



A PERCEPTIONAL STUDY ON NATURE OF NURSES' MOTIVATION AND JOB SATISFACTION IN GHANAIAN HEALTHCARE SECTOR: A CASE STUDY OF THE KORLE-BU TEACHING HOSPITAL IN ACCRA

Charles Owusu-Aduomi Botchwey *
*University of Education, Winneba,
Ghana*

Albert Ahenkan
University of Ghana, Ghana

Abstract

The purpose of this analysis is to describe challenges of nurses' work motivation and job satisfaction and examine the strategies of minimising their effects on performance of active nursing staffs from the perception of staff nurses. This information would be worthwhile for the growth of motivation and job satisfaction policies and further research into nurses' work motivation. A comprehensive assessment of the research literature was conducted. The study focused on the Korle-Bu Teaching Hospital. The entire study espoused a qualitative method with a case study design through in-depth interviews and focus group discussions of a total of forty (40) respondents comprising ten (10) strategic informers specially chosen due to their excelling function in the execution of nurses' motivation and job satisfaction policies at the Korle-Bu Teaching Hospital Community. The research revealed that mismanagement of the hospital's resources, huge economic resources needed to be channelled into motivation of nurses, inadequate logistical supplies to work with in saving lives, poor conditions of work and of service, intermittent intimidation of subordinate nurses, inability of nurses to express their views on issues affecting their welfare and the lack of medical plan for nurses were some of challenges affecting nurses motivation and job satisfaction at the Korle-Bu Teaching Hospital. The study applauds that nurses' opinions must be sought when it comes to issues of motivation and job satisfaction which in itself serves as a motivator. The study also endorses that nurses' preferences for different benefits vary with their ages, marital status and so on, and

Correspondence concerning this paper should be addressed to:

* University of Education-Winneba, Faculty of Science Education, Department of Health Administration and Education, Winneba, Ghana. Address: Post Office Box 25 Winneba-Central Region, Ghana. E-mail: chaboat08@yahoo.com/coabotchwey@uew.edu.gh

therefore, must be factored into motivation and job satisfaction policies of the hospital. It is crucial to reiterate that for motivation and job satisfaction to be able to achieve their desired ultimate goals, it is necessary for the hospital to recognise and “prioritise” the individual needs in order to satisfy them appropriately to promote job satisfaction, thereby minimising the myriad of challenges confronting nurses’ motivation and job satisfaction at the Korle-Bu Teaching Hospital in Accra.

Keywords: operational areas; health facility; motivation; benefit packages; medical plan and healthcare

Introduction

In this epoch of globalisation accompanied by intricacy of workforce attitudes, uncertainty, swift transformation and multiplicity, running an organisation, especially, a health care organisation is a challenging task. An organisation is a systematised or interconnected collection of people functioning together to attain generally established aims and targets. Management is accordingly responsible for the harmonisation of technical, monetary and human resource requirements for the attainment of these goals. Every single organisation, irrespective of how inconsequential or large it may be desires to increase its operations to an extensive level yet, job motivation, job satisfaction and performance are highlighted playfully predominantly, in Ghana’s healthcare division. This compels some organisations to invest significantly in polygonal industrial systems, equipment and capital; a situation which customarily enhances the neglect of the human element of the organisation, unequivocally, the personnel (Attrams, 2013). It is weighty affirming that the concerns that routinely influence output inclination to be more human-related. One can capitalise on the best of knowhow but if workers engage in exhaustion of means, skiving, pilfering, and a general deficiency of commitment towards work, output will narrowly improve in such a set up. In consequence, the employees of an institution are an indispensable component devoid of which there can be no increase in output as well as the accomplishment of the substances and purposes of the organisation (Yavuz, 2004). This discourse has been convincingly brought home by Eddie (1981) that “without the meanings that are provided by the human mind, organisations are only piles of stones and metal and blobs of ink on pieces of paper”. So, it is of primary significance for all organisations, large or minor to be concerned with the satisfaction and well-being of personnel.

It cannot be denied that personnel complain about their work due to several distresses (Banks, 2010). Such distresses typically result from the ability of the personnel to achieve conventional tasks, matters relating to tools, and motivation among others (Lussier, 2008; Attrams, 2013). In broad perspective, motivation is seen by scholars and analysts as the direst of these factors since there are occasions where the widespread inadequacy or nonexistence of equipment or other respects have not startled motivated personnel from achieving established aims in organisations (Kinicki & Kreitner, 2009; Hafizah et al., 2011). Above and beyond being the most vital, the implementation of motivation strategies is however viewed as the most perplexing to accomplish. According to Griffin and Moorhead (2007), it is very sticky to explain what motivates workers at a point in time as what will motivate one worker may not by design motivate another. This is in showy gap to a nonexistence of proficiency of workers which can be boosted as a result of an expertise training programme, or an insufficiency of implements or knowledge which can without difficulty be delivered.

Study has shown that motivation triggers workers' satisfaction which explains how satisfied personnel are regarding their function (Kumari & Pandey, 2011; Armstrong, 2007). Assuring that employees are contented with the work they do is critical since the deficiency of contentment gives grounds for laziness and controls enthusiasm. Additionally, a non-availability of satisfaction could also be an ascribed drive behind worker attrition and why some workers leave their jobs for "better ones". Sometimes, due to the non-availability of satisfaction, workers quit from one sector to another such as from the public to the private sector and vice versa. Intermittently also, the shift is from one job to another and even from one nation to another, in search of greener pastures (Tella, 2007).

One must knowledge the fact that the health sector is conceivably the utmost key sector in every single country. This is because it is the sector upon which all other sectors depend. This explains the fact that no one can go to work if he or she is medically unhealthy. As a result, health personnel play a self-same spirited role in the improvement of every nation since they provide healthcare services for the sick and assist in disease prevention (Ghana Health Workforce Observatory, 2010). When there is a lack of motivation and job satisfaction on the part of health professionals, they have a tendency to wiggle out of their tasks, absent themselves from work, are bad-mannered towards healthcare users and are matted in all kinds of counterproductive conducts, which typically distress the effectiveness of health services (Ramasodi, 2010). Additionally, the longing to

search for better conditions of work among health professionals in Africa and Ghana in specific has objectively been attributed to a nonexistence of motivation. This has come in the form of inadequate salaries, insufficient equipment, and an insufficiency of opportunities for self-development among others which make professionals in the health sector travel to other countries for improved conditions (Saleh, 2013; Ghana Health Workforce Observatory, 2010; Bossert et al., 2000). In all-encompassing, it cannot be gainsaid that if health professionals are to be involved and productively provide health services, then there is the need to motivate them. With respects to nurses' job satisfaction and motivation, more exploration needs to be done.

Objectives

In line with the topic, the following objectives were sought to achieve:

1. To identify the challenges management of the Korle-Bu Teaching Hospital faces in ensuring motivation and job satisfaction among the nurses.
2. To propose suggestions to overcome the challenges management of the Korle-Bu Teaching Hospital faces in improving motivation and job satisfaction among nurses.

Method

The study employed a qualitative approach with a case study design. This design was necessary to provide an in-depth understanding of the challenges associated with motivation and job satisfaction at the Korle-Bu Teaching Hospital. The study involved forty (40) nurses at the Korle-Bu Teaching Hospital. Out of this number, twenty-seven of them (67.5%) were females and thirteen of them (32.5%) were male. The main instruments used for data collection in this study were a semi-structured interview guide and a focus group discussion guide. Simple random sampling was used to select 35 nurses using the table of random numbers. Also, five (5) senior nursing officers were purposively selected for the study. The one on one in-depth interviews were conducted in places where the privacy of the interviewees were protected. Also, the focus group discussions were done in three sections with each section involving ten (10) participants. All the sections were tape recorded for analysis. The data were analysed using content analysis where the tapes were played over a repeated number of times, transcribed verbatim and

presented as narratives supported by direct quotes. Also, all ethical protocols were observed.

Results and discussion

Identify the challenges that the management of Korle-Bu Teaching Hospital faces in ensuring motivation and job satisfaction among the nurses

The introductory study revealed that motivating and ensuring job satisfaction of nurses at the Korle-Bu Teaching Hospital had been one of the areas management of the hospital had shown keener interest. The study identified that huge resources of the hospital usually went into motivating and ensuring job satisfaction of the nurses at the hospital. The study found that increased in provision of quality healthcare by the nurses and other allied workers depended largely on their abilities to stretch beyond their elastic limits. The study added that for the management of the hospital to compel nurses and other health professionals to perform above the normal standards set, there was the need for the nurses to be cushioned. The study added that in spite of the benefits the hospital derived from motivating its cherished nurses in order to promote job satisfaction, the hospital still faced a number of challenges.

The preliminary study found that a number of factors affected the motivation and job satisfaction of the nurses at the Korle-Bu Teaching Hospital. The study identified those factors as some of the principal challenges affecting motivation and job satisfaction of nurses at the facility.

A nurse at the facility mentioned that one of the key challenges adversely affecting the motivation and job satisfaction of nurses at the facility was the blatant mismanagement of the facility and its resources. The nurse explained that the top-management of the hospital lavished the internally generated funds of the hospital on luxurious goods like expensive cars and other miscellaneous expenses at the expense of the nurses and other healthcare professionals providing the largest portion of the services. The nurse was however, quick to mention that with series of demonstrations and agitations, the situation had seen much improvement.

The nurse insinuated that:

“We nurses of this hospital have seen that improvement in the level of motivation and job satisfaction will be tremendous if the facility is properly managed”.

A Senior Nursing Officer added that job satisfaction was usually intrinsic and should be derived from the content of the job being performed. She explained that the nurses did not have the adequate logistics to work with in saving lives. She buttressed her position by revealing that there were times that nurses found it difficult to have access to basic treatment equipment in dealing with emergency situations. However, the Senior Nursing Officer was swift to mention that the management of the hospital was putting measures in place to reverse the trend.

A nursing officer was equally of the view that when nurses were confronted with the issue of inadequate logistics, especially in emergency situations, it often affected healthcare provision and was high time drastic measures were put in place to make some of these challenges a thing of the past.

A nurse at the Out-Patient Department (OPD) mentioned that poor conditions of service at the facility had forced some nurses to resign causing excessive pressure on the few existing staff. She explained that most of the nurses working at the facility had consistently complained about the poor conditions of service and this situation had compelled a number of the hardworking nurses to seek for better conditions elsewhere. She explained that some of those nurses, out of frustration had decided to join some private healthcare facilities where they thought the situation might be much better. This nurse alleged that:

“The hospital management and board must improve upon the conditions of service of the workers or else, some of us will advise ourselves”.

Conversely, the nurse admitted that the hospital had a number of projects it was undertaking and thought that those projects had crippled the facility financially. She therefore recommended that the management of the facility should constantly interact with the nurses to inform them about developments at the facility.

A Senior Nurse (SN) who revealed on anonymity explained that one of the key challenges of motivation and job satisfaction of nurses at the facility was the intimidation of nurses who expressed their grievances about the challenges the facility was facing. The Senior Nurse explained that there were times that some nurses were seriously daunted for expressing their concerns about some of the issues they felt were not good enough to exist at the facility.

The study also revealed that motivation and job satisfaction of nurses at the Korle-Bu Teaching Hospital would not be achieved as long as nurses continued to pay for their own medical bills and bought their own drugs when they were sick.

This situation was considered by the nurses as being highly unfair. The study observed that most of the nurses found it unrealistic to believe that the same services they provided for their clients and patients they needed to pay for such services. To them, the hospital asking them to pay for healthcare services they enjoyed as nurses was very unfortunate and this had drastically reduced the level of motivation and job satisfaction at the facility.

A nurse at the Obstetrics and Gynaecology Department cited inability of nurses to express their worries and issues concerning their welfare as one of the key challenges affecting motivation and job satisfaction at the hospital. The nurse explained that motivating nurses for job satisfaction did not only lie in paying huge sums of money to nurses as salaries but also, encouraging nurses to express their worries and issues concerning their welfare. She added that most nurses had expressed misgivings about their inability to express their views on issues about their welfare. She mentioned that the nurses did not understand why they were not part of the deliberations affecting their welfare and this they found as very demotivating and adversely affected job satisfaction of nurses at the facility.

A management member of the hospital stated that in spite of the measures put in place by management of the hospital to ensure motivation and job satisfaction of nurses and other healthcare professionals at the facility, the hospital had not put in place any proper medical plan for nurses to enjoy healthcare when they were in need. The management member also explained that as nurses, they needed to have proper medical plan for the nurses to enable them have access to quality healthcare they had been provided to their clients and patients. The management member insinuated that:

“If the hospital fails to manage nurses’ medical plan, some of these nurses would leave for green pastures abroad and this can affect healthcare delivery in Ghana”.

The member was however, quick to mention that the management of the hospital were putting measures to place to ensure that nurses medical plan had been put in place to motivate them and to ensure job satisfaction of the nurses at the hospital.

The results of this study clearly supports the argument of Dartey-Baah (2010), who asserted that a fulfilled and inspired personnel can unquestionably support sustainable productivity. Also, it has been suggested by Nduro (2012) that the attainment of any commercial organisation as a substance of point hinges

largely on the drive of the workforce. The results of this study however, contradict the findings of Vroom (2002), who indicated that job satisfaction and motivation are not closely related. Management of Korle-Bu Teaching Hospital therefore needs to understand what motivates employees within the context of the role they perform.

Propose suggestions to overcome the challenges the management of Korle-Bu Teaching Hospital faces in ensuring motivation and job satisfaction among nurses

The preliminary studies revealed that the management of the Korle-Bu Teaching Hospital had put a number of measures in place to offset the challenges confronting motivation and job satisfaction among nurses. The maiden studies discovered that in spite of the challenges confronting nurses' motivation and job satisfaction, the management had made some amount of efforts to motivate nurses and ensure job satisfaction.

A nurse opined that the relationship between nurses and management had improved greatly promoting job satisfaction of the nurses. A nurse stated that:

“Now that there has been a much better cordial relationship between us and management, many of our colleagues have now developed positive attitudes towards providing quality health care to our numerous clients”.

A senior nursing officer added that one of the measures put in place by management to overcome the many challenges confronting motivation and job satisfaction at the Korle-Bu Teaching Hospital was the institution of regular departmental meetings for nurses to express their views on issues which baffled them. The nurse explained that such meetings offered nurses, most especially, the junior nurses the opportunity to interact with top management members which in itself motivated them to perform much better than before.

The study further revealed that two nurses agreed on the fact that nurses who had served for a minimum period of five years could be granted study leave with pay with possible conditions attached to it. One of them intimated that:

“The study leave with pay package had enabled a number of the nurses to pursue postgraduate programmes in nursing making it possible to improve job satisfaction”.

A nurse at the outpatient department explained that the level of job satisfaction at the hospital had improved due to the fact that nurses worked under conducive climate devoid of threats and intimidation which originally was not the

case. However, the nurse explained that in an organisational set up, it was sometimes good for management to adopt an autocratic leadership style in situations where subordinates had consistently and intentionally failed to comply with organisational policies.

Two senior nursing officers concurred that one of the best ways of ensuring nurses' motivation and promoting job satisfaction was to seek the opinions of nurses in order to determine how to "customise" their motivate packages. They explained that the fact that management had consulted nurses on what could motivate them and enhance their job satisfaction was adequate enough in itself to trigger better performances from them. They were however, quick to add that giving nurses opportunity in this regard should not be seen as a yardstick to largely dictate to management and seeking benefits which could deplete the coffers of the hospital at the expense of providing core health services to their clients.

The study also revealed that nurses' benefits vary with their ages, marital status and so on and management should therefore constitute "a motivation and job satisfaction standing committee" to obtain information from nurses on what benefit packages could motivate them. This a nurse suggested could be factored into the motivation and job satisfaction policies of the hospital as a binding document on management.

It is important to mention that the promotion and determination of nurses' motivation and job satisfaction do not lie only in the hands of management of health facilities alone but they are decisions that should solicit organisation wide opinions from all stakeholders. Employees play a crucial role towards the development and achievement of organisational goals. It is very important that these valued assets of every organisation must be properly satisfied so as to prevent dissatisfaction of employees. For this reason, for an organisation to achieve its goals, there is the need to dip into the behaviour of employees to ascertain what motivates them and the fulfillment they derive from their work (Tella, 2007). The results of this study provides further justification for Robinson's (2004) recommendations for creating a work environment that enhances job satisfaction.

Conclusion

In view of the findings of the study, it can be concluded that the management of the Korle-Bu Teaching Hospital has challenges in ensuring adequate motivation and job satisfaction among nurses. The study identifies that

the challenges of nurses' motivation and job satisfaction at the Korle-Bu Teaching Hospital included channelling of huge resources of the hospital into motivating nurses neglecting other critical areas of growth of the facility, resource mismanagement, inadequate logistics to work with in saving lives, poor conditions of service, intimidation of nurses by some superiors, inability of nurses to express their views on what would really motivate them and no proper medical plan for nurses. The study further identifies measures put in place by the management of the hospital in order to overcome the challenges confronting motivation of nurses and job satisfaction. The study mentions that creation of cordial relationship between nurses and management members, institution of regular departmental meetings for nurses to express their views on issues affecting them, creation of good working climate were some of the measures put in place to deal with challenges confronting nurses' motivation and job satisfaction at the Korle-Bu Teaching Hospital. The study adds that the approaches that the management adopted to motivate the nurses were realistically deserving as they do not only seek to motivate employees through extrinsic rewards but also providing tangible rewards for excellent performances. Moreover, the motivation benefits used have been considered to be essentially effective and have been able to increase the performances and satisfaction of the nurses for whom they were envisioned.

References

- Armstrong, B. H. (2007). Six steps to creating a positive motivational working environment. *Journal of Social Psychology of Education*, 3(1), 9-14.
- Attrams, K. L. (2013). Incentives and workers' motivation in the public sector. *Journal of Humanistic Psychology*, 12(7), 31-89
- Banks, Z. M., & Bailey, J.H. (2010). Career Motivation in Newly Licensed Registered Nurses: at Makes Them Remain? *The Quality Report*, 15(6), 1489-1503.
- Bossert et al. (2000). *Major applied research project on decentralisation of health systems: Preliminary review of four country cases*. Partnership for Health reform technical report.
- Dartey-Baah, K. (2010). Job Satisfaction and Motivation: Understanding its impact on employee commitment and organisational performance. *Journal of Academic Leadership*, 8(4), 39.

- Eddie, M. N. (1981). The effects of autonomy on motivation and performance in the college class room. *Journal of Contemporary Education Psychology*, 21(13), 477-486.
- Ghana Health Workforce Observatory (2010). The motivational bases of public service. *Public Service Management Journal*, 14(9), 13-32.
- Griffin, B. N., & Moorhead, K. L. (2007). *Managing Human Resources*. New York: Oxford University Press.
- Hafizah, B. N. (2011). Human Needs and Consumer Economics: An Implication of Maslow's Theory of Motivation. *Journal for Social Economics*, 21(10), 303-338.
- Kinicki, N., & Kreitner, E. R. (2009). *Management in Extension* (3rd ed.). Columbus, Ohio: Ohio State University Extension.
- Kumari, H. J., & Pandey, T. H. (2011). Hawthorne experiments. In C. Heyel (Ed.), *The encyclopedia of management*, 2nd ed. (pp. 298-302.) New York: Van Nostrand Reinhold.
- Lussier, U. (2008). Does Herzberg's motivation theory have staying power? *Journal of Management and Development*, 24(10), 15.
- Nduro, M. (2012). The effects of motivation on the performance of employees at GT Bank Ghana. Commonwealth Executive Masters of Business Administration. Published Thesis.
- Ramasodi, B. (2010). The Effects of Social-Comparison versus Mastery Praise on Children's Intrinsic Motivation. *Journal of Motivation and Emotion*, 30, 333-343.
- Robinson, W. E. (2004). *Business research methods*. Seventh Edition. Boston, U.K: McGraw-Hill.
- Saleh, E. R. (2013). *Research at grass roots: For the social sciences and human service profession*. Pretoria, S.A: Van Schaik Publisher.
- Tella, V. N. (2007). Total quality management as competitive advantage: A review and empirical study. *Strategic Management Journal*, 16(1), 15-37.
- Vroom, V. (2002). The Person versus the Situation in Leadership. *The Journal of Leadership Quarterly*, 13, 301-323.
- Yavuz, G. H. (2004). *Management* (3rd ed.). New York: Dryden Press.