

**MINISTRY OF EDUCATION AND TRAINING  
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**CREATING EMPLOYEE MOTIVATION FOR NURSES IN  
PUBLIC HOSPITALS IN HANOI CITY**

Specialized: Human Resource Management

Code: 9340404

**SUMMARY OF THESIS THESIS OF ECONOMY**

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## **FOREWORD**

### **1. Urgency of the topic**

The health sector plays an important role in taking care of the community's health, treating diseases, and ensuring a healthy life for people to study and work. Therefore, it can be affirmed that the health sector plays a great role in economic and social development. It can be seen that medical staff in general and nurses in particular are important resources for the development of medical organizations, understanding their motivation and job satisfaction is the basis for the organization's success. success, contributing to improving the operational efficiency of the organization. Nurses play a very important role, being the main force in the care of patients. Medicine today has affirmed the role of the nurse as one of the pillars of the health system.

Although the nursing profession plays an important role in the health system, financial incentives in this industry are low, especially in current public hospitals. Therefore, it is easy for nurses in the public sector with expertise and experience to leave to work in medical facilities or private hospitals, where there are better treatment regimes. Besides, the working environment of the nursing profession is under a lot of psychological pressure because they often have to interact with patients. Therefore, nurses must always be cautious in the care and treatment of patients to maintain the highest level of satisfaction for patients. Motivation can be seen in a hospital setting as essential for adequate patient care

For the above reasons, the topic "*Creating employee motivation for nurses in public hospitals in Hanoi city*" was carried out in order to contribute to providing scientific evidences on motivation. labor force and the influence levels of motivational tools on the work motivation of nurses so that the hospital has strategies to attract and retain competent, qualified and dedicated nurses. with the profession so that the quality of health care services of public hospitals is increasingly improved.

### **2. Research purposes and tasks**

#### ***2.1. Research purposes***

The purpose of the study is to propose measures to improve work motivation for nurses in public hospitals in Hanoi city.

## **2.2. Research mission**

- Identify tools to create work motivation and build a research model on the impact of motivational tools on the work motivation of nurses in public hospitals
- Assessing the current situation of job motivation of nurses in public hospitals in Hanoi city and assessing the impact of motivational tools on the work motivation of nurses. in public hospitals according to the proposed research model.
- Proposing some solutions to improve the working motivation of nurses in public hospitals in Hanoi city in particular and the whole country in general.

## **3. Research question**

What criteria are often used to evaluate labor motivation?

What tools are used to motivate nurses in public hospitals in Hanoi?

How does each tool affect the work motivation of nurses in public hospitals in Hanoi?

What suggestions are there to improve the work motivation of nurses in public hospitals ?

## **4 . Subjects, scope of research**

### **4.1. Research subjects**

Creating labor motivation for nurses in public hospitals in Hanoi city.

### **4.2. Research scope**

+ Space: The thesis focuses on investigating, surveying and studying the current situation of labor motivation and the impact of tools to create work motivation of nurses in public hospitals in Ha Noi city. Interior.

+ Time: The collected data has a period of about the last 5 years: From 2016 to 2020.

## **CHAPTER 1. OVERVIEW OF THE RESEARCH SITUATION OF NURSING MOTIVATION AND LABOR MOTIVATION**

### **1.1. Overview of studies on labor motivation and work motivation in the organization in general**

Over the years, many famous scholars have extensively studied human motivation and have offered different approaches to work motivation and

work motivation. According to Buchbinder et al (2007), it can be approached in 3 ways as follows:

- Creating work motivation comes from the needs of employees with researches: Abraham Maslow (1954) , Herzberg (1959), McClelland (1960) , Lawrence and Nohria (2002) , Vu Thi Uyen (2008), Truong Minh Duc (2011) ... With an approach to motivation based on the needs of employees, it can be seen that the process of motivation is started by the stress caused by the desire to satisfy needs. bridge. Stress causes employees to have an attitude of effort and try to achieve their desired goals in order to satisfy their needs. The achieved needs will create a feeling of satisfaction of the employees, making the stress state of the workers reduced. The higher the level of satisfaction achieved, the higher the motivation to work.

Motivation focuses on external factors and their role that come from understanding employee motivation. This approach is applied by Skinner (1965) in motivating employees. He emphasized that management leaders in the organization should not be too focused on the shortcomings and shortcomings of employees, instead need to use reward measures to help them improve and enhance their performance. work results.

- The third approach is based on intrinsic factors focusing on inner thought processes and perception of motivation. This approach involves people's perceptions of their work environment and how they interpret and understand how to be motivated. Vroom (1964), Locke (1960), Adams (1963, 1965), Greenberg and Baron (2000)

From the points of view of the above researchers, it can be seen that there are many ways to increase motivation, which can come from satisfying needs or from employees' perceptions and from external factors, etc. But the end result of each approach is to improve employee motivation in the organization.

## **1.2. Studies on motivation and work motivation of nurses in the hospital**

The health sector is a sector with specific characteristics and plays a very important role in each country. Therefore, research on labor motivation for groups of subjects in this industry is interested in research by many scientists around the world. As Willis Shattuck et al (2008) , L

ambrou et al (2010) , Mutale (2013), Kristi Toode et al ( 2011 ), Abbas Daneshkohan et al (2015), Reem A Baljoon et al (2018)

In Vietnam, research on labor motivation and labor motivation is carried out a lot in organizations and enterprises. However, in the medical field there are very few studies . New studies only focus on learning about factors affecting work motivation and research on job satisfaction , **but** to in-depth research on work motivation for nurses in nursing homes. Public hospitals have very little research. In the medical field, there are also many authors who focus on research on the labor motivation of nurses such as: Ngo Thi Minh Co et al (2015), Ho Thi Thu Hang et al (2015), Huynh Ngoc Tuyet Mai et al (2017), ... It can be seen that , In general, domestic studies, depending on the approach, have mentioned relatively fully the aspects of motivation and motivation in labor and confirmed the importance of this work in human resource management. state management through each period. Studies at the macro level have clearly shown the meaning of creating motivation, awakening human potential as the driving force for sustainable development of the country, of the country in the period of integration and development.

### ***1.3. Overview of research on solutions to motivate employees***

In order to improve the reputation and position of their hospital in the industry, leaders must use different motivational solutions to influence the behavior and perception of employees, helping them to think better. Be positive and work hard. Therefore, it is necessary to take measures to improve labor motivation. This problem has been discussed by the authors Le Dinh Ly (2010) , Hoang Thi Hong Loc et al (2014), Nguyen Thi Phuong Lan (2015) , Nguyen Chi Hien (2015), Dao Thi Thanh Thuy (2017) ,... research and clarify solutions to motivate employees. But in general, the above solutions focus on improving financial benefits (salaries, bonuses, salary allowances and benefits) and non-financial benefits (training and promotion). progress in work, evaluation and recognition of achievements, improvement of working environment and conditions , etc.

### ***1.4 . Research gaps and opportunities of the thesis***

After reviewing domestic and foreign studies on labor motivation and work motivation for the group of nurses. It can be seen that the new studies only focus on assessing the level of professional satisfaction of nurses and

the influence of factors on the work motivation of nurses, without mentioning the measurement content. tools to create work motivation for nurses to have a reasonable basis to offer solutions to improve the work motivation of nurses.

As for the research on motivating nurses in public hospitals, there has not been a formal study that has investigated the use of tools in motivating public hospital nurses in Vietnam. Male. Therefore, in this study, the author will fill in the above gap so that the study of labor motivation and labor motivation for nurses at public hospitals can be completed.

## **CHAPTER 1 SUMMARY**

In this chapter, the author presents an overview of domestic and foreign studies on motivation and work motivation for workers in general and nurses in particular .

For overseas research projects, there are many research works related to motivation and work motivation for nurses in hospitals, however, the new studies only focus on in-depth research. study the factors affecting motivation and have not focused on exploiting the contents of labor motivation

Domestic research works have also presented quite fully the content of motivation and motivation for employees in the organization. However, the content of research on creating work motivation for nurses in public hospitals has only been approached by some researchers , but it is still not systematic and comprehensive.

From the overview of research works, the author identified the gap of the topic, that is, there have not been many researches on tools to create work motivation for nurses in public hospitals and other health care facilities. aspects to evaluate the work motivation of nurses.

## **CHAPTER 2. THEORETICAL BASIS ON LABOR MOTIVATION FOR NURSES IN PUBLIC HOSPITAL**

### **2.1. Nurses at a public hospital in the Vietnamese health system**

The content of the thesis introduces some of the following concepts:

- “ The health system includes all the means (organizational, human resources, infrastructure and financial) used to realize the objectives of health policy ”.

- “ The hospital is a legal medical examination and treatment facility recognized by the state and has the ability and means of disease diagnosis, treatment and surgery. There are favorable conditions for inpatient and outpatient treatment and a daily health monitoring system for inpatients and outpatients .

- “ *Nursing is the initiative and cooperation in care, health promotion, rehabilitation, management and health counseling for healthy, sick and dying people in medical facilities. , family and community ”.*

- Nurse is understood as the person in charge of nursing, health care, checking the patient's condition, prescribing medicine and other jobs to serve the process of primary health care to nursing care. recovery and treatment of patients .

## **2.2. Creating work motivation for nurses in public hospitals**

### **2.2.1. Some concepts**

*“ Employment motivation is a system of measures, policies, and behaviors of an organization that affect employees in order to make them motivated to work at work, promoting them to be more satisfied with their jobs. work and strive to achieve personal and organizational goals ”*

Motivation of nurses can be understood as a system of tools, policies, and hospital behaviors that affect nurses in order to make nurses more motivated to work at work, helping them to be more satisfied. with work and striving to achieve personal and organizational goals

### **2.2.2. Criteria for assessing work motivation of nurses in public hospitals**

From the synthesis of the perspectives of the previous researcher, in the content of the thesis, the author will approach the assessment of the work motivation of nurses in public hospitals according to 3 groups of criteria which are: attached to the hospital; Job satisfaction and nursing performance

- *Degree of attachment to the hospital :*

Employees will love their work more than stick to the organization when they realize that they are being valued by the organization, they are satisfied with the remuneration policies and working regimes of the organization. When the organization can do this, it shows that the work of motivation has been taken care of. Good organization of motivating employees is the foundation to help employees voluntarily stick with the



organization, increasing employee loyalty . Based on previous studies, the author has inherited, adjusted and provided 5 scales to assess the level of hospital attachment of nurses.

*- Satisfaction at work:*

Employee satisfaction at work can be defined as the positive level of feelings or attitudes that they have towards the job. Therefore, employee satisfaction is one of the criteria to evaluate the success of the organization. When employees are satisfied with the position and work they undertake, they will feel loved, attached to the job, to the organization, and motivated to work more. The higher the level of job satisfaction of employees, the greater their motivation to work. The author has inherited previous studies and provided 6 scales to assess the level of job satisfaction of nurses.

*- Effort at work*

An organization that knows how to use tools to effectively motivate employees will be the basis for exploiting and promoting the potential of human resources, the basis for helping employees have positive behaviors in the workplace. all activities of the organization, thereby contributing to improving productivity and efficiency. The author has inherited previous studies and provided 6 performance evaluation scales

### ***2.2.3. A tool to motivate nurses in public hospitals***

Based on the professional characteristics of nurses who care for and treat patients, based on the conclusions of research works of domestic and foreign authors on tools to create work motivation for nurses. For nurses, the author can generalize tools to motivate nurses in public hospitals, including two systems of tools, which are financial and non-financial tools:

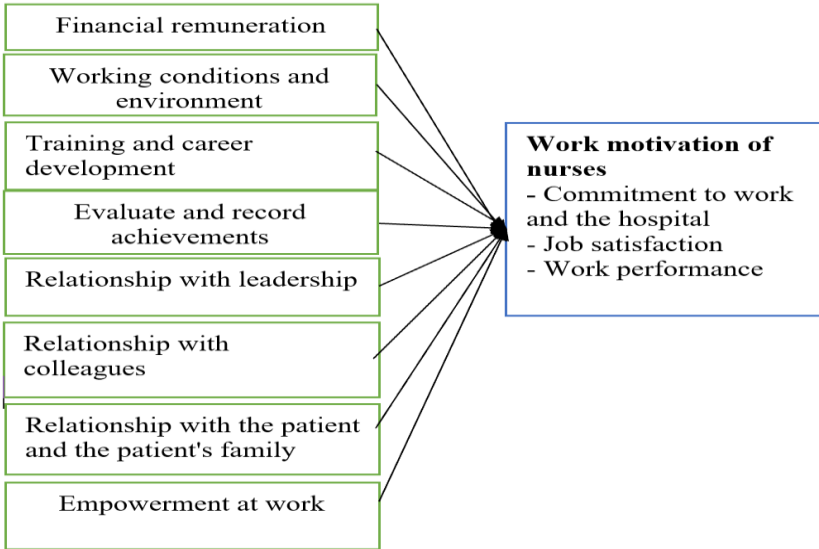
Financial motivational tools include: Salary, bonus, salary allowance and welfare regimes collectively known as financial remuneration.

Non-financial motivational tools include: performance appraisal, improvement of working conditions and environment, training and development and promotion opportunities for employees, employee empowerment, relationships at work (Relationships with leaders,

relationships with colleagues, relationships with patients and their family members)

#### **2.2.4 . Research model and research hypothesis**

##### **2.2.4.1 . M research model**



**Figure 2.4. Research model of the impact of motivational tools on the work motivation of public hospital nurses in Hanoi city**

Based on the diagram 2.4, the author explains the research model of the thesis as follows:

**Dependent variable:** Labor motivation (is the average value assessed through the level of attachment to the hospital, job satisfaction, work performance)

**Independent variables:** Financial remuneration, working conditions and environment, training and professional development, evaluation and recognition of achievements, each relationship with leadership, relationship with colleagues, relationship with patients and their families and empowerment at work

## **CHAPTER 2 SUMMARY**

In this chapter, the author presents the theoretical basis for the motivation and motivation of public hospital nurses with the main contents which are the criteria for assessing labor motivation and motivational tools. labor. For the evaluation criteria of work motivation, the researcher has inherited the point of view of Kanfer (1999), according to the author, creating work motivation will show in 3 aspects that are the impact on the employee's behavior. expressed through work efficiency; through feelings and attitudes expressed through job satisfaction and cognitive aspects expressed by the degree of commitment to the job and the organization. With the content of motivational tools, the author has reviewed the views of dividing labor motivation tools and has built a model of motivational tools that affect the work motivation of nurses in the hospital. public institute. According to NCS, there are 8 main tools which are financial remuneration, working conditions, training and professional development, evaluation and recognition of achievements, relationship with leaders, relationship with colleagues. , relationships with patients and family members, empowerment at work .

## **CHAPTER 3. RESEARCH METHODS**

### **3.1. research process**

The research process of the PhD student has 8 steps, in order to ensure the effectiveness of the thesis, the PhD student comes from the process of reviewing the issues of his/her interest to find research gaps. To address the research gap, the research model is built based on the available research, experience and approach. In the process of organizing and implementing, PhD students focus on quantitative research, so this process is separated into two phases: pilot investigation and large-scale investigation. Along with that, qualitative research is also reasonably used to assess the status of nurses' work motivation and the impact of motivational tools .

### **3. 2 . Research data**

The source of research data is used by the author from two sources that are primary and secondary data.

### **3. 3 . Research Methods**

#### **3. 3.1.1 . *Qualitative research***

Qualitative research method is a process of selectively researching and inheriting fundamental theoretical issues in labor dynamics in order to identify variables and scales of the research model. Here , the author has conducted a review from the published works at home and abroad combined with the use of expert methods and in - depth interview methods to build models, variables and scales so that appropriate to the actual context of nursing work in public hospitals and service give job set kee promissory note thing tra (board ask) history use give research assist determined quantity.

#### **3. 3.2 . *Quantitative research***

Quantitative research methods are used to quantify the relationship between the variables in the research model and test the research hypotheses derived from the theory through the use of statistical analysis tools. Quantitative research process is carried out according to the following steps: *Survey design* , *Scale development*, *Research sample design*.

**Table 3.2. Summary of the scale of nurses' work motivational tools mentioned by previous researchers and calibrated by the author**

<b>Encode</b>	<b>The scale</b>	<b>Scale origin</b>
GB	<i>Degree of attachment to the hospital</i>	<ul style="list-style-type: none"> <li>- Aly, NAEFM, &amp; El-Shanawany, SM (2016).</li> <li>- Bekele AZ et al (2014)</li> <li>- Patrick M Mbindyo (2009)</li> <li>- Baljoon, R.A (2019)</li> </ul>
HQ	Effort at work (Work performance)	<ul style="list-style-type: none"> <li>- Aly, NAEFM, &amp; El-Shanawany, SM (2016).</li> <li>- Bekele AZ et al (2014)</li> <li>- Patrick M Mbindyo (2009)</li> </ul>
TL	Financial Compensation (TL)	Vu Thi Uyen (2008) Baljoon, RA et al (2019) Patrick M Mbindyo et al (2009), Yasushi Kudo et al (2010) and by Keziah Wakonyo Kahiga (2018).
MT	Working conditions and environment (MT)	Vu Thi Uyen (2008) Willis - Shattuck et al (2008), Patrick M Mbindyo et al (2009), Yasushi Kudo et al (2010) and by Keziah Wakonyo Kahiga (2018).
labor	Relationship with leaders (Labour)	Vu Thi Uyen (2008) Baljoon, RA et al (2019) Patrick M Mbindyo et al (2009), Yasushi Kudo et al (2010) and by Keziah Wakonyo Kahiga (2018).
FIRE	Evaluation and recognition of achievements (Assessment)	Vu Thi Uyen (2008) Patrick M Mbindyo et al (2009), Yasushi Kudo et al (2010) and by Keziah Wakonyo Kahiga (2018).

Tel	Vocational training and development (DT)	Vu Thi Uyen (2008) Patrick M Mbindyo et al (2009), Yasushi Kudo et al (2010) and by Keziah Wakonyo Kahiga (2018).
WOMEN	Relations with colleagues (DN)	Vu Thi Uyen (2008) Baljoon, RA et al (2019) Keziah Wakonyo Kahiga (2018) Patrick M Mbindyo et al (2009), Yasushi Kudo et al. (2010), Bennett, S., Franco, LM, Kanfer, R., & Stubblebine, P. (2001).
BN	Relationship with the patient and the patient's family (patient)	Hee, OC (2016) Ho Thi Thu Hang et al (2015)
China	Empowerment at work (TQ)	Patrick M Mbindyo et al (2009), Yasushi Kudo et al (2010), Keziah Wakonyo Kahiga (2018), Bennett, S., Franco, LM, Kanfer, R., & Stubblebine, P. (2001).

*Source: Compilation of NCS*

### **3.4. Information collection and processing in primary quantitative research awake**

After collecting 420 questionnaires, the author cleans up the questionnaires, and removes the invalid ones. The number of valid votes is 385 votes. To process data, the author uses specialized software SPSS Amos 20.0. The official quantitative research techniques used by the author are : after:

Descriptive statistics of the variables in the model: This step helps the researcher understand the extent of the nurses' evaluation of the variables in the research model.

### **3.5. Information collection and processing in additional quantitative research**

As a result of the official quantitative research, the author has shown the tools affecting the labor motivation of DDV. To better understand the status of the effects of the above tools, the author conducted in-depth interviews with some nurses working in public hospitals in Hanoi city to have a basis to consolidate the research results. assist.

### **CHAPTER 3 SUMMARY**

Based on the research model and hypotheses of the proposed thesis . The research methods used are qualitative research methods and quantitative research methods. The qualitative research method is interviews with experts who are researchers working and teaching in the fields of human resource management and nursing. In-depth interviews with nurses working in public hospitals in Hanoi city. Quantitative research methods are represented by quantitative survey questionnaires. The collected information will be checked to detect errors in the recording process, supplementing missing information before being synthesized and analyzed. NCS uses SPSS 22 software to process, synthesize and analyze data for research assist.

## **CHAPTER 4. SITUATION OF LABOR MOTIVATION AND IMPACT OF LABOR MOTIVATION TOOLS ON THE LABOR MOTIVATION OF NURSES PUBLIC HOSPITAL IN HANOI CITY**

### **4.1. Characteristics of nursing staff in a public hospital in Hanoi**

According to health statistics in 2018, the total number of health workers in our country is now 472,558 people, of which 108,113 are nurses and 82,043 are doctors. The ratio of nurses/doctors was 1.3 and has now increased to 1.4. However, this rate is very low below the threshold recommended by the OECD (countries of the Organization for Economic Cooperation and Development), while the World Health Organization recommends that every doctor needs 4 things. nursing. It can be seen that with the current rate of our country, most of the hospitals are in a shortage of nurses. This greatly affects the quality of care and treatment for patients.

### **4.2. Assessing the current situation of creating motivation for nurses in public hospitals in Hanoi city**

#### ***4.2.1. Assessing the work motivation of nurses in public hospitals in Hanoi city according to their commitment to work and the hospital***

In which the opinion "I feel proud to work at this hospital" was rated the highest with a score of 3,5429. This is understandable because the mentality of working in a state agency has higher job stability, especially working at a public health facility in Hanoi, which is the desire of many people today. Specifically, according to the Decision No. 2164/QĐ-SYT on approving the 2019 recruitment results of the Director of the Hanoi Department of Health, 5,383 medical staff participated in the exam, of which 3,137 were selected. rate 58.27%. It proves that there are many people who want to work in public hospitals in Hanoi city and those who are currently working at the hospital also feel proud. Therefore, the opinion "Hospital always inspires me to work hard" has the second highest rating score of 3,5169.

#### ***4.2.2. Evaluation of work motivation of nurses in public hospitals in Hanoi city according to work performance***

According to the survey results, the highest rated criterion is "I always try not to make mistakes in the working process" with a score of 3.2312 and the criterion "I always actively complete the work is delivered on time and before the deadline" with an evaluation score of 3,2104. The criterion rated at the lowest score is "I always have to try harder than others to complete my work" with 3.1117 points. It can be seen that the role of the nurse in the hospital is very important, if the work of the nurse makes a mistake, it can greatly affect the treatment process for the patient and will affect the reputation of the hospital. And avoiding mistakes in the working process is an important task that nurses need to adhere to. In addition, due to the current overload in public hospitals, the amount of work to be completed during the day is quite large, so nurses always have a sense of initiative in performing their work.

#### ***4.2.3. Evaluation of work motivation of nurses in public hospitals in Hanoi city according to job satisfaction***

Descriptive statistics Nurses' labor motivation according to job satisfaction is rated at a high level with an overall motivation score of 3.6357. Nursing is a very stressful job, and nursing workers also need a lot of knowledge and skills to be able to perform well in their job position.



Being able to do the right job and understand the job requirements will increase the level of job satisfaction of nurses. Therefore, the opinion "I feel happy when I can do a job that matches my ability and forte" was evaluated with the highest motivation score of 3.7247. The criterion with the lowest rating is "I find the amount of work I do is reasonable" with a score of 3.5195.

#### ***4.2.4 General assessment of the working motivation of nurses in public hospitals in Hanoi city***

Survey results show that the number of nurses is almost satisfied and completely satisfied with the work they are undertaking, accounting for 58.19%, and the rate of dissatisfaction is 6.36%. A fairly large number of nurses did not have a clear opinion.

The survey results on the level of nurses' attachment to the hospital showed that: out of 385 respondents, 96 respondents are ready to leave the hospital if there is a better opportunity, 52 have not thought of it yet. this and 237 people are confirmed that they will stick with the hospital for a long time.

When investigating the level of work completion of nurses during the year, the researchers obtained the following results: Out of a total of 385 nurses, 32 were rated as excellently completing their tasks, accounting for 8.31%; 70 people were assessed as completing the task with the rate of 18.18% and the highest rating level was "Complete the task well" with 283 people, accounting for 73.51%. In particular, no nurse was rated at the level of not completing the task. Through the above results, it can be seen that the nurses were conscious and responsible in performing their duties. Always try to work without making mistakes at work.

### **4.3. Quantitative research results on the impact of motivational tools on the work motivation of nurses in public hospitals in Hanoi city**

#### ***4.3.1. Descriptive statistics of the study sample***

**Table 4.5: Structure of the study sample**

		Amount	Ratio %
Sex	Female	296	76.9
	male	89	23.1
Working years	Less than 5 years	84	21.8

	From 5 to less than 10 years	133	34.5
	From 10 years to less than 15 years	113	29.4
	15 years or more	55	13.3
Qualification	Graduate	33	8.6
	University	75	19.5
	College	153	39.7
	Intermediate & Beginner	124	32.2
Career titles	Chief Nursing	42	10.9
	Nurses	343	89.1

(Source: Survey results on labor force of nurses in public hospitals in Hanoi city)

#### **4.3.2. Check the reliability of the scale**

The results of Cronbach's analysis after removing the observations: GB2, HQ6, MT3, DG4, DT5, TQ5 all variables have Cronbach's Alpha values greater than 0.6 and all ensure good reliability to use for the analysis.

next accumulation

EFA . exploratory factor analysis

The KMO measure has a value of = 0.831, satisfying the KMO condition in the range from 0.5 to 1. Therefore, factor analysis is suitable for actual data.

Barlett's test result is 6695,295 with significance level  $\text{Sig} = 0.000 < 0.05$ . Conclusion observed variables are correlated with each other in the population

Based on the results of the above table, it can be concluded that this data is suitable to perform exploratory factor analysis EFA .

Based on the results of the above table, it can be concluded that this data is suitable for performing EFA

*Check the extracted variance of the factors*

In the summary of extracted variances, the accepted standard of extracted variance is 50%.

In the table of analysis results above, it shows that the total variance extracted in line Component 8 is 65.857% >50%, so it meets the standard.

Conclusion: 65,857 % change of factors is explained by observed variables

The results of the EFA analysis for the independent variables of the above factor rotation matrix show that the factor loading coefficients of the observed variables are all satisfied when the factor analysis is that the Factor loading coefficient  $\geq 0.5$  and the The factor created when analyzing is a group of 8 factors

- 1 includes 5 variables: LD1, LD2, LD3, LD4, LD5 This group is called Relationship with leader

- 2 includes 7 variables including TL1, TL2, TL3, TL4, TL5, TL6, TL7. This group is called Material Remuneration

- 3 includes 6 variables: DT1, DT2, DT3, DT4, DT5, DT6. The group is called Training and Advancement"

- 4 includes 5 variables: MT1, MT2, MT3, MT4, MT5. The group is called Working conditions and environment

- 5 includes 5 variables: DN1, DN2, DN3, DN4, DN5. The group is called Work Relationships

- 6 includes 4 variables: DG1, DG2, DG3, DG4, DG5. The group is called the evaluation and recognition of achievements

- 7 includes 5 variables: TQ1, TQ2, TQ3, TQ4, TQ5. The group is called empowerment

- 8 includes 5 variables: BN1, BN2, BN3, BN4, BN5. The group is called Relationship with patient and patient's family

#### ***4.3.4. Check the scale by confirmatory factor analysis (CFA)***

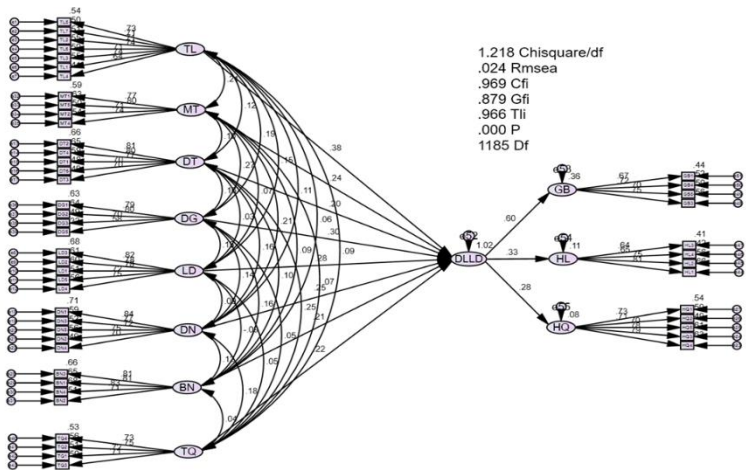
The results show that the CFI and TLI indicators are 0.979 and 0.977, respectively, greater than 0.9; GFI value is  $0.910 > 0.9$ . CMIN/df value =  $1.203 < 3$ ; RMSEA =  $0.023 < 0.05$ . The above results show that the collected data ensures the appropriateness of the research model assist..

Regression of CFA model also gives quite positive results. The P-values in the regression model are all less than 0.05. The normalized estimation coefficients of all observations are greater than 0.6, so the observed variables measuring the above research concepts all have convergent values.

Regression of CFA model also gives quite positive results. The P-values in the regression model are all less than 0.05. The normalized estimation coefficients of all observations are greater than 0.6, so the observed variables measuring the above research concepts all have convergent values.

#### 4.3.4. Testing the research hypothesis by linear structural model SEM

After performing confirmatory factor analysis to check the fit of the research model, the research results show that the values  $Cmin/df = 1.218$ ,  $TLI = 0.966$ ,  $CFI = 0.969$ ,  $GFI$  index = 0.879 and  $RMSEA = 0.024 < 0.05$ . Therefore, the given data is considered relevant to the market. Therefore, NCS used the above results to test the research hypotheses. And for the results, all hypotheses are accepted



**Figure 4.2: Linear structural model analysis results SEM**

When NCS conducts hypothesis testing of the model according to individual characteristics factors. The test results showed that there was no significant difference between the groups of study subjects such as gender, job title, working seniority and professional qualifications. In addition, the limitation of the research scope is a number of public hospitals in the world geography table River Interior also image enjoy arrive conclude fruit research assist.

#### **4.4. Current status of motivational tools affecting the work motivation of nurses in public hospitals in Hanoi city**

##### ***4.4.1. Situation of creating work motivation of nurses through the financial remuneration system***

Through the sharing of some public hospital nurses, it can be seen that the salary, bonus and salary allowance regimes of the hospitals have basically met the principles of publicity, transparency and strictly followed regulations. under the law. However, the level of income paid according to the regulations of the state is still low, the level of income received has not met the living needs of some nurses, especially those from the provinces who come to Hanoi to work. The remuneration regimes have not yet ensured fairness, are still equal in nature, The criteria for salary and bonus payment are still general and have not been quantified in detail, clearly, and have not fully reflected the contributions of employees. Medical staff. The bonus level and salary allowances are still a bit low, only for moral encouragement, there is no material stimulation effect for health workers to increase work motivation.

##### ***4.4.2. Actual situation of motivating work for nurses through working conditions and environment***

It can be seen that the working conditions and environment of the hospital also greatly affect the attitude and working efficiency of nurses. In order for service providers to have more motivation to work, it is necessary to promptly supplement equipment and means of support during the working process, regulations on occupational safety and hygiene in the hospital should be updated. Leaders pay more attention

##### ***4.4.3. Situation of creating labor motivation for nurses through working relationships***

From the nurses' shares, it can be seen that the nursing relationship plays a very important role in creating work motivation and the nursing commitment.

##### ***4.4.4. The reality of creating labor motivation for nurses through training and promotion at work***

After listening to the opinions of nurses at the hospital, it can be seen that the hospitals have created maximum conditions to help nurses participate in training, improve professional qualifications, and promotion

(planning, appointment). cadres) is conducted openly and democratically in accordance with the regulations of the superiors.

However, the identification of needs and subjects sent to dig inappropriately will make the nurses unable to satisfy their learning needs to improve their qualifications and sometimes even feel that they are treated unfairly, affecting them. to work motivation. The criteria and conditions for consideration for promotion are not clear. Conditions for consideration for promotion are not closely related to the performance results and contributions of employees. Mainly those with seniority and prestige in the hospital will be nominated and voted for confidence. Competent young nurses will have little chance of getting promoted. This will reduce the motivation of young nurses to strive.

#### ***4.4.5. Actual situation of motivating work for nurses through assessment and recognition of achievements***

Based on listening to the opinions of some nurses working at public hospitals in Hanoi, it can be seen that the work performance evaluation has not yet achieved high efficiency. Some criteria are not clearly quantifiable, the completion of each specific job will make the nurse assured that if he or she does not do well, it will not affect the results of the employee evaluation. Evaluation is sometimes subjective from the person doing the assessment, causing unfairness. The results of the administrative evaluation have not been used rationally in human resource management activities.

#### ***4.4.6. The reality of creating work motivation for nurses through relationships with leaders***

In the public sector, the situation of unjust leadership in decision-making still exists, there is still a mechanism of asking for donations, in addition to relatives, who are familiar with working with the unit quite a lot, so there is a bias in treatment of employees. Staff. This is the reason why many nurses do not want to stick with the hospital.

This also confirms that in the organization, if leaders are not fair in their management decisions, do not listen and understand employees, this will be one of the causes of dissatisfaction and reduced motivation to work. work of health workers in general and nurses in particular.

#### ***4.4.7. The reality of creating work motivation for nurses through empowering activities at work***

Empowerment at work plays an important role in employee motivation. Nursing autonomy in their work will help them realize that they are well appreciated by their leaders and recognized for their contributions and dedication in work. From there, they will always consciously try to achieve high efficiency in the performance of their tasks.

#### ***4.4.8. Situation of creating work motivation for nurses through relationships with patients and patients' families***

It can be seen that nursing work is very stressful and there is always the potential for occupational stress. And this stress will also affect the relationship between the nurse and the patient. Therefore, creating a healthy hospital environment, building rules on communication culture and behavior in the hospital campus will make the relationship between health workers and hospital customers more harmonious, making the hospital's customers more harmonious. D DV has more passion, enthusiasm and love for the job. Then their work motivation will improve.

### **CHAPTER 4 SUMMARY**

In chapter 4, the study presents the results of all the studies from qualitative and quantitative. In this chapter, the author presented the results of data analysis and tested the research hypotheses . The research results also show that the theoretical model is consistent with the survey data . The study confirmed eight research hypotheses about the positive effect of 8 motivational tools to the work motivation of nurses, in which the impact of training and career development tools is the strongest . That proves the important role of training activities in the work motivation of nurses. The Leadership Relationship tool has the weakest impact .

In the study, the author conducted descriptive statistics of the variables to clarify the impact of the criteria on the work motivation of nurses in combination with in-depth interviews from experts, experts, and experts. science to confirm statistical results.

## **CHAPTER 5. DISCUSSION ON RESEARCH RESULTS AND SOME SOLUTIONS, RECOMMENDATIONS TO CREATE LABOR MOTIVATION FOR NURSES IN PUBLIC HOSPITAL IN HA NOI CITY**

### **5.1. Discussing research results**

Although public hospitals have had the right recognition of the role of motivational activities for nurses. But the specific actions the hospital has not yet made the right investment. The immediate causes of the above limitations are:

- Nursing profession has not been recognized properly in the health system. The system of policy documents and sanctions related to job performance evaluation and job analysis for titles is still limited, has not provided specific instructions, and is not motivating enough for service providers to feel secure in their work. Dedication in nursing career.

- Remuneration policies of hospitals are not highly encouraging. Although the State has created the initiative for hospitals in terms of remuneration for medical staff, the construction remuneration is still much lower than that of private hospitals. competition and equity within the hospital.

- The evaluation of work performance in hospitals has not been really focused. The evaluation process is still very formal, most of the DVVs carry out the evaluation process in a forced way, mainly because of the regulations of the unit, but they themselves are not aware of the importance. of job performance evaluation. The job performance evaluation mainly focuses on the purpose of emulation evaluation and emulation work. This greatly affects the selection and use of evaluation methods by the hospital

- The training plan to improve the qualifications and expertise for the organizational nurses lacks science, is not timely and reasonable. Not paying much attention to building a long-term training strategy.

- Conditions of facilities, equipment, medical equipment and supplies serving the work of nurses are not really adequate and not suitable. The condition of equipment has been equipped for a long time, is outdated and often has to be repaired because of damage and is not replaced in time.



## **5.2. Some solutions to improve the work motivation of nurses**

### ***5.2.1. Group of solutions on salary policy and welfare regime***

Organizational staff, hospital leadership need to improve salary policy:

*Firstly*, pay according to job position and work results.

*Second*, perfect the system of ranks and salary levels of nurses in a scientific and reasonable manner.

*Third*, give real autonomy to public hospitals, including the right to negotiate salaries and allowances with nurses.

*Wednesday*. Diversify bonus regimes and supplement health-specific allowances

### ***5.2.2. Solution group on training, fostering and creating promotion opportunities for nursing staff***

*Create promotion opportunities for capable people who contribute to the organization*

The promotion must be considered seriously, fairly, conducted openly and transparently in the labor collective based on the employees' contributions, achievements and performance results and capacity in order to Promote the right people who are suitable for the job position and supported by everyone.

Besides, creating promotion opportunities for employees helps them assert and express themselves, realize new opportunities for career development and stick with the organization, have a sense of striving and make more efforts. more in the performance of their duties.

### ***5.2.3. Group of solutions to improve working environment and conditions***

For service providers, in order to complete the job well, they need to be supported with equipment and facilities to perform the job in the best way. The more fully equipped the physical working environment is, the higher the labor productivity will be. The hospital must ensure the necessary facilities, equipment, and specialized equipment of each specialist. department.

### ***5.2.4. Improve performance evaluation activities of nurses in the hospital***

During the nursing performance evaluation process, line managers need to help their nurses know what they have done well, what they need to do better, and point out the areas where they need to be. overcome, knowledge and skills that nurses need to supplement or improve through a specific capacity development training plan. During the evaluation, the evaluator should also indicate which behaviors are standard and should continue to be encouraged in the work.

*It is necessary to complete the evaluation process and form for the performance evaluation to be effective*

#### ***5.2.5. Building a Hospital culture to promote harmonious relationships among individuals in the hospital***

In the hospital, the unity of the collective will create strength and is the optimal condition for the hospital's activities. Solidarity in the hospital team has the effect of improving work efficiency and that solidarity is a way to build trust for patients. Therefore, leaders must build internal unity and high consensus on views, guidelines and responsibility for the work.

#### ***5.2.6. Improve communication between nurses and patients and their families***

To improve the relationship between patients and nurses, hospitals need to take measures such as:

- Develop and improve the communication process between nurses and patients
- Designate classes of training skills to improve communication, behavior and handling of situations that arise with patients and their families in the process of performing work.
- Building suggestion boxes to capture patients' thoughts and aspirations.
- Periodically survey and collect opinions of patients and their families on the level of satisfaction with the working style of medical staff, especially nurses.

### **5.3. Some recommendations \_**

#### ***Recommendations for state management agencies***

The Ministry of Health needs to develop frameworks for training skills for nurses, in addition to professional skills, it is necessary to have

situational skills and communication skills that make nursing staff less susceptible to diseases. occupational stress and more work pressure.

Assign units under the Ministry of Health and Departments of Health of provinces and centrally run cities to coordinate with functional agencies to strengthen inspection and supervision of the implementation of regulations on medical ethics and application rules. individual and collective behavior in medical units.

The Ministry of Health should issue standards of professional competence and scope of professional activities corresponding to the graduate nursing training level and promulgate regulations on specialized and intensive nursing training.

Create a mechanism to encourage nurses to study specialties (Master's degree equivalent) and specialize in fields (Certificates) to improve the capacity and professionalism of nurses.

Need to reform salary and income policy for medical staff in public health units

### ***Recommendations for leaders of public hospitals***

Adequate and appropriate personal protective equipment should be provided and supervised for nurses.

Create favorable conditions for the hospital's nursing staff to participate in study, research, and improve their capacity and professional qualifications.

It is necessary to diversify reward and welfare regimes to encourage nurses to work, get drunk and love their job

Enhance coordination and promote the active, positive and professional role of nurses during care. Additional facilities for patient care.

The hospital needs to complete the criteria and process for evaluating the nursing practice's ability to practice patient care in a comprehensive manner, in accordance with the work characteristics of each department/department.

Completing the policy system on medical examination and treatment, reducing hospital overload, improving service quality at all levels; enhance technology transfer to downlines. Accordingly, hospitals promote the application of information technology, improve the medical

examination process, reduce administrative procedures and wait time for medical examination.

## **CONCLUSION**

On the basis of assessing the current status of labor motivation and the impact of motivational tools on the work motivation of nurses, the author has proposed a number of solutions to contribute to improving the labor motivation of employees. nurses in public hospitals. Solutions include: (i) perfecting policies on salary and welfare regimes; (ii) policies on training, fostering and creating promotion opportunities for the nursing staff; (iii) Improve working environment and conditions; (iv) Improve the evaluation criteria and the process of evaluating the service's performance; (v) Building a hospital culture to promote harmonious relationships among individuals in the hospital; (vi) Improve the communication relationship between nurses and patients and patients' families. In addition, the author also proposes some recommendations to help managers in health departments and policy makers to see the problems of working motivation of nurses in public hospitals today. Hanoi as well as the effectiveness of the implementation of a number of policies related to nurses such as training policy, achievement recognition, staff appointment policy, ...