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## The Influence of Intrinsic and Extrinsic Motivational Strategies on Job Performance of NHS Nurses in London

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### ABSTRACT

The primary goal of any healthcare organisation is to maintain high quality patient care; therefore nurses' motivation is essential in ensuring patient quality care. However, evidence indicated that NHS nurses in the UK are working in a less supportive environment with increased demotivation resulting in reduced job performance, intention to leave the profession and increased turnover rates; placing patient quality care in jeopardy. Thus, the aim of this study is to examine the influence of intrinsic and extrinsic motivational strategies on job performance of NHS nurses in London. This study was conducted in the Royal Free NHS Foundation Trust Hospital in London, UK.

**METHODS:** A qualitative phenomenology approach was used to conduct this study; homogenous purposive sampling technique was employed to select eight nurses (5 junior nurses and 3 senior nurses including a nurse manager). Individual semi-structured interviews were conducted for data collection and thematic approach was utilised for data analysis.

**RESULTS:** Seven main themes were identified from this study to address the research questions and all participants indicated that intrinsic and extrinsic motivational strategies have the potential to significantly influence job performance of nurses in the RFH to render quality patient care, ensure safety and positive outcomes.

**CONCLUSION:** It was concluded in this study that intrinsic and extrinsic motivation are essential strategies necessary to significantly influence job performance of nurses in the RFH

to render high quality patient care. A recommendation was made to the UK government and NHS to set out strategies based on these findings to keep nurses motivated and prevent increased turnover rates, intention to leave the profession and compromised patient care.

**KEYWORDS:** Nurses, intrinsic/extrinsic motivation, job performance/quality patient care/patient safety/positive outcomes.

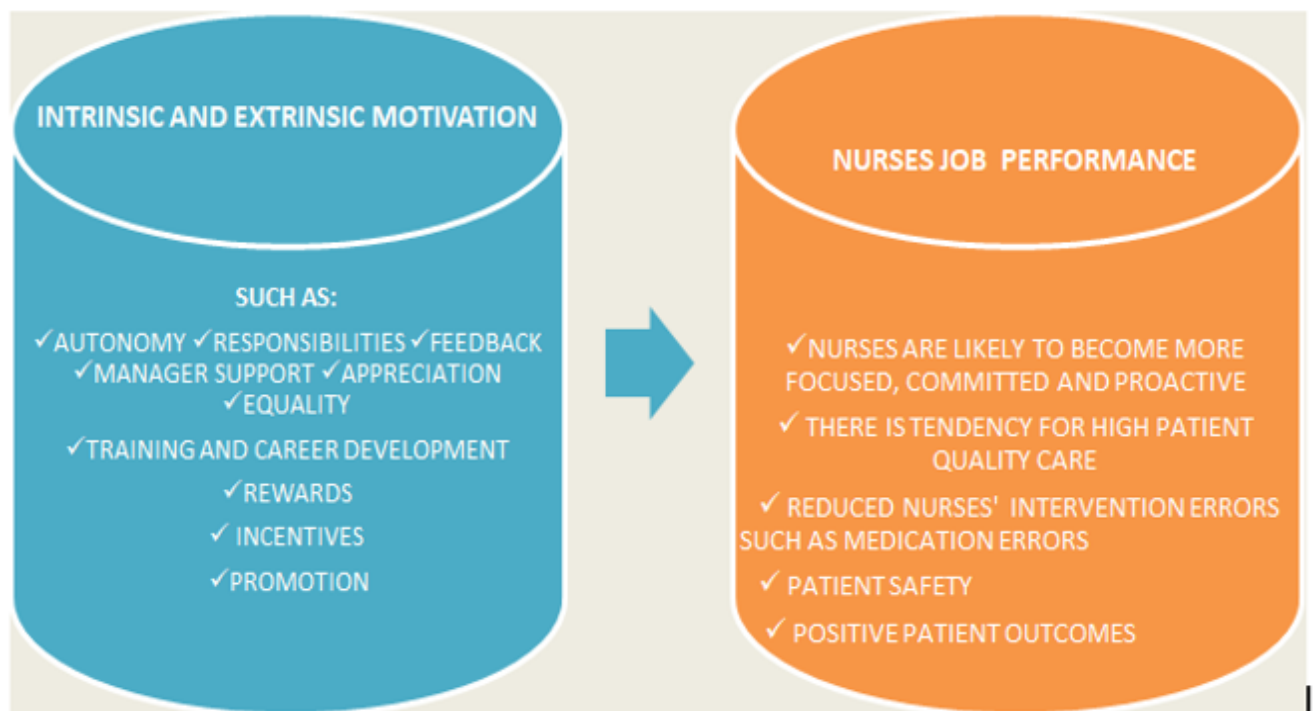
## **INTRODUCTION**

### ***BACKGROUND OF THE STUDY***

Motivation is generally referred to as a series of energizing forces that develop both internally and externally; which determines the degree of workers' willingness to perform their job responsibilities relentlessly in an efficient manner despite challenges that may occur (Lockhart and Ingle, 2015).

There are different motivational factors which are broadly categorised as 'intrinsic and extrinsic motivation'. Intrinsic motivation relates to self-motivation; some examples include: responsibility/autonomy, relationship with colleagues; leadership support and training/career development. Conversely, extrinsic motivation are those determinants that should be incorporated to externally motivate nurses to perform their duties; which includes promotion, financial/non-financial rewards/incentives such as a good salary (Elnada, 2013). Intrinsic and extrinsic motivation have been identified as important factors that have significant influence on nurses' job performance to improve quality patient care (Okello and Gilson, 2015). (See fig 1 below).

In this study, job performance encompasses how nurses effectively perform their duties in line with direct patient care and quality care that will meet patients need (Hee and Kamaludin, 2016).



**FIG 1: INTRINSIC AND EXTRINSIC FACTORS ON NURSES PERFORMANCE**

Generally, the primary goal of any healthcare organisation is to ensure the highest quality care is rendered to patients at all times. Therefore, increased nurses' motivation and optimal job performance are fundamental to the delivery of effective patient care (Amed et al., 2013). Bansal and Malhotra (2016) noted that nurses optimal performance to ensure the quality of care needed by patients' declines when they are less motivated and patient care suffers. This suggests that low levels of nurses' motivation are associated with poor job performance (Okello and Gilson, 2015).

### **STATEMENT OF THE PROBLEM/JUSTIFICATION OF THE STUDY**

Healthcare establishments worldwide have evidently failed to acknowledge that optimal nurses job performance in rendering the highest quality patient care greatly depends on how substantially nurses are motivated intrinsically and extrinsically (Okello and Gilson, 2015). Astoundingly, there is a dearth of studies on the motivational strategies that could influence

the performance of nurses to ensure and maintain high quality care for patients' particularly in the United Kingdom (Peters et al., 2012). In recent years, nurses are facing stiff challenges and increased pressure from high expectations from patients resulting in competitive priorities (German and Cunnings, 2010). Additionally, staff burnout resulting from increased nurse shortage creates a stressful and tense environment for nurses. Consequently, it is apparent that nurses need a well-supportive working environment, such as, manager support and adequate rewards/incentives. A recent survey conducted in the United Kingdom showed that a large number of NHS nurses are working in a less supportive environment characterised by poor support from leaders, poor salary, lack of job promotion when it is due and lack of continuing career development, particularly, for postgraduate studies resulting in diminished level of motivation and performance, intention to leave the profession and increased turnover rates; consequently, patient quality care is jeopardised (Kings College London, 2013, NHS Employers, 2014, The Guardian, 2017, BBC News, 2018).

Persistent efforts have been made to ensure patient quality care is at the heart of the NHS in the UK. However, healthcare establishments in the UK still lack relevant motivational techniques necessary to maintain maximal levels of nurses' motivation and performance for effective patient outcomes (Good Governance Institute, 2015). This study is ideally placed to gather information on the most efficient motivational strategies to ensure and continually maintain high levels of nurses' motivation and job performance.

## **RESEARCH QUESTIONS**

- What do nurses perceive as motivational factors (intrinsic and extrinsic) on their job performance?
- What do nurses think are the implications of intrinsic and extrinsic motivation on their job performance?
- What are nurses' perceptions of the relationship between performance and patient quality care, patient safety and patient outcomes?

**RESEARCH AIM:** The aim of this study is to examine the influence of intrinsic and extrinsic motivational strategies on job performance of NHS nurses in London.

## **RESEARCH OBJECTIVES**

- To examine nurses perception of motivational factors (intrinsic and extrinsic) on their job performance
- To explore nurses idea of the implications of intrinsic and extrinsic motivation on their job performance
- To examine nurses perceptions of the relationship between performance and patient quality care, patient safety and patient outcomes

## **LITERATURE REVIEW**

Different researchers have varied opinions regarding the most relevant motivational factors that would best increase nurses' motivation and job performance. In recent years, the focus has been on incorporating both intrinsic and extrinsic motivation to satisfy the various needs of nurses, increase their performance and maintain effective patient care (Isfahani, 2015).

### ***INTRINSIC MOTIVATIONAL STRATEGIES***

Nurses who are motivated intrinsically become enthusiastic in persistently performing their duties (Khim, 2016).

A study conducted by Zare et al. (2016) indicated that intrinsic factors such as career development, autonomy, good leadership and relationship with colleagues were perceived to be the most essential determinants of nurses' motivation as they tend to increase nurses sense of belonging, self-achievement, self-confidence and value. Subsequently, there is increase performance and intention to remain in the job. A study conducted by Daneshkohan (2015)

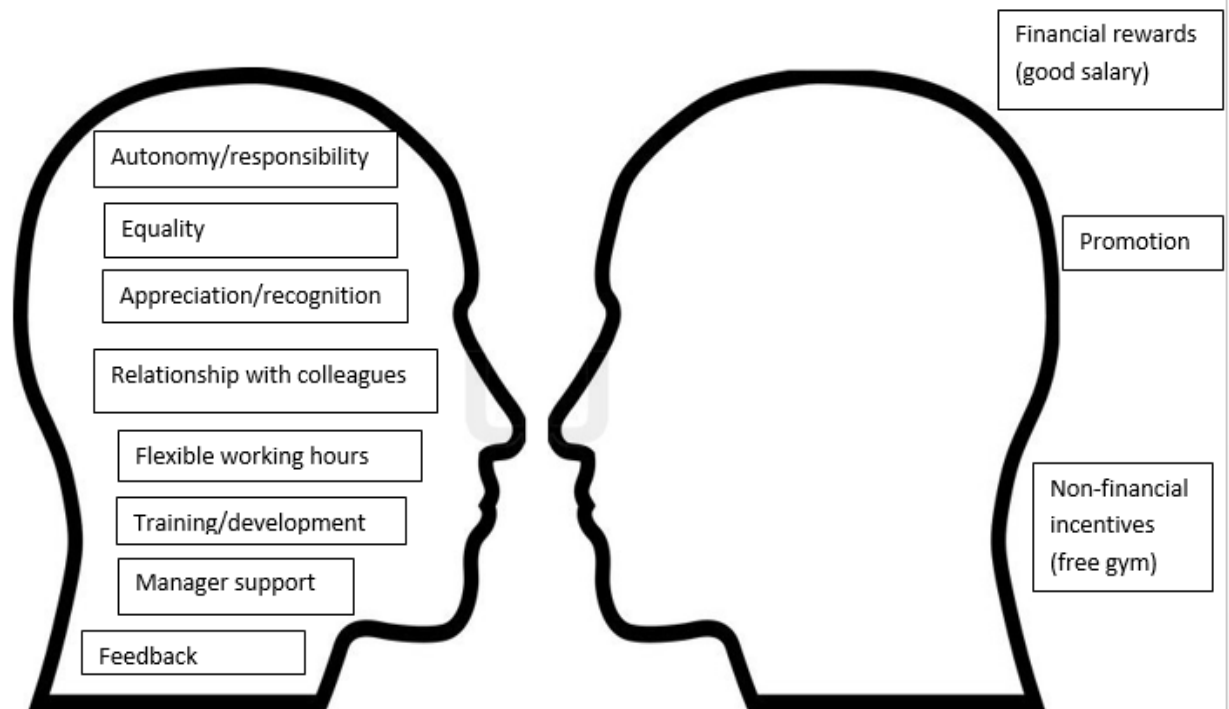
showed that the most essential motivational factors valued by nurses were equality (in pay and promotion opportunities), appreciation/recognition and manager support.

An explorative qualitative study showed that feedback given to staff regarding their job performance was the most important motivation in rendering quality care (Bajwa, 2010).

However, it is argued that the use of intrinsic motivational techniques alone has demonstrated to be inefficient in maintaining optimal motivation amongst nurses. Demotivation occurs if their organisations fail to provide external rewards (Dar, et al., 2014).

### ***EXTRINSIC MOTIVATIONAL STRATEGIES***

Nurses who are extrinsically motivated will at any point in time render exceptional healthcare services to patients (Ong and Johari, 2014). Results from a cross-sectional study showed that rewards including pay, promotion and other incentives have a significant connection with nurses motivation and performance; while poor extrinsic rewards results in having the intention to quit nursing (Neggusie, 2012). In addition, findings from a research by James et al. (2015) depict that extrinsic motivation has high importance in reducing pressure and stress amongst nurses as a result of the great satisfaction that comes with external rewards especially good salary. However, incorporating extrinsic motivational strategies alone has proven to be inefficient in keeping nurses motivated for increased performance (Jaiswal, 2014).



(Designed by the author)

***FIG. 2: INTRINSIC AND EXTRINSIC MOTIVATIONAL FACTORS***

### ***INTRINSIC AND EXTRINSIC MOTIVATIONAL STRATEGIES***

Findings from some studies suggested that both intrinsic and extrinsic motivational strategies have high influence in nurses job performance; when both intrinsic and extrinsic motivational techniques were combined it provided a more effective and sustainable motivation and increased performance amongst nurses (Ayyash and Aljeesh, 2011), (Jaiswal, 2014) and (Toode et al., 2015). However, there is still a dearth of evidence to support these findings especially in the UK.

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***IMPACT OF INTRINSIC AND EXTRINSIC MOTIVATION ON NURSES JOB PERFORMANCE***

Results from two studies indicated that when nurses are intrinsically and extrinsically motivated they become physically and psychologically stable and as such they are more creative and proactive in practice; always ready to take more responsibilities, highly committed to efficient patient care and reduced rates of having the intention to quit their jobs; thus there is reduced turnover rates (Aduo-Adjei et al., 2016) and (Bonenberger et al., 2014). Nevertheless, there is arguably insufficient evidence to support these findings.

***IMPACT OF INCREASED NURSES JOB PERFORMANCE ON PATIENT QUALITY CARE, SAFETY AND OUTCOMES***

Findings from two studies showed that nurses who are well empowered in career development as an intrinsic factor and remuneration as extrinsic factor have the ability to render quality patient care and ensure patient safety. This was evident by reduced falls, nurses' intervention errors and positive patient outcomes (Purdy et al., 2010) and (Aiken et al., 2012).

**RESEARCH METHODOLOGY**





**FIG. 3: RESEARCH METHODOLOGY**

This research is qualitative phenomenological study. Interpretivism was the philosophy chosen for this project as it provides a detailed understanding of the subject matter. An inductive approach was considered more suitable based on the qualitative research paradigm used (Babbie, 2013).

#### **TARGET POPULATION, SAMPLING, SAMPLE SIZE AND RECRUITMENT PROCESS**

The targeted group for this research were qualified nurses who worked at the Royal Free NHS Foundation Trust Hospital in London. A ‘**Homogeneous purposive**’ sampling technique was adapted to select nurses with the required knowledge and experiences needed to provide rich information (Jackson, 2014). Initially, a total number of 12 participants were approached and 8 (n=8) agreed to participate which was adequate for the study (Polit and Beck, 2012). Amongst

the 8 participants recruited, 5 were junior nurses (males = 2 and females = 3) and 3 senior nurses (male = 1 and females = 2) between the ages of 23 and 35 years with a range of 1 year, 3 months to 8 ½ years of working experience in different area of specialties (see table 1).

**TABLE 1: DEMOGRAPHIC DATA OF PARTICIPANTS**

NAME OF PARTICIPANTS (PSEUDONYMS)	AGE	SEX	JOB TITLE	JOB STATUS	AREA OF SPECIALTY	YEARS OF WORKING EXPERIENCE	BACKGROUND AS NURSES
Anna	30	F	Junior staff nurse	Full-time	General adult nurse	1 year, 3 months	Worked as a healthcare assistant for a year, then sponsored by the hospital to become a nurse
Hona	26	F	Junior staff nurse	Full-time	General adult nurse	1 year, 6 months	Did nursing in home country before registering as a nurse in the UK
Bethel	29	F	Junior sister (senior nurse)	Full-time	Surgical nurse	4 years	Was inspired to become a nurse after observing the positive impact a relative made in the nursing profession
Sofia	31	F	Junior sister (senior nurse)	Part-time	Respiratory nurse	8 ½ years	Became interested in nursing after taking care of a sick relative
Elis	30	F	Junior staff nurse	Full-time	General adult nurse	3 years	Worked as a nurse in home country for 5 years before moving to the UK to work
Mat	35	M	Junior staff nurse	Full-time	Urgent care nurse	3 years	Worked as a healthcare assistant for a year, then sponsored by the hospital to become a nurse
Jeremi	32	M	Nurse manager	Full-time	General adult nurse	6 years	Did a different course but became interested in nursing after taken care of a relative
Jonah	23	M	Junior staff nurse	Part-time	Respiratory nurse	1 years, 3 months	Did nursing programme immediately after college and started working

Only participants that met the inclusion criteria were included in this study (see table 2).

**TABLE 1: INCLUSION AND EXCLUSION CRITERIA**

<b>INCLUSION CRITERIA</b>	<b>EXCLUSION CRITERIA</b>
Male and female nurses that have worked for one year and above in the hospital	Nurses that have less than a year working experience in the hospital were excluded
Nursing staff working full time or part time in the hospital	Agency staff were excluded
Nurses that are 21 years and above	Nurses below 21 years were also excluded
Nursing staff from all ethnic groups were included	No ethnic group was excluded

The research was conducted at the Royal Free London NHS Hospital. It is a teaching hospital located at different sites across North London and Hertfordshire; the hospital provides a wide range of healthcare services and delivers world leading research both clinical trials and academic research.

### ***ETHICAL CONSIDERATIONS***

Approval for the research was granted by the NHS Health Research Authority and the R&D team at the Royal Free London Hospital and the University of Sunderland Research Ethics Committee. Participants were provided with an information sheet explaining the details and benefits of the research. Informed consent was obtained from all participants and a copy of the consent form was given to each participant.

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***CONFIDENTIALITY AND ANONYMITY/TRUSTWORTHINESS/TRANSFERABILITY  
OF THE STUDY***

To maintain confidentiality hard copies of transcript were locked in a locker. Computer and pen drive used to store data were encrypted; anonymity of participants was maintained by use of Pseudonyms throughout the study and the wards where participants worked were not indicated.

In order to ensure trustworthiness and transferability of findings from this study, the researcher showed a detailed account of each step used in the methodology of this study (Noble and Smith, 2015). A pilot study was also conducted prior to the actual data collection to ascertain the applicability and clarity of the research tool.

***DATA COLLECTION/DATA ANALYSIS***

Primary data was collected through semi-structured individual interview; because it created a forum for open-ended questions (Haper and Thompson, 2012). All interviews were conducted in a quiet area on the ward where the participants work; each interview was audiotaped. Thematic data analysis method was used; which enabled the researcher to conduct an in-depth analysis (Noble and Smith, 2015). Seven key themes emerged from the data analysis, the first 4 themes emerged from questions for all participants and the last 3 themes emerged from specific questions for senior nurses only. There were identifiable sub-themes under each of these themes (see table 4 below for themes/sub-themes).

***TABLE 3: THEMES AND SUB-THEMES FROM DATA ANALYSIS***

<b>THEMES</b>	<b>SUB-THEMES</b>
1. Intrinsic motivation	<ul style="list-style-type: none"> <li>• Autonomy/responsibility</li> <li>• Appreciation/recognition</li> <li>• Equality</li> <li>• Relationship with colleagues</li> <li>• Manager support (physical/emotional support)</li> <li>• Feedback</li> <li>• Flexible working hours</li> <li>• Training and career development</li> </ul>
2. Extrinsic motivation	<ul style="list-style-type: none"> <li>• Financial rewards (satisfactory salary)</li> <li>• Promotion</li> <li>• Non-financial incentives (vouchers, free gym pass, thank you cards, free childcare, social outing)</li> </ul>
3. Job challenges	<ul style="list-style-type: none"> <li>• Staff shortage</li> <li>• Lack of respect/abuse from patients and lack of value for nurses</li> <li>• Difficult patient/difficult staff</li> </ul>
4. Determiner of motivation on nurses job performance and patient care	<ul style="list-style-type: none"> <li>• Increased self-confidence</li> <li>• Effective team work</li> <li>• Focused and committed to patient care</li> <li>• Proactive, prioritising, recognising and solving problems</li> <li>• Compassionate/patient-centred care</li> <li>• Ability to perform in challenging situation</li> <li>• Quality care, patient safety, quicker recovery and positive outcomes</li> </ul>

<b>ADDITIONAL THEMES AND SUB-THEMES FROM SENIOR NURSES ONLY</b>	
5. Differences in staff motivation	<ul style="list-style-type: none"> <li>• Age/years of working experience</li> <li>• Motivational factors</li> </ul>
6. Assessing motivation and performance levels	<ul style="list-style-type: none"> <li>• Team meetings/performance appraisals</li> <li>• Handmade cards</li> </ul>
7. Obstacles to effective motivation and overcoming obstacles	<ul style="list-style-type: none"> <li>• Irregular meetings/ Irregular use of performance appraisals</li> <li>• Lack of awareness</li> <li>• Budgeting</li> <li>• Regular meetings/ Encourage regular appraisals</li> <li>• Research</li> <li>• Review budgeting plan</li> </ul>

***THEME 1: INTRINSIC MOTIVATION***

Findings from this study showed that all nurses who were interviewed place significant value on intrinsic motivation as a motivational strategy that has great potential in motivating them to perform their jobs more effectively. Both junior and senior nurses indicated that autonomy and responsibility push nurses to learn more, increases self-esteem, make them feel trusted and valued; which increases their motivation to perform. One participant commented:

*It is really motivating, personally I have the experience to take responsibility, it is good, it pushes you to learn because you don't want to fail, it make you feel satisfied that you are doing something right (Elis JN).*

However, another participant argued that responsibilities should be appreciated and rewarded hence nurses' could lose interest in taking responsibilities. This suggests the need for managers to encourage their staff to take more responsibilities by appreciating and rewarding their efforts.

All nurses interviewed noted the significant importance of appreciation or recognition in enhancing nurses' motivation to provide the best patient care because they feel valued. One participant indicated that the best motivation that could increase nurses' performance is for a manager to recognise and appreciate a staff that has done a good job.

Of the eight nurses interviewed seven highlighted that equality is a key factor to maximise nurses' motivation to perform their jobs as nurses feel valued, have a sense of belonging and feel comfortable on the job, which increase motivation. They all indicated that they did not experience inequality in their jobs but if they did experience it at any point, it would affect their job performance because it will be demoralising. One participant further stated that their manager treat them fairly and equally because staff are prioritised for training/development based on years of experience, commitment to the job or based on staff request. This raise the questions: Is every one of these nurses who are due for certain training and development scheduled fairly? Or are all those who are truly committed to their jobs considered for career development as required?

All participants reported that building a good relationship with colleagues is pivotal in motivating nurses to improve their job performance because there is increase team work, support from each other especially in demanding and challenging situations such as staff shortage and there is effective communication. Consequently, the work becomes more interesting and much easier and significantly increases their motivation and ability to continue working. In addition, the senior nurses emphasised the need for social activities as it creates bond between staff, which improves motivation to work as a team. This suggests that there is a connection between relationship with colleagues as an intrinsic motivation and organising social outing as an extrinsic reward.

All participants viewed manager support as key intrinsic motivational factor; participants expressed how much the physical and emotional support they receive from their managers could motivate or demotivate them. Participants noted that when a manager comes out of his/her office to support staff physically by assisting in difficult situations and helping out when necessary and also being there for them to listen and provide emotional support as required, it makes a big difference and could highly influence their motivation to perform more

A senior nurse further indicated the effect of a supportive and unsupportive manager on nurses' motivation:

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*There was a time we had a different manager we were always under staff because the manager was not supportive at all, people left. I was like I don't know why I became a nurse, I don't know if I want to do nursing anymore, maybe I should go look for something else and it wasn't only me, people became so demotivated that they thought of quitting. And now we have a different manager and the whole situation changed, you could see the big impact on the staff, management makes a big difference in motivating staff to influence their job performance (Sofia SN).*

The manager interviewed also confirmed that his staff perceives support from managers as a key motivational factor.

*When you support them physically, if for instance they are struggling with the job and you come out to assist them, that's what they see as motivation.*

Nurses in this study noted feedback as another very important intrinsic motivation; they indicated that feedback from managers, senior nurses, patients and relatives on their job performance brings about happiness, satisfaction and the ability to work more. Two of the participants noted that feedback is the best motivational factor.

Seven of the eight participants expressed how essential flexible working hours could motivate nurses to perform their duties more effectively. Participants noted that flexible working hour provides staff with the opportunity to socialise, spend time with family members and brings about happiness to continue working. However, they complained of not having the opportunity for flexible working hours, which often results in frustration on the job and demotivation. A male participant aged 35 stressed the importance of flexible working hours in ensuring family bond and family support because support from family also influences motivation to work, thus managers need to support staff socially in form of providing flexible working hours. This suggests that, there is a link between flexible working hours and manager support which could reduce demotivation and intention to quit the job. However, one participant expressed lack of interest in flexible working hours. It might be that she has no interest for socialisation or has minimal family commitment that is why she does not care about flexible working hours.



All nurses involved in this study highlighted that sending nurses for relevant training and providing opportunities for career development is an essential aspect in nursing and a great motivation because it creates a sense of achievement, satisfaction and enable nurses to develop the necessary competency to perform their duties.

*If you support them in training and career development, it motivates them because they have the sense of achievement and increased satisfaction (Sofia SN).*

### ***THEME 2: EXTRINSIC MOTIVATION***

The findings showed that participants also perceived extrinsic motivation as a necessity in motivating nurses to perform their jobs in rendering effective patient care. Refer to table 3 for the different forms of extrinsic motivation.

Seven participants of the eight interviewed noted that financial rewards have great potential to reduce emotional stress and pressure, increase nurses ability to be more committed to their jobs. Nurses interviewed expressed their concerns about nurses salary in the NHS, some participants indicated that nurses work more than they earn and poor salary has been a major issue amongst NHS nurses resulting in demotivation on the job.

*Looking at how much we get here and the work we do, you can't match it at all, nurses work so hard and the pay is not enough, when I think of the pay I receive I get demotivated to work (Mat, male JN).*

*People are actually complaining of the pay and lack of benefits from the NHS; people feel they are not motivated enough to provide quality care and they leave the profession (Sofia SN).*

Another male participant aged 23 with just over one year experience stressed the need for immediate increase in nurses' salary to maintain motivation.

*Nurses pay is horrible, call it salary or incentives, there is need for increment; something has to be done now to increase nurses' pay in order to keep people motivated (Jonah JN).*

All participants perceived promotion as another important motivation as it denotes the effectiveness of staff performance, which brings about motivation for increase performance.

*If they give you the opportunity to climb to the next level that means you are good enough to take that position which is very motivational (Elis JN).*

This suggests that nurses have to be ‘given’ the opportunity for promotion; does this suggest that someone from ‘above’ has to endorse a staff? Based on what? This could be about power relations, which might denote inequality of opportunity, who is seen as a ‘good’ nurse?

One participant stressed that promotion should go with manager support hence staff gets demotivated after a short period of time. This also suggests that there is connection between promotion as an extrinsic factor and manager support as an intrinsic factor; indicating the dichotomy between extrinsic and intrinsic factors.

Non-financial incentives/rewards was another essential motivational factors identified by all participants. Two senior nurses noted that they sometimes bake cakes for their staff to say thank you for their performance, one indicated that their manager at some point give staff a thank you card which they find very motivating.

Another participant emphasised on the importance of having incentives such as vouchers, free childcare, free gym pass and social outing as extrinsic motivation and other intrinsic motivational factors in place to maintain nurses’ motivation and performance. This suggests that both intrinsic and extrinsic motivations are necessary to improve nurses’ motivation to perform their jobs.

### **THEME 3: JOB CHALLENGES**

Participants highlighted some major challenges that has been a concern and contributes to demotivation and dissatisfaction on the job. This includes: staff shortage, lack of respect/abuse from patient and lack of value for nurses.

All participants reported that staff shortage has been a major issue in the NHS; it has become a big challenge for nurses because there are fewer staff, more demanding jobs and competitive

priorities resulting in more pressure and stress on the job. Consequently, it becomes difficult for them to render the quality of care needed by the patient and that results in demotivation.

*shortage of staff, when we have shortage of staff we get more patients and it becomes difficult to meet up with time, we struggle to meet up with competitive priorities; so you can't really give the care you suppose to give; so shortage of staff impact on our performance (Mat JN).*

Three of the nurses interviewed identified abuse, lack of respect from patients and lack of value for nurses as another big challenge nurses face in doing their jobs. They expressed how sad and demotivating it is when patient do not appreciate the effort and care they render rather abuse and disrespect them and that actually affect their job performance.

*Abuse from patients has been a big challenge for us. Patients don't respect nurses and we do everything to give them the best even in challenging situations; they abuse you verbally. It is very demoralising and reduces your performance (Mat JN).*

*Lack of value for nurses; the lack of value comes from every aspect, patients don't value you more than half of the time otherwise they won't be so disrespectful. You are not valued by the government because they have obviously demonstrated they don't value us by reducing our wages rather than increasing it (Jonah JN).*

#### ***THEME 4: DETERMINER OF MOTIVATION ON NURSES JOB PERFORMNACE AND PATIENT CARE***

Participants indicated how both intrinsic and extrinsic motivational strategies could influence their job performance in rendering effective patient care; which include: increased self-confidence, effective team work, being focussed and committed to patient care, proactive, prioritising, recognising and solving problems, rendering compassionate/patient-centred care and the ability to perform even in challenging situations.

All participants have the view that increased motivation from the different intrinsic motivational factors discussed such as training/development could increase their level of

confidence to maximise job performance. This suggests that there is a significant connection between intrinsic motivation and nurses' job performance.

*So training and career progression builds your confidence to do your job*

The eight nurses interviewed considered both intrinsic and extrinsic motivational factors discussed within this report such as flexible working hour, relationship with colleagues, pay/incentives as very important strategies that increases effective team work, boost their morals, thus improving patient care.

Participants have noted that if the intrinsic and extrinsic motivational factors discussed within this report are incorporated, nurses tend to be more focussed and committed to effective patient care but if these motivational factors are not in place, there is possibility for nurses' job performance to be affected.

*So all of those factors we discussed earlier are necessary to enable staff to be more focused and committed to patient care. If you are motivated you will definitely do your job effectively and if you are demotivated the job will not be done properly (Sofia SN).*

Furthermore, one of the participants emphasised the influence of satisfactory pay as an extrinsic motivator on nurses' job performance and the impact of poor pay on nurses' commitment to effective care. This might suggest that poor nurses pay in the NHS has effect on the performance of nurses interviewed and further indicates that extrinsic motivation has a significant link with job performance of nurses in this study.

*If I am being paid satisfactory salary I will put in more effort to do my job, I will be more committed to my job but now I feel we are working for charity because the pay cannot be compared to the job we do, so sometimes I don't feel like doing more in my job (Jonah JN).*

All participants further reported that intrinsic and extrinsic motivational factors which include autonomy/responsibility, training/development could develop their abilities to learn how to prioritise patient care and good pay and flexible working hours have the potential to reduce physical and psychological stress. Thus, they become more proactive in practice, identifying

and solving problems in order to render the best patient care. This further indicates the influence of intrinsic and extrinsic motivation on job performance.

All nurses identified that when some of these motivational factors such as: feedback, manager support and training are integrated, nurses become motivated to give more patient-centred and compassionate care to ensure effective patient care

*When I am motivated through some of these factors we have discussed I tend to be focused to give patient individual care and be more compassionate in my care because I know that is how to render quality care (Anna JN).*

Further data indicates that all participants are ready to improve their performance when they are well-motivated to provide the necessary care needed by the patient irrespective of challenging and demanding situations.

*When I am motivated I am more committed to my job, I can go extra mile in taking care of patient even in challenging and demanding situations (Hona JN).*

Furthermore, information from this study showed that there is a close connection between increased nurses' job performance and patient quality care, patient safety, quicker recovery, positive outcomes and reduced hospital stay.

Participants indicated that increased job performance creates a standard that ensures patient quality care. Increased job performance has significant link with patient safety because when nurses are well-motivated to perform their jobs, they tend to follow the right procedures and yield more to policies; which reduces errors and ensures safe care in all areas and the patient tend to have better outcomes, recover and discharge home quickly. But when staff are not motivated to perform their duties, patient care is compromised and there is longer hospital stay.

*If people are more motivated, they yield more to policies and that ensures safety. I can give you an example when staff were less motivated we had increased incidence of infection on the ward that is to tell you that motivation and increased performance ensures patient safety (Bethel SN).*

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*you don't make medication errors on purpose, you make them because you are stressed, you are overworked; but if you give me the flexible hours that I need, if you pay me well then I won't have to do extra shifts so I will have good energy and be focused not to make errors.*

#### ***THEME 5: DIFFERENCES IN STAFF MOTIVATION***

The senior nurses were interviewed regarding the differences they have observed in what motivates individual nurses; they identified two factors which include: age/years of working experience and motivational factors.

All three senior nurses interviewed highlighted that the younger nurses with shorter years of experience tend to be more motivated than the older ones probably because they have not faced the challenges involved in the nursing profession.

However, from the information gathered from participants, the younger nurses (age 23-29) with shorter duration of experience do not seem to be more motivated. Both the younger and older nurses (age 30-35), those that have worked for one year plus and those with up to 8 years' experience expressed some levels of motivation from some factors such as feedback and training but they also expressed their strong concerns about some demotivating factors such as poor pay. This suggests that there is no difference in age/years of experience and motivation amongst nurses in this study. It also crucially suggests that managers' perceptions are mismatched with junior nurses perceptions; how well do they understand their staff and levels of motivation?

The senior nurses interviewed identified differences in factors that motivate individual nurses which could be based on individual needs.

*Some staff are more motivated by training/development while some say good colleagues and manager support. So what motivates one person might not motivate the other, it is based on individual needs (Sofia SN).*

#### ***THEME 6: ASSESSING MOTIVATION AND PERFORMANCE LEVELS***

Information was gathered from the senior nurses regarding how they assess levels of staff motivation and performance; they noted that they organise team meetings/performance appraisals and handmade cards

The senior nurses highlighted that team meetings are organised periodically for staff to express their concerns in order to assess their levels of motivation and plans could be made to tackle any issues. Performance appraisal was identified as a tool used to assess levels of job performance so that measures could be taken to improve staff performance as necessary. If meetings are held regularly and problems identified are actually dealt with, it would have reduced demotivation amongst these nurses; unfortunately there are still levels of demotivation amongst nurses in this study.

*We do have team meetings so that I will know what the staff have done, what they want to do and what they haven't done well, their concerns so that I can facilitate what need to be done (Jeremi, NM).*

One of the senior nurses highlighted that she developed a big card for staff to note what motivates them so that staff motivational levels could be assessed.

*In the card staff can write about what they appreciate most, what motivates them; that could give us an idea of what motivates our staff and how much they are motivated that's the idea behind the card (Sofia SN).*

## **THEME 7: OBSTACLES TO EFFECTIVE MOTIVATION AND OVERCOMING OBSTACLES**

Three factors were identified by the senior nurses as possible obstacles to effective motivation in healthcare organisations which include: irregular meetings/irregular use of performance appraisals, lack of awareness, and budgeting issues. Also, three possible strategies to overcome these challenges were suggested (regular meetings/encourage regular appraisals, research, and review budget plan).

Two of the three senior nurses indicated that when there are irregular meetings with staff and irregular appraisals, it could stand as an obstacle to effective motivation because it will limit the opportunity for managers to know what motivates their staff and assess motivation/performance levels.

Lack of awareness of effective motivational strategies that could consistently motivate nurses was reported by all senior nurses as a possible obstacle to effective motivation in the NHS. This could be one of the reasons why some nurses in this hospital are not well-motivated because differences in motivational factors amongst nurses were identified within this report; that means managers need to be aware of the factors that motivates their staff, hence they might lose them.

*I know some organisations try to motivate their staff but because most organisations are multicultural, people from all over the world with different needs, so they don't actually know the motivational strategies that would be good for all the staff because knowing the exact needs of staff could be challenging.*

One of the senior nurses (nurse manager) further indicated that budgeting issues in the NHS sometimes stand as an obstacle to effective motivation, which results in demotivation. This might indicate why nurses in this study receive poor pay.

Furthermore, strategies were suggested to overcome these obstacles:

Two of the senior nurses suggested the need for managers to organise regular meetings and to encourage regular appraisals.

*Managers should organise regular meetings so that they can assess levels of motivation and performance. Managers should be encouraged to do more appraisals so that they can assess levels of motivation and performance for improvement (Sofia SN).*

All senior nurses strongly indicated the importance of continuous research to gather information on effective motivational strategies that could be used to inform practice so as to overcome the obstacle of lack of awareness.



*Research is very necessary, you are doing this research now and you could come out with strategies that could be introduced in practice (Sofia SN).*

The manager further suggested that healthcare authorities should review and prioritise the budget plan to ensure nurses are well-motivated to render the best patient care.

*Because we take decisions at higher levels on what to approve and what not to approve, if we are looking at the budget issues as an obstacle to motivation, then we have to communicate across the board and review our budget to know what we are doing, why are we spending money on this and we are not spending money on that. Prioritising the budget will also be fantastic, we don't have to be concerned about the patients only, we need the motivation of the staff to care for the patient.*

## **DISCUSSION**

Consistent with the studies of Toode et al. (2015) and Jaiswal et al. (2014), results from this study demonstrated that intrinsic and extrinsic motivational strategies are essential in influencing the job performance of nurses in the RFH.

***INTRINSIC MOTIVATION:*** This study concluded that intrinsic motivational factors are necessary to motivate nurses in the RFH to improve their job performance. Participants perceived relationship with colleagues, training and development, equality, manager support, appreciation/recognition, autonomy/responsibility, feedback and flexible working hours as key intrinsic motivational factors. This also supports some other studies regarding the importance of these intrinsic motivational factors in motivating nurses to perform their duties effectively.

Findings from the study of Toode et al. (2014) and Zare et al. (2016) showed that good relationship with colleagues and training/development are essential determinants of nurses' motivation; which create a sense of belonging and confidence. These findings are in line with the findings of this study that identified good relationship with colleagues as pivotal in increasing confidence, sense of belonging and effective communication; which subsequently makes the job more interesting to work and increases job performance. Different from the

findings of other studies reviewed in the literature, this study further indicated that building good relationship with colleagues has the potential to improve good teamwork and support from colleagues especially in demanding situations such as staff shortage; thus influencing motivation. This study also identified a connection between good relationship with colleagues as an intrinsic factor and social activities as an extrinsic motivation. Participants highlighted that social activities create bond between colleagues which further strengthens good relationships at work and improve motivation. This suggests a close link between intrinsic and extrinsic motivation in increasing nurses motivation to perform. Furthermore, in congruence with the studies as stated above, participants from this study indicated that training/career development are relevant aspects in the nursing profession because they enable nurses to develop the right competence to perform their duties and also create a sense of achievement that increases motivation. This is in line with the NMC codes of conduct for nurses, which state that nurses should always keep up to date with their knowledge in order for them to develop the right competency to perform their duties effectively (NMC, 2008). This further indicates the necessity for nurse managers in this hospital to ensure nurses are scheduled for necessary training/development programs in order to prevent demotivation at any point.

In the studies of Daneshkohan (2015) and Atambo and Ayaga (2016), appreciation/recognition and manager support were indicated as essential motivational factors that could significantly increase nurses motivation because nurses feel valued. To concur with these studies, findings from the current study indicated that appreciation/recognition is the best motivation for nurses as it makes them feel enthusiastic to perform. However, some of the participants indicated that they did not get appreciated or recognised for their good jobs and that often results in demotivation. This suggests that appreciation/recognition is a critical motivational factor and nurses in this study need more appreciation/recognition from their managers to keep them motivated.

Consistent with the findings of Peterson et al. (2011) and Danneshkohan (2015) on the effectiveness of manager support in ensuring a well-motivated nursing staff. Participants in this study highlighted that manager support such as being there physically to support staff as

required, listen and provide emotional support makes a big difference and highly influence nurses' motivation to work more. Furthermore, this study demonstrated that a supportive manager is important to reduce intention to quit the nursing profession; which correlates with the evidence from the World Health Organisation that manager support is a key aspect for nurses' retention (WHO, 2006). One participant emphasised the impact of unsupportive manager on nurses as it could result in marked demotivation, reduced job performance and intention to leave. This supports the findings from the 'Frances report' which indicated that poor manager support in Mid-Staffordshire NHS hospital was the main cause of demotivation and reduced job performance amongst nurses; which resulted in compromised patient care (Francis, 2013). This indicates the need for nurse managers to be supportive in order to maintain motivation and prevent the intention to leave the profession and to prevent the incidence of Mid-Staffordshire hospital from reoccurring in other NHS hospitals.

Regarding equality, participants in this study indicated that they did not experience inequalities in terms of job distributions, training/development schedules and rewards; but if they did experience inequalities at any point, they would feel demotivated to continue working. One participant stated that their manager treats them equally because training/development are scheduled based on years of experience, commitment to the job and request from staff. This raise the questions are these training and career development actually scheduled fairly; are all staff who are committed to the job and are due for a training scheduled? Findings from the study of Danneshkohan (2015) showed that the most demotivating factor experienced amongst nurses was inequality in training schedule and promotion opportunities, which results in intention to leave. This suggests that there is possibility of unfair schedule for training/development by some nursing managers. This further indicates the need for more studies regarding equality; because equality is a sensitive topic it is possible that nurses in this study do not feel comfortable expressing their concerns about the issue of equality on the job. Also, equality is a big topic on its own and equality/motivation has been under researched. This indicates the need for the topic to be explored more as there is a need to understand more about how this impacts on different group of nurses in order to prevent discrimination and

demotivation amongst nurses and intention to quit. “The Equality Act” is one of the legislation in the UK that encourages equality in all aspects (DH, 2010).

Autonomy/responsibility was perceived by all participants as an essential need in nursing and a key motivator. So giving nurses the opportunity to take responsibilities and to make decisions independently would increase their motivation because they feel trusted and valued by their managers; which subsequently create a sense of satisfaction and increased self-esteem. Consistent with this study is the findings of a systematic review by German and Cumming (2010) and other studies by Ayyash and Aljeesh (2011) and Zare et al. (2016). Unique to this current study is the identification of a connection between responsibility as an intrinsic factor and financial reward as an extrinsic factor. One participant stressed that increased responsibility should go with a reward, which will further increase motivation; hence nurses who are motivated by responsibility might subsequently become demotivated. This further suggests the close connection between intrinsic and extrinsic motivation in influencing nurses motivation to perform effectively.

Among other studies reviewed, only one study in 2010 researched feedback as an intrinsic motivational factor and concluded that feedback provided on job performance of nurses was the most important factor as it has the potentials of increasing nurses job satisfaction and increased ability to render quality care (Bajwa et al., 2010). In support of these findings, all nurses in this study emphasised feedback from managers, patient and relatives on their job performance as an imperative motivation. This suggests that nursing managers should consider incorporating feedback as an intrinsic motivation. The limited evidence on feedback also indicates the need for more research to reveal more concepts on this intrinsic factor.

Also, only one study by Peters et al. (2010) identified flexibility of work hours as an important motivation for nurses; the study noted that flexible working hours provide nurses with the opportunity to socialise with their families; thus results in increased motivation; which correlates with the findings of this current study. However, the study of Peters et al. (2010) did not identify family support as an emerging theme from flexible working hours. This current study identified that flexible working hours create room for nurses to bond with their families

and gain family support; which was identified by one participant as a key motivation because family support strengthens job motivation. Hence, lack of family support would result in demotivation on the job and intention to quit. Most of the participants in this study indicated that they do not have the opportunity for flexible working hours, which often result in frustration and demotivation on the job. However, one participant in this study expressed lack of interest in flexible working hours; perhaps she has no interest for socialisation or has no family engagement as this finding is inconsistent with the study stated above. This suggests that managers need to ensure social support by providing flexible working hours, which further strengthens job motivation.

Other studies reviewed within this report has not included all of these intrinsic motivational factors in one study but this study included eight different intrinsic motivational techniques; which shows how unique this study is and how it will add to existing knowledge .

**EXTRINSIC MOTIVATION:** Findings from this study showed that participants also perceived extrinsic motivation as a necessity in motivating nurses to provide effective patient care. This is in association with other studies. Results from the study of Neggusie (2012) showed that rewards including satisfactory pay, promotion and other incentives have a significant influence on nurses' motivation and job performance; which concur with this study. Both male and female participants identified satisfactory salary as the best extrinsic motivation and emphasised the importance in reducing emotional stress, pressure and increased satisfaction. These findings resonate with other studies that highlighted good salary as the most effective extrinsic motivation in increasing nurses commitment to effective patient care (Dar et al., 2014) and (Khim, 2016). However, nurses in this study expressed their concerns about nurses' salary in the NHS; one participant stated that nurses in the NHS are being used because they work more than they earn and the poor salary has been a major issue amongst NHS nurses resulting in demotivation. A senior nurse indicated that people are leaving the profession and some intend to leave because of poor salary and increased pressure. This indicates how dissatisfied and demotivated these nurses are; it is so sad to learn that registered nurses are quitting the profession and this is a bad sign for the profession. Another participant stressed the

need for immediate increment in nurses' salary to prevent key professionals from leaving the profession and the intention of many who are ready to quit. This supports the survey conducted by the RCN (2013), the report on The Guardian (2017) and a more recent report presented on the BBC News (2018); which noted the insufficiency of nurses' salary as compared to the intensity of the job they do resulting in greater number of key nurses leaving the profession. Furthermore, participants in this study suggested that good salary should go with other motivational factors discussed within this report such as recognition and training/development for maximum motivation. This also corresponds with findings from NHS Health Education England (2014) and Jaiswal (2014) that in order to maintain effective motivation and increased job performance, it is pivotal for healthcare organisations to adopt both intrinsic and extrinsic motivation because incorporating only intrinsic or extrinsic motivation could subsequently result in demotivation and reduced performance amongst nurses. This further indicates the close connection between intrinsic and extrinsic motivation.

All participants in this study perceived promotion as another essential motivation as it denotes the effectiveness of staff performance, thus increases motivation and performance. In line with this finding, studies of Gkorezis and petriden (2012) and Neggusie (2012), concluded that promotion is a strong motivation that brings about self-efficacy and commitment to patient care. A senior nurse in this study stressed that promotion need to go with consistent manager support due to the increased responsibilities that come with it, hence nurses get frustrated and demotivated after a short period of time following a promotion. This suggests a connection between promotion and manager support; which further indicates a close link between intrinsic and extrinsic motivation.

Another essential extrinsic motivational factor identified by all participants was non-financial incentives/rewards. Two senior nurses noted that they sometimes bake cake for their staff to say thank you for a good job; which was noticed to have positive impact on staff motivation. A study by Said et al. (2013) showed that when nurses were provided with free meal in the hospital as a reward for their hard job, it resulted in increased motivation. Furthermore, another participant indicated that their manager at some point give staff a thank you card which they

find very motivating. However, the junior nurses complained they do not have incentives on their jobs even after working overtime; which supports the survey by RCN (2013) that one of the demotivating factors identified by nurses was lack of incentives for overtime work. Two of the participants further suggested that giving them a treat such as dinner outing and providing free vouchers will be a good motivation for staff. It is imperative for nursing managers in this hospital to consider these suggestions for improved motivation amongst nurses.

Overall, Participants in this study have indicated that both intrinsic and extrinsic motivation has to be incorporated in order to maintain nurses' motivation and increased performance. A senior nurse emphasised the need for both factors to be integrated because if anyone is taken away, nurses will be demotivated; which corresponds with other studies as already indicated within this report. This suggests that both intrinsic and extrinsic motivational factors have great potentials in maximising nurses' motivation to perform their duties; which answers the research question.

***JOB CHALLENGES:*** Participants highlighted some major challenges that have been a concern and contributes to demotivation on the job. The challenges include: staff shortage, lack of respect/abuse from staff and lack of value for nurses. The most striking challenge that was apparent was staff shortage. Nurses in this study reported that staff shortage has been a major issue in the NHS and a big challenge for nurses because there are fewer staff and more demanding jobs and competitive priorities resulting in more pressure on the job. Consequently, it becomes difficult for them to render the quality of care needed by the patient and that result in demotivation. Consistent with these findings was a research conducted by Kings College London (2012) and a recent study by The Health Foundation (2017); which indicated that staff shortage has become an immediate challenge in the NHS resulting in increased stress, intention to quit and compromised patient care. It was also noted that staff shortage was part of the reasons for failed quality patient care at Mid Staffordshire NHS Hospital. This suggests the need for the NHS to incorporate strategies to reduce staff shortages, demotivation, increased turnover rates and compromised patient care.

Three of the nurses identified abuse and lack of respect from patients as another big challenge for nurses. One of the participants stressed that nursing is supposed to be a respectful profession, nurses are known to be the backbone of the NHS and they do a tremendous amount of job yet they are not respected; consequently, resulting in frustration and demotivation on the job. Although, there are no literature to support these findings, however a study by Said et al. (2013) showed that nurses like to be respected by people in the hospital as disrespect was viewed as a demotivating factor. This could indicate that there is an issue of disrespect experienced amongst nurses in the study; which further indicate a need for further study regarding this issue. Furthermore, one participant noted that nurses are not being valued by people including the government because the government has obviously showed lack of value for nurses by reducing their wages rather than increasing it. Corresponding with this finding is a publication by The Guardian (2017), which indicated that the RCN representatives went out in July, 2017 protesting against the reduction of nurses' wages by the government and the resulting impact of staff quitting the profession. In addition, a report by The Health Foundation (2017) showed that nurses' basic pay dropped by 6% between 2008 and 2016. This suggests the necessity for the government to consider the job that nurses do, review strategies to improve nurses' motivation, job performance and to maintain high quality patient care in the NHS.

***DETERMINER OF MOTIVATION ON NURSES JOB PERFORMANCE AND PATIENT CARE:*** Data from this study showed that both intrinsic and extrinsic motivational strategies could influence nurses' job performance in various ways. Findings from a systematic review by German and Cuning (2010) showed that motivation derived from intrinsic factors such as autonomy/responsibility, relationship with colleagues, training/development and manager support have high potentials in increasing the confidence of nurses to perform their jobs. In association with these findings, participants in this study have the view that increased motivation from the different intrinsic motivational factors discussed could increase their level of confidence to maximise job performance. This suggests that there is a significant connection with intrinsic motivation and nurses' job performance. Also, this study showed that both intrinsic and extrinsic factors discussed within this report such as flexible working hour and pay/incentives are very important in increasing effective team work and the ability to work



collaboratively without stress. The study of Bajwa (2010) also concluded that autonomy and compensations increases teamwork, which is an essential aspect in nursing because it results in better patient care. This indicates that both intrinsic and extrinsic motivation have a close link with nurses job performance in this study.

Participants in this study have noted that if the intrinsic and extrinsic motivational factors discussed within this report are incorporated, nurses tend to become more focussed and committed to effective patient care but if these motivations are not in place, there is possibility for nurses' job performance to be affected. In conformity with this, other studies showed that when nurses are intrinsically and extrinsically motivated, they become more physically and psychologically stable; consequently, become more committed to patient care (Bonenberger et al., 2014) and (Aduo Adjei et al., 2016). Corresponding with the study of Isfahani et al. (2015) which showed that there is possibility for nurses that are well-motivated to become more proactive, able to identify and solve problems. Participants in this study reported that intrinsic and extrinsic motivational factors such as autonomy/responsibility could develop their abilities to learn how to prioritise patient care and good pay has the potential to reduce psychological stress. Thus, they become more proactive in practice, identifying and solving problems to provide the best patient care. This further indicates the relationship between intrinsic and extrinsic motivation and job performance.

All nurses also identified that when these motivational factors are integrated, nurses become motivated to give more patient-centred and compassionate care, which is an essential nurses' job performance to meet the holistic needs of the patient. This is consistent with the study of Abdelhadi and Drach-zahary (2011) which concluded that nurses that are motivated by rewards develop the attitude to render patient-centred care. In addition, information from this study showed that all participants are ready to improve their performance when they are well-motivated irrespective of challenging and demanding situations. However, one of the participants argued that although increased motivation could ensure improved job performance even in challenging situations but when the challenge becomes a major issue it results in demotivation. This indicates the need to reduce factors that could result in demotivation

amongst nurses and consistently maintain maximum motivation and job performance. There is no evidence to support these findings, which further indicates a need for further research.

Furthermore, Information gathered from this study showed that there is a close link between increased nurses' performance and patient quality care, patient safety, quicker recovery, positive outcomes and reduced hospital stay. This study showed that increased nurses' job performance creates a standard for high quality care resulting in reduced delays in patient care. Also, improved nurses' performance has the potential to reduce nurses' intervention errors and infection on the wards; thus ensuring patient safety, better outcomes, quicker recovery and reduced hospital stay. This is consistent with other studies that noted the impact of increased nurses' performance on high quality care, reduced medication errors, pressure ulcers and falls (Purdy, 2010), (Aiken, 2012) and a systematic review by Copanitsanou et al. (2017).

***DIFFERENCES IN STAFF MOTIVATION:*** The senior nurses interviewed identified two factors which include: age/years of working experience and motivational factors. They highlighted that the younger nurses with shorter duration of service tend to be more motivated than the older ones with longer years of experience probably because they have not faced the challenges involved in the nursing profession. However, from the information gathered from participants in this study, the younger nurses (age 23-29) with 1-3 years' experience do not seem to be more motivated; both the younger and older nurses (age 30-35) with 4-8 years of experience, expressed some levels of motivation from some factors in their places of work such as feedback but they also expressed their strong concerns about some demotivating factors such as poor pay; indicating that they are not well-motivated on their jobs. This suggests that there are no differences between age/years of experience and motivation amongst nurses in this study. It further indicates a mismatch of information with the senior nurses, which may suggest that the seniors nurses have little or no idea of what and how their staff are motivated. In agreement with this study, Bansal and Malhotra (2016) find no significant difference between age and years of experience.

The senior nurses identified differences in the factors that motivate individual nurses which could be based on individual needs. This response corresponds with the information gathered

within this study. Some of the participants noted that the most important motivational factor was support from managers while some said feedback. This indicates that there are differences in what motivates individual nurses in this study and these differences are based on individual needs. This is in line with the findings of Toode et al. (2014) that perception of motivational factors depends on individual nurses needs as people have different needs to achieve at different times. This further indicates that nursing managers should consider the differences in motivational factors in incorporating motivational strategies to ensure maximum motivation levels for increased job performance and quality patient care. Based on the information gathered from this study, other demographic details such as gender, ethnicity and job status did not show any difference with respect to motivation. No evidence to support these findings.

***ASSESSING MOTIVATION AND PERFORMANCE LEVELS:*** Information from this study showed that the senior nurses organise team meetings/performance appraisals and handmade cards to assess staff motivation/performance levels. The senior nurses indicated that team meetings are organised periodically and performance appraisals annually for nurses to express their concerns and to assess their levels of motivation/performance so that measures could be taken to improve motivation/performance as necessary. This is consistent with the report of Ayyash and Aljeesh, (2011) and Ahmed et al. (2013). This raises the question of why are there still levels of demotivation amongst nurses in this study if actually measures are taken to improve motivation/performance following information from meetings/performance appraisals. Nurses in a study reported that information from performance appraisals are not being used for decision making (Weldegebruiel et al., 2016). This suggests the necessity for managers to take actions following information from team meetings/performance appraisals. Furthermore, one of the senior nurses indicated that she developed a big card for staff to note what motivates them so that staff motivational levels could be assessed. This could be considered by other healthcare organisations as another means of assessing what motivates staff and their levels of motivation. However, there are no evidence to support this finding, further research is needed.

***OBSTACLES TO EFFECTIVE MOTIVATION AND OVERCOMING OBSTACLES:***

Three factors were identified by senior nurses in this study as possible obstacles to effective motivation in healthcare organisations and ways to overcome these obstacles were discussed. The senior nurses indicated that when there are irregular team meetings and irregular use of performance appraisals, it could limit the opportunity for managers to know what motivates their staff and assessing motivation/performance levels is also limited. This might be part of the reasons why nurses in this study are not well-motivated. Consequently, the senior nurses suggested the need for managers to organise regular team meetings/performance appraisals as also supported by other studies (Ayyash and Aljeesh., 2011) and (Weldegebruiel et al., 2016).

Lack of awareness of effective motivational strategies that could continuously motivate nurses was reported by the senior nurses as a possible obstacle to effective motivation in the NHS. This also could be one of the reasons why nurses in this hospital are not well-motivated because differences in motivational factors amongst staff were identified within this report. The senior nurses strongly indicated the importance of continuous research to gather information on effective motivational strategies that could be used to inform practice so as to overcome the obstacle of lack of awareness and maintain maximum motivation. This is in conformity with different studies that identified limited study on nurses' motivation and advised on constant research to overcome changes in motivational needs of nurses and always maintain highly motivated staff capable of rendering quality care (Okello and Gilson, 2015).

One of the participants (nurse manager) in this study further indicated that budgeting issues in the NHS sometimes stand as an obstacle to effective motivation, which results in demotivation amongst nurses. This is the same reason why nurses receive poor pay, why nurses are demotivated and why quality patient care is in jeopardy in the NHS; lack of resources was the same reason given by government for reducing nurses' wages rather than increasing it as reported by The Health Foundation (2017). This raises the question why is it that nurses who are supposed to be the backbone of the NHS and identified globally as key professionals in the healthcare setting are the ones suffering from the government austerity despite the tremendous amount of work they do. The study by RCN (2013) and The Health Foundation (2017) stressed

that the government should review its budgeting plan to provide strategies that will keep NHS nurse motivated to maintain quality patient care; hence the success of the NHS will be questioned. In agreement with this, one of the participants (nurse manager) in this study further suggested that healthcare authorities should review and prioritise the budget plan to ensure nurses are well-motivated to render the best patient care.

## **IMPLICATIONS TO NURSING PRACTICE**

This study explored a very timely subject the influence of intrinsic and extrinsic motivational strategies on job performance of NHS nurses. This study will be of significant relevance to the NHS in the UK and other healthcare organisations. Findings from this study could be used by the government, policy makers and the NHS to set out policies/initiatives based on intrinsic and extrinsic motivational strategies necessary to maintain maximum nurses' motivation and high quality care. It will further help to reduce nurse turnover rates, intention to leave which has been a major issue in the NHS in recent years. Furthermore, it will help to prevent patient long stay in the hospital, thus reduce cost for the UK government and the NHS; thereby reducing the government austerity and increasing the growth of the NHS.

## **LIMITATIONS**

A small number of nurses were used for this study making it difficult for the result to be generalised. However, because this study has proved to be reliable, the results could be transferred to other healthcare settings and the findings could serve as basis for further studies in the UK and other countries.

## **RECOMMENDATIONS**

Based on the findings from this study, the following recommendations are made:

- The government should set out policies based on intrinsic/extrinsic motivation to maintain maximum motivation levels amongst NHS nurses in the UK; thus ensuring maximum nurses performance, reduce turnover rates and maintain patient quality care

- The government/healthcare authorities should review and prioritise their budgets to incorporate strategies to improve/maintain nurses motivation and staff retention
- The government should consider reversing his decision of reducing nurses' wages rather than increasing it. Increasing nurses pay should be the government's immediate priority as this has been identified as part of the major reasons for demotivation, reduced job performance, compromised patient care, increased turnover and intention to leave the profession. If this is not considered, there is a possibility for further compromised patient care, increased turnover rates and the success of the NHS could be jeopardised
- The RFH should upgrade their motivation strategies to integrate intrinsic and extrinsic motivation in order to improve/maintain nurses' motivation for maximum performance, staff retention and high quality patient care.
- Continuous research should be conducted on nurses' motivation to generate recent knowledge on the best motivational strategies necessary to prevent demotivation at any point and prevent compromised patient care.
- Family support should be considered as an essential intrinsic motivation as suggested by some participants and strategies should focus on improving flexible working hours to encourage family support
- Equality as an intrinsic motivation should be studied as a topic on its own to gather more information regarding job inequalities which could be a major demotivation amongst nurses
- Nursing leaders should consider regular team meetings/performance appraisals as a means of assessing staff motivation/performance levels and also ensure information from team meetings/appraisals are used for relevant decision making in order to make plans for improvement as necessary
- NHS management should set out a clear strategy to ensure nurses are well respected and valued by patients and the healthcare organisation in order to ensure staff retention and improved quality care.

## **CONCLUSIONS**

Based on evidence as reviewed within this report NHS nurses in the UK are working in a less supportive environment with increased demotivation resulting in reduced job performance, intention to leave the profession and increased turnover rates; which places patients' quality care in jeopardy. Surprisingly, there is a gap in the literature regarding nurses' motivation in the UK and among the research conducted in other countries only a few were qualitative research. Considering the importance of qualitative research in a timely subject (nurses motivation) and the need for increased motivation amongst NHS nurses; this study examined "The influence of intrinsic and extrinsic motivational strategies on job performance of NHS nurses in London" to gather relevant information necessary to inform practice. The findings showed that nurses in the RFH perceived intrinsic/extrinsic motivation as important motivational strategies with high potentials in increasing nurses' performance to render quality patient care; which answers the research questions in this study. These findings are consistent with other studies (Toode et al., 2015). The knowledge from this study could be used by the government and NHS to set out strategies based on intrinsic and extrinsic motivational techniques. Thus, maximising nurses' motivation and increasing the growth of nursing profession and the NHS.

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