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UNIVERSITY OF NORTHERN COLORADO

Greeley, Colorado

The Graduate School

THE INFLUENCE OF JOB MOTIVATION ON NURSE
RETENTION: A STUDY OF AMERICAN
INTERNATIONAL HOSPITAL

A Thesis Submitted in Partial Fulfillment
of the Requirements for the Degree of
Master of Science

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School of Nursing
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December 2019

This Thesis by Nguyen Thi Ngoc Hoa

Entitled *The Influence of Job Motivation on Nurse Retention: A Study of American International Hospital*

Has been approved as meeting the requirement for the Degree of Master of Science in College of Natural and Health Sciences in the School of Nursing, Advanced Nurse Generalist program.

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ABSTRACT

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For years, the concept of motivation has been a popular topic of discussion among various researchers and practitioners. Nowadays, managers are continuously challenged to perceive motivated factors in their employees in order to promote the retention of a motivated workforce. Healthcare worker retention is critical for health system functionality; however, the key issue was how to best motivate and retain healthcare professionals. Unfortunately, there was a shortage of literature that measured motivation of health workers in Vietnam, especially among nurses. For this reason, the study was conducted to survey the influence of job motivation on nurse retention at American International Hospital (AIH). The study measured and identified important aspects of job motivation in nurses at AIH, which were based on Herzberg's (Herzberg, Mausner, & Snyderman, 1959) theory of motivation. It was conducted from November 2018 to March 2019 and included nurses working at AIH. According to the report of Human Resource Officer at AIH, the nursing department had its highest turnover rate of nurses in the first two months operation of AIH.

The purpose of this study was to conduct a descriptive empirical research study to investigate the reasons for nurse turnover and the relationship between internal motivating factors and nurse retention at AIH to recommend ways for improving motivation for retention of the nursing workforce. In the final section, the researcher

conducted the study by using a questionnaire to obtain information on the factors associated with retention rates and their relationship to the actual nurse retention rate.

The instrument was a 5-point Likert scale survey (1= *Very dissatisfied*, 5= *Extremely satisfied*) that was used to measure the independent variables, work environment, and motivating factors. Statistical Package for the Social Science (SPSS) 22 was used to perform the statistical analysis of the collected data. The responses were analyzed statistically to evaluate the relationship between the independent variables and nurse retention.

There were 54 nurses at the AIH that agreed to participate in the study. Although the author could not demonstrate a negative or positive correlation between independent and dependent variables, the findings of the study supported some conclusions as follows. The results indicated that 77.2% of nurses would like to continue working in AIH because the new medical facility with modern infrastructure could commit to provide opportunities to learn and advance their skills. The relationship statements had the highest of level of satisfaction in nurses at AIH; factors such as motivation, job security, and working hours had medium satisfaction. The least satisfactory factors in nurses were salary, benefit and working condition. The research recommends that Human Resource Management consider the provision of monetary incentives and adapt existing reward and bonus systems. Besides, the study also found the Board of Director should build consistent and standard operating procedures to consolidate AIH system in stable operation in order to avoid common difficulties in the initial steps of operation.

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TABLE OF CONTENTS

CHAPTER I. INTRODUCTION.....	1
Background and Statement of Problem	1
Research Objectives.....	5
Research Questions.....	5
Significance of the Study	5
Scope and Limitation of the Study.....	6
CHAPTER II. LITERATURE REVIEW	7
Staff Turnover.....	7
Theoretical Frameworks	8
Empirical Review.....	12
Conceptual Framework.....	23
CHAPTER III. RESEARCH DESIGN AND METHODOLOGY	25
Research Design.....	25
Population of the Study.....	26
Sampling Techniques and Procedure.....	26
Data Collection Procedure and Instruments	27
Data Analysis and Presentation	29
Testing Validity and Reliability of the Tools and Techniques	29
Ethical Considerations	29
CHAPTER IV. DATA ANALYSIS AND RESULTS	31
Sample and Setting	31
Reliability and Validity of Research Findings.....	39
Motivation Factors	47
Nurses' Intention to Leave American International Hospital.....	49
Conclusion	51
CHAPTER V. DISCUSSION AND CONCLUSIONS	52
Discussion of Findings.....	52
Conclusion	55
Relationship to Theoretical Framework.....	55

Recommendations for Practice	56
Recommendations for Further Research.....	57
Limitations	57
REFERENCES	59
APPENDIX A. QUESTIONNAIRE FOR NURSES.....	71
APPENDIX B. INSTITUTIONAL REVIEW BOARD APPROVALS.....	78
APPENDIX C. LETTER OF INTRODUCTION.....	81
APPENDIX D. CONSENT FORM FOR HUMAN PARTICIPANTS IN RESEARCH	83

LIST OF TABLES

1.	Cronbach's Alpha Coefficients for Survey Factors	40
2.	Participants' Work Environment, Job Security, and Working Hours.....	41
3.	Participants' Satisfaction with Salary	43
4.	Participants' Satisfaction with Benefits	44
5.	Participants' Satisfaction with Working Conditions.....	45
6.	Participants' Satisfaction with Working Relationships	46
7.	Participants' Growth and Advancement, Recognition, and Learning	48
8.	Nurses' Intention to Leave American International Hospital	50

LIST OF FIGURES

1.	Maslow's hierarchy of needs	11
2.	Conceptual framework.....	24
3.	Participants' level of education.....	32
4.	Age distribution of the study participants.....	33
5.	Gender distribution of the participants	34
6.	Marital status of the participants.....	35
7.	Participants' hospital departments	36
8.	Respondents' roles in the hospital	37
9.	Duration of work at American International Hospital	38
10.	Participants' work experience.....	39

CHAPTER I

INTRODUCTION

This chapter introduces a research study focused on understanding the influence of job motivation on nurse retention within a hospital in Vietnam. Additionally, this chapter describes the background and statement of the problem, general and specific objectives, the significance of the study, as well as the scope and limitations of the study.

Background and Statement of Problem

A significant shortage of nurses currently exists throughout the world (Bargagliotti, 2012; Erickson, Holm, & Chelminiak, 2004; Oulton, 2006) and the shortage is expected to increase in the future (Erickson et al., 2004). In the United States, there are approximately 126,000 vacant nursing positions (Oulton, 2006). The shortages and overburdening of the nursing workforce reduce performance, cause nursing medical errors, and deplete the nursing profession (Büscher, Sivertsen, & White, 2009; DeLucia, Ott, & Palmieri, 2009; European Commission, 2012; European Federation of Nurses Association [EFNA], 2012). Additionally, these negative factors might cause nurses being relieved of their duties, nurse dissatisfaction, lack of motivation, and lack of quality care provided to patients (Aiken et al., 2014; Büscher et al., 2009). It was also reported by European healthcare organizations that nurses were also experiencing similar problems. As a consequence, there was a decline in safe, high quality and patient-centered care (EFNA, 2012). According to the International Council of Nurses (2006),

the need to identify the reasons why nurses were leaving was emphasized to determine what could be done to draw them back into the profession (Buchan & Calman, 2004).

One possible factor that could play a significant role in nurses' leaving their jobs is a lack of motivation. Work motivation is a key construct to efficient, quality outcomes and productivity in healthcare organizations (Harrell, 2008). Motivation has been defined as behaviors of individuals on their own initiative in order to achieve a particular goal (Koch, Proynova, Paech, & Wetter, 2014). Motivation prompts people to take action to satisfy unmet needs with enthusiasm, which, in turn, makes achieving required tasks more effective (Marquis & Huston, 2009). Having insufficiently motivated health professionals could result in various negative implications to the healthcare system in general (e.g., having to hire or retrain workers; Deussom & Jaskiewicz, 2014). Finally, lack of motivation could affect the entire health workforce by causing a shortage in highly trained and qualified medical personnel (World Health Organization [WHO], 2006).

Healthcare worker retention is critical for health system functionality; however, the key issue is how to best motivate and retain healthcare professionals. Willis-Shattuck et al. (2008) found seven critical factors were involved in personnel retention: career growth and professional development opportunities, quality of hospital facilities, salary, administrative support, availability of critical resources, and recognition of effort.

Luong (2015) presented a paper at the Conference of Vietnamese Nursing, indicating nursing staff ratios in Vietnam were at their lowest level in Southeast Asia. The WHO (2014) recommended one doctor for every four nurses; however, in Vietnam, this ratio was one doctor for every 1.5 nurses. Hospital nurses comprise the largest

employment group in the healthcare workforce, a group on which the quality of healthcare delivery is very much dependent. According to the WHO, in the European Region (comprised of 53 countries), six million nurses and midwives provide direct patient care in hospitals. However, the number of nurses is decreasing due to early attrition of nurses because of adverse working environments such as an increasing workload, lack of support from supervisors and coworkers, stress, burnout, and low salaries (Oulton, 2006). National health statistics reported by the Vietnamese Department of Health, National Health Statistic Reports (2003) found that at the National Vietnamese Pediatrics Hospital, up to 75% of health workers were infected by sharp objects at work with nearly 93% of them being nurses. These incidences increased from an average of five times per year up to 67 times per year in some cases (Luong, 2015). The risk of blood-borne diseases is very high, especially in the Vietnamese public hospital where they always have patient overload. This is one of the reasons for a reduction in the rate of Vietnamese young becoming nursing professionals (Luong, 2015). Thus, work motivation and retention of nurses are of utmost importance so patients are able to receive high quality care as demonstrated by higher levels of career satisfaction and effective nursing services.

Unfortunately, there was a shortage in literature that measured motivation of health workers in Vietnam, especially among nurses. For this reason, this study was conducted to survey the influence of job motivation on nurse retention. This thesis measured and identified the important aspects of job motivation. It was conducted from November 2018 to March 2019 and included nurses who were working in a Vietnamese private hospital. The American International Hospital (AIH) was in need of healthcare

workers, especially nurses with high qualifications and higher levels of patient care satisfaction.

Located in District 2 of Vietnam, AIH is a new Vietnamese private general hospital that officially opened in the middle of October in 2018. The AIH follows international standards of healthcare closely by having consistent cooperation with Johns Hopkins Hospital and the Dignity Health Group. The AIH employs 17 specialties in the outpatient department. The hospital also has 120 in-patient beds and other para-clinicals. Overall, around 200 medical and non-medical employees were recruited in early January of 2018 for training and setting up the infrastructure of the hospital. After around two months of operation, approximately 14 employees had resigned including five non-medical staff, one internal medical physician, and eight trained nurses. This unfortunate situation demonstrated the high nurse attrition rate. According to the human resource officer at AIH, 8 of 80 nurses resigned without any notice during the initial two months of opening the facility for a resignation rate of 10%, which is a high rate of resignations at a typical healthcare facility in Vietnam. This high rate of attrition means an unplanned staff shortage, which forces management to spend considerable time in recruitment and training of new staff. Additionally, this issue could impact the quality of care provided by the hospital.

As one of the members in the AIH system, this researcher realized that investigating the reasons for nurse resignations and factors that influenced nurses' intention to leave were very important. In order to retain the nurse force in AIH operations, this researcher surveyed, measured, and identified important aspects of job motivation.

Research Objectives

A descriptive empirical research study was conducted to investigate the reasons for nurse turnover, examine the relationship between internal motivating factors and nurse retention in a Vietnamese private hospital (AIH), and recommend ways for improving motivation for retaining the nursing workforce.

Research Questions

- Q1 What is the relationship between work environment and intention to leave the AIH?
- Q2 What is the relationship between internal motivating factors and intention to leave the AIH?

Significance of the Study

According to the WHO (2016), nurses are the largest workforce, comprising more than 50% of the healthcare system. A shortage of nurses can lead to consequences related to quality of patient care because 80% of direct patient care is provided by nurses. Therefore, nurses are valuable assets to health organizations and their services must be retained to ensure quality health care is provided to consumers (WHO, 2016).

The 10% resignation rate in AIH during the first two months after opening the hospital was high for a new healthcare facility. Therefore, this study was conducted to investigate the reasons behind the high resignation rates and the relationship between job motivation and nurse retention in AIH. The study outcomes might be useful for human resources officers and the Nursing Director regarding appropriate strategies and measures to take toward controlling and reducing the turnover of nurses.

Scope and Limitation of the Study

The sample was limited to the nursing staff at AIH—a private hospital in Vietnam—who consented to be part of the study. However, the survey results were not representative of the entire Vietnamese nurse population, especially nurses in public hospitals where there is also patient overload as well as considerable workload for nurses. A possible limitation was response bias. For example, nurses who were more likely to have low motivation had an increased likelihood of being interested in participating in the study.

CHAPTER II

LITERATURE REVIEW

This chapter briefly examines related literature and research to explore published evidence regarding the potential impact job motivation could have on job performance among nurses. The chapter also explores the study problem across research to create a better understanding of the discussed issues.

Staff Turnover

Staff turnover was defined as the number of specific individuals or associates who enter and exit the organization during a specific timeframe (Waldman, Kelly, Aurora, & Smith, 2004). Retention was defined by Sellgren, Ekvall, and Tomson (2007) as an ability of institutions to keep its employees; thus, healthcare organizations should aim at reducing staff turnover and increasing retention rates if they are to achieve their goals (Govaerts, Kyndt, Dochy, & Baert, 2011).

Causes of nurse turnover vary within and across healthcare systems. Kerfoot and Douglas (2013) identified three of the most common causes of nursing turnover. The most cited reason for voluntary termination was problems with interpersonal relationships. When interpersonal relationships among nurses and their colleagues (other nurses, hospital administrators, doctors, etc.) are tense, there is a high risk of nurses quitting. Insufficient staffing levels were the second reason causing resignation. The third identified cause of nurse turnover was personal reasons including workload fatigue, burnout, an unsatisfactory position, and no expanded roles (Kerfoot & Douglas, 2013).

Kashyap and Rangnekar (2014) showed the intention to look for alternative employment opportunities and intention to quit were predictors of staff attrition. In a study aimed at improving nurse retention in England, Shields and Ward (2001) stated the intention to quit was a predictor of nurses' retention. Another research study conducted by Donoghue and Castle (2006) determined staff turnover as a proportion of a staff in terminated employment over a given period of time. This research further demonstrated that retention was included in the definition of turnover with variables impacting the amount of time workers spent in employment.

Theoretical Frameworks

Research on motivation had many different points of view. Researchers have attempted to study motivation using two main branches theory: content and process. Content theories focus on human needs such as Abraham Maslow's (Maslow & Lewis, 1987) hierarchy of needs theory. Such theories explain how humans intrinsically partake in behavioral motivation. The two-factor theory of Herzberg (Herzberg, Mausner, & Snyderman, 1959) proposed a framework of job factors that motivated employees whereas MacClelland and Burnham (2008) developed the needs theory.

On the other hand, process theories focus on external and internal factors and their role in the analysis of employee motivation. These theories include Skinner's reinforcement theory (Ying-kuan, 2004), Vroom's expectancy theory (cited in Lee, 2007), as well as the theory of equity (Adams, 1963).

The most widely accepted by the American public and professional organizations are behavioral theories such as those by Herzberg and Maslow (cited in Gawel, 1997). These theories were frequently cited in several research studies across business literature

as well as in the medical field. Due to the importance of these theories in influencing work motivation in healthcare workers, especially in the nurses, this researcher realized these theories could be applied to the development of a tool to survey work satisfaction and dissatisfaction among nurses and their intention to leave the AIH, The results could provide suitable suggestions for human resource officers in the retention of nurses.

Herzberg's Motivation Theory

In 1959, Frederick Herzberg (Herzberg et al., 1959) formulated his two-factor theory of motivation. This theory has also been referred to as the motivation-hygiene theory; job satisfaction and dissatisfaction levels are described as well as potential reasons for fluctuations in productivity levels of employees. According to Herzberg's motivation theory, satisfaction of work depends on intrinsic characteristics and factors such as opportunities for growth, recognition, responsibility, and achievement. He further listed hygiene factors or external motivators as related to job dissatisfaction. Job security, salary, work conditions, relationship with supervisor or subordinates, company policy, and administration have an impact on human activities in production (Robbins, 2005). Hygiene factors include organizational policy and leadership, quality of supervision, working conditions, pay, interpersonal relationship with colleagues and subordinates, as well as job security (Gawel, 1997). Motivators are success, career growth, recognition and approval of the results of labor, high level of responsibility, possibilities for professional, and personal growth (Herzberg et al., 1959).

Extrinsic hygiene factors (dissatisfiers) were only associated with temporary variations in job attitudes and performance (Gawel, 1997). Motivation factors (satisfiers) related to the nature and characteristics of the work were associated with long-term

positive effects on job performance. However, nonexistent hygiene factors were also linked to job dissatisfaction; however, having these factors did not directly motivate or make employees satisfied with their job (Gawel, 1997).

In addition, Gawel (1997) explained that in Herzberg's two-factor theory, satisfiers or motivation factors referred to an employee's relationship with their job duties. Numerous satisfiers were found to be interrelated to the tasks being performed while dissatisfiers or hygiene factors were correlated to the context or actual job environment (Gawel, 1997). Meanwhile it was believed that while hygiene factors could not motivate employees, they could minimize dissatisfaction among workers when used correctly (Herzberg et al., 1959).

Therefore, Herzberg's motivation theory was applied to this study to determine which factors affected nurse retention at AIH. It would further determine whether there was a relationship among motivation, the aforementioned hygiene factors, and the intention to resign.

Maslow's Hierarchy of Needs

Abraham Maslow (2015) introduced his theory regarding the process of people satisfying various personal needs in the context of their work. He established five main levels of human needs (e.g., motivating factors) but proposed those needs could not all be satisfied at the same time. His theory had a pyramid shape; the movement of satisfactions started at the bottom and then rose accordingly. Maslow assumed that when one level of need was satisfied, the next level of need emerged (see Figure 1).

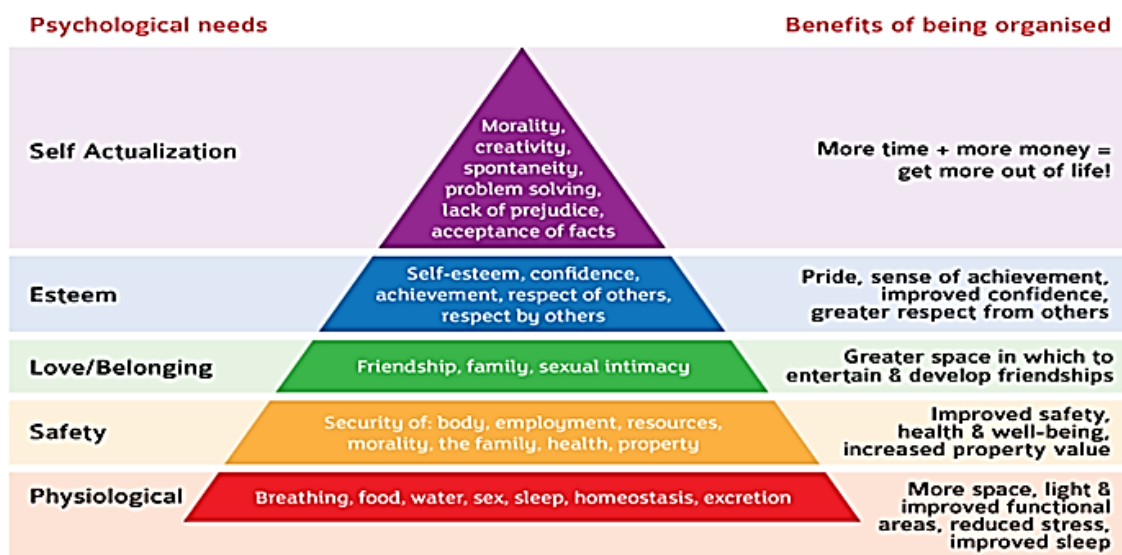


Figure 1. Maslow's hierarchy of needs ("Abraham Maslow," 2015).

Maslow ("Abraham Maslow," 2015) proposed that all human beings try to reach the top of the pyramid. For example, when one level of needs was satisfied to an adequate extent, then the next level became the most significant for a person. The current level in the hierarchy reflected the main driving power toward a person's motivation and desires (Arnold, Silvester, Cooper, Robertson, & Patterson, 2005). However, it was necessary to take into consideration that Maslow's five levels of needs were meant to be general for each human being but, in reality, those needs varied from one person to another. That was one of the disadvantages of Maslow theory—that a person could not move from one level to another while entirely skipping one stage of the pyramid in between. According to Maslow, all the levels must be accomplished in a sequential order. When the needs were met, they no longer caused anxiety for a person.

Thus, Maslow's theory ("Abraham Maslow," 2015) was used for this study to help HR managers at AIH identify needs of their employees or to define the current level

in the hierarchy and then try to satisfy the current needs of employees at a particular level, thereby improving job motivation and staff retention at AIH.

Empirical Review

Current Trends of Nurse Turnover throughout the World

Hayes et al. (2006) found the turnover rates of nurses within their first year on the job were extremely high (from 17% to 50 %). Such elevated turnover rates had negative economic and patient care side effects. However, studies of an Australian nursing workforce estimated the overall annual turnover rate to be 15.1% per year with stated variances ranging between 12 and 38% (Roche, Duffield, Homer, Buchan, & Dimitrelis, 2015). High nurse turnover was linked to various negative consequences for hospital staff. Such consequences were also found to negatively impact employees' job efficiency and lower morale among employees (Barnfield, 2009). Moreover, the stress of working under prolonged staff shortages increased burnout among all hospital employees (Nyamu & Annett, 2003).

According to O'Brien-Pallas et al. (2006), minimizing nurse retention issues also alleviated economic demands for facilities, which consisted of direct expenses of advertising, recruiting, hiring, and training as well as indirect consequences impacting quality of patient care. Additional evidence suggested numbers of deceased inpatients as well as some discharge deaths could decrease with improved nurse-to-patient ratios (O'Brien-Pallas et al., 2006).

The Australian Nursing Federation (2013) estimated it spent approximately AUD\$150,000 when a nurse quit her job. Furthermore, the added value of nurse retention to patients and healthcare organizations included professional satisfaction,

employee engagement, organizational success, and patient outcomes; amplified the motivation to reduce turnover; and enhanced overall retention (Friedman, Cooper, Click, & Fitzpatrick, 2011).

Nurses' Motivation and Work Outcomes

Hee, Kamaludin, and Ping (2016) defined two different types of motivation: intrinsic and extrinsic. Intrinsic motivation (IM) is an inner force and extrinsic motivation (EM) is an exterior force. They lead workers to meet personal and organizational aims. An intrinsically motivated person is one who has an internal drive that forms behaviors and inspiration to perform responsibilities without any external effects (Hee et al., 2016). Therefore, IM arises from the person's pleasure in the job itself or self-interest without pressure of others. Meanwhile, an exterior motivation guides the person to carry out responsibilities by using compulsions or instructions to get rewards including awards, bonuses, pay raises, and other benefits (Muogbo, 2013).

In the healthcare setting, nurses with IM are operationally defined as having self-gratification and pleasure in performing responsible work without external rewards (Hee et al., 2016). Whereas, EM in the healthcare context enables nurses to achieve job motivation through prizes, promotion, awards, incentives, and numerous fringe benefits that constitute external stimuli but also generate profit for employees and their organizations (Hee et al., 2016).

Similar to this view, Toode (2015) conducted a literature review of 24 empirical studies using CINAHL, PsycINFO, PubMed, and SocINDEX databases to identify the IM or EM of nurses related to their retention. The review analyzed the results of the empirical studies on nurses' work motivation and the factors affecting it. In the second

phase of this study, Toode utilized descriptive empirical research methods with 201 registered nurses to investigate an Estonian hospital nurses' work motivation and how personal and organizational factors affected their motivation to work. The results demonstrated nurses' work motivation had an impact on wellbeing, organizational performance, satisfaction, retention, engagement, and commitment (Toode, 2015). The researcher also demonstrated nurses' motivation guided and stimulated the actions of nurses in hospitals (Toode, 2015).

Similarly, several other studies examined the role of nursing motivation on work outcomes. A cross-sectional study by Galletta, Portoghese, Pili, Piazza and Campagna (2016) was conducted among hospital nurses in an Italian healthcare setting to examine the effect of work motivation on the association between organizational factors and work outcomes. The results of the study confirmed an existing relationship between autonomous motivation and job productivity. Those with autonomous motivation were also found to have more positive outlook on organizational support and sufficient job autonomy (Galletta et al., 2016).

Another research study by Fernet, Trépanier, Demers, and Austin (2017) surveyed 572 French-Canadian newly registered nurses to assess whether different motivations (autonomous vs-controlled forms) played a role in predicting occupational and organizational turnover intentions. The findings of the study showed the intention of occupational and organizational resignations was predicted by negatively autonomous motivation while controlled motivation positively correlated with the intention to quit the profession and organization.

Meanwhile, Battistelli, Galletta, Portoghese and Vandenberghe (2013) discovered that nurses' commitment and performance in nursing practice depended on their level of motivation and commitment, which were important precursors of employees' attitudes and behaviors. The study included the results of a survey from 487 hospital nurses in central Italy and 593 hospital nurses in northern Italy to inspect the relationship between motivation and commitment mindsets and their impact on work outcomes.

In Vietnam, a cross-sectional study was carried out by Ho, Do, Nguyen and Loc (2015) to address factors affecting the work motivation of medical employees in Vinh Long General Hospital. This study surveyed 320 healthcare workers and the results demonstrated the medical staff of Vinh Long General Hospital had an above average level of work motivation. Factors considered for improvement were salary and income of healthcare employees.

Similarly, Doan (2017) observed 226 nurses at Military Medical Hospital 354 and described their work motivation as well as identified some factors related to work motivation of the nurses. The results showed the following factors affected work motivation of the participants: appreciation of supervisors or leaders and patients or patients' families, military policy (allowing individuals and their relatives in the hospital), and military discipline. Clinical nurses had 2.42 times higher job motivation than nurses in other departments (Doan, 2017). Nurses who had good relationships with colleagues and leaders had higher work motivation than those with poor relationships. The results suggested the hospital board of management should be more concerned with nurses' working environment as well as morale. In addition, administration should

promote the tradition of solidarity, improve working conditions, and build relationships between nurses and leaders.

Likewise, Vietnamese research was conducted by Nguyen (2016) to investigate nurse motivation at the National Children's Hospital in order to enhance the nurses' job satisfaction as well as to improve the healthcare quality of the hospital. The results demonstrated the highest factors affecting nurse motivation rate were wage and allowance; working exposure was the second motivational factor for nurses.

Factors influencing the Retention of Nurses in Hospitals

The relationship between work environment and nurse retention. Work environment factors such as job characteristics, pay equity, work hours, promotion opportunities, and job satisfaction were analyzed in several research studies regarding nursing turnover (Schmidtke, Vlaev, Balen, & Dormon, 2017; Shields & Ward, 2001; Willis-Shattuck et al., 2008). Job satisfaction was considered to be a primary predictor of nurse turnover intentions in different countries, especially in critical care nurses (Dilig-Ruiz et al., 2018). Salary and benefits were also key factors associated with the high turnover of healthcare workers (Demir, Özaltın, & Çelik, 2002; Ojaka, Olango, & Jarvis, 2014). Similarly, Francis, Adzei, and Atinga (2012) found monetary incentives significantly influenced motivation and intention to remain part of the healthcare workforce. Moreover, Lee, Song, Cho, Lee, and Daly (2003) showed nurses' job satisfaction was at lowest levels in several work-related areas: cooperation, work complexion, sufficient time available to provide care, and supervisor support.

Furthermore, job characteristics such as workload, work complexity, variety of exposure risk, and autonomy were also correlated with low levels of nurse retention

(Takase, Oba, & Yamashita, 2009). The study by Takase et al. (2009) examined a turnover among three generations of nurses in three Japanese public hospitals. The study identified workload and interpersonal relationships to be the reasons for nearly half of the nurses leaving their jobs. Higher levels of job pressure, working hours, work schedule, and overtime also influenced nurse turnover intentions (Shader, Broome, Broome, West, & Nash, 2001). Work complexity was also associated with higher nurse turnover rates, e.g., frequent changes in patient's orders, increasing patient acuity, frequent transfers, admissions, and discharges (Baernholdt & Mark, 2009).

Nurses' intention to quit work was also found in numerous studies to be related to low wage, fringe benefits, and inflexible work schedules (Rambur, Palumbo, McIntosh, & Mongeon, 2003). However, salary was considered a more important determinant of turnover for male nurses as compared to female nurses (Borkowski, Amann, Song, & Weiss, 2007). This factor was also mentioned in a number of Vietnamese studies such as a study by Ho et al. (2015) about factors affecting the work motivation of healthcare workers at Vinh Long Hospital. It showed the lowest satisfaction was associated with employee salaries, well-being, bonus, and miscellaneous allowances. In addition, Dieleman, Cuong, Anh, and Martineau (2003) examined the correlation between motivation and job satisfaction of rural health workers in North Vietnam. The study found health workers felt demotivated and less valued as was evident from receiving low salaries. The study further stated the nurses felt the need to seek additional employment to supplement their income and became overworked as a result.

A similar result was found by Peterson (2005) who carried out a study in Limpopo, South Africa; 85% of extrinsic factors such as working condition, supervision,

management styles, and salaries negatively affected employees' levels of job satisfaction. Moreover, nurses in many countries in middle- and low-income countries today have experienced low wages, poor working conditions, lack of supervision, lack of equipment and infrastructure, which have contributed to decision factors related to nurse motivation and nurse retention (Lehman, Dieleman, & Martineau, 2008).

The above findings of studies proved the high levels of job pressure and working stress influenced nurse turnover intentions (Shader et al., 2001). Work complexity was also associated with higher nurse turnover rate (Baernholdt & Mark, 2009).

The relationship between internal motivation factors and nurse retention.

Intrinsic motivators such as growth, advancement, responsibility, work itself, and recognition were emphasized by Herzberg et al. (1959). The Herzberg two factor theory emphasized employee retention has been linked to the ability of an organization to satisfy its intrinsic factors of motivation. An organization that empowers its employees by giving them new assignments and difficult tasks enables them to be more specialized and highly motivated to continue serving (Cardy & Lengnick-Hall, 2011).

Meanwhile, a study by Lambrou, Kontodimopoulos, and Niakas (2010) assessed motivational factors affecting healthcare workers in Cyprus and identified the link between work motivation and job satisfaction at Nicosia Hospital. The study used a questionnaire consisting of 19 items with four sub-categories of job motivation factors including work characteristics, salary, colleagues, and achievements. The results of their study showed salary had a statistically significant difference depending on the gender of medical staff and the hospital departments where the participants were employed (Lambrou et al., 2010). It was also discovered that doctors had significantly lower job

satisfaction levels than nurses; whereas, scrub nurses and nurses over 55 years of age had higher job satisfaction scores than other medical personnel (Lambrou et al., 2010).

Additionally, Dogg (2013) investigated the role of nurse managers in affecting nurses and discovered that their appreciation of nurse-resulted duties has improved the retention rates of their nurses. Nurses who received praise often were less likely to leave their unit compared to those who received praise rarely or very rarely (Dogg, 2013). In addition, crucial motivating factors for health workers were the importance of the management role and skilled managers who had abilities to motivate their staff members (Dieleman et al., 2003). Finally, opportunities for professional advancement and career development within the organization were also identified as having an influence on turnover intentions (Tzeng, 2002).

On the other hand, three general themes for nurses leaving the profession included personal or family commitments, professional role-related reasons, and organizational factors (Duffield & Franks, 2002). The authors categorized the reasons why nurses had left and most of the reasons were related to the following factors: nurses felt they had been overworked and, thus, had been seeking employment in a different field. Similarly, Grassi and Magnani (2000) showed 25-30% of health workers were exhausted from working long shifts and, as a result, were abandoning work in the healthcare system.

Strategies Used by Hospitals to Motivate and Improve Retention of Nurses

Hospitals worldwide. According to Colosi (2018), a hospital's success depended largely on its ability to retain an experienced workforce of skilled nurses. She reported on the strategies for nurse retention in Bon Secours Richmond Health System, Monongalia General Hospital, and Scripps Health. In the report, the Colosi evaluated

how three top-performing hospitals instituted creative solutions to address the problem of nurse turnover with successful retention programs designed to keep experienced nurses on the job longer.

Strategies these three hospitals performed for nurse retention included flexible work scheduling and improvements to the physical side of nursing as well as ergonomic programs. Additionally, experienced and skilled nurses were appreciated for their knowledge and skill by paying a worthy salary, which created an attractive environment for skilled nurses. The hospitals also utilized advanced technology to leverage nurses' skills, promoted professional development of their medical personnel, and offered educational opportunities; in addition, they offered higher salaries to nurses with more experience and additional certifications (Colosi, 2018).

Colosi (2018) reported three successes in the retention programs at the three hospitals. First, consistent employee engagement led to higher satisfaction and long-term retention that improved patient care and nurse satisfaction. Second, turnover rates for experienced registered nurses at Bon Secours were reduced, which averaged 11% to 12%. Finally, nearly 25% of its registered nurse staff age 50 and over in the Bon Secours Richmond Health System had received several awards for "Best Employers for Workers over 50" (Colosi, 2018).

Vietnamese hospitals. Vietnam is a developing country with a healthcare system in its infancy. Medical staff in Vietnamese public hospitals have very low incomes and minimal benefits. In addition, they are always working in an environment overloaded with patients. According to Hue (2016), who conducted a study on nurse motivation at Central Pediatric Hospital, low income was the most frequently mentioned reason for

nurses to resign. To improve the retention of highly qualified and experienced health workers, especially skilled doctors and nurses in public hospitals, there must be better understanding of the factors that could increase job satisfaction and decrease attrition of medical personnel.

Huu Nghi General Hospital. Huu Nghi General Hospital (n.d.) was established in 1950 with the mission of providing health care for government officials and employees of the Central Committee Party. At that time, the hospital workforce consisted of only 175 employees: 15 physicians and pharmacists, 45 nurses, and other health workers. Since its establishment, Huu Nghi Hospital has become one of the best general hospitals in northern Vietnam with 650 inpatient beds, 25 specialist departments, and more than 800 employees: 220 physicians and pharmacists, 419 skilled nurses, and other health workers.

Being aware of the importance of professional and technical staff and promoting retention of their employees, the Board of Management at Huu Nghi General Hospital (n.d.) has focused on developing training and re-training their employees for many years. This strategy has helped improve the level of professionalism of medical and non-medical staff. Training has included classes with the objective of increasing medical knowledge and competencies, improving communication skill, and updating anti-infection protocols. The hospital also encourages and fully reimburses staff who attend international medical conferences. Additionally, the Board of Directors provides competitive salaries and benefits for their employees. It also reimburses overtime services. Moreover, the hospital offers financial support for trainings and advancing nursing education outside of the organization. Furthermore, the Board of Directors has

focused on reducing the workload for medical staff, especially that of nurses, by recruiting skilled nurses, which allows for a standard ratio between doctors and nurses of 1/3. Psychosocial wellbeing of the employees is also a priority. The hospital hosts yearly entertainment and athletic competitions as well as classes on cooking and flower arrangement. On these occasions, personnel and even entire departments with good/excellent working conditions or with the most contribution are honored and given awards.

Thu Duc Hospital. Thu Duc Hospital (n.d.) was the precursor of Thu Duc District Medical Center, which was established in 1982. After 25 years of operation, Thu Duc hospital gradually developed from a 100 inpatient-bed hospital with only 99 employees (17 physicians and 35 nurses) to become one of the best general hospitals in the Thu Duc District in Ho Chi Minh City. The hospital currently has 800 inpatient beds and over 1,400 employees including 431 physicians, around 800 nurses, and other staff.

The administrators and other managerial staff of Thu Duc Hospital (n.d.) recognized that in order to retain doctors and nurses, the hospital had to ensure preferential policies and benefits for doctors. They established the following benefits for employees: high salaries, professional development opportunities, and opportunities for learning and advancement on the job. In addition, doctors and nurses can get access and develop skills as well as opportunities to improve their professional knowledge by joining in national and international trainings and meetings. The Board of Directors of Thu Duc Hospital organize many continuous training programs and inter-hospital conferences. The hospital also hosts international student exchange programs to create favorable

conditions for doctors' and nurses' participation. Leadership positions in the hospital are based on a practical set of competencies and ethical expertise.

In summary, to keep their healthcare workforce, medical facilities around the world have continuously conducted many different strategies such as motivational factors to retain their health workers. Core motivational factors not only were financial incentives, career development, and management issues, it was also clear recognition and appropriate infrastructure highly influenced health worker motivation (Willis-Shattuck et al., 2008).

Conceptual Framework

A conceptual framework is a visual or written product that explains the components under review, which could be presented as images or text. It also introduces and defines concepts or variables and a presumed relationship among them (Miles & Huberman, 1994). Herzberg's motivation theory (Herzberg et al., 1959) was applied as the conceptual framework for this thesis. The researcher conceptualized the factors causing turnover as independent variables and high nurse turnover as the dependent variable.

As seen in Figure 2, the independent variables were divided into two groups: work environment factors and motivation factors. Work environment factors included job security, salary, working hour, and interpersonal relationships. The motivational factors included growth and learning, recognition, advancement, and responsibility. The figure also shows the dependent variable: the intention or predisposition to quit the present job and plan to find another job in the near future. It was measured within seven

questions on a survey sent to the participants. The questions were all on a 5-point Likert scale where 1 denoted strong disagreement and 5 denoted strong agreement.

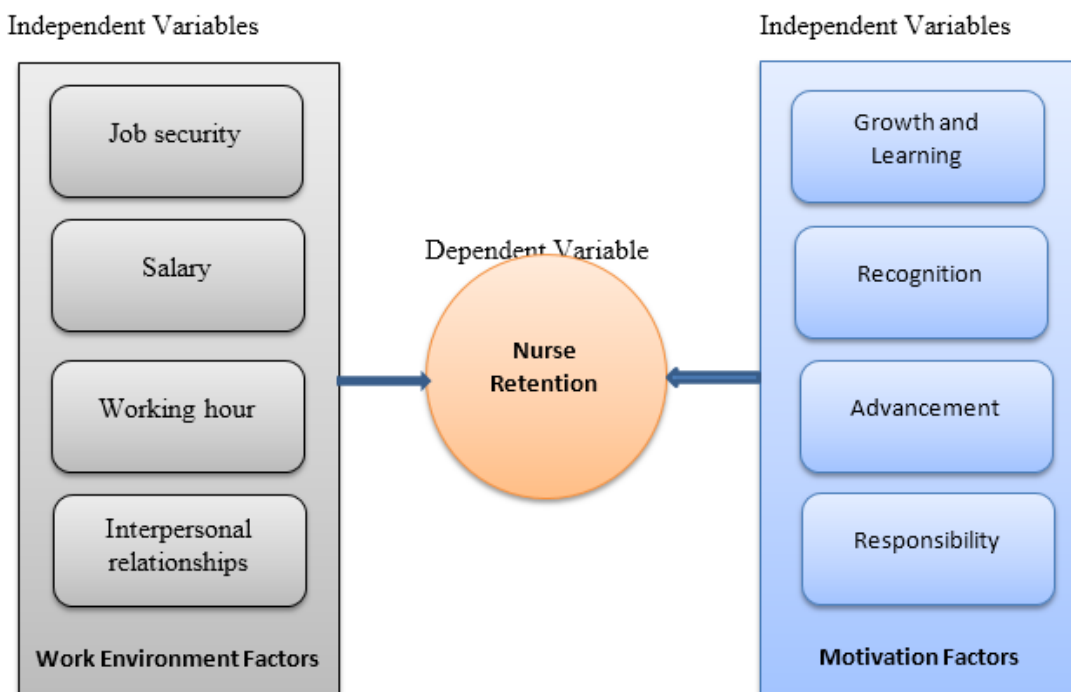


Figure 2. Conceptual framework.

CHAPTER III

RESEARCH DESIGN AND METHODOLOGY

This chapter describes the research design and specific methodology adopted by this study in an attempt to examine potential factors influencing retention of nurses at AIH. Also included are a description of the sampling procedure and discussion regarding sample size, target population, research location, research instruments, and data collection procedures.

Research Design

Research design constitutes a blueprint for the collection, measurement, and analysis of data. It refers to the overall approach of integrating different components of the study in a coherent and logical way, which, in turn, ensures a researcher effectively addresses the study problem (De Vaus, 2001). The function of research design is to ensure the evidence obtained during data collection addresses the research problem as unambiguously as possible. One of the most important issues in choosing appropriate research design is to understand what sort of information the research aims to acquire. The main purposes of this research were to investigate the relationships between motivating factors and nurse retention and between internal environments and nurse retention at a Vietnamese private hospital (AIH). Due to the nature and objectives of the research, a correlational research design was used to demonstrate associations or relationships between the variables.

Population of the Study

Research population is generally referred to as a large number of individuals or non-human samples that are the main focus of the scientific inquiry (Mugenda & Mugenda, 2003). A target population is a complete set of individuals, cases, or objects with the same common observable characteristics (Mugenda & Mugenda, 2003). The target population of this study was 80 nurses who were working at AIH. Nurses who had already resigned or were expecting to retire from AIH in the near future were excluded from the sample.

Sampling Techniques and Procedure

Cooper and Schindler (2008) stated the sampling frame is all population units from which the sample is selected. Sample collection in this study was performed using a simple random sampling method. Yamane's (1967) formula guided the selection of the appropriate sample size for the nurses working at AIH who were selected in the study:

$$n = \frac{N}{1+N(e^2)}$$

Where, n = is the sample size

N = is the population

e = is the estimated standard error of 5 percentage points

The sample size was calculated based on the following parameters: average population size of 80 nurses, confidence level 95%, and confidence interval 10. The study used a sample of 44 nurses from AIH, which gave each member of the population equal opportunity to become part of the sample. The random selection method allowed for an unbiased selection of the sample; thus, the sample could be considered representative of the entire population (Saunders, Lewis, & Thornhill, 2009).

Data Collection Procedure and Instruments

Quantitative methodology was used in this study. Quantitative research makes it possible to gather the maximum amount of data in the minimum amount of time (Kombo & Tromp, 2006). In other words, a correlational research design was used in this study to demonstrate associations or relationships between the variables. In this case, the researcher conducted the study by using a questionnaire to obtain information on the factors associated with retention rates and their relationship to the actual nurse retention rate (see Appendix A).

Preparation Phase

Prior to the data collection process, the English version of the questionnaire was then back translated to Vietnamese for equivalence and clarity. Then, the official Vietnamese version of the questionnaire and the proposal letter were submitted to the nursing committee and Director of Nursing at AIH. After the translation was deemed acceptable, a pilot test with five participants was conducted to ensure the clarity of the translation and establish a completion time.

Next, the proposal letter of research objectives and procedures for data collection was submitted to the Board of Management and Director of Nursing at AIH to obtain permission to conduct the research and collect data. Further, all necessary documents in English and Vietnamese were submitted to the Institutional Review Board (IRB) for approval.

Implementation Phase

To ensure the target return rate of 44 respondents, the survey was distributed to 54 randomly selected nurses in different departments at AIH; 20% of responses were invalid

and incomplete. The questionnaires consisted of 12 closed-end questions in order to provide more structured responses, which could then facilitate tangible recommendations. In addition, the questionnaires were self-administered and anonymous to prevent any hesitation while answering the questions and to control internal validity. The questionnaires were given to the senior medical superintendent to be distributed to the nurses. It was predicted that filling out the survey would take 15 minutes.

The questionnaire utilized a 5-point Likert scale survey (1= *Very dissatisfied*, 5= *Extremely satisfied*) to measure the independent variables, work environment, and motivating factors. The responses were analyzed statistically to evaluate the relationship between the independent variables and nurse retention (see Appendix A).

The factor of intention to leave the job that got seven items on the survey predicted the desire or disposition of nurses to terminate job at AIH and even seek different job opportunities elsewhere. Work environment and group cohesion were measured using a four-item work environment and group cohesion scale in which respondents were asked 23 multi-choice questions on a 5-point Likert scale: 1 = *Very dissatisfied* to 5 = *Extremely satisfied*.

Motivating factors were associated with job satisfaction. Four motivating factors were measured on a 5-point Likert scale where 1 = *Very dissatisfied* and 5 = *Extremely satisfied*. It was considered positive if the majority of nurses chose a 3, 4, or 5 regarding their satisfaction with the level of recognition in the organization. Similarly, it was considered negative if the majority of respondents chose a 1 or 2 from the scale. After two weeks, the researcher collected the responses to the questionnaire to perform data analysis.

Data Analysis and Presentation

Data from the survey were checked for completion before analysis. Incomplete questionnaires were excluded. Then the data were analyzed using quantitative techniques and represented by percentages, frequencies, means, and standard deviations. SPSS 22—the software for social packages—was used to perform statistical analyses of the collected data. Relationships between the dependent and independent variables were determined using a correlation data analysis because a linear model could include more than one predictor (independent variables) as long as the predictors were additive. The findings are presented in tables and graphs in Chapter IV for easy comparison and understanding for the reader.

Testing Validity and Reliability of the Tools and Techniques

Patton (2005) stated it was important to test the validity and reliability of research instruments to ensure the accuracy of data. Thus, the questionnaire was reexamined by performing a test run before using it as an actual instrument in the study. This was necessary to ensure the instrument was relevant and able to facilitate the achievement of the research objects. In addition, a moderator facilitated the validity and reliability of collected data. This strategy helped to monitor potential bias in the research and enhanced the data validity and reliability.

Ethical Considerations

Ethical approvals for the study were obtained from the IRB of the University of Northern Colorado in Greeley and the Ethics and Review Committees at AIH (see Appendix B). A letter of introduction facilitated the approval (see Appendix C).

Prior to data collection, participants were informed about the study objectives. This document also included the purpose and data collection methods as well as subjects' voluntary status to participation in this study; it emphasized the subjects' freedom to participate or withdraw from the study at any time (see Appendix D for a consent form for participation in human research). Additionally, confidentiality was assured by indicating the participants were not required to write their names on the questionnaire and by assuring them their responses would not be linked to them in any way.

CHAPTER IV

DATA ANALYSIS AND RESULTS

This chapter interprets and presents findings from the survey that were analyzed using the background information of the respondents, which were based on the objectives of the study. This study surveyed, measured, and identified the important aspects of job motivation regarding nurse retention at AIH. The findings of the study used descriptive and inferential statistics.

Sample and Setting

This researcher distributed a survey to 54 random nurses in different departments at AIH. Fifty nurses completed and returned the survey for a response rate of 90%. This researcher excluded six respondents whose surveys were incomplete. Thus, a sample of 44 nurses included staff nurses and senior nurses. This response rate was satisfactory to make conclusions for the study. In fact, a response rate of 50% was adequate for analysis and reporting, a rate of 60% was considered to be robust, and a response rate of 70% or higher was excellent (Mugenda & Mugenda, 2003).

Participants' Level of Education

Educational qualifications of respondents were as follows: 29 respondents (66%) held a bachelor's degree (four years studying at a medical university), 12 respondents (27%) indicated they held a diploma (three years studying at a medical university), and three respondents (7%) had a certificate (two years studying at a medical university). This indicated the majority of the respondents were well educated as having a bachelor's

degree would imply they were in a position to give credible information related to the study topic (see Figure 3 for a visual representation the participants' level of education).

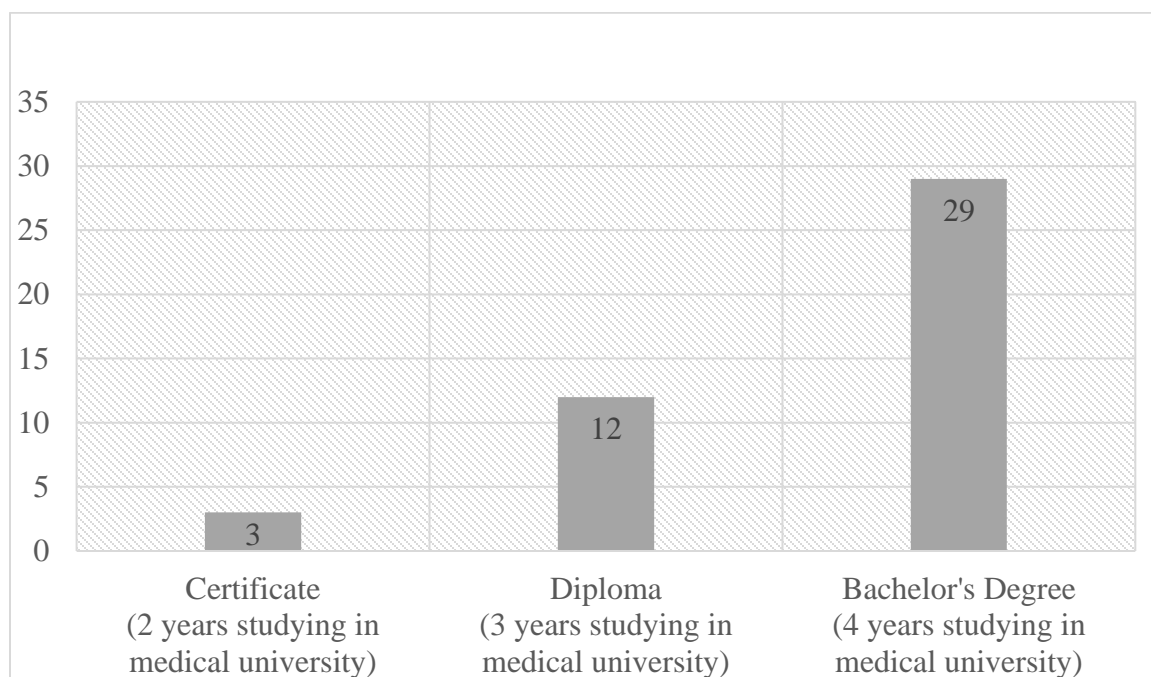


Figure 3. Participants' level of education.

Participants' Age Distribution

Figure 4 shows the participants' age distribution. The overall data showed the respondents tended to be younger.

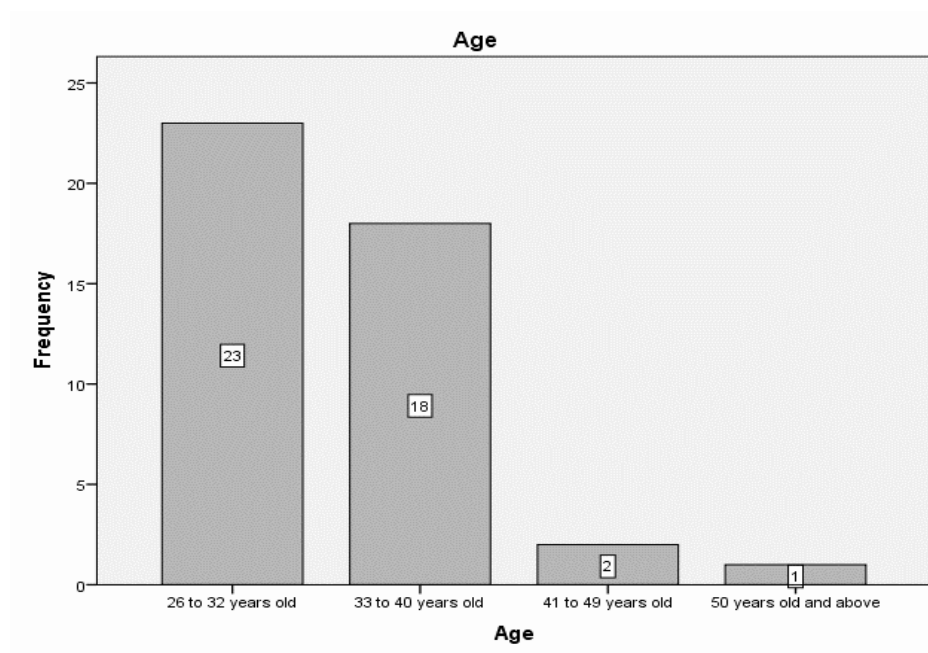


Figure 4. Age distribution of the study participants.

Participants' Gender

The gender composition of the respondents was as follows: 70.45% were female and 29.55% of the respondents were male (see Figure 5). Although both genders were involved in this study, the majority of respondents were female. Therefore, a gender disparity was noted due to the fact that the nursing profession has been mainly dominated by females in Vietnam and worldwide.

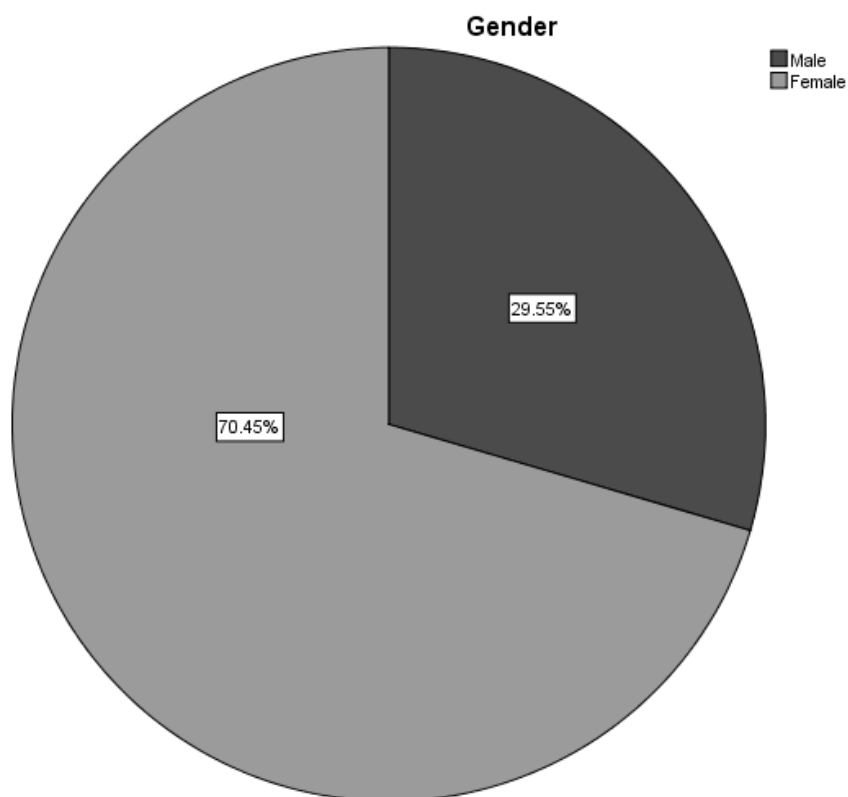


Figure 5. Gender distribution of the participants.

Marital Status of the Participants

The research sought to establish the marital status of the respondents. As seen in Figure 6, the majority of the respondents were married (72.73%) whereas 27.27% of the respondents were single.

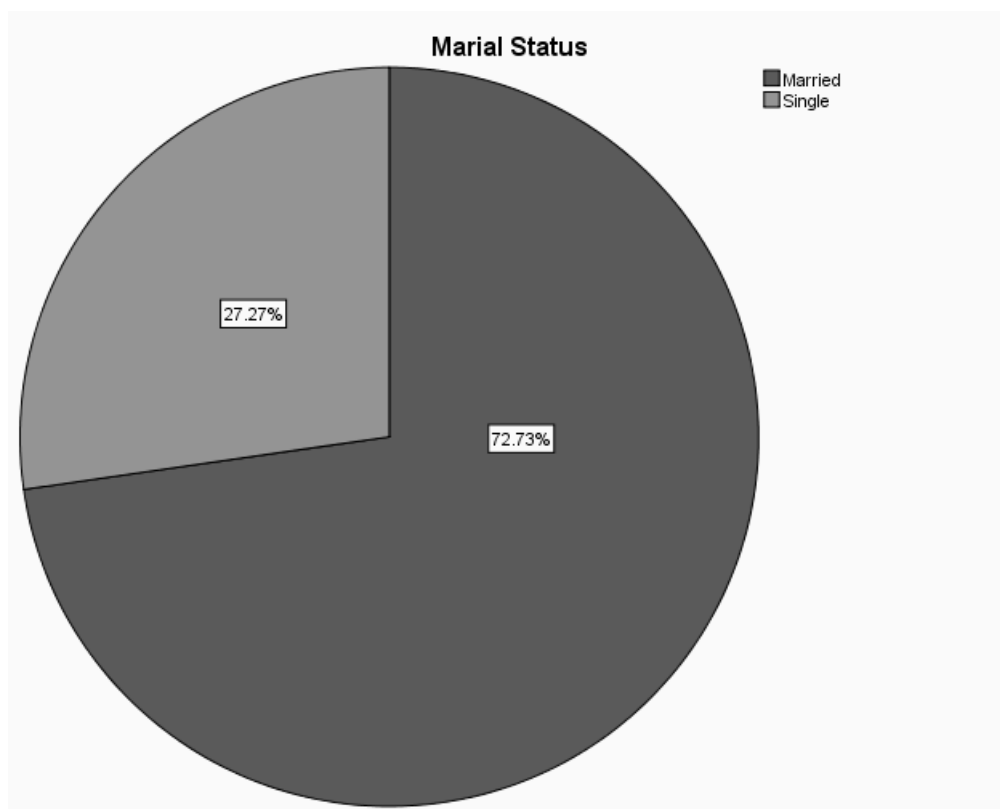


Figure 6. Marital status of the participants.

Participants' Specialization

From Figure 7, it can be seen that 18% were from two departments (outpatient department and operating theater), 16% of respondents worked in the emergency department, 11.5% indicated they worked in the surgical ward or pediatric ward, 9% of respondents pointed out they worked in the obstetrics and gynecology unit (OBG), 7% of respondents indicated they worked in the neonatal intensive care unit, and 4.5% of respondents worked in the intensive care unit or medical ward. These results implied respondents from all medical departments in the hospital were represented in the study. Therefore, the findings of the study could be generalized onto the rest of the employees in the hospital.

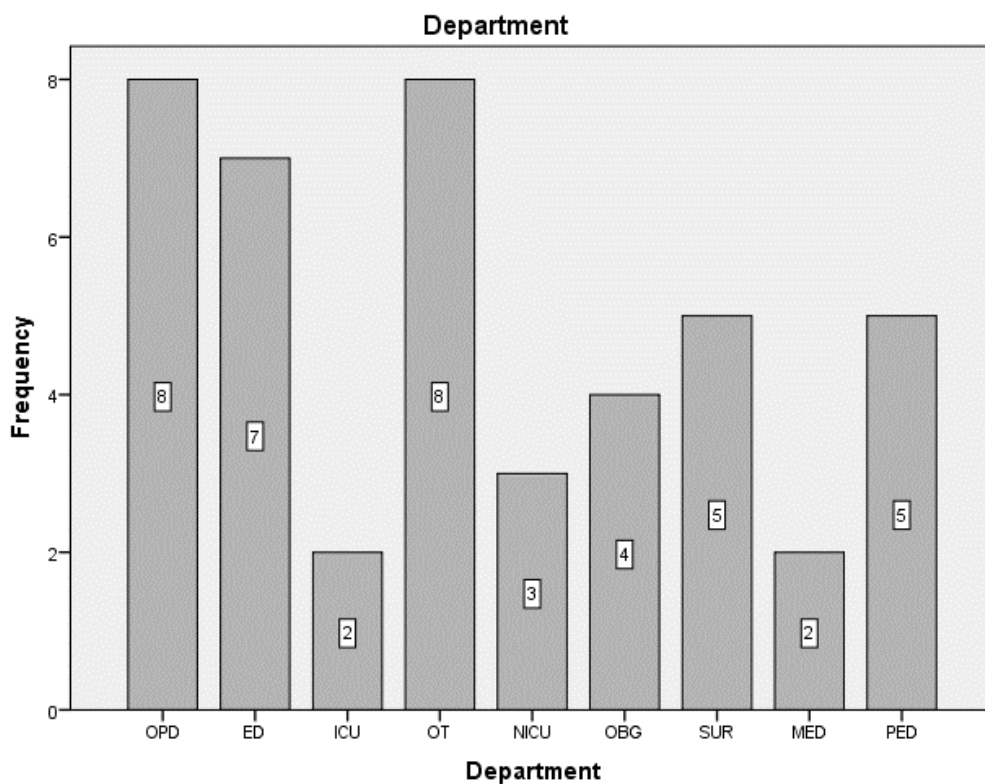


Figure 7. Participants' hospital departments.

Respondents' Roles in the Hospital

Study respondents were required to indicate their roles in their unit at AIH. The data indicated that the majority of the respondents were staff nurses (50%), senior nurses (43%), and team leaders (7%). The data implied the respondents were well represented across various positions in the hospital (see Figure 8).

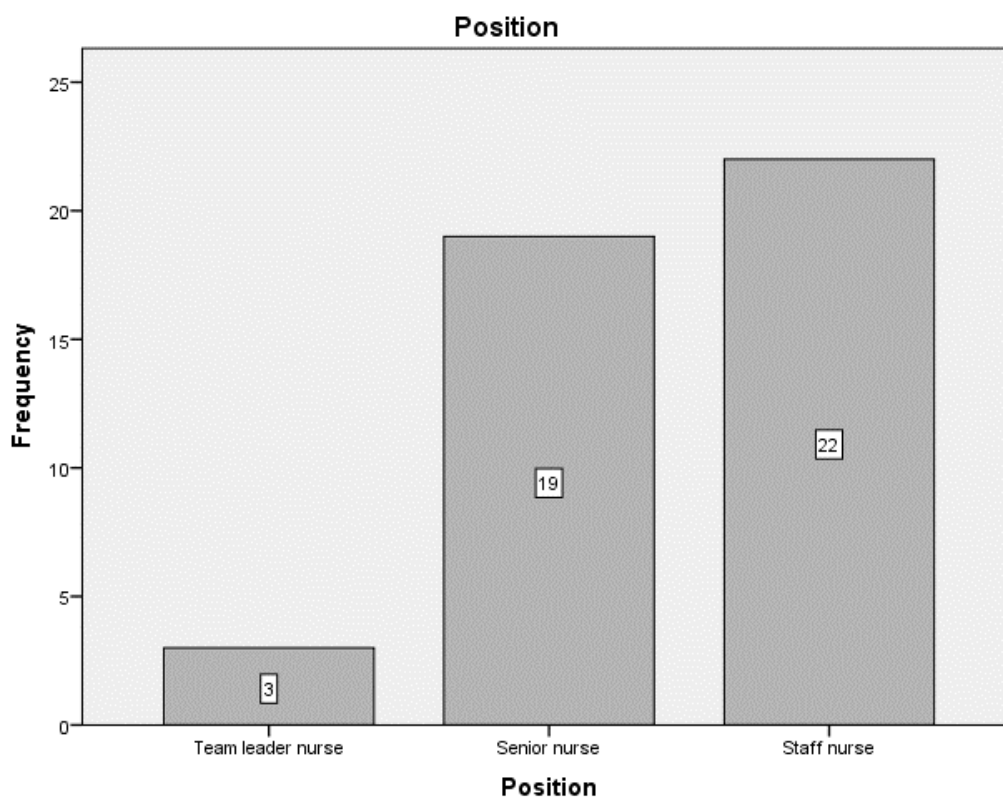


Figure 8. Respondents' roles in the hospital.

Duration of Work at American International Hospital

The respondents also indicated the period of time they had been employed at AIH. Since AIH opened in the middle of October 2018, most of the respondents (75%) had been working at AIH for a period of 7 to 12 months, whereas 11 respondents (25%) had been employed for less than six months (see Figure 9). As the majority of the respondents had been employed at the hospital for a considerable period of time, they were in a position to give credible information related to this study.

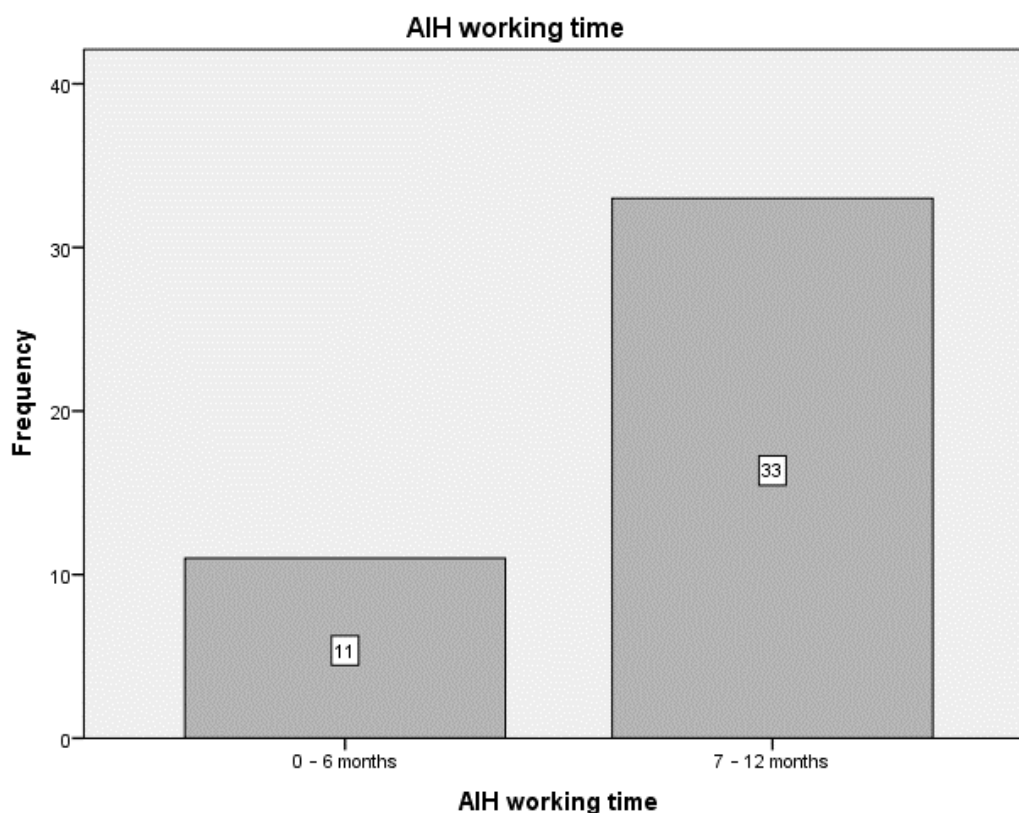


Figure 9. Duration of work at American International Hospital.

Nursing Experience

The study participants were asked to indicate their work experience. As seen in Figure 10, most of the respondents (43%) indicated they had 6 to 10 years of nursing experience, 39% of respondents indicated more than 10 years, 16% of respondents indicated four to five years, while only 1% of respondent indicated one to three years. This information implied a considerable number of respondents had had a substantial amount of experience in their jobs. Therefore, it was safe to assume they were able to provide expert opinions regarding the matter under investigation.

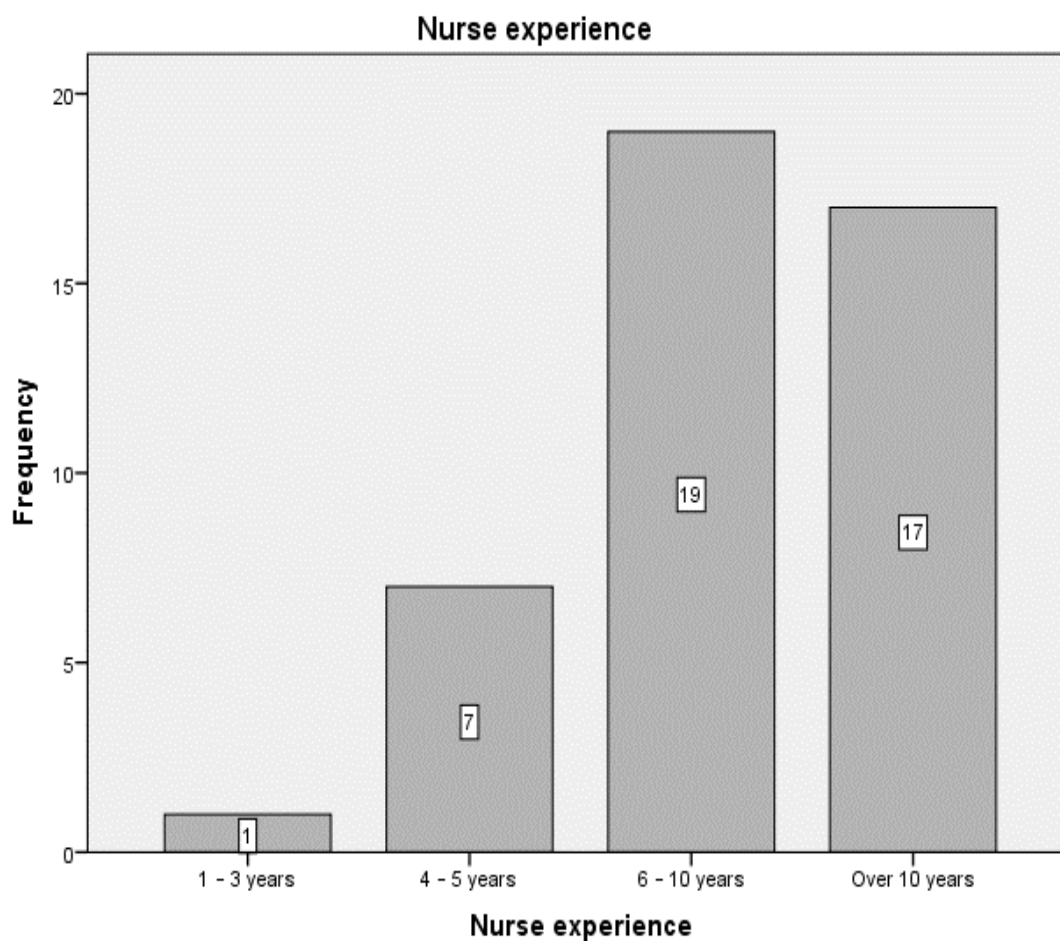


Figure 10. Participants' work experience.

Reliability and Validity of Research Findings

The researcher conducted appropriate statistical measurements and evaluated the reliability of the research findings by calculating Cronbach alpha coefficients for each factor affecting nurse motivation. The results showed Cronbach's alpha coefficients of all factors were above .60, reaching the required quality for the scales (see Table 1).

Therefore, all scales could be considered reliable for further analysis.

Table 1

Cronbach's Alpha Coefficients for Survey Factors

	<i>n</i>	Cronbach's Alpha
Job Characteristic	7	.822
Working Hours	2	.841
Salary	4	.912
Benefit	3	.729
Working Condition	4	.733
Relations	3	.813
Growth and Advancement	3	.826
Recognition	2	.875
Intention to Leave	7	.629

N = 44

Satisfaction with Work Environment, Job Security, and Working Hours

The respondents' satisfaction with work environment aspects at AIH were accessed by six items related to job security, working hour, salary, benefit, working condition, and relationship. The findings are demonstrated in the results shown in Table 2. Study findings related to respondents' satisfaction with their job security and working hours were revealed by scores of 3, 4, or 5, indicating respondents were satisfied with their job security and working hours at AIH. The respondents also indicated they were satisfied with their working hours and stated their hospital shifts allowed them to establish a decent balance between work and personal life. However, 25% respondents indicated they had stress in their new working environment (see Table 2).

Table 2

Participants' Work Environment, Job Security, and Working Hours

Factor	<i>n</i>	%
1.1. How satisfied are you in term of your job?		
Dissatisfied	0	0
Slightly satisfied	3	6.8
Satisfied	19	43.2
Very satisfied	20	45.5
Extremely satisfied	2	4.5
1.2. Security of tenure in your nursing position?		
Dissatisfied	0	0
Slightly satisfied	9	20.5
Satisfied	24	54.5
Very satisfied	10	22.7
Extremely satisfied	1	2.3
1.3. Protection from the nursing council?		
Dissatisfied	2	4.5
Slightly satisfied	4	9.1
Satisfied	28	63.6
Very satisfied	8	18.2
Extremely satisfied	2	4.5
1.4. Your job description and job assignment clearly		
Dissatisfied	0	0
Slightly satisfied	5	11.4
Satisfied	18	40.9
Very satisfied	16	36.4
Extremely satisfied	5	11.4
1.5. The stress of your work environment.		
Dissatisfied	2	4.5
Slightly satisfied	11	25.0
Satisfied	21	47.7
Very satisfied	9	20.5
Extremely satisfied	1	2.3
1.6. Your work has a lot of promoted motivation		
Dissatisfied	0	0%
Slightly satisfied	4	9.1
Satisfied	28	63.6
Very satisfied	9	20.5
Extremely satisfied	3	6.8

Table 2 continued

Factor	<i>n</i>	%
1.7. You can balance between work and personal life		
Dissatisfied	0	0
Slightly satisfied	2	4.5
Satisfied	26	59.1
Very satisfied	15	34.1
Extremely satisfied	1	2.3
2.1. Are you satisfied with the current working hours?		
Dissatisfied	0	0
Slightly satisfied	9	20.5
Satisfied	24	54.5
Very satisfied	10	22.7
Extremely satisfied	1	2.3
2.2. Are you satisfied with the way shifts are organized?		
Dissatisfied	1	2.3
Slightly satisfied	6	13.6
Satisfied	15	34.1
Very satisfied	15	34.1
Extremely satisfied	7	15.9

N = 44

Satisfaction with Salary

The results for the salary factors showed responses were considered positive as indicated by scores of 2–3. Most respondents indicated satisfaction with their present salary (54.5% -68.2%). However, some respondents also indicated their present salary slightly met their life expenses as shown by 9.1% respondents who were dissatisfied and 22.7% respondents who were slightly satisfied. Meanwhile, 4.5% to 31.8% of respondents expressed they were dissatisfied or slightly dissatisfied with their current salary as compared to the salary others with similar qualifications received in other professions (see Table 3).

Table 3

Participants' Satisfaction with Salary

Factor	<i>n</i>	%
3.1. Present salary as a measure of your qualification		
Dissatisfied	2	4.5
Slightly satisfied	10	22.7
Satisfied	26	59.1
Very satisfied	5	11.4
Extremely satisfied	1	2.3
3.2. Present salary in helping you meet your life expenses		
Dissatisfied	4	9.1
Slightly satisfied	10	22.7
Satisfied	26	59.1
Very satisfied	4	9.1
Extremely satisfied	0	0
3.3. Present salary as compared with salary received by other people with similar qualifications in other professions.		
Dissatisfied	2	4.5
Slightly satisfied	14	31.8
Satisfied	24	54.5
Very satisfied	4	9.1
Extremely satisfied	0	0
3.4. Present salary as a measure of the work you do		
Dissatisfied	2	4.5
Slightly satisfied	9	20.5
Satisfied	30	68.2
Very satisfied	3	6.8
Extremely satisfied	0	0

N = 44**Satisfaction with Benefits**

All responses to the questions regarding benefits were considered negative (see Table 4). Most of them stated that they would feel happier if they were given allowances and bonuses for national holidays. Some of them also indicated they would like extra pay

for occasions when they escorted patients to their homes, or from home to hospital, or for blood test withdrawals for company health checkups, etc.

Table 4

Participants' Satisfaction with Benefits

Factor	<i>n</i>	%
4.1. You receive the bonus on public holidays		
Dissatisfied	9	20.5
Slightly satisfied	18	40.9
Satisfied	15	34.1
Very satisfied	2	2.3
Extremely satisfied	0	0
4.2. You are assisted for work fees such as fees for travel, contact, meals, stay		
Dissatisfied	13	29.5
Slightly satisfied	15	34.1
Satisfied	25	34.1
Very satisfied	1	2.3
Extremely satisfied	0	0
4.3. You have insurance		
Dissatisfied	0	0
Slightly satisfied	0	0
Satisfied	23	52.3
Very satisfied	16	36.4
Extremely satisfied	5	11.4

N = 44

Satisfaction with Working Conditions

Respondents in the study were asked four questions related to their working conditions. Findings from these survey questions are reported in Table 5. Most of respondents were satisfied with their working conditions. However, 6.8% of respondents were dissatisfied and 20.5% were slightly satisfied with the stresses from working at AIH. Meanwhile, 25% respondents who were slightly satisfied with hospital equipment

and patient facilities indicated that to meet international standards, medical facilities at AIH needed to be equipped more fully and available.

Table 5

Participants' Satisfaction with Working Conditions

Factor	<i>n</i>	%
5.1. The working condition are not stressful		
Dissatisfied	3	6.8
Slightly satisfied	9	20.5
Satisfied	27	61.4
Very satisfied	5	11.4
Extremely satisfied	0	0
5.2. The staffing level is adequate		
Dissatisfied	1	2.3
Slightly satisfied	5	11.4
Satisfied	33	75.0
Very satisfied	5	11.4
Extremely satisfied	0	0
5.3. The hospital is well equipped with patient facilities		
Dissatisfied	0	0
Slightly satisfied	11	25.0
Satisfied	23	52.3
Very satisfied	10	22.7
Extremely satisfied	0	0
5.4. The management has reduced nurse's exposure to medical risks		
Dissatisfied	0	0
Slightly satisfied	3	6.8
Satisfied	27	61.4
Very satisfied	14	31.8
Extremely satisfied	0	0

N = 44

Satisfaction with Relationships

In this section, three questions were asked of the participants to assess their satisfaction level with supervisors, fellow nurses, and patients. The responses were considered to be positive with scores of 3, 4 or 5, i.e., the respondents were satisfied and felt comfortable with relationships between themselves and their fellow nurses and supervisors at AIH (see Table 6).

Table 6

Participants' Satisfaction with Working Relationships

Factor	<i>n</i>	%
6.1. How satisfied with supervisors		
Dissatisfied	1	2.3
Slightly satisfied	4	9.1
Satisfied	14	31.8
Very satisfied	17	38.6
Extremely satisfied	8	18.2
6.2. How satisfied with fellow nurses		
Dissatisfied	0	0
Slightly satisfied	1	2.3
Satisfied	19	43.2
Very satisfied	17	38.6
Extremely satisfied	7	15.9
6.3. How satisfied with patients		
Dissatisfied	0	0
Slightly satisfied	2	4.5
Satisfied	22	50.0
Very satisfied	17	38.6
Extremely satisfied	3	6.8

N = 44

Motivation Factors

Job satisfaction aspects of respondents about external motivating factors included nine questions relating to growth and advancement, recognition, learning and responsibility. Possible responses to each question were 1 = *Dissatisfied*, 2 = *Slightly satisfied*, 3 = *Satisfied*, 4 = *Very satisfied*, and 5 = *Extremely satisfied*. Descriptive statistics are provided in the respective tables.

Growth and Advancement, Recognition, and Learning

Six questions in this section were related to growth and advancement, recognition, and learning factors. The responses were considered to be positive (scoring 3, 4 or 5), i.e., the respondents were satisfied with seminars, trainings, opportunities for higher learning, and promotions offered for career enhancement at the organization (see Table 7).

Table 7

Participants' Growth and Advancement, Recognition, and Learning

Factor	<i>n</i>	%
7.1. Satisfaction with promotion to a higher position of leadership		
Dissatisfied	1	2.3
Slightly satisfied	5	11.4
Satisfied	31	70.5
Very satisfied	7	15.9
Extremely satisfied	0	0
7.2. Satisfaction with fairness in the way promotion are offered		
Dissatisfied	1	2.3
Slightly satisfied	4	9.1
Satisfied	29	65.9
Very satisfied	9	20.5
Extremely satisfied	1	2.3
7.3. Satisfaction with promotion higher job group		
Dissatisfied	0	0
Slightly satisfied	4	9.1
Satisfied	27	61.4
Very satisfied	11	25.0
Extremely satisfied	2	4.5
8.1. Satisfaction with the way management and supervision offer gratitude for a job well done		
Dissatisfied	0	0
Slightly satisfied	2	4.5
Satisfied	27	61.4
Very satisfied	14	31.8
Extremely satisfied	1	2.3
8.2. Satisfaction that nurses are publicly celebrated for a job well done in this facility		
Dissatisfied	0	0
Slightly satisfied	1	2.3
Satisfied	29	65.9
Very satisfied	12	27.3
Extremely satisfied	2	4.5
10.1. Satisfaction with the opportunities offered for continuous education such as seminars and trainings		
Dissatisfied	0	0
Slightly satisfied	5	11.4
Satisfied	24	54.5
Very satisfied	13	29.5
Extremely satisfied	2	4.5

 $N = 44$

Satisfaction with Responsibility at Work

In this section, three questions were asked regarding satisfaction of respondents' responsibility at work. From the results, seven respondents (15.9%) were satisfied with responsibilities at work as a supervisor. Twenty-three respondents (52.3%) were satisfied that their professional qualifications at work were respected. Meanwhile, 14 respondents (31.8%) were satisfied their professional experience was respected at work.

Nurses' Intention to Leave American International Hospital

This study sought to investigate participants' intention to leave AIH and seek other employment opportunities. Possible responses to each of the following seven questions were 1 = *Strongly disagree*, 2 = *Disagree*, 3 = *Can't say*, 4 = *Agree*, and 5 = *Strongly agree*.

From the study findings, 77.2% of the participants said they would prefer to continue working in AIH, among which 47.7% respondents agreed and 29.5 strongly agreed. Meanwhile, 70.5% the respondents disagreed with the statement regarding leaving AIH, 52.3% respondents strongly disagreed, and 18.2% disagreed. Some respondents stated AIH was a new medical facility and had modern infrastructure that offered good opportunities for career growth and advancement (see Table 8).

Table 8

Nurses' Intention to Leave American International Hospital

Factor	<i>n</i>	%
11.1. I would prefer to continue working		
Strongly Disagree	1	0
Disagree	0	0
Can't say	9	20.5
Agree	21	47.7
Strongly Agree	13	29.5
11.2. I would not care either way		
Strongly Disagree	18	40.9
Disagree	7	15.9
Can't say	17	38.6
Agree	1	2.3
Strongly Agree	1	2.3
11.3. I would not prefer to work here		
Strongly Disagree	19	43.2
Disagree	9	20.5
Can't say	13	29.5
Agree	3	6.8
Strongly Agree	0	0
12.1. I would like to stay in the hospital for one year		
Strongly Disagree	17	38.6
Disagree	6	13.6
Can't say	14	31.8
Agree	6	13.6
Strongly Agree	1	2.3
12.2. I would like to stay in the hospital for two years		
Strongly Disagree	16	36.4
Disagree	4	9.1
Can't say	16	36.4
Agree	6	13.6
Strongly Agree	2	4.5
12.3. I would like to stay in the hospital for more than two years		
Strongly Disagree	1	2.3
Disagree	0	0
Can't say	15	34.1
Agree	13	29.5
Strongly Agree	15	34.1
12.4. I would like to leave as soon as possible		
Strongly Disagree	23	52.3
Disagree	8	18.2
Can't say	12	27.3
Agree	1	2.3
Strongly Agree	0	0%

 $N = 44$

Conclusion

The study findings did not show a statistically relevant correlation among the work environment, internal motivation, and intention to leave the AIH. On the other hand, there was no clear positive or negative correlation between the work environment and nurse retention rates as well as between the motivating factors and nurse retention. However, the findings confirmed most of the respondents in the study were satisfied with their employment at AIH.

CHAPTER V

DISCUSSION AND CONCLUSIONS

This study was conducted to explore the relationship between the working environment and intention to leave AIH. In addition, the research sought to measure potential relationships between internal motivating factors and intention to leave the AIH. This chapter restates the research problem, reviews the major methods used in the study, summarizes the results, discusses existing implications, and gives suitable recommendations for nurse retention at AIH. These recommendations will be relayed to the Human Resources Management (HRM) at AIH to establish effective strategies to increase employees' motivation and performance. Moreover, this study could serve as a steppingstone for future research on employee motivation and retention rates in Vietnamese medical facilities.

Discussion of Findings

Relationship Between Work Environment and Nurse Retention

The study findings indicated nurses were highly satisfied in terms of current working hours and the organized shifts, which enabled their ability to balance their job and personal life in a sustainable way. The participants also expressed satisfaction with their relationships with patients, with fellow nurses, and with their supervisors.

However, the study further established that some nurses in AIH were slightly dissatisfied with the stressful working conditions specifically related to the hospital

infrastructure and unclear procedures associated with patient services. This finding could be explained by the fact that AIH is a new facility and is still working to establish day-to-day procedural protocols.

The participants also stated they were dissatisfied with their present salary, which only partially covered their life expenses. Moreover, they were only slightly satisfied with the bonus structure AIH awarded during public holidays. Some nurses also stated they would feel more satisfied if they were given allowances and bonuses for national holidays beyond the 13th bonus salary. According to El-Jardali, Merhi, Jamal, Dumit, and Mouro (2009), wages, benefits, and bonuses were important determinants of an anticipated resignation.

Most participants who were asked about the intention to leave agreed they would like to continue to work at AIH. They also stated AIH was a new hospital with modern infrastructure and it was following international healthcare standards. Hospital infrastructure and resource availability were principal considerations in providing effective patient care and the confidence from the health workers or from patients in the medical facilities that was not stimulated by poor infrastructure (King & McInerney, 2006). In addition, the majority of the study participants admitted they were new to AIH or had been employed at the hospital for less than one year. They also thought working at AIH would provide opportunities to learn and advance their skills in the new medical facility. Indeed, Needleman, Buerhaus, Stewart, Zelevinsky, and Mattke (2006) stated that nowadays nurses would like to have challenging jobs that offered good opportunities for growth and advancement.

Relationship Between Internal Motivation and Nurse Retention

This study sought to measure the relationship between internal motivation factors and nurse intention to leave AIH. The findings indicated the nurses appreciated the way the Board of Management acknowledged their efforts and performance during the “Employee of The Month” award ceremony, which was held every month to appreciate excellent individuals and departments at AIH. Nurses also indicated they were satisfied with responsibilities at work that utilized their professional qualifications and experience. According to Cardy and Lengnick-Hall (2011), employees were empowered by being given new assignments, challenges, more responsibility, job autonomy, as well as chances to perform a job that utilized their qualifications and experience, which enabled them to be more specialized and highly motivated to continue serving the organization.

Strategies of Retention Used by Management

In general, this research showed the overall working situation at AIH was satisfactory and HRM had established effective strategies to ensure their employees’ motivation and stimulate their performance. Therefore, the study outcomes concluded most nurses at AIH exhibited above average motivation toward their tasks and perceived monetary incentives as the most valuable.

However, the research findings also indicated HRM did not have a program that promoted professional growth for nurses through offering financial support and scholarships in institutions for higher learning for them to continue their medical education and advance their knowledge and awareness of national as well as international medical standards. Similarly, research findings of Dieleman et al. (2003) indicated

strong motivating effects in health professionals were education and training opportunities. Training and education provided employees with opportunities to obtain more demanding duties and achieve personal goals of professional advancement (Mathauer & Imhoff, 2006).

This study also revealed that nurses at AIH valued work environment factors and also placed the greatest value on internal motivating factors such as growth and advancement, job development, recognition, and responsibility. Similarly, the research results of Dieleman, Toonen, Touré, and Martineau (2006) found one of the most important motivating factors for health workers was recognition by the employer and the community.

Conclusion

Fifty-four nurses at the AIH agreed to participate in this study. Although the researcher could not demonstrate a negative or positive correlation between independent and dependent variables, the findings of the study supported the following conclusions.

The results demonstrated 77.2% of nurses would like to continue working at AIH. The relationship statements received the highest of level of satisfaction in nurses at AIH; factors such as motivation, job security, and working hours received medium satisfaction. The lowest satisfactory factors rated by nurses were the salary, benefits, and working condition variables.

Relationship to Theoretical Framework

The results of this study supported Herzberg's (Herzberg et al., 1959) motivation theory: the satisfaction of the work depended on intrinsic factors such as recognition, responsibility, and achievement while dissatisfaction depended on extrinsic

characteristics of the work such as benefit, salary, and working conditions. (Robbins, 2005).

From the findings of this study related to Maslow's theory (Maslow & Lewis, 1987) regarding motivating employees, HRM should clearly determine the current level in the hierarchy and then try to satisfy the current needs of the particular level or levels above.

Recommendations for Practice

One of the keys for organizational success and growth in healthcare institutions is attracting and retaining nurses (Kontoghiorghes, 2016). This researcher suggests the following solutions for improving existing nurse resources at AIH.

1. As salary and bonus policies were found to be important factors in strengthening nurse motivation for working at AIH, HRM could consider the provision of monetary incentives and adapt existing reward and bonus systems. Besides the bonus of 13th-month-salary, HRM could consider providing monetary bonuses to nurses for national holidays.
2. Human Resources Management should consider incentives regarding appreciation and respect as shown through performance management. Supervision, training, performance appraisal, and career development could provide better staff motivation.
3. Human Resources Management should also improve working conditions by increasing the qualification levels of staffing by providing continuing education opportunities within the hospital. In addition, medical equipment

that meet international stands should be fully available when serving patients.

4. Finally, AIH is a new medical facility that cannot avoid common difficulties in the initial steps of operation. These difficulties might affect job satisfaction and safety in employees as stated by some nurses who resigned. Thus, the Board of Directors should build consistent and standard operating procedures to consolidate AIH systems as soon as possible.

Recommendations for Further Research

This study sought to investigate the influence of job-related factors on nurse retention at AIH. Future research could discover which potential strategies management currently has in place improved retention and whether those strategies influenced improvement in nurse retention at AIH.

Limitations

Findings of this study were limited due to many reasons. Primarily, this was this researcher's first experience in conducting scientific research. It is hoped this study will enlighten and lead to many further potential studies at the researcher's medical facility.

Second, the research environment factor and the small sample size were also important limitations. The latter prevented this researcher to generalize the findings to all AIH nursing staff. Moreover, many study respondents had only worked at AIH for less than one year due to it being a new establishment. Thus, it was to be expected that at the time of this study the participants still had no intention of resigning, which could have introduced certain bias.

Finally, a possible limitation for this study could have been the results were based on cross-sectional self-reports, resulting in possible contamination from a common method variance. The common method variance problem is the data were collected on multiple variables using a single approach such as the self-report questionnaires, leading the participants to apply the same biases to each term as well as an over-estimation of the strength of relationships between variables.

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APPENDIX A
QUESTIONNAIRE FOR NURSES

QUESTIONNAIRE FOR NURSES

Part 1: Nurse demographics

This section will enable us to get more information about you

1. How old are you?

- 21 to 25 years old
- 26 to 32 years old
- 33 to 40 years old
- 41 to 49 years old
- 50 years old and above

2. Gender:

- Male
- Female
- Other

3. Marital status:

- Married
- Single
- Other

4. What qualifications do you hold?

- Certificate (2 years studying in medical university)
- Diploma (3 years studying in medical university)
- Bachelor's Degree (4 years studying in medical university)

5. Which department do you work in? (Tick appropriately)

- Out-patient Department (OPD)
- Emergency Room (ER)
- Intensive Care Unit (ICU)
- Operating Theater (OT)
- Neonatal Intensive Care Unit (NICU)
- Obstetrics and Gynecology ward (OBG)
- Surgical ward (SUR)
- Medical ward (MED)
- Pediatrics ward (PED)

6. What is your role in the department you work?

- Supervisory responsibility
- Daily patient care

7. How long have you been working as a nurse in this facility?

- 0 – 6 months
- 7 – 12 months
- 13 months – 2 years
- More than 2 years

8. How many years of working experience as a nurse do you have?

- 1 – 3 years
- 4 – 5 years
- 6 – 10 years
- More than 10 years

Part 2: To understand what satisfies you most on job aspects, please read each statement and rank its importance on a scale from 1-5; where:

1 = Dissatisfied

2 = Slightly satisfied

3 = Satisfied

4 = Very Satisfied

5 = Extremely satisfied

Please circle only one choice for each item

No	Factors	Scale				
1.	Job characteristic and security					
1.1	How satisfied are you in term of your job?	1	2	3	4	5
1.2	Security of tenure in your nursing position?	1	2	3	4	5
1.3	Protection from the nursing council	1	2	3	4	5
1.4	Your job description and job assignment clearly	1	2	3	4	5
1.5	The stress of your work environment	1	2	3	4	5
1.6	Your work has a lot of promoted motivation	1	2	3	4	5
1.7	You can balance between work and personal life	1	2	3	4	5
2.	Working hours					
2.1	Are you satisfied with the current working hours?	1	2	3	4	5
2.2	Are you satisfied with the way shifts are organized?	1	2	3	4	5

3. Salary						
How satisfied are you with your:						
3.1	Present salary as a measure of your qualification	1	2	3	4	5
3.2	Present salary in helping you meet your life expenses	1	2	3	4	5
3.3	Present salary as compared with salary received by other people with similar qualifications in other professions	1	2	3	4	5
3.4	Present salary as a measure of the work you do	1	2	3	4	5
4. Benefit						
4.1	You receive the bonus on public holidays	1	2	3	4	5
4.2	You are assisted for work fees such as fees for travel, contact, meals, stay	1	2	3	4	5
4.3	You have insurance	1	2	3	4	5
5. Working conditions						
5.1	The working conditions are not stressful	1	2	3	4	5
5.2	The staffing level is adequate	1	2	3	4	5
5.3	The hospital is well equipped with patient facilities	1	2	3	4	5
5.4	The management has reduced nurse's exposure to medical risks	1	2	3	4	5
6. Relations						
How satisfied are you in terms of your relations with:						
6.1	Supervisors	1	2	3	4	5
6.2	Fellow nurses	1	2	3	4	5
6.3	Patients	1	2	3	4	5

7. Growth and Advancement						
To what extent are you satisfied with:						
7.1	Promotion to a higher position of leadership	1	2	3	4	5
7.2	Fairness in the way promotion are offered	1	2	3	4	5
7.3	The current scheme of service for nurses	1	2	3	4	5
8. Recognition						
8.1	Are you satisfied with the way that management and supervision offer gratitude for a job well done	1	2	3	4	5
8.2	Are you satisfied that nurses are publicly celebrated for a job well done in this facility	1	2	3	4	5
9. Responsibility						
I would be more satisfied with responsibilities at work: (choose one)						
9.1	As a supervisor	1	2	3	4	5
9.2	As a practicing nurse in another department	1	2	3	4	5
9.3	That utilized my professional qualifications	1	2	3	4	5
9.4	That utilized my professional experience	1	2	3	4	5
10. Learning						
10.1	I am satisfied with the opportunities offered for continuous education such as seminars and trainings	1	2	3	4	5

Part 3: Intention to leave? For each of the options below choose the most appropriate option:

1 = Strong disagree;

2 = Disagree;

3 = Can't say;

4 = Agree;

5 = Strongly agree

No	Factors	Scale				
11.	Would you prefer to continue working in this hospital or would you prefer to leave:					
11.1	I would prefer very much to continue working	1	2	3	4	5
11.2	I would not care either way	1	2	3	4	5
11.3	I would not prefer to work here	1	2	3	4	5
12.	How long would you like to stay in this hospital					
12.1	I would like to stay in the hospital for one year	1	2	3	4	5
12.2	I would like to stay in the hospital for two years	1	2	3	4	5
12.3	I would like to stay in the hospital for more than two years	1	2	3	4	5
12.4	I would like to leave as soon as possible	1	2	3	4	5

Thank you for your participating in this study!

APPENDIX B
INSTITUTIONAL REVIEW BOARD APPROVALS



Institutional Review Board

DATE: June 27, 2019

TO: Thi Ngoc Hoa Nguyen
FROM: University of Northern Colorado (UNCO) IRB

PROJECT TITLE: [1430741-2] The influence of job motivation on nurse retention in Vietnamese private hospital named American International Hospital (AIH)

SUBMISSION TYPE: New Project

ACTION: APPROVAL/VERIFICATION OF EXEMPT STATUS

DECISION DATE: June 27, 2019

EXPIRATION DATE: June 27, 2023

Thank you for your submission of New Project materials for this project. The University of Northern Colorado (UNCO) IRB approves this project and verifies its status as EXEMPT according to federal IRB regulations.

We will retain a copy of this correspondence within our records for a duration of 4 years.

If you have any questions, please contact Nicole Morse at 970-351-1910 or nicole.morse@unco.edu. Please include your project title and reference number in all correspondence with this committee.



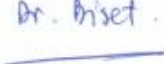
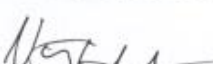

This letter has been electronically signed in accordance with all applicable regulations, and a copy is retained within University of Northern Colorado (UNCO) IRB's records.

PHIẾU TRÌNH DUYỆT/ APPROVAL LETTER

CÔNG TY: BỆNH VIỆN QUỐC TẾ MỸ/ AMERICAN INTERNATIONAL HOSPITAL

HẠNG MỤC: Research Project

TRÌNH DUYỆT: Board of Director

STT	NỘI DUNG/ CONTENT			
	<p>My name is Nguyen Thi Ngoc Hoa, I am Nurse Manager in Pediatric ward of American International Hospital (AIH).</p> <p>Currently, I am a post graduate student pursuing a Master science of nursing at Hong Bang International University in Ho Chi Minh City associated with University of Northern Colorado (UNC) in Greeley – USA.</p> <p>I am carrying out the research project "The influence of job motivation on nurse retention in AIH" and look forward to understanding practical issues to serve for my graduation thesis. I am planning to assess 54 nurses in AIH who consented to be part of the study through the closed-ended Questionnaires. The results of research may develop to recommend ways for improving motivation for retention of the nursing workforce in AIH.</p> <p>I understand that this research will be following ethical principles which remains on voluntary and confidential participations.</p> <p>I am writing for getting of your agreement of my research.</p> <p>Thank you very much</p> <p>Respectfully</p>			
	<p>Người Đề Nghị (AIH) Proponent</p> <p> Nguyễn Thị Ngọc Hoa Ngày 19/4/2019</p>	<p>Trưởng Phòng Ban (AIH) Head of Department</p> <p> Võ Thị Lành Deputy Director of Nursing ID: 1043 Ngày 20/4/2019</p>	<p>KT. P.TGD Y Khoa Director of Medical</p> <p> Dr. Biset Ngày 23/4/2019</p>	<p>P.TGD Điều Hành Chief of Operation</p> <p> Niklas Lindberg Ngày 23/4/2019</p>
	<p>Mục đích trình duyệt</p> <p><input type="checkbox"/> Chủ trương <input checked="" type="checkbox"/> Chấp thuận <input type="checkbox"/> Thanh toán</p>			
	<p>BAN GIÁM ĐỐC DUYỆT/ Board of Director</p> <p> Niklas Lindberg</p>		<p>Ngày/Date: 23/4/2019</p>	
	<p>Chuyển cho</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>			

APPENDIX C
LETTER OF INTRODUCTION

LETTER OF INTRODUCTION

Dear Sir/Madam,

My name is Nguyen Thi Ngoc Hoa – a post graduate student pursuing a Master of Science in nursing at Hong Bang International University in Ho Chi Minh City associated with the University of Northern Colorado (UNC) in Greeley.

Currently, I am carrying out the research project "*The influence of job motivation on nurse retention*" and look forward to understanding practical issues to serve for my graduation thesis.

I would be grateful if you can kindly spare a few minutes to fill in the questionnaire.

Please also note that your answers are the basis for me to assess the status of the research problem, so I hope to receive your detailed and honest answers. All relevant information will only be used for research purposes and will be treated with utmost confidentiality.

Thank you for your cooperation and support.

Kind regards,

Nguyen Thi Ngoc Hoa

APPENDIX D
CONSENT FORM FOR HUMAN PARTICIPANTS
IN RESEARCH



Institutional Review Board

**CONSENT FORM FOR HUMAN PARTICIPANTS IN RESEARCH
UNIVERSITY OF NORTHERN COLORADO**

- Project Title:** The influence of job motivation on nurse retention
- Student Researcher:** Nguyen Thi Ngoc Hoa - student in the Advanced Nurse Generalist-Master Program, Hong Bang International University, Vietnam (HIU) & University of Northern Colorado, USA (UNC)
- Research Advisor:** Katrina Einhellig PhD, RN, CNE, School of Nursing
- Purpose:** The purpose of this project is to survey the influence of job motivation on nurse retention.
- Objective:** The purpose of this project is to:
- Measure and identify the important aspects of job motivation
 - Investigate the reasons for nursing turnover and the relationship between job motivation and nurse retention in American International Hospital (AIH).
 - Recommend ways for improving motivation for retention of the nursing workforce in AIH.

All responses will be kept confidential and anonymous. All questionnaires will be scanned into a password protected computer and then “shredded” (permanently destroyed). There are no anticipated risks by participation in this survey. If you complete the survey, it will be assumed that you have communicated consent for your participation. You may keep this form for future reference.

Participation is voluntary. You may decide not to participate in this study and if you begin participation you may still decide to stop and withdraw at any time. Your decision will be respected and will not result in loss of benefits to which you are otherwise entitled. Please take your time to read and thoroughly review this document and decide whether you would like to participate in this research study. If you decide to participate, your completion of the research procedures indicates your consent. Please keep or print this form for your records. If you have any concerns about your selection or treatment as a research participant, please contact Nicole Morse, Office of Research, Kepner Hall, University of Northern Colorado Greeley, CO 80639; 970-351-1910.

Committee Contact information:

Student Researcher: Nguyen Thi Ngoc Hoa

Email: nguy7219@bears.unco.edu or bibongbi@yahoo.com

Research Advisor: Katrina Einhellig PhD, RN, CNE, School of Nursing

Email: Katrina.Einhellig@unco.edu

Phone: [\(970\) 351-2269](tel:(970)351-2269)