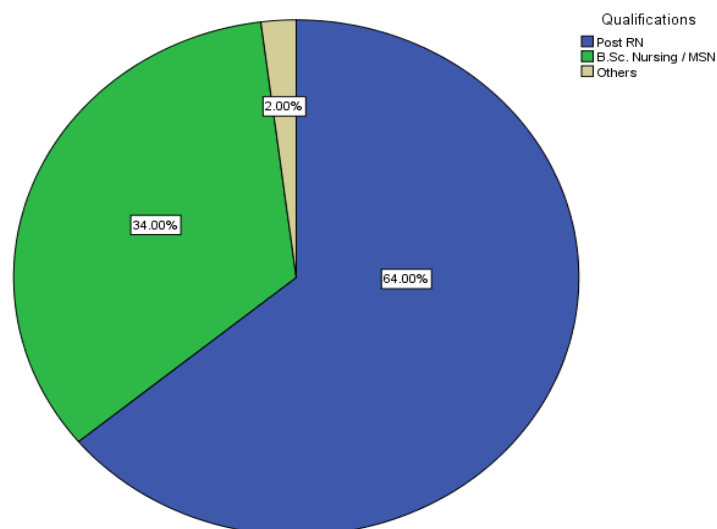
Professional Experiences

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 4 Years	2	4.0	4.0	4.0
	5 - 8 Years	16	32.0	32.0	36.0
	9 - 12 Years	32	64.0	64.0	100.0
	Total	50	100.0	100.0	
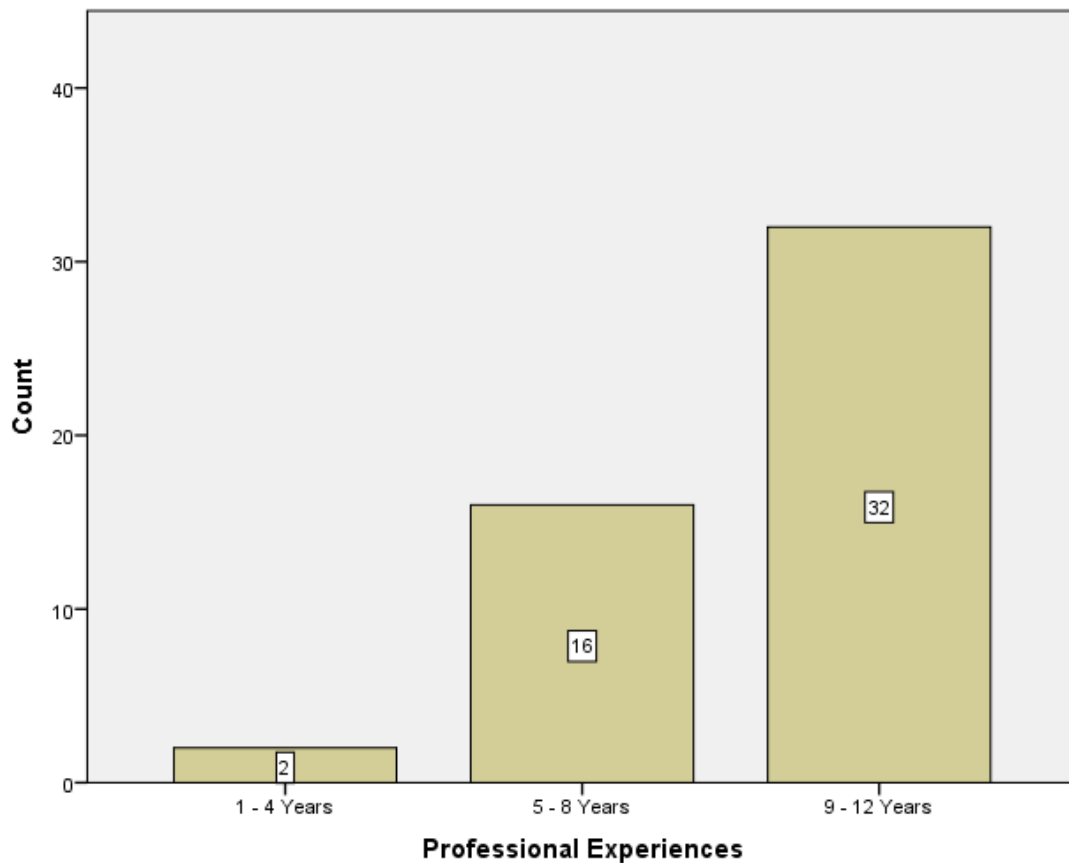
work in Shifts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Morning	24	48.0	48.0	48.0
	Evening	16	32.0	32.0	80.0
	Night	10	20.0	20.0	100.0
	Total	50	100.0	100.0	
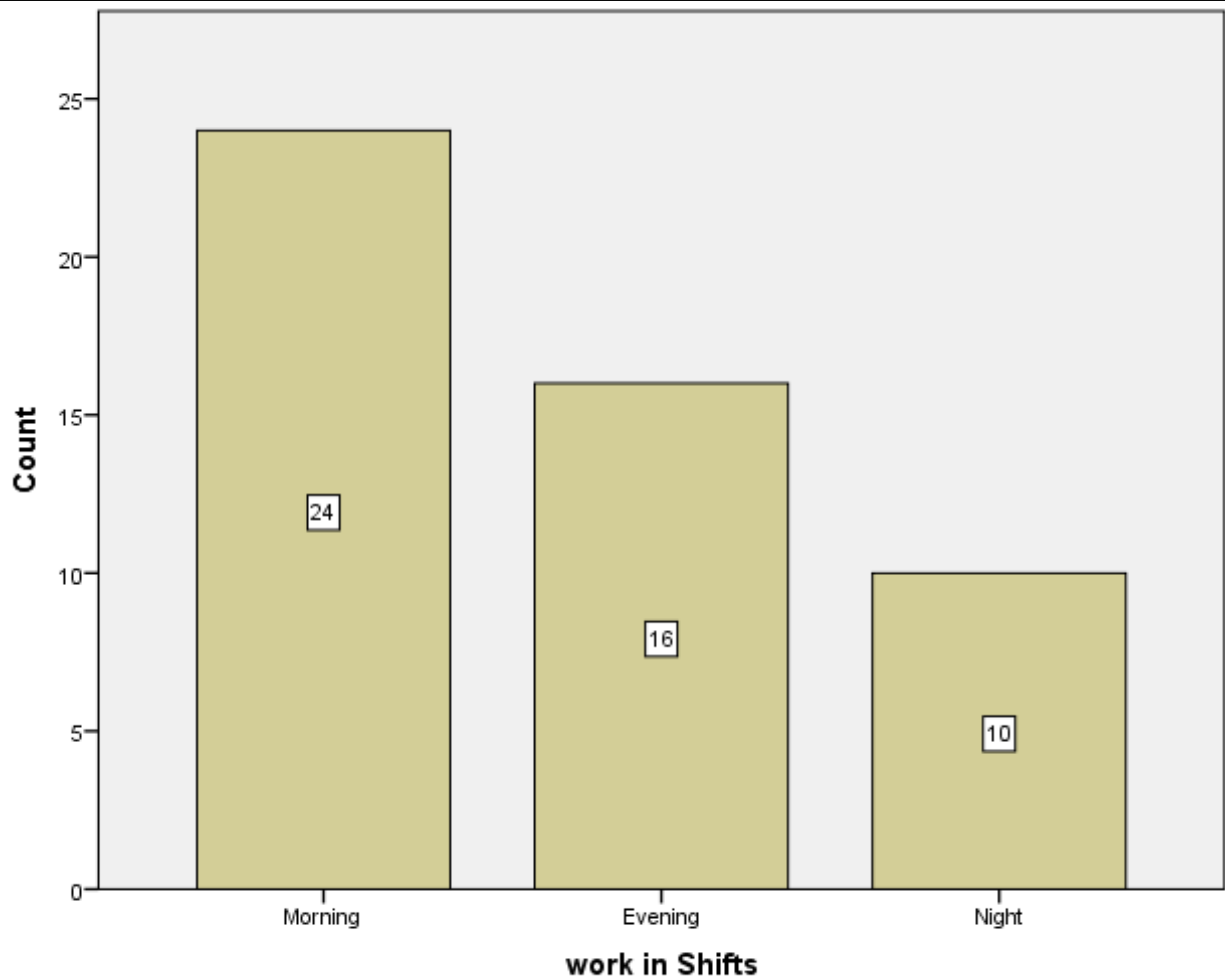
FACTOR WISE COMPARISON

			Age			Gender		Marital Status		Qualifications			Professional Experiences			work in Shifts		
			18 - 30 Years	31 - 42 Years	43 - 54 Years	Male	Female	Single	Married	Post RN	B.Sc. Nursing / MSN	Others	1 - 4 Years	5 - 8 Years	9 - 12 Years	Morning	Evening	Night
Q1	I feel motivated to work hard.	Yes	20	23	5	7	41	13	35	30	17	1	2	15	31	22	16	10
		No	1	1	0	0	2	1	1	2	0	0	0	1	1	2	0	0
Q2	I do this job to get paid .	Yes	19	22	5	7	39	12	34	28	17	1	2	14	30	21	16	9
		No	2	2	0	0	4	2	2	4	0	0	0	2	2	3	0	1
Q3	I do this job as it provides long term security for me.	Yes	19	23	4	7	39	12	34	31	14	1	2	15	29	22	15	9
		No	2	1	1	0	4	2	2	1	3	0	0	1	3	2	1	1
Q4	Ever worked in paediatrics unit .	Yes	11	2	1	3	11	8	6	11	3	0	2	6	6	9	2	3
		No	10	22	4	4	32	6	30	21	14	1	0	10	26	15	14	7
Q5	Level of knowledge about neonatal resuscitation .	Yes	20	19	5	7	37	13	31	30	13	1	2	15	27	23	13	8
		No	1	5	0	0	6	1	5	2	4	0	0	1	5	1	3	2
Q6	I am satisfied with my supervisor .	Yes	18	19	5	7	35	11	31	30	11	1	2	15	25	20	15	7
		No	3	5	0	0	8	3	5	2	6	0	0	1	7	4	1	3
Q7	I am satisfied with my colleagues in my work	Yes	19	20	4	7	36	12	31	28	14	1	2	15	26	20	15	8
		No	2	4	1	0	7	2	5	4	3	0	0	1	6	4	1	2
Q8	Overall i am very satisfied with my job .	Yes	20	22	5	7	40	13	34	30	16	1	2	15	30	22	15	10
		No	1	2	0	0	3	1	2	2	1	0	0	1	2	2	1	0
Q9	I am satisfied with the healyh services being provided by me	Yes	21	24	5	7	43	14	36	32	17	1	2	16	32	24	16	10
		No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Q10	I feel that the services being provided by me are essentials .	Yes	21	24	5	7	43	14	36	32	17	1	2	16	32	24	16	10
		No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Q11	I get sample opportunities for career and skill development .	Yes	19	20	5	7	37	12	32	29	14	1	2	15	27	21	14	9
		No	2	4	0	0	6	2	4	3	3	0	0	1	5	3	2	1
Q12	I am proud to be working for this health facility .	Yes	21	22	5	7	41	14	34	31	16	1	2	16	30	24	15	9
		No	0	2	0	0	2	0	2	1	1	0	0	0	2	0	1	1
Q13	I feel very committed to this health facility .	Yes	20	22	5	7	40	13	34	31	15	1	2	16	29	22	16	9
		No	1	2	0	0	3	1	2	1	2	0	0	0	3	2	0	1
Q14	This health facility realy inspire me to do my very best on job .	Yes	20	21	5	7	39	13	33	30	15	1	2	15	29	22	16	8
		No	1	3	0	0	4	1	3	2	2	0	0	1	3	2	0	2
Q15	I can rely on my colleagues at work .	Yes	1	2	0	1	2	0	3	2	1	0	0	1	2	0	1	2
		No	20	22	5	6	41	14	33	30	16	1	2	15	30	24	15	8
Q16	I always complete my task efficiently and correctly .	Yes	19	23	4	7	39	13	33	30	15	1	2	15	29	22	14	10
		No	2	1	1	0	4	1	3	2	2	0	0	1	3	2	2	0
Q17	I do things that need doing without being asked or told .	Yes	20	22	5	6	41	14	33	30	16	1	2	15	30	24	14	9
		No	1	2	0	1	2	0	3	2	1	0	0	1	2	0	2	1
Q18	I am punctual about coming to work	Yes	20	23	5	6	42	14	34	30	17	1	2	15	31	24	15	9
		No	1	1	0	1	1	0	2	2	0	0	0	1	1	0	1	1
Q19	I am often absent from work.	Yes	2	1	1	0	4	1	3	2	2	0	0	1	3	1	3	0
		No	19	23	4	7	39	13	33	30	15	1	2	15	29	23	13	10
Q20	It is not a problem if i sometimes come late for work / on leave .	Yes	0	0	1	0	1	0	1	1	0	0	0	0	1	0	1	0
		No	21	24	4	7	42	14	35	31	17	1	2	16	31	24	15	10

DISCUSSION

This data represents the age distribution of a sample of 50 individuals. The table shows that 42% of the sample (21 individuals) are between 18 and 30 years old, 48% (24 individuals) are between 31 and 42 years old, and 10% (5 individuals) are between 43 and 54 years old. The cumulative percent column shows the cumulative percentage of individuals up to each age category. In total, the sample consists of 50 individuals. The performance level of nurses is keystone for enhanced output of health care organizations. Poor performance of nurses reduced organization efficiency and a cause for decreased hospitalized patient outcomes. This study assessed the factors that affect nurses' performance.on the whole performance that assess by some items such as punctuality, therapeutic relationship with patient, 85% of nurse that having excellent presentation, this was indicates approximately one-sixth of nurses are not presenting excellent which might contribute to extensive hospital stay, increase chance of nosocomial infection, increase health care expenditure and reduced patient care outcomes.

This data represents the gender distribution of a sample of 50 individuals. The table shows that 14% of the sample (7 individuals) are male, and 86% (43 individuals) are female. The cumulative percent

column shows the cumulative percentage of individuals up to each gender category. In total, the sample consists of 50 individuals.

marital status distribution of a sample of 50 individuals. The table shows that 28% of the sample (14 individuals) are single, and 72% (36 individuals) are married. The cumulative percent column shows the cumulative percentage of individuals up to each marital status category. In total, the sample consists of 50 individuals. represents the qualifications distribution of a sample of 50 individuals. The table shows that 64% of the sample (32 individuals) have a Post RN qualification, 34% (17 individuals) have a B.Sc. Nursing / MSN qualification, and 2% (1 individual) have other qualifications. The cumulative percent column shows the cumulative percentage of individuals up to each qualification category. In total, the sample consists of 50 individuals. This data represents the professional experiences distribution of a sample of 50 individuals. The table shows that 4% of the sample (2 individuals) have 1-4 years of professional experience, 32% (16 individuals) have 5-8 years of experience, and 64% (32 individuals) have 9-12 years of experience. The cumulative percent column shows the cumulative percentage of individuals up to each professional experience category. In total, the sample consists of 50 individuals.

it seems that the majority of respondents feel motivated to work hard and also work to get paid and have long-term job security. These are common reasons for why people work, as financial stability and job security are important factors for many individuals. It's important for employers to recognize these factors and provide fair compensation and opportunities for growth and development to maintain a motivated and dedicated workforce. According to the data provided, 14 out of 50 respondents (28%) have worked in a Paediatrics unit, while 36 respondents (72%) have not. Most of the respondents have some level of knowledge about neonatal resuscitation, with 88% answering "Yes" and only 12% answering "No". It looks like the survey includes questions related to job satisfaction, motivation, and experience in specific areas of healthcare. It's interesting to see that most respondents are motivated to work hard and are satisfied with their job, supervisor, and colleagues.

Additionally, the majority of respondents have experience working in healthcare, with about 28% having worked in pediatrics and 88% having knowledge about neonatal resuscitation. Results showing that the majority of the respondents are satisfied with their job, supervisors, colleagues, and the health facility they work for. They also feel motivated to work hard and consider getting paid and long-term security as important factors in their job. They also perceive that they have opportunities for career and skill development. It seems like only 8% of the respondents reported being often absent from work, while the majority of 92% reported not being often absent from work. It looks like the majority of respondents (96%) are punctual about coming to work, with only 2 out of 50 respondents reporting that they are not punctual. The performance level of nurses is keystone for enhanced output of health care organizations. Poor performance of nurses reduced organization efficiency and a cause for decreased hospitalized patient outcomes. This study assessed the factors that affect nurses' performance. on the whole performance that assess by some items such as punctuality, therapeutic relationship with patient, 85% of nurse that having excellent presentation, this was indicates approximately one-sixth of nurses are not presenting excellent which might contribute to extensive hospital stay, increase chance of nosocomial infection, increase health care expenditure and reduced patient care outcomes. Some comparable finding was reported in Saudi Arabia (Riyadh)(Al-Ahmadi, 2024). The majority of respondent rated their knowledge and skills at highest score at Punjab Institute of Cardiology, Lahore. Implementing nursing care plan 73.9% respondents were agree, patient counseling skills 91.9%, providing health education 92.8% and practice time management 88.2% respondents were agree. These findings at high score as compare to a study conducted in Jima University specialized hospital (Tesfaye T, 2024).

			Age			Gender		Marital Status		Qualifications			Professional Experiences			work in Shifts		
			18 - 30 Years	31 - 42 Years	43 - 54 Years	Male	Female	Single	Married	Post RN	B.Sc. Nursing / MSN	Others	1 - 4 Years	5 - 8 Years	9 - 12 Years	Morning	Evening	Night
Q1	I feel motivated to work hard.	Yes	20	23	5	7	41	13	35	30	17	1	2	15	31	22	16	10
		No	1	1	0	0	2	1	1	2	0	0	0	1	1	2	0	0
Q2	I do this job to get paid .	Yes	19	22	5	7	39	12	34	28	17	1	2	14	30	21	16	9
		No	2	2	0	0	4	2	2	4	0	0	0	2	2	3	0	1
Q3	I do this job as it provides long term security for me.	Yes	19	23	4	7	39	12	34	31	14	1	2	15	29	22	15	9
		No	2	1	1	0	4	2	2	1	3	0	0	1	3	2	1	1
Q4	Ever worked in paediatrics unit .	Yes	11	2	1	3	11	8	6	11	3	0	2	6	6	9	2	3
		No	10	22	4	4	32	6	30	21	14	1	0	10	26	15	14	7
Q5	Level of knowledge about neonatal resuscitation .	Yes	20	19	5	7	37	13	31	30	13	1	2	15	27	23	13	8
		No	1	5	0	0	6	1	5	2	4	0	0	1	5	1	3	2
Q6	I am satisfied with my supervisor .	Yes	18	19	5	7	35	11	31	30	11	1	2	15	25	20	15	7
		No	3	5	0	0	8	3	5	2	6	0	0	1	7	4	1	3
Q7	I am satisfied with my colleagues in my work	Yes	19	20	4	7	36	12	31	28	14	1	2	15	26	20	15	8
		No	2	4	1	0	7	2	5	4	3	0	0	1	6	4	1	2
Q8	Overall i am very satisfied with my job .	Yes	20	22	5	7	40	13	34	30	16	1	2	15	30	22	15	10
		No	1	2	0	0	3	1	2	2	1	0	0	1	2	2	1	0
Q9	I am satisfied with the healyh services being provided by me	Yes	21	24	5	7	43	14	36	32	17	1	2	16	32	24	16	10
		No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Q10	I feel that the services being provided by me are essentials .	Yes	21	24	5	7	43	14	36	32	17	1	2	16	32	24	16	10
		No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Q11	I get sample opportunities for career and skill development .	Yes	19	20	5	7	37	12	32	29	14	1	2	15	27	21	14	9
		No	2	4	0	0	6	2	4	3	3	0	0	1	5	3	2	1
Q12	I am proud to be working for this health facility .	Yes	21	22	5	7	41	14	34	31	16	1	2	16	30	24	15	9
		No	0	2	0	0	2	0	2	1	1	0	0	0	2	0	1	1
Q13	I feel very committed to this health facility .	Yes	20	22	5	7	40	13	34	31	15	1	2	16	29	22	16	9
		No	1	2	0	0	3	1	2	1	2	0	0	0	3	2	0	1
Q14	This health facility realy inspire me to do my very best on job .	Yes	20	21	5	7	39	13	33	30	15	1	2	15	29	22	16	8
		No	1	3	0	0	4	1	3	2	2	0	0	1	3	2	0	2
Q15	I can rely on my colleagues at work .	Yes	1	2	0	1	2	0	3	2	1	0	0	1	2	0	1	2
		No	20	22	5	6	41	14	33	30	16	1	2	15	30	24	15	8
Q16	I always complete my task efficiently and correctly .	Yes	19	23	4	7	39	13	33	30	15	1	2	15	29	22	14	10
		No	2	1	1	0	4	1	3	2	2	0	0	1	3	2	2	0
Q17	I do things that need doing without being asked or told .	Yes	20	22	5	6	41	14	33	30	16	1	2	15	30	24	14	9
		No	1	2	0	1	2	0	3	2	1	0	0	1	2	0	2	1
Q18	I am punctual about coming to work	Yes	20	23	5	6	42	14	34	30	17	1	2	15	31	24	15	9
		No	1	1	0	1	1	0	2	2	0	0	0	1	1	0	1	1
Q19	I am often absent from work.	Yes	2	1	1	0	4	1	3	2	2	0	0	1	3	1	3	0
		No	19	23	4	7	39	13	33	30	15	1	2	15	29	23	13	10
Q20	It is not a problem if i sometimes come late for work / on leave .	Yes	0	0	1	0	1	0	1	1	0	0	0	0	1	0	1	0
		No	21	24	4	7	42	14	35	31	17	1	2	16	31	24	15	10

CONCLUSION

The research on factors affecting nursing work motivation suggests that there are several key factors that can influence the motivation levels of nurses. Some of these factors include:

1.   **Job autonomy:** Nurses who have more autonomy in their jobs and are able to make decisions about patient care tend to be more motivated and engaged in their work.

2.   **Social support:** Nurses who receive social support from colleagues, supervisors, and other members of the healthcare team tend to have higher levels of motivation and job satisfaction.

3.   **Workload**: High workload, understaffing, and inadequate resources can negatively impact nurse motivation and lead to burnout.

4.   **Recognition and reward:** Nurses who receive recognition and rewards for their work tend to be more motivated and satisfied in their jobs.

5. **Professional development:** Opportunities for professional development, training, and advancement can increase nurse motivation and engagement.

6. **Organizational culture:** The culture of the healthcare organization can also play a role in nurse motivation. Organizations that prioritize employee well-being and engagement tend to have higher levels of nurse motivation and job satisfaction.

Overall, the research suggests that a combination of individual, social, and organizational factors can impact nurse work motivation. Healthcare organizations that prioritize job autonomy, social support, recognition and reward, professional development, and a positive organizational culture may be able to improve nurse motivation and ultimately improve patient care.

REFERENCES

Al-Ahmadi, H. (2021). Factors affecting performance of hospital nurses in Riyadh Region, Saudi Arabia. International Journal of Health Care Quality Assurance, 22(1), 40-54. doi: 10.1108/09526860910927943

Altuntaş, S. (2022). Factors affecting the job satisfaction levels and quit intentions of academic nurses. Nurse Education Today, 34(4), 513-519.

Atefi, N., Abdullah, K., Wong, L., & Mazlom, R. (2022). Factors influencing registered nurses perception of their overall job satisfaction: a qualitative study. International nursing review, 61(3), 352-360.

Awases, M. H., Bezuidenhout, M. C., & Roos, J. H. (2023). Factors affecting the performance of professional nurses in Namibia. Curationis, 36(1), 1-8.

Bahalkani, H. A., Kumar, R., Lakho, A. R., Mahar, B., Mazhar, S. B., & Majeed, A. (2024). Job satisfaction in nurses working in tertiary level health care settings of Islamabad, Pakistan. Journal of Ayub Medical College Abbottabad, 23(3), 130-133.

Begat, I., Ellefsen, B., & Severinsson, E. (2022). Nurses' satisfaction with their work environment and the outcomes of clinical nursing supervision on nurses' experiences of well-being–a Norwegian study. Journal of nursing management, 13(3), 221-230.

Coomber, B., & Barriball, K. L. (2023). Impact of job satisfaction components on intent to leave and turnover for hospital-based nurses: a review of the research literature. [Review]. Int J Nurs Stud, 44(2), 297-314.

Daneshkohan, A., Zarei, E., Mansouri, T., Maajani, K., Ghasemi, M. S., & Rezaeian, M. (2024). Factors Affecting Job Motivation among Health Workers: A Study From Iran. Global Journal of Health Science, 7(3), 153-160. doi: 10.5539/gjhs.v7n3p153

Dieleman, M., Toonen, J., Touré, H., & Martineau, T. (2022). The match between motivation and performance management of health sector workers in Mali. [journal article]. Human Resources for Health, 4(1), 2. doi: 10.1186/1478-4491-4-2

ELEANOR J. SULLIVAN and Decker. (2022). Effective leadership and management in nursing. 8, 228-229.

Ho, W.-H., Chang, C. S., Shih, Y.-L., & Liang, R.-D. (2021). Effects of job rotation and role stress among nurses on job satisfaction and organizational commitment. BMC Health Services Research, 9(1), 8. doi: 10.1186/1472-6963-9-8

Hwang, J. I., Lou, F., Han, S., Cao, F., Kim, W., & Li, P. (2021). Professionalism: the major factor influencing job satisfaction among Korean and Chinese nurses. International nursing review, 56(3), 313-318.

Lambrou, P., Kontodimopoulos, N., & Niakas, D. (2023). Motivation and job satisfaction among medical and nursing staff in a Cyprus public general hospital. [journal article]. Human Resources for Health, 8(1), 26. doi: 10.1186/1478-4491-8-26

McGLYNN, K., Griffin, M. Q., Donahue, M., & Fitzpatrick, J. J. (2021). Registered nurse job satisfaction and satisfaction with the professional practice model. Journal of nursing management, 20(2), 260-265.

N, c. (2023). conceptual background of motivation.

Nantsupawat, A., Kunaviktikul, W., Nantsupawat, R., Wichaikhum, O. A., Thienthong, H., & Poghosyan, L. (2022). Effects of nurse work environment on job dissatisfaction, burnout, intention to leave. [Multicenter Study]. Int Nurs Rev, 64(1), 91-98.

Negussie, N. (2021). Relationship between rewards and nurses' work motivation in Addis Ababa hospitals. Ethiopian journal of health sciences, 22(2).

Sabanciogullari, S., & Dogan, S. (2024). Relationship between job satisfaction, professional identity and intention to leave the profession among nurses in Turkey. J Nurs Manag, 23(8), 1076-1085.

Selebi, C., & Minnaar, A. (2023). Job satisfaction among nurses in a public hospital in Gauteng. Curationis, 30(3), 53-61.

Shah, S. M., Zaidi, S., Ahmed, J., & Rehman, S. U. (2021). Motivation and Retention of Physicians in Primary Healthcare Facilities: A Qualitative Study From Abbottabad, Pakistan. Int J Health Policy Manag, 5(8), 467-475.

Tesfaye T, A. A., Balcha F, Nemera G, Belina S. (2024). Assessment of Factors Affecting Performance of Nurses Working at Jimma University Specialized Hospital in Jimma Town, Oromia Region, South-West Ethiopia. J Nurs Care, 4(312).

Tzeng, H.-M. (2002). The influence of nurses' working motivation and job satisfaction on intention to quit: an empirical investigation in Taiwan. International journal of nursing studies, 39(8), 867-878.

Zurmehly, J. (2021). The relationship of educational preparation, autonomy, and critical thinking to nursing job satisfaction. The Journal of Continuing Education in Nursing, 39(10), 453-460.