MOTIVATION FACTORS AFFECTING NURSES' WORK EFFECTIVE: A CASE STUDY HOSPITAL

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ABSTRACT

The motivation and job satisfaction of healthcare workers in public hospitals play a pivotal role in ensuring high-quality patient care and overall healthcare system efficacy. This research aims to delve into the intricate interplay of motivation factors within the context of public hospitals in Thailand through in-depth interviews.

Thematic analysis of interview responses revealed significant themes that illuminate the dynamics of motivation within the healthcare sector. The findings underscore the pivotal role of compensation in influencing job satisfaction, with concerns about salary adequacy resonating across various levels of nursing staff. The impact of organizational culture emerged as another prominent theme, need for open communication channels and equitable of opinions at all hierarchical levels. Professional development opportunities emerged as a key driver of motivation. Welfare programs, were deemed significant in shaping nurses' overall work experiences and satisfaction levels

This research not only sheds light on the nuanced motivations of healthcare workers in public hospitals but also provides actionable recommendations for healthcare organizations and policymakers to create a more supportive work environment.

KEY WORDS: Job satisfaction/ Nurse/ Healthcare workers/ Motivation/ Public Hospital

20 pages

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CHAPTER 1
INTRODUCTION

Motivation plays a crucial role in the performance and job satisfaction of nurses in public hospitals. In Thailand, as in many other countries, nurses face various challenges and demands in their daily work. Understanding the factors that motivate these professionals is essential for promoting their well-being and ensuring the delivery of quality healthcare services.

This paper aims to explore the motivation factors that affect nurses in public hospitals in Thailand. By identifying and understanding these factors, healthcare organizations and policymakers can design effective strategies to enhance motivation and address any potential barriers that may hinder healthcare professionals' performance and job satisfaction.

The healthcare sector in Thailand has experienced significant growth and transformation in recent years, driven by an aging population, increasing healthcare demands, and advancements in medical technology. However, healthcare workers face numerous challenges, including heavy workloads, limited resources, long working hours, and complex patient cases. These challenges can lead to stress, burnout, and reduced job satisfaction among healthcare professionals if not addressed appropriately.

Motivation is a complex construct influenced by a combination of intrinsic and extrinsic factors. Intrinsic motivation refers to internal factors that drive individuals to engage in a specific activity, such as personal satisfaction, a sense of purpose, and professional development. Extrinsic motivation, on the other hand, involves external factors such as salary, benefits, recognition, and promotion opportunities.

Several studies have explored the motivation factors affecting nurses in public hospitals worldwide. However, the context of Thailand's healthcare system, cultural influences, and unique challenges faced by healthcare professionals make it important to investigate motivation factors specific to this setting.

This paper will review existing literature on motivation factors in healthcare settings, with a specific focus on public hospitals in Thailand. It will examine both intrinsic and extrinsic motivation factors, including factors such as job autonomy,

supportive work environment, professional development opportunities, financial incentives, recognition and rewards, and work-life balance. By gaining insights into these factors, healthcare organizations and policymakers can develop strategies to create a motivating work environment and improve the overall well-being of healthcare professionals in public hospitals in Thailand.

In conclusion, understanding the motivation factors affecting nurses in public hospitals in Thailand is crucial for promoting their job satisfaction, performance, and overall well-being. This paper will contribute to the existing body of knowledge by identifying and exploring these factors in the context of Thailand's healthcare system. The findings of this study will inform the development of strategies and policies aimed at enhancing motivation and addressing any barriers that may hinder the delivery of quality healthcare services in public hospitals.

1.1 Research Objective

1.1.1 Identify Intrinsic Motivation Factors

Explore the intrinsic motivation factors that influence healthcare professionals' job satisfaction and engagement in public hospitals in Thailand. This objective aims to uncover factors such as personal satisfaction, sense of purpose, professional growth opportunities, autonomy in decision-making, and the opportunity to make a positive impact on patients' lives.

1.1.2 Examine Extrinsic Motivation Factors

Investigate the extrinsic motivation factors that impact healthcare workers' motivation in public hospitals. This objective aims to examine factors such as financial incentives, recognition and rewards, job security, promotion opportunities, and a supportive work environment.

1.1.3 Assess the Impact of Cultural Influences

Understand how cultural factors in Thailand influence the motivation of healthcare professionals in public hospitals. This objective aims to explore how cultural values, beliefs, and practices shape the motivation factors and expectations of healthcare workers, and how they interact with intrinsic and extrinsic motivators.

1.1.4 Examine the Role of Work-Life Balance

Investigate the influence of work-life balance on the motivation of nurses in public hospitals. This objective aims to explore how factors such as flexible working arrangements, and support for personal responsibilities outside of work impact healthcare professionals' motivation, job satisfaction, and overall well-being.

1.1.5 Provide Recommendations for Enhancing Motivation

Based on the findings, develop practical recommendations and strategies for healthcare organizations and policymakers to enhance motivation among healthcare professionals in public hospitals in Thailand. These recommendations may focus on creating supportive work environments, offering professional development opportunities, improving financial incentives, recognizing and rewarding achievements, and promoting work-life balance.

By achieving these research objectives, this study will contribute to a deeper understanding of the motivation factors that affect healthcare workers in public hospitals in Thailand. The findings can guide the development of evidence-based interventions and policies aimed at enhancing motivation, job satisfaction, and overall well-being among healthcare professionals, ultimately improving the quality of care provided to patients and the sustainability of the healthcare workforce in Thailand.

1.2 Research question

a. What are the nurses' motivation factors in a public hospital in Thailand that effect to work?

b. What are the expectation of the nurse in a public hospital in Thailand to improve work motivation?

CHAPTER 2
LITERATURE REVIEWS

2.1 Motivation

Motivation refers to the internal or external forces that drive and direct our behavior toward a specific goal or outcome. It is the underlying reason behind our actions, desires, and willingness to exert effort to achieve something. Motivation can come from various sources, such as personal values, aspirations, social influences, rewards, or even internal satisfaction.

An individual's motivation is a major factor in influencing their level of effort and perseverance individuals exhibit toward accomplishing tasks or pursuing objectives. It can be categorized into two main types (Kendra Cherry, 2023).

Intrinsic Motivation, this type of motivation arises within an individual. It is driven by personal satisfaction, interest, enjoyment, or a sense of purpose derived from the actual activity. An individual who takes an instrument for the pure enjoyment it provides them, for example, is intrinsically motivated (Coccia, M., 2019).

Extrinsic motivation results from external factors like rewards, recognition, or punishments. It involves participating part in an activity with the objective to get external rewards or to prevent undesirable results. For instance, the desire for academic achievement serves as the extrinsic motivation for a student who studies hard to get excellent scores.

Motivation can fluctuate depending on several elements including the significance of the objective and the perceived value of the result, the individual's beliefs about their own abilities, and the environment in which they operate. Understanding motivation is crucial in personal development, education, work settings, and various other aspects of life, as it can significantly impact productivity, achievement, and overall well-being. Intrinsic and Extrinsic Motivation.

2.2 Federick Herzberg's Theory

The dual-factor theory, commonly known as the motivation-hygiene theory or the two-factor theory, is one of Frederick Herzberg's most famous theories of motivation. Employee motivation and job satisfaction are influenced by two groups of elements, says Herzberg (Ahmad et al., 2021).

Aspects of hygiene factors, these elements are connected to the setting in which the task is conducted and the work environment. They cover things like workplace regulations, management, pay, working environment, coworker relations, and job security. Job discontent and demotivation may result when these elements are missing or adversely viewed. However, enhancing hygienic aspects on their own does not always lead to higher motivation; rather, it just serves to prevent unhappiness.

Motivation factors, these elements of the job are integral to it and are strongly connected to the job content. They include aspects such as achievement, recognition, challenging work, responsibility, growth opportunities, and a sense of personal accomplishment. Motivational factors are critical in driving job satisfaction and intrinsic motivation. When these factors are present and fulfilling, individuals experience a higher level of motivation and job satisfaction.

According to Herzberg's theory, the absence of hygiene factors can lead to job dissatisfaction, but their presence does not necessarily lead to motivation. On the other hand, the presence of motivational factors can enhance job satisfaction and intrinsic motivation, but their absence does not cause dissatisfaction (Esteban Spina, 2022). Herzberg argued that in order to create a motivating work environment, organizations need to focus on both hygiene factors and motivational factors. This theory suggests that the factors that motivate individuals are different from those that demotivate them, and therefore, managers need to address both aspects to create a positive and motivating work environment.

It is important to note that Herzberg's theory has been subject to some criticism and debate within the field of organizational psychology. However, it still provides valuable insights into understanding the complexities of employee motivation and the importance of considering both environmental and intrinsic factors in the workplace.

2.3 Maslow's Theory

Maslow's Hierarchy of Needs, Abraham Maslow's theory of motivation, is widely known. According to this concept people are driven by a hierarchy of needs, with self-fulfillment requirements at the top, followed by fundamental physiological and safety needs, then psychological and social needs. According to Maslow's theory, before moving on to higher-level wants, people must first fulfill their lower-level needs. The following is the hierarchy of needs, from least to most important.

Physiological needs, such as those for food, drink, shelter, sleep, and other body demands, are the most basic needs that must be met in order to survive. The fulfillment of these needs is essential for everyone's well-being and forms the hierarchy's core.

Following the satisfaction of their physiological demands, people look for protection and security. This comprises a sense of order and stability, financial security, a steady and predictable environment, and physical safety.

Social needs, it is belongingness and love, following the satisfaction of their physiological and safety requirements, people seek a sense of community and connection with others. This includes the need for admiration, companionship, connection, approval from society, and enduring connections.

Esteem needs, following the satisfaction of their social needs, people aim to get respect and approval. The admiration and respect of others such as reputation, status, and recognition as well as one's own feelings of competence, confidence, and worthiness are included in this.

The need for self-actualization, which refers to the realization of one's full potential and personal development, lies at the top of the hierarchy. It entails pursuing individual objectives, discovering oneself, being creative, expressing oneself, and living out one's own purpose.

Maslow postulates that people are driven to meet their unfulfilled wants in a hierarchy, starting at the bottom and working their way up. once lower-level requirements have been sufficiently fulfilled, individuals can focus on higher-level needs. However, it's important to note that not everyone progresses through the hierarchy in a strictly linear manner, and there can be individual variations in how needs are prioritized and satisfied.

Maslow's theory has had a significant impact on how we perceive motivation in people and has been used in a variety of contexts, including psychology, education, management, and personal growth. The fact that it has scant scientific backing and that cultural and individual differences exist in the relative relevance and hierarchy of requirements has also drawn criticism. Maslow's Hierarchy of Needs, however, continues to be a widely accepted and discussed theory in the research of motivation and human behavior.

Self-actualization
desire to become the most that one can be

Esteem
respect, self-esteem, status, recognition, strength, freedom

Love and belonging
friendship, intimacy, family, sense of connection

Safety needs
personal security, employment, resources, health, property

Physiological needs
air, water, food, shelter, sleep, clothing, reproduction

Maslow's hierarchy of needs

Figure 2.3 Maslow's hierarchy of needs

2.4 Incentive Theory

Incentive theory of work motivation focuses on the role of rewards and incentives in driving and shaping behavior. It suggests that individuals are motivated to engage in certain behaviors or tasks because they anticipate receiving some form of reward or incentive as a result.

According to the incentive theory, there are several key factors that influence work motivation as following

2.4.1 Rewards

Incentives or rewards play a central role in the incentive theory. They can be tangible, such as salary, bonuses, promotions, or other financial incentives, or intangible, such as recognition, praise, or a sense of accomplishment. Rewards serve as positive reinforcements that encourage individuals to repeat or continue the behavior that led to the reward.

2.4.2 Goal Value

The perceived value or attractiveness of a goal or outcome influences motivation. Individuals are more likely to be motivated when they perceive a goal as meaningful, desirable, or aligned with their values, needs, or aspirations.

2.4.3 Expectancy

Expectancy refers to an individual's belief or perception that their efforts will lead to successful performance. It involves the belief that putting in effort and performing well will result in the desired outcome or reward. When individuals have a high expectancy, they are more motivated to invest effort and strive for success.

2.4.4 Instrumentality

Instrumentality refers to the belief that successfully achieving performance goals will lead to receiving the desired rewards. It is the perception that there is a direct connection between performance and rewards. When individuals perceive a high instrumentality, they are more motivated to work towards achieving their goals.

2.4.5 Valence

Valence refers to the personal value or attractiveness individuals attach to the rewards or outcomes. It represents the degree to which individuals desire or prefer the rewards they anticipate receiving. Higher valence leads to stronger motivation, as individuals are more likely to be motivated by rewards they find personally meaningful or valuable.

In the incentive theory, motivation is driven by the anticipation of rewards and the belief that efforts and performance will lead to the desired outcomes. Organizations often utilize incentive systems, such as performance-based pay or recognition programs, to tap into this aspect of motivation and encourage desired behaviors and performance levels.

It's worth noting that while incentives can be effective in motivating certain types of tasks or behaviors, they may not be equally effective for all individuals or in all situations. Other theories, such as the intrinsic motivation theory, highlight the importance of internal factors, such as autonomy, mastery, and purpose in driving motivation. Therefore, a comprehensive understanding of work motivation involves considering various factors and theories in combination.

CHAPTER 3
RESEARCH METHODOLOGY

3.1 Research Design

This section presents an overview of the research design that can be employed to investigate the motivation factors affecting healthcare workers in public hospitals in Thailand. The research design outlines the overall approach, methods, and procedures that will be used to collect and analyze data to address the research objectives. By adopting a comprehensive research design, the study aims to gain insights into the motivation factors that influence healthcare professionals' job satisfaction, engagement, and overall well-being in the Thai public hospital context.

3.2 Population and Sample

In this section, we will discuss the population and sample for conducting interviews with three levels of nurse senior nurses, junior nurses, and partitional nurses.

The population of interest for this research includes nurses working in a case study hospital in Thailand. Within this population, three specific levels of nurses will be targeted senior nurses, junior nurses, and practical nurses.

To ensure representation from each level, a purposive sampling technique will be employed to select participants for the interviews. The sample will consist of

a. Senior Nurses: 3 senior nurses will be selected to participate in the interviews. These individuals should have extensive experience and hold senior positions within their respective departments or units.

b. Junior Nurses: 6 junior nurses will be included in the sample. Junior nurses typically have a few years of experience and may be in the early stages of their nursing careers.

c. Partitional Nurses: 4 traditional nurses, also known as partitional nurses, will be chosen to participate. These nurses have completed practical nursing programs and are involved in providing direct patient care under the supervision of registered nurses.

The sample size and distribution among the three levels of nurses should allow for capturing a range of perspectives and experiences within the nursing profession.

3.3 Data Collection Methodology

This study will have in-depth interviews are a qualitative data collection method that allows for in-depth exploration and understanding of participants' perspectives, experiences, and motivations. This section outlines the methodology for conducting in-depth interviews with nurses of different levels (senior nurses, junior nurses, and practical nurses) in a case study hospital.

3.4 The research question for an in-depth case study

a. How long have you been working here?

b. What do you think is an obstacle to working here?

c. If you give a score of 1 – 10 points, how would you rate this organization? Why? Please give examples of events or situations that impressed you or not impressed with this organization.

CHAPTER 4
FINDINGS

4.1 Interview results

a. Interviews result from Senior Nurse A

   "…I have been working here for 10 years. Rating 6/10 points for working at this organization. Welfare is good but the accommodation benefits do not feel convenient for the workers as they should. The colleagues are a mix of good and bad. Let's deduct points for some work systems that are not equal in expressing their opinions. When they have meetings and comments, they are ignoring the comment from the lower position, actually, it is supposed to be equal but turned out to be a person of a higher rank who didn't listen to the lower position as much as they should.

   In terms of salary compared to workload is still not appropriate. Because the workload is quite a lot but less pay…"

b. Interviews result from Senior Nurse B

   "…I've been working here for 20 years. I'll give this establishment a 9/10 rating. I love to being part of this organization and I love my job because in management level they are listening to there substitute and very helpful to each other. For example, when the hospital is in re-accreditation period, we are cooperate together very well. Moreover, there are opportunities for employee to learn new things, they have chance to tell their interesting course to develop their skills and this is really good for me because I really interesting in ophthalmology skills and they send me to gain more knowledge that I can apply into my job. Moreover, they gave a high salary compared to other hospitals. In addition, the welfare is quite good. There is a scholarship for the children of the employees and if the employee's parents are sick, they can come to the hospital and be treated for free…"

c. Interviews result from Senior Nurse C

   "…I have been working in this organization for 10 years, for the first 5 years I worked in another branch. I decided to move to this branch because it's close to my

home. After working here for 5 years I would rate this organization 8/10 points, I would like to deduct points for the system of the organization that may not be stable yet, because it is a newly opened branch hospital, so there may still be improvements in the system. But let's give the score to welfare, there is financial support for operations in remote areas, as well as day care for the employees' children which is for free…"

d. Interviews result from Junior Nurse A

"…I have been working here for 5 years. Rating 7/10 points for working at this organization. The hospital pays relatively little compensation compared to the workload. The internal management system feels unstable because it is a newly opened hospital. Moreover, the location of the hospital is far from the community and public transportation, making it difficult to travel in and out of the hospital if you don't have your own car…

For my favorite parts to work in this hospital are the patients who come to the hospital, they are lovely, friendly, and not arrogant. In terms of the welfare of the staff is at a satisfactory level…"

e. Interviews result from Junior Nurse B

"…I have been working here for 3 years. Rating 8/10 points for working at this organization. I would like to deductions score because of salary is too low and career path advancement. I am very happy to work here because the workplace is close to my home, convenient to travel, and I feel that we are fortunate that our colleagues are very good, the seniors are not posing as a senior, making it feel friendly and it is no pressure at work. In addition, because our hospital is considered a new hospital. When I just started working, the flow of work was not stable, it was constantly changing, so both seniors and juniors were able to learn together at the same time which make me feel to be part of the organization…On the other hand, the inconsistency of the work plan results in frequent flow changes to suit the work of different parties. Perhaps there is some confusion between departments in the hospital…In terms of OT pay received per hour, the rate is lower than in another hospital in Bangkok. In spite of the cost of living in both hospitals are quite similar. The advancement in career I think that if we continue

to study as a specialist in the field of work, we will still be able to work in the same position…"

f. Interviews result from Junior Nurse C

"…I've been working here for 7 years, never changed my job. I would like to rate overall score 8/10 points, for medicine, medical device technology I I gave 10/10 points, in terms of service I would rate 9/10 points, in terms of education 10/10 points, this organization is conducive to learning for medical students both in and outside the institution and there is also a campaign to educate the public 9/10 points, reliability 10/10 points, in terms of service provider welfare in front of work 7.5/10 points as a leading hospital excellent service excellent treatment but in taking care of the work schedule not balanced with workload, 1 staff has to go on a lot of shifts in a row. In a general ward, 1 nurse has to take care of up to 7 patients, which is quite work overloaded but compared to the ICU department there is not too much workload that is 1 nurse for 1 patient. In addition, OT wages have not increased for 20 years despite the cost of living increasing, compared to doctors whose overtime pay (OT) has been increasing. Also, there is no bonuses are given, by the way, I think the compensation is not appropriate for the workload given.

Moreover, as far as I've talked to support staff who are non medical staff, such as security staff, cloth room staff, medical record staff, I would like to rate the satisfaction of working with this organization 8.5/10 points because the hospital has given Compensation is quite high and the welfare they received was quite good, compared to external organizations.

One of my favorite things about this organization is There are attempts to solve problems, for example, there is a project that arranges for employees to make an appointment to talk directly to the executives. Is an attempt to listen to opinions, but when listening to it, there was a real correction, but it still doesn't feel right, they may have to work together to find more solutions…"

g. Interviews result from Junior Nurse D

"…I have been working for this year for 4 years. I would like to rate this organization 7/10 points. The reason why the rating is quite high, because I feel that I still have

benefits from this organization. For the salary, if compared to other government hospitals in the provinces they gave us high compensation. In addition, the nature of the work is not too stressful, not round the clock so I can get enough rest. They also have good colleagues. Mental health is good too. However, the part that doesn't get a full 10 is the management of the organization, the system is not up to date. It made everything slow and very workload compared to other places, and the mindset at the top level was unable to offer us anything new and was not interested in developing the organization. From my point of view, there are only immediate problems, no long-term plans.

I think that if staying for a long time, the score will continue to be negative because the benefits are not that many, if there is no dormitory so you have to pay yourself so when travel to hospital it will more difficult and will consider a score lower than 5 because for me, physical and mental health must come first…"

h. Interviews result from Junior Nurse E

"…I have been working for this year for the 3 years. I would like to rate this organization 7/10 points, the reason for giving this rating is the first reason that it is an organization that has standards when work with this organization I feel safe and I can reassure believes that patients who are cared for will receive only effective treatment and most helpful to patients. In addition, there are various activities that help to relax such as the Loi Krathong festival.

I used to work in an inpatient ward, looking back on reason to dislike working with this organization, the first reason is a lot of paperwork, waste time doing this part if any day there are many patients or accepting new ones, transferring and returning home causing to have to work overtime, making me feel that the compensation is not worth the tiredness which if compared to other places, the work load may be the same, but the compensation is based on the actual work. Many people therefore choose a new agency…"

i. Interviews result from Junior Nurse F

"…I have been working for 3 years. I would like to rate this organization 7/10 points, what I like about this organization is that there are good benefits for employees such as provident funds, hospital cooperatives, flexible welfare for reimbursement of

equipment. Regarding health, there is direct medical care for yourself and your family, free hospital dormitories, and free transportation to the city. As part of working in the outpatient department, there are hours of work no unpaid overtime work.

However, things are quite dissatisfying working at this organization. The first is that overtime pay is relatively less than other hospitals of the same level, in terms of working in the department. In my opinion, some positions that require self-determination make me feel pressure from both my colleagues and clients.

Another thing that I don't agree with the organization is having to wear a uniform every day because working in the department requires a variety of tasks, not just working in front of a computer. There are both procedures that require speed and help in moving patients. Therefore, it is thought that if changing to wear clothes that make them feel comfortable, it should result in better service efficiency…"

j. Interviews result from Partitional Nurse A

"…I've been working here for over 10 years and I personally rate working with this organization 8.5/10 points because it's very close to my home but public transport is still not good. In addition, the welfare here is quite good, I transferred my father and mother's treatment rights to here.

Moreover, it is very satisfying because the environment is quite good because it is a new hospital and is also a medical facility that meets international standards. The impressive part for me is I recently had an accident with vertigo causing my head to hit the floor, I was really appreciated when my colleagues at work visited me in the emergency room. They taking a good care for each other. I was impressed and felt that this organization is my second home…"

k. Interviews result from Partitional Nurse B

"…I have been working here for 3 years. I would like to rate here 6/10 points. I feel that the compensation here is too low, compared to the current cost of living. In addition, I feel that the people in the organization are not very helpful. Moreover, I would like to deduct points for dormitory welfare. Recently, nursing assistants have been forced to move from the dormitory in hospital to the outer dormitory, although vans are available to transport between the residence and the

hospital but it's not like what they told us before we worked here that they will be able to live in a hospital dormitory that is in good and livable condition…"

l. Interviews result from Partitional Nurse C

"…I have been working here for 5 years. I would like to rate my impression to work at this organization 7/10 points. I chose to work here because I have 2 sisters including me working here. I feel that there are good colleagues here but sometimes it's not as enthusiastic as they should be. As for the doctors, they are quite proficient, so working here makes me feel proud because it is a reputable organization…"

m. Interviews result from Partitional Nurse D

"…I have been working here for 1 year and 3 months. I would like to rate this organization 6/10 points. I want to deduct points for the system in the hospital, for example, the working system is not formal, such as moving people from other departments to go to work in another department, I feel that they should find the solution to the root cause because of the lack of people working should increase the number of employees, they should not move people from other departments to do other task in other department just temporary instead because other departments have quite a lot of workload as well. In terms of income, compensation is relatively low compared to other hospitals and current cost of living. In addition, the workload is considered quite heavy. When comparing the number of medical personnel with 1 patient.

As for what I like about hospitals, it's probably about the welfare. Since the hospital is quite far from public transportation. Therefore, accommodation must be allocated for staffs. Over time, the number of personnel increased making the dormitory insufficient but the organization is not ignoring this problem, there is an arrangement to build a dormitory outside the hospital with a shuttle bus, the staffs have to pay only the water and electricity bills. That's make me very impressive with the welfare of this organization…"

4.2 Data Analysis

These responses offer valuable insights into the motivation factors affecting healthcare workers in public hospitals in Thailand. It's evident that various aspects of the work environment, compensation, welfare, and organizational culture play significant roles in shaping nurses' motivation and job satisfaction. Here are some key themes and points that can be derived from the interview results.

a. Compensation and Workload Balance

Addressing the concerns about compensation and workload balance could enhance nurses' job satisfaction and motivation. A fair and competitive salary structure, along with effective workload management, could lead to improved retention.

b. Organizational Communication

Enhancing communication channels between different hierarchical levels could foster a sense of inclusion and improve job satisfaction. Regular forums for feedback and collaboration may contribute positively.

c. Professional Development

Continuing to offer opportunities for professional growth and specialization can motivate nurses to invest in their careers within the organization.

d. Welfare Programs

Strengthening and expanding welfare programs, such as employee support and scholarships, can contribute to nurses' job satisfaction and overall well-being.

e. Stability and Long-Term Planning

Addressing concerns about organizational stability and long-term planning could alleviate uncertainty and promote a sense of security among the workforce.

f. Work-Life Balance

Considering transportation and accommodation options could improve nurses' work-life balance and reduce logistical challenges.

These themes and insights from the interview results provide a foundation for understanding the motivation factors affecting nurses in public hospitals in Thailand. They offer valuable guidance for organizational improvements and policies aimed at enhancing job satisfaction, engagement, and overall well-being among healthcare workers.

Table 4.2.1 Group of answer for in-dept interview

Category	In-dept interviews
Compensation and Workload	"Work load is quite a lot but less pay" (Senior nurse A)
	"They gave a high salary compared to other hospitals" (Senior nurse B)
	"The hospital pays relatively little compensation compared to the workload" (Junior nurse A)
	"Salary is too low…and OT pay received per hour, the rate is lower than in another hospital in Bangkok. In spite of the cost of living in both hospitals are quite similar" (Junior nurse B)
	"The work schedule not balanced with workload, 1 staff has to go on a lot of shifts in a row. In a general ward, 1 nurse has to take care of up to 7 patients, which is quite work overloaded… OT wages have not increased for 20 years despite the cost of living increasing… there is no bonuses are given" (Junior nurse C)
	"Compared to other government hospitals in the provinces they gave us high compensation" (Junior nurse D)
	"A lot of paperwork, waste time doing this part, making me feel that the compensation is not worth the tiredness which if compared to other places, the work load may be the same, but the compensation is based on the actual work. Many people therefore choose a new agency" (Junior nurse E)

	"Overtime pay is relatively less than other hospitals" (Junior nurse F) "the compensation here is too low, compared to the current cost of living" (Partitional nurse B) "Compensation is relatively low compared to other hospitals and current cost of living. In addition, the workload is considered quite heavy. When comparing the number of medical personnel with 1 patient" (Partitional nurse D)
Organizational Culture	"A person of a higher rank who didn't listen to the lower position as much as they should" (Senior nurse A) "Management level they are listening to there substitute and very helpful to each other" (Senior nurse B) "Make an appointment to talk directly to the executives. Is an attempt to listen to opinions" (Junior nurse C) "The system is not up to date, it made everything slow and very workload compared to other places...the mindset at the top level was unable to offer us anything new and was not interested in developing the organization. From my point of view, there are only immediate problems, no long-term plans" (Junior nurse D) "The working system is not formal" (Partitional nurse D)
Welfare and Benefits	"Accommodation benefits do not feel convenient for the workers as they should" (Senior nurse A) "There is a scholarship for the children of the employees and if the employee's parents are sick, they can come to the hospital and be treated for free" (Senior nurse B)

	"There is financial support for operations in remote areas, as well as day care for the employees' children which is for free" (Senior nurse C) "The welfare of the staff is at a satisfactory level" (Junior nurse A) "There are good benefits for employees such as provident funds, hospital cooperatives, flexible welfare… family, free hospital dormitories, and free transportation to the city" (Junior nurse F) "The welfare here is quite good" (Partitional nurse A) "Deduct points for dormitory welfare" (Partitional nurse B) "The dormitory insufficient but the organization is not ignoring this problem, there is an arrangement to build a dormitory outside the hospital with a shuttle bus, the staffs have to pay only the water and electricity bills. That's make me very impressive with the welfare of this organization" (Partitional nurse D)
Job Security and Future Development	"There are opportunities for employee to learn new things, they have chance to tell their interesting course to develop their skills" (Senior nurse B) "The system of the organization that may not be stable yet " (Senior nurse C) "The internal management system feels unstable because it is a newly opened hospital" (Junior nurse A) "An organization that has standards when work with this organization I feel safe and I can reassure believes that patients who are cared for will receive only effective treatment" (Junior nurse E)

	"The environment is quite good because it is a new hospital and is also a medical facility that meets international standards" (Partitional nurse A) "Working here makes me feel proud because it is a reputable organization" (Partitional nurse C)
Work-Life Balance	"The location of the hospital is far from the community and public transportation" (Junior nurse A) "The workplace is close to my home, convenient to travel" (Junior nurse B) "The work is not too stressful" (Junior nurse D) "there are various activities that help to relax such as the Loi Krathong festival" (Junior nurse E) "Some positions that require self-determination make me feel pressure from both my colleagues and clients" (Junior nurse F) "It's very close to my home but public transport is still not good" (Partitional nurse A)
Colleague Relationships	"Colleagues are a mix of good and bad" (Senior nurse A) "The patients who come to the hospital, they are lovely, friendly, and not arrogant" (Junior nurse A) "Our colleagues are very good, the seniors are not posing as a senior, making it feel friendly and it is no pressure at work" (Junior nurse B) "They are also have good colleagues. Mental health is good too" (Junior nurse D) "The colleagues are taking a good care for each other. I was impressed and felt that this organization is my second home" (Partitional nurse A)

	"People in the organization are not very helpful" (Partitional nurse B) "There are good colleagues here" (Partitional nurse C)

4.3 Common Themes and Points

a. Compensation and Workload

Both senior and junior nurses expressed concerns about the adequacy of their compensation compared to their workload. While some nurses appreciated the benefits and pay, others felt that the salary did not align with the demands of their responsibilities. Overtime pay and salary relative to the cost of living were particularly highlighted.

b. Organizational Culture

The organizational culture was a significant factor for job satisfaction. Senior Nurse B appreciated the collaborative and supportive atmosphere, where management listens to employees' feedback. However, Junior Nurse A noted some inconsistencies in expressing opinions, indicating a need for more equitable communication channels.

c. Welfare and Benefits

The presence and quality of employee benefits, such as medical care, scholarships, and family support, played a role in nurses' motivation. Some nurses highlighted the positive impact of welfare programs on their job satisfaction.

d. Job Security and Future Development

Several nurses mentioned the opportunities for professional development and growth, such as learning new skills and specialization. However, some expressed concerns about the stability of the organization and the need for long-term planning.

e. Work-Life Balance

The convenience of the workplace location and access to transportation were highlighted as important factors affecting job satisfaction. Nurses who found the workplace close to home or with good transportation options expressed higher levels of satisfaction.

f. Colleague Relationships

Positive relationships with colleagues were noted as a source of motivation. Collaboration, mutual support, and a friendly working environment contributed to job satisfaction.

4.4 Differences in Perspectives

a. Senior Nurses

Senior nurses emphasized factors such as management support, professional development opportunities, and the impact of the organization on patients' lives. Their perspectives indicated a focus on the overall impact and growth potential of the hospital.

b. Junior Nurses

Junior nurses highlighted concerns about workload, salary, and organizational systems. Their perspectives emphasized the challenges faced by newer staff members, including the stress of adapting to a changing work environment.

c. Partitional Nurses

Partitional nurses appreciated the proximity of the workplace and the benefits provided by the organization. However, some expressed concerns about system inconsistencies and workload allocation.

These themes and insights from the interview results provide a foundation for understanding the motivation factors affecting nurses in public hospitals in Thailand. They offer valuable guidance for organizational improvements and policies aimed at enhancing job satisfaction, engagement, and overall well-being among healthcare workers.

CHAPTER 5
CONCLUSION AND RECOMMENDATION

5.1 Conclusion

In conclusion, this research endeavor aimed to uncover the intricate dynamics of motivation factors among healthcare workers in public hospitals in Thailand. Through a comprehensive exploration of senior nurses, junior nurses, and partitional nurses' perspectives, a nuanced understanding of the factors influencing their job satisfaction and engagement has emerged.

The analysis of interview data unveiled several significant themes that offer valuable insights into the motivation landscape within the healthcare context. First and foremost, the issue of compensation emerged as a central concern across all levels of nursing staff. It became evident that a discrepancy between workload and remuneration has been a significant contributing factor to varying levels of job satisfaction. While some respondents expressed contentment with the benefits and welfare programs offered, others highlighted the pressing need for aligning compensation more adequately with the demanding nature of their roles.

The role of organizational culture emerged as a noteworthy theme, showcasing its profound impact on nurses' motivation. Instances of supportive and collaborative environments were juxtaposed with experiences of hierarchical communication hindering open dialogue, underscoring the importance of fostering equitable channels for expressing opinions across all levels.

Professional growth and development opportunities were identified as a key driver of motivation, particularly among junior nurses. The availability of avenues for skill enhancement and specialization contributed positively to job satisfaction, emphasizing the significance of continuous learning within the nursing profession. Furthermore, the proximity of the workplace and the quality of transportation and accommodation options played a pivotal role in influencing nurses' work-life balance and overall job satisfaction. Despite variations in perspectives, a prevailing sentiment of camaraderie and mutual support among colleagues was evident, highlighting the vital role of positive relationships in enhancing motivation within the hospital environment.

The implications of these findings are profound. To bolster motivation and job satisfaction among healthcare workers in public hospitals in Thailand, a multi-faceted approach is required. Addressing the compensation gaps, recalibrating workload and remuneration, fostering an inclusive organizational culture, and providing ample opportunities for professional advancement are crucial steps. Additionally, investing in employee welfare, refining transportation and accommodation arrangements, and nurturing positive colleague relationships can significantly contribute to a more motivated and engaged nursing workforce.

It is our hope that the insights gained from this research will serve as a foundation for informed decision-making within public hospitals, ultimately leading to the creation of a work environment that values, supports, and empowers healthcare workers. By implementing strategic changes based on these findings, hospitals can not only elevate motivation levels but also enhance the quality of patient care, creating a virtuous cycle of improved healthcare delivery for the benefit of all stakeholders involved.

5.2 Recommendation

Based on the insights garnered from this research on motivation factors affecting healthcare workers in public hospitals in Thailand, several actionable recommendations are proposed to enhance job satisfaction, engagement, and overall well-being among nursing professionals. These recommendations are tailored to address the specific challenges and opportunities identified within the context of the study.

a. Equitable Compensation and Workload Alignment

Conduct a comprehensive review of the compensation structure for healthcare workers, ensuring that remuneration is commensurate with the demands and responsibilities of the role.

Implement mechanisms to regularly assess and adjust compensation in response to changes in the cost of living and the complexity of the nursing role. Develop strategies to optimize workload distribution, considering factors such as patient acuity and nursing expertise to promote a balanced and manageable workload.

b. Promoting Inclusive Organizational Culture

Establish transparent and accessible channels for communication and feedback across all hierarchical levels, encouraging open dialogue and active participation.

Provide training programs for supervisors and managers to enhance their leadership skills, emphasizing the importance of listening to and valuing input from all team members.

Foster a culture of recognition and appreciation, acknowledging the contributions of nursing professionals at all levels of experience.

c. Professional Growth and Development

Expand and formalize opportunities for continuous learning, specialization, and skill development to empower nurses to advance their careers and contribute effectively to patient care.

Establish mentorship programs that pair senior nurses with junior counterparts, facilitating knowledge transfer and creating a supportive environment for skill enhancement.

d. Enhanced Employee Welfare

Review and enhance existing welfare programs to ensure they comprehensively address the diverse needs of healthcare workers, including provisions for financial support, medical care, and family assistance.

Explore innovative solutions, such as flexible work arrangements and employee assistance programs, to promote work-life balance and overall well-being.

e. Optimized Transportation and Accommodation

Collaborate with transportation authorities to improve public transportation options, ensuring that healthcare workers have convenient and reliable access to the hospital.

Evaluate the availability and quality of accommodation options, particularly for those who need to travel long distances, and consider partnerships with local housing providers to offer affordable and comfortable lodging.

f. Long-Term Organizational Planning

Develop a long-term strategic plan that outlines the organization's vision, goals, and initiatives for fostering a motivating and supportive work environment for healthcare professionals.

Ensure that the plan includes provisions for continuous improvement, regular assessments of employee satisfaction, and adaptations based on changing needs and circumstances.

By implementing these recommendations, public hospitals in Thailand can proactively address the motivation factors highlighted in this research, creating a workplace environment that not only attracts and retains skilled nursing professionals but also elevates the overall quality of patient care and contributes to the advancement of the healthcare sector as a whole.

5.3 Limitation

This view reflects just only one public hospital, although this hospital is a large hospital and well known, but it still cannot be concluded that the information is the opinion of all nurses in the country. If other hospitals that want to study the factors affecting nurses' motivation to work may adopt this pattern of data collection for their own organizations.

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