

# **EMPLOYEE MOTIVATION AND RETENTION IN NEPALESE HOSPITALS**

A Dissertation submitted to the Office of the Dean, Faculty of Management in partial fulfilment of the requirements for the Master's degree of Business Studies

By

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## **CERTIFICATION OF AUTHORSHIP**

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “**EMPLOYEE MOTIVATION AND RETENTION IN NEPALESE HOSPITALS**”. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor has it been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

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## REPORT OF RESEARCH COMMITTEE

Ms. Harshita Lekhak has defended research proposal entitled “**EMPLOYEE MOTIVATION AND RETENTION IN NEPALESE HOSPITALS**” successfully. The research committee has registered the dissertation for further progress. It is recommended to carry out the work as per suggestions and guidance of supervisor Dr. Dhan Raj Chalise and submit the dissertation for evaluation and viva voce examination.

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**APPROVAL SHEET**

We have examined the dissertation entitled “**EMPLOYEE MOTIVATION AND RETENTION IN NEPALESE HOSPITALS**” presented by Harshita Lekhak for the degree of Master of Business Studies (MBS). We hereby certify that the dissertation is acceptable for the award of degree.

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## ABBREVIATIONS

EM	Employee Motivation
R	Remuneration
JA	Job Achievement
JSE	Job Security
JE	Job Environment
ER	Employee Retention
KBTH	Korle- Bu Teaching Hospital
NEA	Nepal Electricity Authority
PHC	Primary Health Care
Ms- Excel	Microsoft Excel
SD	Standard Deviation
SPSS	Statistical Package for Social Sciences

## **ABSTRACT**

This research is aimed to investigate the impact of employee motivation on employee retention in Nepalese Hospitals. The study focuses on key motivational factors including: remuneration, job achievement, job security and job environment and examines how these factors influence employee retention in Nepalese hospitals. Based on these views, this study examined employee motivation and employee retention among employees working in hospitals in Nepal. A sample of 386 healthcare employees was surveyed using structured questionnaire with data analyzed through descriptive statistics and reliability tests using SPSS.

The findings of the study indicates a significant positive relationship between employee motivation and employee retention. The study further concludes that, enhancing motivational strategies in the healthcare institutions can lead to improved retention rates which leads to better organizational performance. The insights of the study are valuable for healthcare administrators in formulating effective motivational strategies to retain employees in long term and ultimately leading to better organizational performance.

**Keywords:** Employee retention, employee motivation, job achievement

# CHAPTER I

## INTRODUCTION

### 1.1 Background of the study

Motivation is a process where individuals are directed and sustained toward attaining targeted goal (Robbins & Coulter, 2014). In today's competitive environment, organizations are looking to set up best practices and efforts in order to motivate their employees for better organizational performance. Employees are called human resources as well as most important assets in modern organizations (Aktar et al., 2012). Employee motivation is a crucial factor influencing organizational performance, especially in health care institutions where the quality of services directly impacts overall organizational success. Employees who are motivated tend to prefer having autonomy and freedom in their work which leads to self-motivation and better opportunities for growth and development (Demircioglu & Chen, 2019).

Employee motivation leads to better organizational performance. Motivation acts as a predictor of employee performance, which in turn contribute to better organizational performance (Ritz et al., 2016). Lack of employee motivation leads to low level of productivity among employees (Leonard, 2019). It also leads to absenteeism, lower levels of engagement and higher employee turnover (Rutachururwa, 2013; Andritotis, 2017). Understanding motivation, both existing within employees and from the environment, will help improve performance Chen *et al.* (2012). In the context of Nepal, health care institutions face unique challenges, including resource constraints, high patient volumes, and workforce management issues. Working in the health care industry is one of the most challenging professions which is many times exposed to heavy workload, scarce time and even multiple role expectations. As a result, this may lead to lack of motivation, decline in job performance and negative attitude towards the job. Understanding the factors that motivate health care employees can provide valuable insights into improving organizational performance.

Remuneration, including salaries, wages, bonuses, and other financial incentives, is a fundamental aspect of employee motivation. The significance of remuneration stems from its ability to meet employees' basic needs and provide financial security (Maslow, 1943). In health care institutions, competitive remuneration can attract and

retain skilled professionals who are essential for providing high-quality patient care. Moreover, adequate financial compensation is a form of recognition that validates the employees' efforts and contributions, thus boosting their morale and encouraging them to perform better.

Similarly, Job security refers to employees' assurance regarding their continuity of employment in the organization. Further, Herzberg et al. (1993), identifies job security as a hygiene factor that can prevent dissatisfaction. When employees feel secure in their jobs, they are more likely to be engaged, loyal, and committed to their roles, which can lead to reduced turnover rates and a more stable workforce. In health care sector, an encouraging work environment is critical as it directly impacts the efficiency and effectiveness of work. A supportive work environment not only improves employee morale but also ensures that health care professionals can perform their duties effectively.

Employee retention is very important for any organization for its success, especially in the health care sector. High employee retention rates indicates a stable and satisfied workforce, which is essential for maintaining consistent work within the organization which ultimately leads to organizational success. By understanding and addressing the factors that influence employee motivation, health care institutions in Nepal can develop strategies to improve retention rates, reduce turnover costs, and maintain a skilled and experienced workforce. Motivated employees tend to be more productive (Adams, 1963). In health care institutions, higher productivity leads to better organizational performance. By exploring the factors that drive employee motivation, this study aims to identify ways to enhance employee retention in health care sector.

The proposed variables: remuneration, job security, work environment, and job achievement are selected for this study on the basis of their relevance and impact on employee motivation and organizational performance guided by the various theories and similar researches. The proposed variables for the study address both intrinsic and extrinsic motivational factors, which provides a comprehensive understanding of what drives the health care employees in Nepal. In Nepal, where the health care infrastructure is continually evolving, understanding the factors that influence employee retention is essential. Employee motivation is a key element that

significantly impacts organizational outcomes. In this study, the impact of employee motivation on employee retention in health care sector of Nepal was analyzed.

## **1.2 Problem Statement**

Employee motivation significantly impacts employee performance, especially in the health care sector. Various studies indicate that motivated employees exhibit higher job performance, which is crucial for health care institutions. Despite the significant progresses made in healthcare sectors, institutions in Nepal still face challenges related to employee retention and productivity.

There are various factors that influence employee motivation, including remuneration, job security, work environment, and job achievement. Fair and competitive compensation packages are essential for motivating employees, as they directly affect their financial well-being and job satisfaction (Lee & Raschke, 2016). Similarly, competitive salaries and financial rewards can significantly boost motivation and job satisfaction (Deressa and Zeru, 2019). Furthermore, opportunities for professional growth, achievement, and recognition of accomplishments are also the key drivers of intrinsic motivation. A supportive and safe work environment, consisting of adequate resources, manageable workloads, and positive interpersonal relationships, is crucial for maintaining high levels of motivation among healthcare workers (Judge & Ilies, 2017). Motivation among healthcare employees is significantly influenced by factors such as supervision, financial incentives, job training, and opportunities for professional growth (Karaferis et al., 2022),

Studies have shown that employee motivation is positively correlated with employee retention. In health care industry, this relationship is particularly important because motivated health care workers are more likely to provide high-quality patient care, adhere to safety protocols, and contribute to a positive organizational culture (Mathauer and Imhoff, 2006).

Similarly, in environments where there is poor leadership and lack of recognition, high levels of intrinsic motivation can lead to frustration and burnout, rather than improved performance (Dike, 2019). This negative impact arises when motivated employees are continuously thwarted by inadequate support systems or organizational inefficiencies, leading to decreased job satisfaction and performance. Further, in

certain organizations, particularly those undergoing significant change or restructuring, high motivation can lead to increased resistance to change (Bhavikatti and Hiremath, 2021). Employees highly motivated by their current roles and processes may resist new systems or policies, leading to conflicts and reduced organizational performance. Employee motivation is a critical determinant of employee performance in health care sector. Motivated employees are more likely to exhibit high levels of job performance, which leads to better patient care, reduced error rates, and improved overall hospital efficiency.

The extent to which employee motivation impacts employee performance varies based on several factors. Research consistently indicates that motivated employees contribute significantly to the overall success of an organization. Iqbal et al. (2021) found that healthcare workers with high levels of motivation demonstrated significantly higher job performance, which translated into better patient care and increased efficiency in hospital operations. Similarly, motivated employees demonstrate higher productivity, enhanced job performance, and greater commitment to organizational goals (Akerele, 2023). Motivated employees not only perform better but also contribute to a positive work culture, leading to improved organizational outcomes (Akerele, 2023).

Despite extensive research, the relationship between employee motivation and employee performance remains complex and variable. Recent studies have showed mixed results regarding this correlation. While some research indicates a strong positive correlation between motivation and performance, some of them show a more nuanced relationship influenced by contextual factors. Though above explained are the empirical evidences found in the context of other countries, there exists no such evidence in recent date in the context of Nepal. For this, it is essential to observe the present situation of employee motivation, and employee retention amongst healthcare employees. By analyzing the present scenario and investigating the relationship between the variables, appropriate actions can be taken towards increasing employee motivation towards work.

### **1.3 Research Questions**

The Research questions are:

- i. What are the various factors influencing employee motivation and employee retention?
- ii. What is the relationship between employee motivation and employee retention?
- iii. What is the impact of employee motivation on employee retention?

### **1.4 Purpose of the study**

The major objective of the study is to analyze the impact of employee motivation on employee retention in Nepalese hospitals.

To achieve the major objective, following objectives are formulated:

- i. To analyze the various factors influencing employee motivation and employee retention.
- ii. To explore the relationship between employee motivation and employee retention.
- iii. To examine the impact of employee motivation on employee retention.

### **1.5 Hypothesis of the study**

Studies have consistently shown that higher levels of employee motivation are associated with improved employee performance. Compensation is an important factor in employee retention and organizations seeking to improve their employee retention rates should adopt a comprehensive approach that includes competitive compensation as well as addressing other factors important to employees (Sorn et al., 2023). Similarly, higher remuneration levels are associated with increased employee retention in hospitals (Shields & Ward, 2001). Further, Lu et al. (2017) revealed that job satisfaction, including a sense of personal achievement, significantly impacts employee retention. Employees who feel accomplished and valued in their roles are less likely to leave their positions.

Similarly, in health care industry of Pakistan job security can improve doctors' retention (Aman-Ullah et al.,2021). Work environment also significantly affects staff

retention (Wei et al. 2018). A supportive and well-structured work environment enhances job satisfaction and reduces turnover rates among health care staff.

The following Hypothesis is proposed based on the aforementioned review:

H1: There is significant and positive relationship between remuneration and employee retention

H2: There is significant and positive relationship between job achievement and employee retention

H3: There is significant and positive relationship between job security and employee retention

H4: There is significant and positive relationship between job environment and employee retention

### **1.6 Significance of the study**

A company's ability to deal with employee motivation is vital to its survival. The main purpose of this study is to analyze the impact of employee motivation on retention in Nepalese hospitals. As a result of this study, management can develop good policies and strategies regarding motivating employees in organizations. This research would not only add to works that have been done in this area, but also provoke further research into the motivational strategies of the organization. The findings of the study will go a long way towards raising awareness about employee motivation and helping to understand how motivated employees can lead to high levels of performance, job satisfaction, and employee loyalty. It is one of the important issues in the Nepalese organization.

Numerous researches have been conducted in various nations but in Nepal very few studies have been conducted in this area. Majority of research regarding employee motivation and retention are focused on banking sector employees. The intense competition that prevails in the Nepalese health care industry is a fact of today. This study will guide the strategy makers and administrators of hospitals in formulation of appropriate motivation strategies. The findings of the study and recommendations will provide a solid foundation for firms to formulate effective employee retention strategies and increase employee performance. The findings of the study will assist

management in identifying various types of needs and expectations of people at work and outline different approaches to work motivation. The study seeks to clarify the factors that affect employees' motivation and the effect of the identified motivational factors on overall performance.

Furthermore, it will help management and other workers to create and effectively utilize motivation enhancement practices in their organization. In addition, the study will provide management with valuable information on methods of identifying key motivators and how to effectively implement them. Lastly, it will assist management and employees in establishing mechanisms to sustain high levels of motivation throughout the organization, thereby enhancing overall performance.

### **1.7 Limitations of the study**

The research's limitations of the study are as follows:

- i. The health care sector of Nepal was the sole focus of this study
- ii. This study does not focus on other factors besides employee motivation factors (remuneration, job achievement, job security and job environment) affecting employee retention
- iii. The findings of the research may not be applicable to other occupational sectors.
- iv. This research was conducted based on the convenience of the researcher in the selected hospitals of Nepal. Hence, the data cannot be generalized to hospitals operating in other geographical areas
- v. The study relies on self-reported data from employees, which may be subject to biases such as social desirability or recall bias

## CHAPTER II

### LITERATURE REVIEW

#### 2.1 Conceptual Review

Motivations are internal and external factors that makes people stay interested in a job and keeps them working hard to reach their goals (Robert, 2012). Employee motivation is a crucial factor in the success and efficiency of organizations, with numerous studies highlighting its significant impact on organizational performance. People are vital for the success and efficiency of organizations, so the management should ensure that employees are motivated in order to perform the assigned tasks effectively. Employee motivation plays a pivotal role in shaping organizational performance, as dissatisfaction or demotivation at work can significantly affect productivity and the work environment. High levels of motivation among employees lead to increased job satisfaction, which directly correlates with enhanced performance outcomes (Albrecht et al., 2015). Motivated employees tend to exhibit greater commitment and productivity, contributing positively to organizational goals and efficiency (Ryan & Deci, 2000). Additionally, research indicates that intrinsic motivation, driven by factors such as personal achievement and recognition plays a significant role in improving overall performance and achieving organizational objectives (Dysvik & Bard, 2013)

The alignment between employee motivation and performance is also supported by the finding that motivated employees are more likely to engage in behaviors that contribute to the success of the organization, such as increased effort and lower turnover rates (Shuck & Reio, 2013). Dobre (2013), identified employee motivation as a key determinant of organizational performance, with motivated employees contributing to higher efficiency and effectiveness. This link between motivation and productivity is further emphasized by Pinder (2014), who argued that motivation directly influences employee efficiency and overall organizational success. Evidence has shown that improved job performance is directly related to good recognition programs (Daniel & G, 2005). When employees are recognized for their work in the workplace, they feel valued and tend to perform better. Therefore, they become more dedicated to help the organization meet its goals.

Competitive remuneration is one of the primary factors that contribute to employee motivation. (Milkovich & Newman, 2008), found that attractive salary packages are essential for recruiting and retaining skilled employees, thus enhancing their motivation. Job security is yet another critical factor influencing employee motivation. (Probst, 2002), indicated that job security is a vital determinant of employee motivation, with secure employees being more committed and productive. (Sverke et al., 2002), found that job insecurity was associated with increased stress and decreased job satisfaction, which underscores the importance of job security in an organization. The work environment also plays a significant role in employee motivation. Further, Bakker & Demerouti (2007), identified supportive work environment as crucial for maintaining high levels of motivation. A positive work environment, characterized by adequate resources and support for professional development, is essential for job satisfaction. Similarly, a supportive work environment is associated with better patient outcomes and higher job satisfaction among health care professionals.

Further, (Amah & Ahiauzu, 2013) emphasizes that ethical leadership enhances employee motivation, which in turn positively influences organizational performance. Similarly, (Dysvik & Bard, 2013), argue that intrinsic motivation is a crucial driver of employee performance. Additionally, Chandrasekhar (2011), highlighted the importance of encouraging work environment in order to foster employee motivation within the organization and enhance performance. (Raziq & Maulabakhsh, 2015), further supported this, indicating that a positive work environment significantly boosts employee motivation and organizational productivity. Harter et al. (2002) also found that higher employee engagement leads to better business outcomes, including higher productivity and profitability.

### **2.1.1 Remuneration**

Remuneration, encompassing salary and benefits, is a crucial driver of employee motivation, which in turn affects organizational performance. Terera (2014) examined the impact of rewards on job satisfaction and employee retention and found that employee when employees are rewarded, they are more likely to stay with the organization. Similarly, (Frimayasa, 2021), also reports that compensation had a

significant effect on employee retention and increasing compensation is an effective way to increase employee retention within the organization.

Further, (Sitorus & Hidayat, 2023) found that compensation exerts a positive and substantial influence on employee efficiency and any alterations in compensation policies can have a tangible impact on employee productivity. Similarly, in a research done by Onyekwelu, et al. (2020) it was found that remuneration assumed a significant role in increasing workers performance in an organization. (Calvin, 2017), also found that there was a strong positive relationship between remuneration and employees' performance and salary and incentives served as a major form of motivation to the employees. (Nagaraju, 2017) found that salary had a significant positive impact on performance of employees. Therefore the hypothesis are as follows:

H1: There is significant and positive relationship between remuneration and employee retention

### **2.1.2 Job achievement**

Jackson et al. (2012), found that rewarding of high performers by leaders encourages and maintain employee performance levels and hard work and recognition given towards any tasks may further motivate an employee to double more efforts to accomplish the tasks. Further, referring to the research done by Subramaniam et al. (2019), employee recognition had a significant impact on employees' willingness to remain with the organization. Also, Wong et al. (2020) discovered that to lower the turnover rate of nurses, it is important of having a good leadership strategy towards nurses by recognizing their contribution to improve their satisfaction and well-being. Similarly, (Baba & Si, 2015) pointed that remuneration and achievement motivation has significant effect on the productivity of employees, either partially or simultaneously with the level of a close relationship, where achievement motivation factor is the most influential factor. Therefore the hypothesis are as follows:

H2: There is significant and positive relationship between job achievement and employee retention.

### **2.1.3 Job Security**

Abolade (2018), found that job insecurity negatively affected performance of the organization resulting to employee turnover. Similarly, a study done by Aman-Ullah et al. (2021) indicated that job security can improve doctors' retention. (Dhanpat et al., 2019) also revealed that there was positive relationship between retention factors and job security.

(Imran et al., 2015), emphasized that lack of job security causes decrease in organization productivity. The findings of (Adesubomi, 2018) indicated that job insecurity negatively affect organization performance and induce employee turnover. Furthermore, (Ofre & Andow, 2022) also argued that there was a positive and significant effect of job security on employees' productivity. (Xiu et al., 2019) found that when employees feel their organization supports their health, they are more likely to stay at their job and perform well. Therefore the hypothesis are as follows:

H3: There is significant and positive relationship between job security and employee retention

### **2.1.4 Job Environment**

Chandrasekhar (2011), emphasized that an encouraging work environment is crucial for fostering employee motivation. Adequate resources, proper lighting, comfortable seating, and a pleasant atmosphere contribute significantly to higher levels of motivation and job satisfaction. (Raziq & Maulabakhsh, 2015), indicated that a positive work environment, including aspects like noise levels, temperature, and workspace design, plays a vital role in enhancing employee motivation and productivity, thereby improving overall organizational performance.

(Ismail & Puteh, 2021), found that work environment had a significant impact on employee loyalty and a high-quality working condition and environment proved a positive relationship to retain loyalty (Wiebell, 2019). (Naz, et al., 2020), also found that supportive work environment had a positive and significant association with employee retention. Therefore the hypothesis are as follows:

H4: There is significant and positive relationship between job environment and employee retention

## **2.2 Theoretical Review**

Employees' motivation theories are very broad and vary in nature. However, have certain things in common. Motivation can arise from both intrinsic as well as extrinsic factors.

Maslow (1943), proposed that individuals have five levels of needs: physiological, safety, social, esteem, and self-actualization. Employees who perceive that their needs are being met are more likely to be motivated and contribute positively to organizational performance.

Similarly, Herzberg (1959), identified two sets of factors that influence motivation: hygiene factors and motivators. Hygiene factors, such as salary, job security, and working conditions, prevent dissatisfaction but do not motivate employees. On the other hand, motivators like job achievement, recognition, and opportunities for growth directly enhance motivation, leading to improved performance. This theory highlights the importance of addressing both sets of factors to foster a motivated workforce.

Vroom (1964) also suggested that employees are motivated when they believe that their efforts will lead to desired performance and that this performance will result in rewards. The theory emphasizes the importance of aligning rewards (e.g., promotions, bonuses) with performance outcomes, which is particularly relevant in the context of job achievement and its impact on employee retention and productivity.

Maslow's Hierarchy of Needs, Herzberg's Two-Factor theory, and Vroom's Expectancy theory share similar outcomes. According to Maslow, According to Maslow, people should meet their basic needs first before trying to meet higher ones. The aim is to achieve self-actualization, which is the highest level in the hierarchy of needs. Similarly, Herzberg's theory shows that people are not satisfied by the lower needs at work but also are satisfied by achieving the psychological needs such as achievement, recognition, responsibility, growth and nature of work itself. Moreover,

Vroom's theory also supports the conclusion by indicating that an individual's work performance is influenced by their internal motivation and effort.

The conclusion drawn from the review of motivational theories highlights the multifaceted nature of employee motivation and its critical role in enhancing organizational performance. Each theory gives different perspectives on what motivates employees. The integration of these theories suggests that a same approach to motivation in every situation is insufficient. Instead, organizations must consider a holistic strategy that addresses various motivational factors. By understanding and applying these diverse principles, organizations can create a work environment that not only prevents dissatisfaction but also actively fosters high levels of motivation, leading to improved job satisfaction, productivity, and overall organizational success.

### **2.3 Empirical Review**

Pauliene et al. (2024) conducted a study exploring the relationship between organizational culture, employee motivation, and professional burnout among employees of Lithuanian medical institutions. Quantitative method was used for this study in which 235 questionnaires were obtained online. The study found that organizational culture does not have a statistically significant impact on neglect healthcare sector employees; however, it does significantly influence work overload and lack of development in all respondent groups. Additionally, the findings highlighted that supportive and collaborative work environments are crucial in fostering employee well-being and motivation, which in turn improves overall organizational performance in medical settings.

Adetola et al. (2022) conducted a study to investigate how motivation at work affects the job performance of healthcare workers at University College Hospitals in Ibadan, Oyo State. The study used a method called multistage sampling to select participants. The data was collected from 120 employees using Likert scale questionnaires. It was found that the medical staffs highly value the rewards and incentives given by their superiors provide and often express dissatisfaction through their work performance when these rewards are not up to par. It was found that there is a connection between the motivation and performance of healthcare providers based on statistical analysis.

Hence, the results revealed that all motivational factors under study were positively related to employee job performance.

Asadi et al. (2019) explored the factors that affect motivation of nurses in Iran. In order to do so, qualitative study was done wherein 17 nurses were interviewed using a semi structured, in-depth interview method and the interviews were recorded, transcribed, and analyzed using content analysis. The findings concluded that both financial and non-financial incentives affect levels of motivation. It was reported that financial compensation, employment stability, benefits, opportunities for improvement in careers, and a positive work environment as essential aspects in order to feel motivated within the organization.

Chmielewska et al. (2020) also conducted a study to examine the relationship between motivation factors that influence the attitude to work among medical doctors at public hospitals and how it affects performance of the hospitals. The survey was conducted among 249 of public hospitals in Warsaw, Poland. The findings of the study indicated that motivation factors related to quality and style of supervision had highest effect on the organizational performance, whereas performance feedback had the lowest effect.

(Millar, et al., 2017), analyzed how healthcare worker motivation is influenced by a variety of financial incentives, career development and day to day pressures of meeting patient expectations through comparative case studies of 89 healthcare worker motivation across China. It was found that financial and performance related incentives negatively impacted on the healthcare workforce and a multi-channel approach is required in order to boost healthcare workers' motivation.

Aduo-Adjei et al. (2016), explored the impact of motivation and how intrinsic and extrinsic motivating factors affected the work performance of health workers at Korle-Bu Teaching Hospital (KBTH). For the study qualitative approach was adopted, and purposive sampling was used to select 15 health workers including both medics and paramedics. The findings from the study revealed that job satisfaction and work environment were intrinsic motivating factors that affect the work performance of health workers. Whereas, extrinsic factors such as financial reward,

accommodation, and transportation also impact work performance. It was found that motivation was key to the work performance of nurses in the hospital.

K & Ranjit (2022) investigated the impact of intrinsic motivation on job performance, emphasizing the mediating role of employee creativity. In this study, a cross-sectional research design was used to gather data from 346 full-time employees in the retail industry in India. The information was gathered through an online survey. The study found that intrinsic motivation significantly enhanced job performance. It revealed that employee creativity played a crucial mediating role in this relationship, where higher levels of intrinsic motivation led to increased creativity, which subsequently improved job performance. The findings highlighted the importance of creating an environment that nurtures intrinsic motivation and creativity to boost overall job performance.

Qureshi et al. (2024) investigated the impact of continuance performance management on turnover intention, focusing on how employee motivation and job autonomy mediate this relationship in the banking industry in Dubai. For the study questionnaire was distributed and collected from 375 employees at 15 banks operating in Dubai. The study revealed that continuance performance management significantly influenced turnover intention. Specifically, the findings highlighted that employee motivation and job autonomy play critical roles as mediators in this relationship. Higher levels of employee motivation and job autonomy reduce the negative impact of performance management on turnover intention, suggesting that enhancing these factors can mitigate turnover rates.

Rinny et al. (2020) also conducted a study to analyze how pay, promotions, and job satisfaction affect the performance of teaching staffs of MercuBuana University. The study used research design of causal analysis using a quantitative approach. The questionnaires were distributed to 77 employees from a total population of 332 employees using convenience sampling techniques. The study consisted of three independent variables including compensation, job promotions and job satisfaction and one dependent variable including performance. The study concluded that compensation had a negative and not significant influence on employee performance of the MercuBuana University. The study also revealed that job promotion and job

satisfaction have positive and significant influence on employee performance of the MercuBuana University.

Reizer et al. (2019) in their research highlighted the critical role of daily emotional experiences in shaping motivation and performance outcomes. The study used longitudinal study to capture real-time data on emotional experiences, motivation, and performance. Participants reported their daily emotional experiences, motivation levels, and performance metrics over a period. Overall, 116 respondents provided 1,044 responses across nine different times. Positive emotions were found to enhance motivation and boost performance, whereas, negative emotions were negative, reducing motivation and impairing performance. This study contributed to the understanding of how emotional and motivational states interplay to influence daily work performance, suggesting that organizations should focus on strategies that promote positive emotional experiences and intrinsic motivation among employees.

Bao & Nizam (2015) investigated the impact of motivation on performance of the employees. The sample size consisted of 100 employees from electronic manufacturing company in China and used simple random probability sampling technique. The study found that training, rewards and recognition gives more responsibilities to employees and have a significant influence on their performance.

Similarly, in a study conducted by (Jaiswal et al. 2014), a sample of 200 health personnel was taken which included doctors, nurses, technician, and support staff. The respondents were contacted through face to face interview. Motivation was measured by observing various factors of motivation an individual possessed such as: drive, control, challenge, relationship and rewards. .It was found that financial incentives alone are not enough to motivate healthcare workers, and recognition was found to be highly influential factor of motivation.

Kee et al. (2016) explored the relationship between monetary compensation and organizational commitment, focusing on how various forms of financial rewards influence employee loyalty and dedication to the organization. The type of research design that was used in the study was quantitative research design and simple random sampling was used. In data collection, a questionnaire was administered among 150

workers working in several selected banks in Bera, Pahang, Malaysia. The research demonstrated that competitive salaries, bonuses, and merit pay significantly enhance employee loyalty and dedication, underscoring the need for well-structured compensation strategies to achieve organizational goals.

Asaari et al. (2019) examined the influence of rewards namely salary, promotion, and recognition toward motivation factors among employees working in trade agency of southern state. The sample size consisted a total of 50 employees in the trade agency from various grades and positions and quantitative research design was used to analyze the data. The result concluded that there was positive and significant relationship between rewards and motivation. It also concluded that as the reward increase, the motivation of employees will also be increased.

Similarly, Shoraj & Llaci (2015) also conducted a research in order to know the impact of employee motivation on organizational effectiveness in Albanian businesses where 200 employees were interviewed. The results indicated that the main factors affecting the increase in the motivation of employees were remunerations especially financial ones, as well as good communication between superiors and subordinates. However, the satisfaction at work did not play a significant role in the increase in their motivation.

Further, Frastika & Franksiska (2021) also conducted a study on 110 employees of PT Abioso Batara Alba, Boyolali Regency using a questionnaire in order to study the effect of work motivation and work environment on employee performance. They concluded that work motivation positively affected employee performance, indicating that more motivated employees were able to improve their performance. However, organizational commitment did not mediate this effect, meaning that employees did not need to be committed to the company for good work motivation to enhance their performance. Similarly, the work environment was found to affect employee performance; a better work environment led to improved performance. Organizational commitment also did not mediate the effect of the work environment on performance, implying that creating a pleasant work environment directly influenced performance without requiring prior employee commitment.

Employee motivation is crucial for a successful organization, and the organization needs to focus on it to remain competitive and avoid issues like high employee turnover that could impact the business. (Bhavikatti & Hiremath, 2021), in their study examined the impact of employee motivation on employee performance. The study was conducted among 100 employees through Convenience sampling method. It was found that high performance led to inner satisfaction, which in turn motivated the employee to continue performing well. Hence, to motivate employees, the organization both intrinsic and extrinsic motivation is essential.

Kumari et al. (2021) also examined the role of employee motivation in job performance with moderating effect of job satisfaction. The data was collected from 422 managerial and non-managerial staffs working in manufacturing and services firms. It was found that there was a favorable impact of motivation and rewards on employee performance, where financial rewards play the most important role in motivating employees. Further, the results indicated that reward and motivation affect employee job performance positively significantly.

Layek and Koodamara (2024), in their study investigated how intrinsic and extrinsic motivation impact on performance of employees. The study employed a quantitative research approach by collecting data from 250 teachers in West Bengal, India, using a structured questionnaire. The results showed that both internal and external motivation have a strong positive impact on how well teachers perform in schools, whether they are in public or private institutions.

(Mardanov, 2021), also analyzed the impact of motivation on performance and intention to stay. For that, the study utilized the survey data from 272 employees of Taiwanese construction companies and consulting firms in the construction industry. The study found that both intrinsic and extrinsic motivations significantly influenced job satisfaction and performance. Whereas, employee contentment was found to enhance the positive effects of motivation on job satisfaction and performance, ultimately increasing employees' intention to stay with the organization

Aktar et al. (2012) examined the relationship between rewards and employee performances with the total of 200 questionnaires distribution to employees of the commercial bank of Bangladesh. Descriptive statistic based on frequency tables and graphs were used in the study to provide information to demographic variables. The

result of the study indicated that there was positive relationship between rewards and employee performance also, high positive significance in the relationship between intrinsic and extrinsic rewards. The result showed that there exists a positive relationship among extrinsic rewards, intrinsic rewards and employee's performance. Based on result of the study, it was found that either extrinsic or intrinsic rewards alone are not enough to motivate employees to work at their best.

(Manzoor, 2012), also studied the effects employee motivation in order to examine the relationship between employee performance and motivation in the telecommunication and banking sector of Pakistan. A sample of 103 respondents were taken for the study using correlation analysis It was found that there existed a positive relationship between employee motivation and organizational effectiveness. When employees are more motivated to complete tasks, the organization's performance and success will improve.

**Table 1**

*Summary of empirical review*

Authors	Variables	Methods	Findings
(Pauliene et al., 2024)	Independent variable: Organizational culture  Dependent Variables: Employee motivation, Professional burnout	quantitative method	-Organizational culture is significantly related to both employee motivation and professional burnout.  -Supportive and collaborative work environments are crucial in fostering employee well-being and motivation.
(Adetola et al., 2022)	Independent variable: Training & development, monetary reward, recognition, promotion, job environment	descriptive statistics	-Healthcare providers' motivation and performance are linked.  -All motivational factors under study were positively related to employee job performance.

	Dependent variable: Job performance		
(Asadi et al., 2019)	Independent variable: financial compensation, employment stability, Career improvement opportunities, work environment	qualitative study	-Financial and non-financial incentives affect levels of motivation. -Financial compensation, employment stability, benefits, opportunities for improvement in careers, and a positive work environment are essential aspects for motivating employees within the organization.
	Dependent variable: employee performance		
Chmielewska et al. (2020)	Independent variable: quality of supervision, performance feedback	quantitative method	-Motivation factors related to quality and style of supervision had highest effect on the organizational performance, whereas performance feedback had the lowest effect.
	Dependent Variables: Organizational performance		
(Millar, et al., 2017)	Independent variables: financial incentives	comparative case studies	-Financial and performance related incentives negatively impacted on the healthcare workforce  -Multi-channel approach is required in order to boost healthcare workers' motivation.
	Dependent variable: Work motivation		
Aduo-Adjei et al. (2016)	Independent variables: Intrinsic motivation, extrinsic motivation	qualitative approach	-Job satisfaction and work environment were intrinsic motivating factors that affect the work performance of health workers. Whereas, extrinsic factors such as financial reward, accommodation, and transportation also impact work performance
	Dependent variable: work performance		

(K & Ranjit, 2022)	<p>Independent Variable: Intrinsic motivation</p> <p>Dependent Variable: Job performance</p> <p>Mediating Variable: Employee creativity</p>	cross-sectional research design	<p>-Intrinsic motivation significantly enhanced job performance.</p> <p>-Higher levels of intrinsic motivation led to increased creativity, which subsequently improved job performance.</p>
(Qureshi et al., 2024)	<p>Independent Variable: Continuance performance management</p> <p>Dependent Variable: Turnover intention</p> <p>Mediating Variables: Employee motivation, job autonomy</p>	quantitative method	<p>-Higher levels of employee motivation and job autonomy reduced the negative impact of performance management on turnover intention.</p> <p>-Continuance performance management significantly influenced turnover intention of employees.</p>
(Rinny et al., 2020)	<p>Independent variables: Compensation, job promotion, job satisfaction</p> <p>Dependent variable: Employee performance</p>	quantitative method	<p>- Compensation has a negative and not significant influence on employee performance</p> <p>-Job promotion and job satisfaction have positive and significant influence on employee performance</p>
(Reizer et al., 2019).	<p>Independent Variable: daily emotional experiences</p> <p>Dependent Variables: Motivation, work</p>	longitudinal study	<p>- Positive emotions were found to enhance motivation and boost performance, whereas, negative emotions were negative, reducing motivation and impairing performance</p>

	performance		
	Moderating Variables: Intrinsic motivation		
(Bao & Nizam, 2015)	Independent Variable: Training and Development, Reward and Recognition, Delegation of Authority	quantitative method	- there is a positive and significant relationship between training and development with performance of employees  -Training and development, reward and recognition, and delegation of authority have significant impact on performance of employees
	Dependent Variable: Employee performance		
(Jaiswal et al., 2014)	Independent variable: Drive, control, challenge, relationship, rewards	descriptive statistics	-Financial incentives alone are not enough to motivate healthcare workers, and recognition was found to be highly influential factor of motivation.
	Dependent variable: work motivation		
(Kee et al., 2016)	Independent Variable: Financial compensation (salaries, bonuses and merit pay)	quantitative method	-There is significant relationship between financial compensation such as salaries, bonuses and merit pay and organizational commitment.  -Merit-based pay was the dominant factor in influencing the organizational commitment among the workers in the organization
	Dependent Variable: Organizational commitment		
(Asaari et al., 2019)	Independent variables: salary, promotion, and	quantitative research design	-There was positive and significant relationship between rewards and motivation.  -Increase in reward leads to increase in motivation of

	recognition		employees
	Dependent variables: motivation		
(Shoraj & Llaci, 2015)	Independent variables: compensation, communication, work satisfaction	quantitative method	-Main factors affecting the increase in the motivation of employees were remunerations especially financial ones, as well as good communication between superiors and subordinates. Satisfaction at work did not play a significant role in the increase in their motivation.
	Dependent variable: organizational effectiveness		
(Frastika & Franksiska, 2021)	Independent variables: Work motivation, work environment	quantitative method	-Work motivation positively affected employee performance, indicating that more motivated employees were able to improve their performance. -Organizational commitment did not mediate this effect, employees did not need to be committed to the company for good work motivation to enhance their performance.
	Dependent variable: employee performance		
	Moderating variable: Organizational commitment		
(Bhavikatti & Hiremath, 2021)	Independent variables: Work motivation	quantitative method	-High performance led to inner satisfaction, which in turn motivated the employee to continue performing well.
	Dependent variable: employee performance		
(Kumari et al., 2021)	Independent variables: Motivation (intrinsic and extrinsic), Rewards (intrinsic and	structural analysis	-There was a favorable impact of motivation and rewards on employee performance, where financial rewards play the most important role in motivating employees.

	extrinsic) Dependent variable: job performance		-Reward and motivation affect employee job performance positively significantly.
(Layek & Koodamara 2024)	Independent variables: Intrinsic motivation, extrinsic motivation Dependent variable: job performance Moderating variable: work experience	quantitative method	-there was strong positive relationship between intrinsic and extrinsic motivation and teacher performance in both public and private institutions.
(Manzoor, 2012)	Independent variables: empowerment, recognition Dependent variable: organizational effectiveness	quantitative method	-There exists a positive relationship between employee motivation and organizational effectiveness.
Aktar et al. (2012)	Independent Variable: Rewards Dependent Variable: Employee performance	Empirical Research Method	-There is a positive relationship among extrinsic rewards, intrinsic rewards and employee's performance.  -Only extrinsic or intrinsic rewards are not sufficient to motivate employee to perform work highly.

### 2.3.1 Review of Nepalese Studies

(Panthi, 2019), examined the impact of employee motivation on organizational performance in Nepal Airlines Corporation in Nepal. A sample of 75 respondents were taken for the study using structured questionnaire and interview using descriptive statistics tools for data analysis. The results revealed that there was moderate level of motivational situation in the employees and it had significant

impact on organizational performance. Both monetary and non-monetary incentives affected on employee motivation in the NAC.

Similarly, Tripathi et al. (2020) analyzed the level of job satisfaction and its factors associated among Primary Health Care (PHC) level health workers in Kaski district wherein cross-sectional and quantitative research design was used for the study. The quantitative data was obtained from all PHC level health facilities i.e. 3 Primary Health Care Center and 45 Health Posts through face to face interview. It was found that satisfaction with job was affected by salary, pension and security, opportunities for training, promotion and reward and role in decision -making process.

(Niroula & Upadhaya, 2023), also explored the impact of employee motivation on performance in cooperative institution of Lalitpur Metropolitan City, Nepal. The sample taken for the study was 30 cooperatives selected through convenience sampling method and responses of 193 respondents were taken. The result of the study showed that there was a significant positive impact of career development and training facility on employees' performance. However, salary and allowance had insignificant negative effect and social security had insignificant positive effect on employee's performance.

Further, Shrestha R.K. (2022) analyzed the relationship between Employee Motivation and Employee Performance in Nepal Electricity Authority (NEA). A sample of 181 employees was taken for the study. The data was collected through structured questionnaire and analyzed using quantitative research design. The findings of the study indicated that there was positive and moderate relationship between employee motivation and employee performance and Promotion pays, and recognition were the main motivation factors for employees at NEA.

(Rokka & Khanal, 2023), also examined various factors that influence job satisfaction among healthcare sector employees working in a tertiary level Governmental Hospital of Nepal. Convenience sampling method was used for data analysis in the study. The results revealed that hospital employees perceived supervision, recognition, pay and benefits, promotion, work environment and autonomy as significant factors affecting their job satisfaction.

Pradhan (2022) analyzed the impact of reward systems on employee performance of service sector institutions in Nepal. This study was conducted using primary source of data which was obtained by distributing questionnaires to selected respondents of service-oriented institutions of Nepal which mainly consisted of telecommunications, hospitals, and airlines. Therefore, the research designs used were descriptive, correlational, and causal comparative research design. The rewards in terms of salary, bonus, promotion, empowerment, achievement, appreciation, and employee performance from a sample size of 395 employees of service sector institutions working at managerial, officer and assistant levels are taken into account. The study concluded that reward systems have positive correlation and impact on employee performance of service sector institutions of Nepal. It also concluded that salary has the greatest impact on organizational citizenship behavior as compare to other variables bonus, promotion, empowerment, achievement, appreciation.

**Table 2**

*Summary of Nepalese studies*

Authors	Variables	Methods	Findings
(Panthi, 2019)	Independent variable: Remuneration, Rewards, Recognition, Job satisfaction, Capacity  Dependent Variables: organizational performance	descriptive statistics	-There was moderate level of motivational situation in the employees and it had significant impact on organizational performance. Both monetary and non-monetary incentives affected on employee motivation
Tripathi et al. (2020)	Independent variable: socio-demographic variables, organizational variables  Dependent Variables: Job satisfaction	cross-sectional, quantitative study	-Satisfaction with job was affected by salary, pension and security, opportunities for training, promotion and reward and role in decision -making process.

(Niroula & Upadhaya, 2023)	Independent variable: salary and allowance, social security, career development and training facility  Dependent Variables: employee's performance	descriptive statistics	-There was a positive and significant effect of career development and training facility on employees' performance.  -Salary and allowance had insignificant negative effect and social security had insignificant positive effect on employee's performance.
Shrestha R.K. (2022)	Independent variable: Employee motivation  Dependent Variables: employee's performance	quantitative research design	-There was positive and moderate relationship between employee motivation and employee performance and Promotion pays, and recognition were the main motivation factors for employees
(Rokka & Khanal, 2023)	Independent variable: supervision, recognition, pay& benefits, promotion, work environment and autonomy  Dependent Variables: Job satisfaction	descriptive study	-Hospital employees perceived supervision, recognition, pay and benefits, promotion, work environment and autonomy as significant factors affecting their job satisfaction
Pradhan (2022)	Independent variable: reward system  Dependent Variables: employee performance	descriptive, co-relational, and causal comparative research design	-Reward systems have positive correlation and impact on employee performance of service sector institutions of Nepal.  -Salary has the greatest impact on organizational citizenship behavior as compare to other variables

From review of above empirical studies, it is noted that employee motivation, job satisfaction and performance have been examined by using different models.

Furthermore, there seems to be lack of studies in Nepalese context in the medical field.

## **2.4 Research Gap**

This chapter examined a number of theoretical and empirical studies that improve our basic understanding of a number of previously conducted studies from various angles in order to explain the relationship between employee motivation and employee performance. However, only a small number of researchers in Nepal have studied the subject of this study.

Here, the researcher is conducting the study taking four parameters of employee motivation such as: remuneration, job security, job environment and job achievement, and its impact on employee retention in health care sector of Nepal. Since, the previous researchers have not done any related kind of research in this area. Some of the literature gaps identified after going through extensive literature review are:

- Numerous studies on employee motivation and employee retention have been done either separately or by combining two of these variables in international context. But, only a handful of research can be found in the context of the Nepal.
- Even though abundant research has been directed, analyzing relation among employee motivation and employee performance, only a handful have prioritized the dimensions of employee motivation and their influence on other variables in health care sector.
- Out of the research conducted in Nepal, most focus on the employee motivation and employee performance in the banking sector and other manufacturing enterprises with only limited research in medical sector.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

The chapter includes the methods and techniques employed in order to achieve the major objectives of the research. It specifies the overall research plan including the decision-making process for sample size, sampling methods, study tools, sources of gathering data, and data management. This chapter has thoroughly explained the research design of the study as well as the methods for data collection and analysis.

#### **3.1 Research Design**

The study focused on identifying the factors of motivation and employee retention in the health care sector of Nepal for which the nature of the research is quantitative. Descriptive research design was used in order to explain the correlation between the variables. Within the descriptive research design, survey research design was used to investigate the phenomenon through questionnaire. Social science research software, SPSS was used for descriptive statistics.

#### **3.2 Population and Sample**

The research was done on health care employees of Nepal. In this study, population of the study constitutes all the employees related to medical line, working in a private and government hospitals in Nepal. Employees such as nurse, doctor, H.A., dentist, pharmacist, radiologist and so on. The number of employees employed in health care institutions of Nepal is not known hence, the researcher has used the sample size should be greater than 384 according to the formula presented by Cochran (1977). So, 386 responses were collected from the selected private and government hospitals of Nepal. The sample size is considered to be sufficient with reference to past studies.

#### **3.3 Sampling Technique**

Non-probability sampling technique was used for the research. Within so, convenience sampling technique was used where samples were selected from the convenient population units as per the convenience of researcher. Employees working in the health care institutions of Nepal were the eligible respondents of the study.

### 3.4 Sources of Data and Data Collection

This study used primary source of data where the survey questionnaire gathered the information from respondents. The questionnaires were distributed both physically and through the online platform Google forms. A total of 450 structured questionnaires were distributed to the health care sector employees. For the online distribution of questionnaires, the google form was created. 63 responses were gathered from online platform and 323 were collected physically leading the response rate to be 71.78%. The overall data was organized using Ms-Excel then afterwards data was analyzed with the help of SPSS software.

### 3.5 Instrumentation

The employee motivation dimensions were measured by a 20-item scale covering the constructs Remuneration, Job Achievement, Job security and Job environment used by (Pang & Lu, 2018). Employee retention was analyzed using 5-item which was adopted from (Lee et al., 2022). All questions of the questionnaire were measured using 5-point Likert scale extending as of “strongly disagree” to “strongly agree”. Further, demographic data of gender, age group, education level, profession, experience and income were included.

**Table 3**

*Operational variables*

<b>Variables</b>	<b>Indicators</b>	<b>Scales</b>	<b>Sources</b>
Employee motivation	Remuneration		Pang & Lu (2018)
	Job achievement	5 likert scale	
	Job security		
	Job environment		
Employee retention			Lee et al. (2022)

### 3.6 Data Management and Analysis Tools

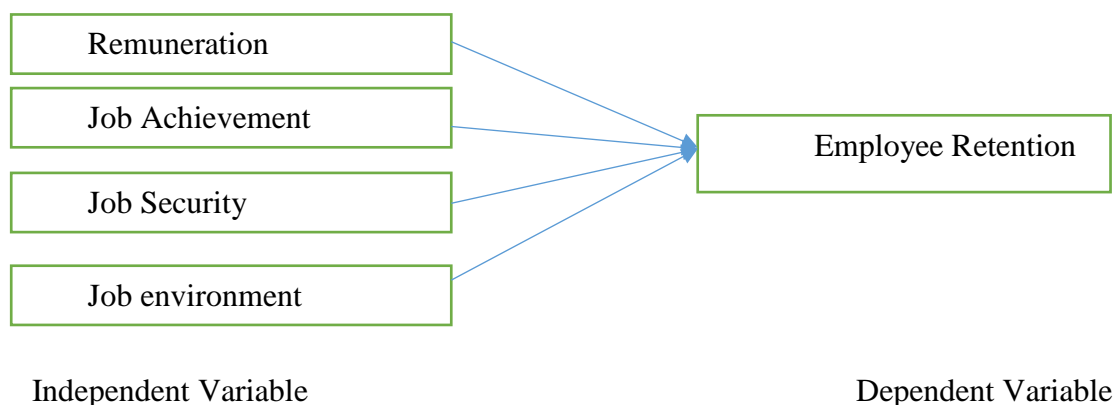
First of all, the collected data was coded by using MS-Excel and later analyzed through IBM SPSS. The study used IBM SPSS to draw respondent profile and to perform descriptive analysis on the variables. The descriptive statistics was used to measure response frequency, the reliability analysis was used to determine the validity and sampling adequacy of the instrument.

### 3.7 Conceptual Framework

In Nepalese health care sector, the researcher intends to look out the factors of employee motivation with respect to employee retention. Here employee motivation is taken as independent variable with the sub topic: remuneration, job achievement, job security and job environment and employee retention is taken as dependent variable by the researcher.

Figure 1

*Research Framework*



*Source: Pang & Lu (2018) and Lee et al. (2022)*

## CHAPTER IV

### RESULTS AND DISCUSSION

This chapter includes an analysis of the information gathered from a survey of health care employees employed in private and government sector hospitals of Nepal. This chapter provides systematic presentation and analysis of primary data collected through structured questionnaire. Most of the results are presented in tables. The statistical tools utilized to evaluate the gathered data include Microsoft Excel, IBM SPSS. First the demographic respondent profile is analyzed followed by descriptive statistics. Further, measurement is done and hypothesis is tested.

#### 4.1 Demographic profile of the respondents

The respondent profile deals with the demographic characteristics of the respondents. The respondent profile is described in terms of gender, age group, education level, profession, years of experience and income level. Frequencies and percentages were calculated for both independent and dependent variables taken in the study. The demographic profile of the participants is listed in Table 4.

**Table 4**

*Respondent's profile*

Demographic variable		No. of Respondents	Percentage
Gender	Male	137	35.5%
	Female	249	64.5%
Age group	below 25	112	29%
	26-30	220	57%
	31-35	37	9.6%
	36 and above	17	4.4%
Academic qualification	Intermediate	47	12.2%
	Undergraduate	247	64%
	Postgraduate	91	23.8%

Working experience	less than a year	95	24.6%
	1-5 years	194	50.3%
	5-10 years	68	17.6%
	10 and more	29	7.5%
Income	0-20,000	104	26.9%
	20,000-40,000	162	42%
	40,000-60,000	61	15.8%
	60,000 and above	59	15.3%

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Table 4 shows the personal profile of the respondents. Out of 386 participants in the study, majority of the respondents in the study were females. As per the table 64.5% were female and 35.5% were male.

The age group of the respondents was divided into four groups. The majority of the respondents belonged from the age group 26-30 years. As per the table 57% were from the specified group. Similarly, 29% were from the age group below 25 years, 9.6% of 31-35 years there are 17 respondents belonged to the age group of 36 years and above which constitutes of 4.4%.

In the category of academic qualification, the majority of respondents 64% were undergraduate followed by post graduate 23.8%, intermediate 12.2%. Regarding the profession of respondents, the majority of respondents 39.6% were nurses. Similarly, years of experience has been separated into four different segments. The majority of respondents 50.3% had experience of 1-5 years. Similarly, 24.6% of respondents had experience of less than a year, 17.6% of respondents had experience of 5-10 years and 7.5% had experience more than 10 years. Likewise, in the category of income majority of respondents 42% have income level 20,000-40,000. 26.9% have income less than 20,000, 15.8% have income level of 40,000-60,000 and 15.3% have income of 60,000 and above.

## 4.2 Reliability Analysis

In this study Cronbach's alpha is used to test reliability of the primary data. Cronbach's alpha consists of estimates of how much variation in scores of different variables is attributable to chance or random errors.

**Table 5**

*Cronbach Alpha*

Variables	Number of items	Cronbach Alpha
Remuneration	5	0.727
Job Achievement	6	0.759
Job Security	4	0.752
Job Environment	5	0.822
Employee Retention	5	0.816

*Source: Field Survey, 2024*

The range of Cronbach alpha ranges from 0 to 1. Whereas 1 denotes greater reliability of the variables utilized and 0 denotes the weak reliability of the utilized variables. According to McDonald & Hendrickson (1993), the alpha of a scale should be greater than 0.70 for items to be used together as a scale. Therefore, minimum 0.70 coefficient alpha values are accepted to finalize the item validity. Here in the Table Cronbach's alpha for the data is greater than 0.70 which reveals that there consists of internal consistency and the data is reliable and valid for further process.

## 4.3 Descriptive Statistics

The data is described and summarized by use of minimum and maximum values, mean and standard deviation of different variables associated in the study on employee motivation, and retention of health care sector employees.

### 4.3.1 Descriptive Statistics of EM

**Table 6**

*Descriptive Statistics of Remuneration*

Code	Item	Min	Max	Mean	SD
R1	I am satisfied with my current salary package	1	5	2.74	1.1103
R2	I believe that fair compensation positively affects my motivation to perform well at work	1	5	3.75	0.9454
R3	Prize incentives encourages me to perform better in my role	1	5	3.49	1.0375
R4	Offering prizes for exceptional performance positively impacts my performance at work	1	5	3.53	1.0395
R5	I feel more motivated to meet or exceed performance targets because of the possibility of earning a bonus	1	5	3.55	1.0361
	Overall Score			3.41	1.0338

Table 6 displays the descriptive statistics of Remuneration. All the items have responses ranging from strongly disagree to strongly agree. When examining the table, it is noticed that majority of the respondents lean towards the agree side of the statement about remuneration since the mean value of every item is greater than 3. The highest mean is 3.75 for R2 where respondents show agreeableness towards fair compensation positively affecting motivation level to perform well at work. The lowest mean is 2.74 for R1 indicating lowest level of agreement for the statements by average respondents which indicates that the average respondents are neutral regarding their satisfaction with their current salary package. Likewise, the highest standard deviation is 1.1103 from the R1 statement, indicating the maximum deviation of responses. Whereas, 0.9454 is the lowest standard deviation from R2,

indicating minimum deviation of responses. The average mean of remuneration is 3.41 and the standard deviation is at 1.0338.

**Table 7**

*Descriptive Statistics of Job Achievement*

Code	Item	Min	Max	Mean	SD
JA1	The possibility of receiving a salary increment motivates me to perform at a higher level in my role.	1	5	3.68	1.0227
JA 2	The availability of promotion opportunities motivates me to pursue personal and professional growth within the organization.	1	5	3.38	1.0357
JA3	I get motivated at job because of fair and regular basis promotion of the employees.	1	5	3.44	1.0732
JA4	Having autonomy in my job tasks and decision-making processes enhances my sense of job satisfaction and motivation.	1	5	3.58	0.9532
JA5	Being recognized for my contributions to the organization motivates me to continue performing at a high level.	1	5	3.40	0.9892
JA6	I feel valued and appreciated when my efforts are acknowledged by my supervisors or peers.	1	5	3.66	1.0267
	Overall Score			3.52	1.0168

Table 7 exhibits the descriptive statistics of JA. When examining the table, it is noticed that majority of the respondents lean towards the agreeable side of the statement about job achievement as a factor affecting employee motivation among the respondents since the mean value of every item is greater than 3. The highest mean is 3.68 for JA1 where the average respondents show agreeableness towards possibility of receiving a salary increment motivating them to perform at a higher level. The

lowest mean is 3.38 for JA2 indicating lowest level of agreement for the statements by average respondents. Likewise, the highest standard deviation is 1.0732 from the JA3 statement, indicating the maximum deviation of responses. Whereas, 0.9532 is the lowest standard deviation from JA4, indicating minimum deviation of responses. The average mean of job achievement factor of the respondents is 3.52 which is higher than moderate level and the standard deviation is at 1.0168.

**Table 8**

*Descriptive Statistics of Job security*

Code	Item	Min	Max	Mean	SD
JSE1	I am satisfied with the safety protocols and procedures implemented by the organization	1	5	3.27	1.0480
JSE2	The organization's efforts to maintain a safe work environment contribute to my sense of loyalty and commitment to the company.	1	5	3.60	0.8829
JSE3	I believe that employee insurance benefits contribute to a healthier and more productive workforce	1	5	3.61	1.0189
JSE4	I feel secure knowing that the company provides comprehensive health insurance coverage for employees and their families.	1	5	3.64	1.0911
	Overall Score			3.53	1.0102

Table 8 displays the descriptive statistics of JSE. In the table, majority of the respondents lean towards the agree side of the statement about job security affecting motivation levels since the mean value of every item is greater than 3. The highest mean is 3.64 for JSE4 where respondents show agreement towards feeling secure knowing that the company provides them comprehensive health insurance coverage.

Similarly, the highest standard deviation is 1.0911 from the JSE4 statement, indicating the maximum deviation of responses. Whereas, 0.8829 is the lowest standard deviation from JSE2, indicating minimum deviation of responses. The average mean of job security is 3.53 which is higher than the moderate level and the standard deviation is at 1.0102.

**Table 9**

*Descriptive Statistics of Job Environment*

Code	Item	Min	Max	Mean	SD
JE1	I feel supported by my colleagues and supervisors in handling works in the organization.	1	5	3.56	0.9155
JE2	I believe that the workplace environment positively influences my job performance.	1	5	3.50	1.0019
JE3	My workplace provides adequate resources and equipment's to perform the job effectively	1	5	3.51	1.0070
JE4	I feel supported by the organization in pursuing personal and professional development opportunities.	1	5	3.27	0.9437
JE5	The organization's commitment to supporting my personal development goals positively impacts my job satisfaction and commitment to the organization.	1	5	3.24	0.9536
	Overall Score			3.42	0.9643

Table 9 displays the descriptive statistics of JE. When examining the table, it is noticed that majority of the respondents lean towards the agree side of the statement about job environment since the mean value of every item is greater than 3. The highest mean is 3.56 for JE1 where respondents show agreeableness towards feeling supported by the colleagues and supervisors at work. The lowest mean is 3.24 for JE5

indicating lowest level of agreement for the statements by average respondents. Likewise, the highest standard deviation is 1.0070 from the JE3 statement, indicating the maximum deviation of responses. Whereas, 0.9155 is the lowest standard deviation from JE1, indicating minimum deviation of responses. The average mean of JE is 3.42 and the standard deviation is at 0.9643.

### 4.3.3 Descriptive Statistics of ER

**Table 10**

*Descriptive Statistics of Employee Retention*

Code	Item	Min	Max	Mean	SD
ER1	Fair compensation influences the decision of employees' to stay with the organization	1	5	3.57	0.8975
ER2	Appreciation and recognition from the management are needed in order to reduce employees likelihood of seeking opportunities elsewhere	1	5	3.62	0.9760
ER3	The sense of job security influences employees' decision to remain with the organization	1	5	3.60	0.9677
ER4	Opportunities for career growth and advancement within the company foster employee longevity	1	5	3.79	0.9325
ER5	Increasing motivation levels positively impacts employee commitment to staying with the organization	1	5	3.70	0.9733
	Overall Score			3.65	0.9494

Table 10 displays the descriptive statistics of employee retention. The items used to collect data for employee retention are arranged from strongly disagree to strongly agree. The majority of respondents are leaning toward the agree side of the statements

since the mean value of items are higher than 3. The mean is highest for ER4 at 3.79 which indicated opportunities for career growth fosters employee longevity in the organization. The highest standard deviation is for ER2 which indicates maximum deviation of responses. Likewise, the lowest standard deviation is recorded for ER1 that indicates minimum deviation of responses. The overall average mean for employee retention is 3.65 which indicated higher agreeableness than moderate level of employee retention among the respondents.

#### 4.4 Correlation Analysis

For this study, Pearson's correlation analysis was used to show the relationship between six numerical variables: Remuneration, job achievement, job security, job environment, and employee retention.

Correlation Analysis was performed to measure the relationship (including intensity and direction) between the variables. The value of correlation coefficient ( $r$ ) lies between -1 to +1. Strong correlation if  $r \geq 0.6$ , moderate correlation if  $0.3 < r < 0.6$  and weak correlation if  $r \leq 0.3$ .

**Table 11**

*Correlation matrix*

	R	JA	JSE	JE	ER
R	1				
JA	.343**	1			
JSE	.292**	.527**	1		
JE	.268**	.477**	.557**	1	
ER	.295**	.506**	.481**	.417**	1

Table 11 presents a matrix of the bivariate correlations between variables used in this study by computing Karl Pearson's correlation coefficients. The results indicates that all the factors of employee motivation such as remuneration, job achievement, job security, job environment, job security have a positive and significant correlation with the employee retention at 1% level of significance in two-tailed test.

#### 4.5 Regression Analysis

A regression model has been constructed in order to test whether different factors of employee motivation have a significant and positive impact on employee retention or not. The results are based on 386 observations using linear regression model.

$$\hat{Y} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e_i$$

Where,

$\hat{Y}$  = Dependent variable (Employee Retention)

$X_1$  = Independent Variables (Remuneration)

$X_2$  = Independent Variables (Job Achievement)

$X_3$  = Independent Variables (Job Security)

$X_4$  = Independent Variables (Job Environment)

$\alpha$  = Constant

$\beta$  = (Beta value) Coefficient of slope of regression model

$e_i$  = Error term

##### 4.4.1 Effect of different factors of employee motivation on employee retention

Employee Retention (ER) =  $\alpha + \beta_1 R + \beta_2 JA + \beta_3 JSE + \beta_4 JE + e_i$ .

Dependent variable is employee retention (ER) whereas the independent variables are Remuneration (R), Job Achievement (JA), Job Security (JSE) and Job Environment (JE)

**Table 12**

*Model summary of dependent and independent variable*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.581 <sup>a</sup>	.338	.331	.58964

a. Predictors: (Constant), JE, R, JA, JSE

According to Table 12, the value of R Square is 0.338. Hence, it signifies that 33.8 percent of employee retention is affected by the different factors of employee motivation.

**Table 13**

*Anova*

Variables	Sum of Squares	Df	Mean Square	F	P-value
Regression	67.483	4	16.871	48.524	.000 <sup>b</sup>
Residual	132.466	381	.348		
Total	199.950	385			

a. Dependent Variable: ER

b. Predictors: (Constant), JE, R, JA, JSE

Based on the ANOVA table, we can assess whether the regression model is overall acceptably valid. From table it can be seen that the P-value for the F-test is 0.000, which is less than 0.05 so the overall model is fit. The significance of at least one independent variable can be determined from this.

**Table 14**

*Coefficients*

Variables	Unstandardized Coefficients		Standardized Coefficients	t	P-value
	B	Std. Error	Beta		
(Constant)	1.046	.201		5.2	.000
R	.096	.045	.095	2.122	.034
JA	.307	.055	.292	5.565	.000
JSE	.210	.052	.224	4.023	.000
JE	.127	.056	.124	2.242	.026

a. Dependent Variable: ER

In the coefficients table, it shows how the regression line's coefficients are distributed. It is concluded from table that, four independent variables that are remuneration, job

achievement, job security, job environment are statistically significant with P-value less than 0.05. As a result, regression model is constructed using four independent variables. Hence, H1, H2, H3 and H4 is accepted.

$$\text{Employee Retention (ER)} = \alpha + 0.096x R + 0.307x JA + 0.210x JSE + 0.127x JE + e_i.$$

From this equation, it is analyzed that all the four independent variables are have positive effect on employee retention. Therefore conclusions can be made according to their  $\beta$  value. One unit increase in satisfaction towards remuneration, job achievement, job security, job environment will lead to 0.096, 0.307, 0.210 and 0.127 respective unit will increase in employee retention.

#### 4.6 Hypothesis Testing Results

**Table 15**

*Hypothesis Testing Result*

Hypothesis	P	Result
There is significant and positive relationship between remuneration and employee retention	0.034	Accepted
There is significant and positive relationship between job achievement and employee retention	0.000	Accepted
There is significant and positive relationship between job security and employee retention	0.000	Accepted
There is significant and positive relationship between job environment and employee retention	0.026	Accepted

#### 4.7 Discussion

The primary objective was to analyze various factors of motivation: remuneration, job achievement, job security and job environment in relation to employee retention in health care institutions of Nepal and examine the effect of these motivational factors on performance. The employee motivation was analyzed on the basis of previously recognized factors as remuneration (R), Job Achievement (JA), Job security (JSE) and Job environment (JE).

Descriptive findings of the study indicated that the majority of employees working in health care sector of Nepal agreed that fair compensation positively affects their motivation to perform well at work. Similarly, majority of the employees were not satisfied with their current salary package at work. The employees responded the overall JA slightly higher than the R. The employees realized that possibility of receiving a salary increment motivated them to perform at a higher level. Regarding the JA, the study reported higher than moderate level of agreeableness. Further, we can see from the results that majority of the respondents feel secure knowing that the company provides comprehensive health insurance coverage for employees and their families and feel supported by their colleagues and supervisors in handling works in the organization. Similarly, majority of respondents are not satisfied with the pay and amount of work they do as the satisfaction is least regarding the adequate pay for their job. Majority of employees agree that opportunities for career growth and advancement within the company helps to retain them in long term. Furthermore majority of respondents also agree that company's recognition and rewards system encourages high levels of productivity within the workplace.

Empirical findings of the study indicated that employee motivation factors had significant impact on employee retention. Remuneration in the health care industry of Nepal positively affected employee retention. The result is consistent with the study by (Frimayasa, 2021), (Balogun & Omotoye, 2020) and (Kayode et al., 2019) where researchers performed studies on the impact of remuneration on employee performance. Similarly, positive correlation was found between job achievement and employee retention which is consistent with the findings of (Subramaniam et al., 2019), (Wong et al., 2020) and (Baba & Si, 2015). Also, there was positive influence of job security on employee retention supporting the findings by Abolade (2018), Aman-Ullah et al. (2021) and (Dhanpat et al., 2019). Further, the positive correlation found between work environment and employee retention also supported the findings of (Ismail & Puteh, 2021), (Wiebell, 2019) and (Naz, et al., 2020),

Various scholars and their studies were identified that established the connection between employee motivation and employee retention. The outcomes of the studies were consistent with this study. It is established that the motivational factors positively influenced retention of employees working in health care institutions of

Nepal as all the factors are positively correlated with each other. (Raziq & Maulabakhsh, 2015); (Jusman & Rohani, 2021) proved that work environment had a positive and significant effect on increasing work productivity. Hence, Employee motivational factors is proved to be the major factors influencing employees at work and ultimately leading to employee retention within the organization as it significantly effect on increasing work productivity.

## CHAPTER V

### SUMMARY AND CONCLUSION

The section discusses on results gained from data analysis and presents the brief summary of the entire study and highlights of major findings of the study. In addition, the major conclusions are discussed in separate section of this chapter. Further, this chapter also presents the conclusion and explains the implications of the research.

#### 5.1 Summary

The major objective of the study was to examine impact of employee motivation on employee retention in health care sector of Nepal. The specific objectives of this study were to analyze the various factors influencing employee motivation and employee retention to explore the relationship between employee motivation and employee retention and to examine the impact of employee motivation on employee retention.

This study was based on primary as well as secondary source of data. The questionnaire survey has been conducted in order to know the opinions of employees regarding employee motivation practices and its impact on their retention. A set of questionnaires was prepared and distributed to the employees working in health care institutions of Nepal. The respondents of the study were the employees of health care institutions of Nepal and total of 386 questionnaires were collected. This study measured the effect of employee motivating factors using descriptive statistics, correlation coefficient and regression method to estimate the relationship between independent and dependent variables. The collected data has been processed with the use of SPSS. Based on the analysis of the data the major findings of the study are summarized as follows:

- Out of 386 respondents, the majority of respondents (64.5%) were female and the rest were male
- The majority of respondents (57%) belonged from the age group 26-30 years, 29% belonged to age group below 25 years, 9.6% belonged to 31-35 years and 4.4% belonged to the age group of 36 years and above
- Majority of respondents i.e. 64% were undergraduate followed by 23.8% post graduate and 12.2% were intermediate

- Majority of respondents (50.3%) had experience of 1-5 years and in the category of income majority of respondents (42%) have income level 20,000-40,000
- The mean distribution of remuneration had an average 3.41 mean score which is higher than the moderate level which means that fair compensation and prize incentives positively impacts motivation and performance. However, majority of respondents were dissatisfied with their salary package as mean score was 2.74 which is below the moderate level
- The mean distribution of job achievement had an average mean score of 3.52 which implies that promotion opportunities, recognition and autonomy in job tasks plays a significant role in motivation.
- The average mean of job security was 3.53 which is also above than the moderate level which indicates that employees are satisfied with safety protocols and health insurance benefits provided to them
- Similarly, the average mean of job environment was 3.42 which means that they are satisfied with the job environment of the organization
- There is weak positive correlation of 0.295 between remuneration and employee retention which indicates that remuneration is somewhat related to employees' decisions to stay with the organization
- There is a moderate correlation (0.506) between job achievement and employee retention
- Moderate positive correlation of 0.481 is observed between job security and employee retention
- Job environment has moderate positive correlation of 0.417 with employee retention
- The regression results show that the beta coefficients for employee motivation factors are positive with employee retention. Job Achievement had the most significant positive impact on employee retention ( $\beta = 0.292$ ,  $p = 0.000$ )

The findings of this study fulfils the objectives of the study by showing the relationship between employee motivation and employee retention in health care institutions of Nepal. The study found a positive correlation between employee motivational factors: remuneration, job achievement, job security, and job environment and employee retention.

Similarly, the regression analysis shows that employee motivation, driven by factors like remuneration, job achievement, and job security, significantly impacts employee retention as the p value is below 0.05 supporting hypothesis H1, H2, H3 and H4, which indicates that motivated employees are more likely to stay with the organization and perform better, leading to improved overall performance.

## **5.2 Conclusion**

Medical profession is a very demanding and stressful profession with extended and irregular work hours, heavy workload, well-being and security hazards, and job related stress and low pays. Such occupational stress due to lack of motivation might be challenging and lead to job dissatisfaction and even employee turnover.

The study identified that remuneration, job achievement, job security, and job environment are the significant factors influencing employee motivation within the organization. Among these, job achievement was found to be the most influential factor influencing employee retention. All of these factors of motivation plays an important role in motivating employees to stay with the organization and perform better.

The study also analyzed the impact of employee motivation on employee retention within healthcare institutions in Nepal, focusing on key motivators such as remuneration, job achievement, job security, and job environment. From the results we can conclude that the motivational factors and retention among the healthcare workers is satisfactory as it is positively correlated with each other. Hence, healthcare organizations aiming to improve their performance should focus on enhancing remuneration packages, providing opportunities for career advancement, ensuring job security, and fostering a positive work environment within the organization.

Since the study successfully established relationship between the employee motivational factors and employee retention, strategies developed to resolve and promote one of the aspects can directly or indirectly affect another aspect. It is essential to develop proper motivational strategies for employee retention by taking measures for motivating employees and improving job satisfaction. All in all, these actions can help to retain employees and ultimately enhance performance of the organization. However, the study's data was primarily gathered from healthcare

institutions of Nepal, the findings showed a significant relation among balance employee motivation, and employee retention. These findings or conclusions might be varied depending on the industry because they might point to different dimensions that are important for firms in other industries to enhance employee retention.

### **5.3 Implication**

The study's findings have an immense of implications for academics, healthcare organizations, managers and researchers studying about employee motivation and retention.

#### **5.3.1 Managerial Implication**

Medical profession is one of the most challenging professions which is many times exposed to heavy workload, scarce time and even multiple role expectations. It is crucial to ensure the wellbeing and satisfaction of the employees in order to maintain high retention rates and productivity within the organization. The study has established significant association of employee motivation and retention in Nepalese healthcare sector.

#### **5.3.2 Further Research Implication**

The future studies can address the limitations of present study. The following are the implications for the further studies:

- This sample for this study was taken only from limited hospitals of Nepal. So, the future studies could take sample from all over Nepal and every private and government healthcare organization
- This study has employed convenience sampling techniques for the study. Future study can be conducted by using probability sampling techniques as findings from these techniques can be generalized effectively.
- More sophisticated statistical tools can be used to make findings more reliable and valid across different industry sectors
- For future studies, other motivation factors can be identified to see how they influence in job operation of employees since there are many incentive factors in the service organizations, which have not been covered in this study

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## Annex I

### Questionnaire

Dear Respondent,

I am conducting a research project entitled 'Employee Motivation and Retention in Nepalese Hospitals' among employees working in Health Care Institution as a requirement of MBS at Shanker Dev Campus, Tribhuvan University.

I kindly request you to spare few minutes to fill up the questionnaire and provide your genuine response on each of following issues. I assure you that the information provided will be kept highly confidential and will be used for academic purpose only.

Thank You

Harshita Lekhak

#### **GENERAL INFORMATION (Make the tick (√) mark)**

1. Gender:      Male ( )      Female ( )      Other ( )

2. Age:

a) Below 25     

b) 26 to 30     

c) 31 to 35     

d) 36 and above     

3. Education level:

a) Intermediate     

b) Undergraduate     

c) Postgraduate     

d) Other (Please specify)      .....

4. Years of Experience:

a) Less than 1 year     

b) 1-5 years

c) 5-10 years

d) More than 10 years

5. Income:

a) 0-20,000

b) 20,000- 40,000

c) 40,000-60,000

d) 60,000 and above

6. Please indicate the extent of your agreement with the following statements. Please, put tick mark (√) in a number for each of the following statements, where SD for *strongly disagree*, D for *disagree*, N for *Neutral*, A for *agree*, and SA for *strongly agree*.

Employee motivation

S.N	Remuneration	SD	D	N	A	SA
1	I am satisfied with my current salary package.					
2	I believe that fair compensation positively affects my motivation to perform well at work					
3	Prize incentives encourages me to perform better in my role.					
4	Offering prizes for exceptional performance positively impacts my performance at work					
5	I feel more motivated to meet or exceed performance targets because of the possibility of earning a bonus					

S.N	Job Achievement	SD	D	N	A	SA
1	The possibility of receiving a salary increment motivates me to perform at a higher level in my role.					
2	The availability of promotion opportunities motivates me to pursue personal and professional growth within the organization.					

3	I get motivated at job because of fair and regular basis promotion of the employees.					
4	Having autonomy in my job tasks and decision-making processes enhances my sense of job satisfaction and motivation.					
5	Being recognized for my contributions to the organization motivates me to continue performing at a high level.					
6	I feel valued and appreciated when my efforts are acknowledged by my supervisors or peers.					

S.N	Job Security	SD	D	N	A	SA
1	I am satisfied with the safety protocols and procedures implemented by the organization					
2	The organization's efforts to maintain a safe work environment contribute to my sense of loyalty and commitment to the company.					
3	I believe that employee insurance benefits contribute to a healthier and more productive workforce.					
4	I feel secure knowing that the company provides comprehensive health insurance coverage for employees and their families.					

S.N	Job Environment	SD	D	N	A	SA
1	I feel supported by my colleagues and supervisors in handling works in the organization.					
2	I believe that the workplace environment positively influences my job performance.					
3	My workplace provides adequate resources and equipment's to perform the job effectively					

4	I feel supported by the organization in pursuing personal and professional development opportunities.					
5	The organization's commitment to supporting my personal development goals positively impacts my job satisfaction and commitment to the organization.					

S.N	Employee Retention	SD	D	N	A	SA
1	Fair compensation influences the decision of employees' to stay with the organization					
2	Appreciation and recognition from the management are needed in order to reduce employees likelihood of seeking opportunities elsewhere					
3	The sense of job security influences employees' decision to remain with the organization					
4	Opportunities for career growth and advancement within the company foster employee longevity					
5	Increasing motivation levels positively impacts employee commitment to staying with the organization					

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