

**FACTORS AFFECTING JOB MOTIVATION AMONG NURSES OF A TERTIARY CARE HOSPITAL OF LAHORE”**

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**Abstract:** *Job motivation is critical for ensuring quality patient care and retaining skilled nursing staff, particularly in resource-constrained settings like Pakistan. Understanding factors influencing motivation is essential for developing effective strategies to enhance nurse performance and satisfaction. Objective: To evaluate factors affecting job motivation among nurses at a tertiary care hospital in Lahore, focusing on intrinsic and extrinsic motivators. Methods: A descriptive cross-sectional study was conducted among 222 nurses using a structured questionnaire. Data were analyzed using SPSS version 26, with descriptive statistics summarizing the findings. Results: The majority of nurses (68.9%) felt recognized for their hard work, and 72.5% acknowledged career advancement opportunities. High satisfaction was reported with work hours (93.3%) and workplace safety. (81.9%). Performance appraisal systems were rated positively, with 69.3% indicating that results were used for promotions. However, 21.7% were dissatisfied with remuneration, and only 32% reported access to continuing education opportunities. Conclusion: Recognition, career advancement, and a positive work environment significantly influence job motivation among nurses. Addressing challenges related to remuneration and staff development opportunities is essential for fostering a motivated and satisfied nursing workforce in Pakistan.*

**Keywords:** Job Motivation, Nurses, Tertiary Care Hospital, Performance Appraisal, Staff Development, Pakistan

## Introduction

Job motivation is a critical determinant of organizational performance and employee well-being, particularly in the healthcare sector where nursing staff form the backbone of patient care delivery. In Pakistan, nurses often work under challenging conditions, including heavy workloads, inadequate resources, and limited career advancement opportunities, all of which impact their motivation and overall job satisfaction. Addressing factors influencing job motivation among nurses is crucial for ensuring quality patient care and retaining skilled professionals in the healthcare system (1, 2).

Motivation in the workplace is influenced by intrinsic factors, such as personal growth and job satisfaction, and extrinsic factors, including remuneration, recognition, and work environment. In resource-limited settings like Pakistan, extrinsic motivators often dominate, as nurses face financial pressures, lack of professional recognition, and insufficient safety measures at their workplaces (3, 4). Studies have shown that motivated nurses are more likely to deliver high-quality care, demonstrate better teamwork, and exhibit lower turnover intentions (5).

Globally, performance appraisal systems, competitive remuneration, and staff development programs are recognized as essential contributors to job motivation among nurses. However, in Pakistan, these systems are often underdeveloped or inconsistently implemented, resulting in dissatisfaction among nursing staff (6, 7). Furthermore, socio-cultural factors such as gender roles and limited leadership opportunities for female nurses add to the challenges in fostering a motivated workforce (8).

The nursing workforce in Pakistan is also affected by a lack of structured career progression and inadequate access to

continuing education and leadership training programs. These limitations hinder skill development and reduce job satisfaction, as nurses perceive limited opportunities for professional growth (9). A safe and supportive work environment is another critical factor influencing job motivation, but studies in Pakistan indicate that nurses often face unsafe working conditions and limited adherence to infection control protocols, further exacerbating dissatisfaction (10).

This study aims to identify and analyze the factors influencing job motivation among nurses at Gangaram Hospital, Lahore. By exploring the interplay between intrinsic and extrinsic motivators, the findings can inform hospital management policies and contribute to developing interventions that enhance motivation, job satisfaction, and retention of nursing staff.

## Methodology

The study employed a descriptive cross-sectional design to evaluate the factors influencing job motivation among nurses working at Gangaram Hospital, Lahore. This design was chosen to capture a snapshot of the nurses' perceptions and experiences regarding job motivation and its associated factors within the hospital setting. The target population included registered nurses with at least one year of professional experience in various departments of the hospital.

Participants were selected using convenience sampling, and a sample size of 222 nurses was determined based on the hospital's nursing staff availability and the inclusion criteria. Nurses who had less than one year of experience or were on leave during the data collection period were excluded from



the study. Data collection was conducted over a two-month period to ensure adequate representation of the nursing staff. The primary data collection tool was a structured questionnaire developed based on existing literature and validated for the study population. The questionnaire included sections on demographic characteristics, job performance metrics, performance appraisal systems, remuneration, work schedules, staff development opportunities, and workplace environment. Each section comprised both closed-ended and Likert scale-based questions to quantify participants' responses.

Before data collection, ethical approval was obtained from the hospital's ethics review board. Written informed consent was secured from all participants, who were assured of confidentiality and anonymity throughout the research process. Participants were informed that their involvement was voluntary, and they could withdraw at any time without repercussions.

The data collection process involved distributing questionnaires to eligible nurses during their work shifts. To ensure accurate responses, trained research assistants provided instructions and clarified questions when needed. Completed questionnaires were reviewed for completeness before being entered into the data analysis software.

Data analysis was conducted using SPSS version 26. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were calculated to summarize the data. Inferential statistics were applied to explore relationships between variables and to identify significant factors influencing job motivation among nurses.

**Results**

This study investigated factors influencing job motivation among nurses at Gangaram Hospital, Lahore. The majority of participants were aged 26-30 years (55.4%), and most were single (64.4%). Approximately 85.6% identified as Muslim, while 14.4% were Christian. In terms of qualifications, 60% held a diploma in nursing, 23.9% had a BSN Post RN, and 7.7% had BSN degrees. Work experience varied, with 50.5% having 1-5 years of experience (Table 1).

The majority of nurses demonstrated high self-rated knowledge and skills, with 92.8% reporting consistent provision of health education and 91.9% practicing effective patient counseling. Time management and belief in quality improvement were rated highly, with mean scores of 4.27 and 4.50, respectively (Table 2).

Performance appraisal systems were largely satisfactory. Informal reviews were common (49%), and results were utilized for rotation (48.2%), training (59.5%), and promotions (69.3%). Feedback on past performance and objective setting had a mean score of 3.94 (Table 3).

Most nurses (68.9%) felt their hard work was recognized, while 72.5% agreed that opportunities for career advancement were available. However, 21.7% reported dissatisfaction with remuneration relative to job responsibility (Table 4).

Nurses expressed high satisfaction with work hours (93.3%) and workplace safety (81.9%). Infection control guidelines and protective measures were available, with mean scores of 4.40 and 4.45, respectively (Table 5).

Opportunities for staff development were rated low. Only 12.2% agreed that good leadership training was available,

while 32% reported availability of continuing education opportunities. Job-specific refresher courses had a mean score of 3.70 (Table 6).

**Table 1: Demographic Characteristics of Nurses**

Characteristic	Category	Frequency	Percentage (%)
Age (Years)	20-25	60	27.0
	26-30	123	55.4
	31-35	32	14.4
	36-40	7	3.2
Marital Status	Single	143	64.4
	Married	79	35.6
Religion	Muslim	190	85.6
	Christian	32	14.4
Qualification	Diploma in Nursing	135	60.0
	BSN	17	7.7
	BSN Post RN	53	23.9
	Others	17	7.7
Experience	Less than 1 year	10	4.5
	1-5 years	112	50.5
	6-10 years	75	33.8
	Above 10 years	25	11.3

**Table 2: Self-Rated Knowledge and Skills**

Item	Mean	Standard Deviation
Implementation of nursing care plan	3.97	0.94
Giving health education	4.47	0.69
Having clinical competence	4.18	0.67
Practicing patient counseling skills	4.42	0.65
Belief in quality improvement	4.50	0.66
Practicing time management	4.27	0.73

**Table 3: Performance Appraisal and Utilization**

Item	Mean	Standard Deviation
Performance reviewed informally	3.28	0.91
Results used for rotation	3.13	1.33
Results used for training	3.49	1.18
Results used for promotions	3.90	0.89
Feedback on past performance	4.00	0.98
Feedback throughout the year	3.76	0.96

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**Table 4: Remuneration and Recognition**

Item	Mean	Standard Deviation
Remuneration aligns with experience	4.00	0.91
Recognition for hard work	3.94	1.08
Career advancement opportunities	3.88	0.97
Competitive remuneration	3.85	0.95

**Table 5: Work Environment and Infection Control**

Item	Mean	Standard Deviation
Safe and hazard-free environment	4.14	0.94
Infection control strategies	4.40	0.73
Protective measures availability	4.45	0.83

**Table 6: Staff Development Opportunities**

Item	Mean	Standard Deviation
Continuing education availability	2.88	1.14
Leadership training availability	2.36	0.98
Job-specific refresher courses availability	3.70	1.05
Addressing skill gaps through training	3.32	1.20

**Discussion**

This study evaluated the factors influencing job motivation among nurses at a tertiary care hospital in Lahore. The findings highlighted the critical role of demographic characteristics, job performance metrics, performance appraisal systems, remuneration, work schedules, staff development opportunities, and workplace environment in shaping job motivation. These results are consistent with findings from previous studies, both locally and globally, which emphasize the importance of intrinsic and extrinsic factors in motivating nursing staff.

The results demonstrated that a significant proportion of nurses (68.9%) felt recognized for their hard work, and 72.5% agreed that career advancement opportunities were available. These findings align with Zulfiqar et al., who reported that recognition and career progression are pivotal for job motivation among nurses in Pakistan (10). However, 21.7% of participants expressed dissatisfaction with remuneration, which supports the findings of Ahmed et al., who identified inadequate pay as a major demotivating factor in public hospitals (11).

In terms of work schedules and workplace environment, the majority of nurses (93.3%) expressed satisfaction with their working hours, and 81.9% reported a safe work environment. These findings are in line with Raziq and Maulabakhsh, who noted that job satisfaction is strongly associated with a positive work environment and manageable schedules (12). However, the need for improved infection control measures and protective equipment availability, as identified in this study, is consistent with Waheed et al., who highlighted similar concerns among healthcare workers in Pakistan (13).

Performance appraisal systems were another key factor influencing job motivation. Nurses reported satisfaction with feedback on their performance (mean score: 3.94) and the use of appraisal results for promotions (69.3%). These findings resonate with Chaudhary and Panda, who emphasized that structured performance reviews contribute significantly to motivation and job satisfaction among nurses (14). Informal reviews, however, were common in this study, which may reduce the overall effectiveness of appraisals as a motivational tool. Staff development opportunities were rated low, with only 32% reporting

access to continuing education programs and 12.2% acknowledging leadership training availability. These findings support Haider et al., who identified the lack of professional development as a significant challenge in retaining motivated nurses (15). Addressing this gap through structured training programs and leadership development initiatives is essential for fostering long-term motivation and career satisfaction.

Job performance metrics, such as time management and belief in quality improvement, were rated highly by nurses, with mean scores of 4.27 and 4.50, respectively. These findings align with Bakker and Demerouti’s job demands-resources model, which suggests that resources such as training, feedback, and supportive supervision enhance job performance and motivation (16).

Overall, the results of this study emphasize the need for a multi-faceted approach to improving job motivation among nurses (17). This includes addressing remuneration issues, enhancing performance appraisal systems, providing staff development opportunities, and fostering a safe and supportive work environment. Such interventions are essential for sustaining a motivated and satisfied nursing workforce, which is critical for improving healthcare delivery in Pakistan.

**Conclusion**

This study highlights the multifaceted factors influencing job motivation among nurses in a tertiary care hospital in Lahore. Key determinants included recognition for hard work, career advancement opportunities, a positive work environment, and effective performance appraisal systems. However, dissatisfaction with remuneration and limited access to staff development opportunities were notable challenges. Addressing these gaps through targeted interventions can enhance job motivation, improve job satisfaction, and strengthen workforce retention in healthcare settings.

**Declarations**

**Data Availability statement**

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All data generated or analyzed during the study are included in the manuscript.

#### Ethics approval and consent to participate

Approved by the department Concerned. (IRBEC-SUN-2313/24)

#### Consent for publication

Approved

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#### Conflict of interest

The authors declared absence of conflict of interest.

#### Author Contribution

##### **SUMARA WARIS (Student Researcher)**

Coordination of collaborative efforts.

Study Design, Review of Literature.

##### **MUSSARAT BASHIR (Students Researcher)**

Conception of Study, Development of Research Methodology Design, Study Design, Review of manuscript, final approval of manuscript.

Conception of Study, Final approval of manuscript.

##### **MUBASHIRA IMTIAZ**

Manuscript revisions, critical input.

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Data acquisition, analysis.

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Data entry and Data analysis, drafting article.

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Coordination of collaborative efforts.

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