

# Work Motivation of Registered Nurses in Generation Z in a Private Hospital in Chonburi Province

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**Abstract:** *This study is aimed at 1. studying the work motivation of registered nurses in Generation Z in a private hospital in Chonburi province; 2. studying guidelines to build work motivation of registered nurses in Generation Z in a private hospital in Chonburi province. The research was conducted through qualitative method with in-depth interviews with informants composed of 17 registered nurses in Generation Z working in a private hospital in Chonburi province. The data was analyzed through content analysis method. The researcher concluded that, according to the 1<sup>st</sup> objective of this study, registered nurses in Generation Z defined work motivation as stimulant, push factor, and what encouraged registered nurses to come to work, and improve their work performance. The researcher found that 9 aspects affecting work motivation of registered nurses in Generation Z were as follows: 1) Working team; 2) Family; 3) Remuneration and Benefits; 4) Nature of job; 5) Recognition; 6) Work-life balance; 7) Career advancement; 8) Rewards and 9) Work environment. The aspects affecting work motivation of registered nurses in Generation Z the most were working team, family, remuneration and benefits. Furthermore, according to 2<sup>nd</sup> objective of this study, the researcher found 5 guidelines to build work motivation of registered nurses in Generation Z were: 1. Attaching importance to the employees and building sense of ownership; 2. Reduction of workload and increase of number of registered nurses; 3. Provision of support and training for registered nurses; 4. Organizing activities to strengthen positive relationship between the employees in the same and different departments; 5. Adjustment of assessment criteria for newly hired registered nurses.*

**Keywords:** work motivation; registered nurses; Generation Z; Hospital

## Introduction

Thailand 4.0 policy is an Economic Development Model of the Government with the vision “Stability, Prosperity and Sustainability”. Its major mission is to improve economic structure to a “value-based economy”. With its aim to change the key sector that drives the nation from industry to technology, creativity and innovations. The government has cooperated with its business alliance for research and development with national and international experts. The Ministry of Health has supported Thailand 4.0 policy by establishing strategic health plans to prepare for changes in the next 20 years which include urbanization, population structure change, aging society, digital economy, new emerging or re-emerging infectious diseases, reduction of inequality in access to healthcare. Its aim is to create “Healthy People, Happy Staff, and Sustainable Health System”. The plan has divided into 4 phases (2017-2036); 1<sup>st</sup> Phase: healthcare system reform, 2<sup>nd</sup> Phase: system strengthening, 3<sup>rd</sup> Phase: system sustainability creation, and 4<sup>th</sup> Phase: becoming 1 of top 3 best countries in Asia. Strategic focus is divided into 4 aspects: 1. Prevention & Promotion Excellence, 2. Service Excellence, 3. People Excellence, and 4. Governance Excellence (Phatthanarueanglai, 2017; Ministry of Health, 2019).

People excellence is one of 20-year national strategies as prioritized by Ministry of Health. The 1<sup>st</sup> Phase (2017- 2021) focuses on building moral, valuable and happy healthcare personnel. The plan comprises 4 driving strategies which are 1. Development of workforce

system and dynamics with unity and efficiency (HRH Strategy and Organization), 2. Supply and development of good quality and efficient workforce (HRH Development), 3. Workforce management to acquire maximum benefit, attract and maintain quality workforce (HRH Management), 4. Creation and strengthening of healthcare personnel network for sustainability (HRH Network). Therefore, Human Resource for Health is a factor leading to success or failure of strategic implementation as healthcare personnel are those applying health technologies at work and managing healthcare service to create a healthy community (Ministry of Health, 2017).

Nurses have important roles to raise value in the healthcare service system as nursing professionals are expected by society to provide good service and they need to work with diverse groups of people, including colleagues and patients (Onsri, 2017). One essential matter of registered nurses is work motivation. It is necessary for hospital executives to understand the work motivation of registered nurses because, work motivation is the willingness of each individual nurse to work and put their effort to achieve an organizations goal (Dobre, 2013). As stated by Jex & Britt (2008), understanding employee work motivation helps to understand the dynamics behind some specific behaviors such as performance, absence, resignation, anti-organizational behavior, etc. It also increases an ability to predict future behavior of employees. The understanding of work motivation to employees will help leaders provide a working environment that promotes effective work performance and avoid anti-organizational behavior of employees.

Due to population structure change, organizations are now driven by people of different generations: Baby Boomer Generation, Generation X, Generation Y and Generation Z. Each generation has different characteristics and values (Srinont, 2018). This is the challenge of employers and organizations to create work motivations which accommodates all generations, particularly those in Generation Z who have just entered to labor market (Pimpaporn & Sriwong, 2016). This generation can be defined as the population aged between 10-24 (born during 1995-2009). It is predicted that, within 2020, Gen Z will take a major part of national labor market (more than 20%). In addition, based on information from reputable recruitment websites found that people in Gen Z are likely to change their job within 1-3 months which is the shortest period, equating to 31.82%.

For the reasons above, if hospital executives fail to understand the work motivation of registered nurses in Generation Z, there may be obstacles and problems in hospital management. Therefore, the researcher would like to study work motivation of registered nurses in Generation Z in a private hospital in Chonburi province to find aspects motivating the registered nurses in Generation Z to work and establish guidelines for executives of a private hospital in Chonburi province to provide a work motivation for registered nurses in Generation Z accordingly.

### **Research questions**

1. What is work motivation of registered nurses in Generation Z of a private hospital in Chonburi province?
2. What should guidelines to create work motivation for registered nurses in Generation Z in a private hospital in Chonburi province be?

### **Objectives**

1. To study work motivation of registered nurses in Generation Z in a private hospital in Chonburi province;

2. To study guidelines to create work motivation for registered nurses in Generation Z in a private hospital in Chonburi province

## Literature review

### Motivation theories

In this study, many theories related to motivation were applied. The theories reviewed by the researcher can be classified into 3 major groups: 1. Need-based theories, 2. Cognitive process theories, and 3. Job-based theories. The details are as follows:

1. Need-based theories: they were used to describe work motivation in terms of job satisfaction of the employees as their important needs are fulfilled at the workplace.

1.1 Maslow's hierarchy of needs: Maslow (1943) stated that every individual always has needs and the needs were changed every time. When a specified need is fulfilled, another need occurs. The effective motivation should be the need that has never been fulfilled; otherwise the motivation would not be effective. The needs are called hierarchy of needs. It can be divided into 5 levels: Level 1- Physiological Needs; the basic needs of humans to survive. The needs in this level are related to direct physiological requirements. Level 2 – Safety Needs: Referred to the needs to be protected and secured in terms of life and owned property; Level 3 – Love Needs: they are related to friendship and relationship with others, the need to be a part of society; Level 4 – Esteem Needs: they are referred to the needs to be accepted, admired and honored by others; and Level 5 – Self-actualization Needs: they can be defined as the needs to acquire highest success as each individual has aimed.

1.2 ERG Theory of Clayton P. Alderfer: This is a motivation theory in terms of need fulfillment. It categorizes the needs of human into 3 groups as follows: 1. Existence Needs (E): they can be referred to the physical needs, the needs to be safe; 2. Relatedness Needs (R): this can be described as social needs; the needs to have a relationship with others, friends, society, to be loved, and accepted; and 3. Growth Needs (G): these needs can be referred to as a career growth; people put their effort and use their knowledge to acquire professional advancement. The proposed categories of ERG theory are similar with Maslow's hierarchy of needs but ERG theory does not assume lower-level satisfaction as a prerequisite for the emergence of higher-order needs (Alderfer, 1969).

2. Cognitive process theories: these theories focus on decision-making and behavioral selection of the employees when they are putting their effort into their work.

2.1 Equity theory: the motivation based on equity theory of Adams (1963) is defined as the fact that all employees having the same job are treated equally, and equally receive their rewards. Considering equality in organization, the employees will use their inputs such as effort, sacrifice, determination, dedication, use of knowledge, capability, skills, experience, etc., their outcomes such as salary, fringe benefits, bonus, support, promotion, respect and acceptance. When an individual compare themselves with another person, they look at their own inputs and outcomes in relation to those of the other person. The employees expect to acquire outcomes as equal as others. If they feel that their wage or rewards are equal to those given to others, they are likely to dedicate themselves to their job as previously did. However, if they feel that the outcomes are not equal, they tend to reduce their input or leave the organization.

2.2 Expectancy theory: The theory was invented by Vroom (1964, cited in Lunenburg, 2011) who stated that to motivate the employees to work more, it was necessary to understand their thinking and cognition processes. Usually, when an employee was expected to

work more than usual, they will expect an additional outcome from such additional task. They will put more effort if they are certain that such job will lead to a result they are satisfied with. The expectancy theory is related to 3 key elements; 1. Expectancy: it means the relationship between the effort for a specific job and the output they expected after making their effort; 2. Instrumentality: it can be defined as the relationship between the work and the reward they expected to receive if they are successful; 3. Valence: this means the relationship between the financial or individual value from the reward provided by the organization and the expectation of the employee; if it is as valuable as they expected, it is sufficient to motivate the employees.

3. Job-based theories: these theories focus on how the nature of job can motivate the employees to perform as expected.

3.1 Two-factor theory as invented by Herzberg (1966, cited in Alshmemri, Shahwan-Akl, & Maude, 2017) comprises 2 major aspects; 1. Hygiene factors: They prevent or reduce job dissatisfaction of the employees; if the organization fails provide these factors to the employees, it would increase their job dissatisfaction; these factors include interpersonal relationship, salary, policies and administration, supervision, and working conditions; 2. Motivation factors: They are used to stimulate the employees to dedicate themselves to make their best efforts into their work; these factors increase job satisfaction of the employee and lead to success in their career; these factors include advancement, work itself, possibility of growth, responsibility, recognition, and achievement.

### **Concept of Generation**

The concept of generation is a sociological concept which merely categorizes the group of people based on the year where they were born. It defines common thoughts, beliefs and behaviors of each Generation which are different from other groups as they are influenced by different social, economic and cultural matters that occur during the time they grew up (Tawannachote, 2019). Some scholars classified the people into 4, 5 or 6 generations. In this study, the researcher will classify the people into 4 groups, namely, 1. Baby Boomer Generation: it defines the people born during 1946- 1964, a period after 2<sup>nd</sup> world war where social and economic states were recovered; as these people experienced difficult situation of their parents and economic recession, they are likely to be patient, work hard, respect hierarchy at work and orders from supervisors, and avoid changes; 2. Generation X: it defines the people born during 1965- 1976, a period where the economic situation was better and modern technologies played an important role, the people in this generation tend to work alone, be more flexible and able to adapt themselves to changes, do not strictly respect hierarchical system, prefer freedom and choose the job they like, be more creative and attach importance to balance between family, personal life and career; 3. Generation Y: it defines the people born during 1977- 1994, a period of fast growing technologies and significant world economic growth, the people in this generation are open to new ideas, focus on their goals and success, need an acceptance, prefer fast process and teamwork, be able to use IT tools and handle multi tasks, be less patients, anti-hierarchy, and tend to change their job often; 4. Generation Z: it defines the people born from 1995 onwards, a period of modern technologies, unstable economics, terrorism and environmental changes, the people in this generation are familiar with modern technologies and plenty of information sources, attach importance to safety, convenience, informality, tend to be highly imaginative, self-confident, and able to handle multi tasks (Srinont, 2018; Tawannachote, 2019; Williams & Page, 2011).

## Research methodology

This study is a qualitative research. The methodology can be described as follows: 1. The Informants are 17 registered nurses working in a private hospital in Chonburi province, selected by researcher through purposive sampling; these nurses are in Generation Z, born after 1995 onwards. 2. The period of data collection is October 29<sup>th</sup> 2019 to November 11<sup>th</sup> 2019; 3. Research tool used in this study is semi-structured interview; 4. The creation and examination of research tool quality, the researcher proposed an interview form to 3 experts for verify content appropriateness and item-objective congruence; 5. The Data were collected through in-depth interviews which approximately took 30-45 minute for each session; during the interview, the researcher also asked the interviewees to help review content validity and ensured that the interviewees had the same understanding by using reverse questions and summarized all study topics during the conversion; 6. The data was analyzed through content analysis method which is an inductive approach to code, then sorted into categories based on how different codes are related and linked. These emergent categories are used to organize and group codes into meaningful clusters, then interpreting and representing.

## Trustworthiness

The trustworthiness of this research is consisted of 1. Credibility : by ensuring informants willingness to be a part of study, acknowledging their right to withdraw from the study, and getting them to verify the accuracy of the information they gave. 2. Transferability : by providing detailed information explaining how the study was conducted, and presenting findings revealing similar outcomes shown in previous related studies. 3. Consistency : by using different kinds of questions to assure the accuracy of answers given by informants. 4. Conformability : by including verbatim to present the voices of informants.

## Ethical consideration

Before the interview, the researcher explained to all informants that the research information will be gathered, analyzed and reported anonymously. When writing the results, the researcher keep the acquired information confidential by using codes Z1-Z17, which defines the number of informant, for example, Z1 defines the first informant.

## Research findings

### General information of informants

The group of informants in this study was composed of 17 registered nurses in Generation Z working in a private hospital in Chonburi province. All of informants are female, aged between 22-24 years, whose employment period is between 3 months – 1 year and 4 months. 1 informant works in a cardiac critical care section; 1 works in a critical care section; 1 works in new born care and delivery room section; 3 work in pediatric care section; 1 works in ear nose and throat department; 1 works in orthopedic surgery department; 1 work in heart and chest department; and 7 work in inpatient department.

### The findings of the 1<sup>st</sup> objective: to study on work motivation of registered nurses in Generation Z in a private hospital in Chonburi province.

**1. Definition of “Work Motivation”:** most of informants defined work motivation as stimulant push factor and factors attracting and encouraging registered nurses to work and handle additional tasks. The data from the interviews are as follows:

“Work motivation is what makes us want to come to work every day” (Z1)

“This is what encourages me to work” (Z8)

**2. Aspects motivating registered nurses in Generation Z in private hospital in Chonburi province:** Based on information acquired from the informant, there are 9 aspects motivating registered nurses in Generation Z, namely, working team, family, wage and benefits, nature of jobs, recognition, work-life balance, career advancement, rewarding and working environment. The details are as follows:

**2.1 Working team:** the informants informed that working in hospital needed teamwork. Therefore, the colleagues are an essential aspect compelling the performance of registered nurses in Generation Z. The working team includes head of department, nurses and practical nurses (PN) and nurse assistants (NA) and other personnel involved in their work. As the age range of colleagues is different, there may be different opinion during working together. For example, when senior and new registered nurses worked together, there may be different opinions and misunderstandings. Fortunately, the problem can be solved if they respect others, adapt themselves to different ideas, are open to new knowledge and share it to the team members. The nurses must work in shifts (Shift work), the registered nurses must adapt themselves to changing work schedules; morning shift, afternoon shift and night shift. The informant informed that the colleagues in the shift are important aspect that affects their work motivation each day; i.e., if they work with good colleagues in the same shift (the colleagues that train, help, respect the team members and are responsible for their task), the nurses would feel at ease when working and are motivated. On the other hand, if they are scheduled to work with bad colleagues (the colleagues who are not responsible for their task and do not help or support the team member during the work), they would feel demotivated at work and do not want to come to work. The details of the interview are as follows:

“About knowledge sharing, the senior nurses can train us and they are more patient. In my opinion, Gen-Z type people like me are not very patient. It is different from older nurses that are very patient and have a wider vision. They train us very well. However, our Generation is quite familiar with computer and social media. They can ask us about this as well. This is a knowledge sharing in my opinion” (Z16)

“If I have good colleagues to discuss at work and have the same understanding, I would feel good all the day. However, working with bad colleagues that always take advantage over the other team members as they could not finish their work which interrupted entire work process and forced the rest to help them after finishing our task makes me not want to work.” (Z5)

**2.2 Family:** the informants informed that the family was a aspect motivating the registered nurses in Generation Z to work. This aspect can be divided into 2 following points; 1. Encouragement from family members: the registered nurses are encouraged when they are stressful or feel demotivated; and 2. Family burden: several registered nurses in Generation Z in the sample group of this study are a tower of strength for their family. The family is their main circumstance of work motivation, as shown in following statements:

“... When I am stressed and cannot tell anyone, I can talk with family members. The family is a great source of encouragement ...” (Z5)

“ ... As the tower of strength for my family, the family is the factors that motivates me to work” (Z9)

**2.3 Wages and benefits:** the informants informed that nursing profession negatively affects mental and physical health. Therefore, one of the component that motivate the registered nurses to work is wages and benefits from work. It could be in form of salary, bonus,

fringe benefits, and other allowances in form of either monetary or non-monetary form. The statements acquired from interviews are as follows:

“...Nursing is a hard job and we have to meet many kinds of people each day. Our work may not be categorized as a routine job; some days we are extremely busy, some other days we are not very busy. The job caused physical and mental exhaustions. If there must be one thing making us want to come to work, that would be the wage. Another reason is that we have studied very hard. We would like to use our knowledge to work and receive a higher wage than other people of the same generation. That would make us proud ... it is like we are successful in life”. (Z10)

“Salary, bonus, fringe benefits allow us to have what we want and it makes our family members’ life more convenient”. (Z5)

**2.4 Nature of Job:** the informants informed that the nature of job which includes job suitability, challenge, responsibility and obligations were elements in motivating the registered nurses in Generation Z. They will feel motivated if they have a career they loved or they are knowledgeable and well experienced in. In addition, the challenging jobs for example in ICU or OR departments has provided the registered nurses more opportunities to update their knowledge and learn new things as most of the cases are serious. This makes registered nurses have more fun at work. Nursing job is quite difficult. The difficulty and importance of work are what motivates the registered nurses to work. The statements acquired from interviews are as follows:

“Having a job that we are able to do and love and being assigned to do the work according to our professional expertise and our preference and ability are what motivates us.”

“...I have to be responsible for the entire ward alone. I am the only one who gives medicines and saline to patients. If there are new cases, senior nurses will help me. There are a lot of things to do and learn”. (Z9)

“...We take care of their life and everything about the patients. Since they were admitted, we have known about their sickness and previous treatments as they are under my responsibility. When they have fever or any pain, we must give the medicines and always ask whether they are getting better or not”. (Z9)

**2.5 Recognition:** the informants informed that the recognition from colleagues in terms of the ability of new registered nurses or from patients such as admiration or compliments motivated the registered nurses in Generation Z. The statements related to this topic are as follows:

“...As a new graduate, the pressure is high as we have never worked in a real situation. Senior nurses sometimes put pressure on us. They compared our performance with theirs when they were newly graduated and asked us why we could not do some specific tasks. To me, just colleagues in our department accept our ability. They do not have to admire us, just accept that we can do the job. That would be enough.” (Z11)

“... I am proud when the patients said that I gently injected the medicine and thanked us. I feel that I have provided a good service.”

**2.6 Work-life balance:** this can be divided into 2 points as follows; 1. Workload: the informants informed that they felt demotivated and did not want to come to work if a workload each day is very high; and 2. Days-off: the informants informed that long days-off motivates the registered nurses to work. As they worked very hard for all month, they need time to rest. The statements regarding this point are as follows:

“... It depends on the workload each day. On a busy day, I feel that I do not want to work anymore. Some days, I was assigned to take care of 5 or 7 patients. Some other day, I have to take care of a lot of patients. Life of a nurse is just this. I may not have any days-off if there are many patients in the month.” (Z10)

“... We deserve to have 4 consecutive days-off. We can request for consecutive days-off in each month. When I work, I expect to have a long holiday. That motivates us to work ... As we work hard, we need a break. If working environment is stressful, we will not be happy with work.” (Z3)

**2.7 Career advancement:** the informants informed that setting a goal and planning for career advancement were what motivates the registered nurses in Generation Z to work and achieve the goals. The statements related to this topic are as follows:

“... My goal is to become a nurse in kidney treatment center. So, I plan to work in general departments for two years to learn general knowledge. Then, I wish to work in ICU to improve my specific knowledge. When I am knowledgeable and able to observe patients’ symptoms, I planned to have a job in kidney treatment center.” (Z8)

**2.8 Rewarding:** The informant informed that rewarding motivated the registered nurses in Generation Z to work and put their effort for better outcomes. The statement related to this topic is as follows:

“Giving rewards and benefits when our performance is good motivates us. It encourages us to put more effort to have better work performance. If we do a good job, we deserve to have additional remuneration.” (Z5)

**2.9 Working environment:** the informants informed that convenience and facilities at workplace motivates the registered nurses in Generation Z in private hospital. The statement regarding this topic is as follows:

“... Life is better when working in a private hospital. Most of public hospitals do not have air-conditioners. I have to work in hot weather. In private hospital, the restrooms, accommodation for nurses, and workplace are more convenient”. (Z16)

**3. Aspects motivating registered nurses in Generation Z to put the effort the most in private hospital in Chonburi province:** most of informants informed that the circumstances motivating registered nurses in Generation Z to put the effort the most in private hospital were working team, family, remuneration. The statements regarding this topic are as follows:

“Good teamwork is what motivates me the most. When I work with someone who understands us, I will feel that I work with sisters or friends in the Department. I will be happy at work and will not feel tired. However, if there is someone taking advantage from me, I will feel demotivated. Regardless of remunerations, I may leave the organization if I do not feel comfortable”. (Z5)

“Family... I earn money for family. We want to be successful in professional life we chose. I want to make my family proud and be able to earn money for living.” (Z1)

“I think that is the wage as we work for the money.” (Z12)

**4. Motivation and work performance of registered nurses in Generation Z:** the informants informed that work motivation altered the performance of registered nurses in Generation Z. It is divided into 2 points as follows: 1. Work with heart: the informants informed that if registered nurses were motivated to work and put efforts wholeheartedly, it would lead to positive performance; and 2. Teamwork: in this point, the informants informed that the work would be more fun and it would be easier to achieve success. The statements related to this topic are as follows:



“It affects the performance a lot. If we have work motivation, we will work with heart, not only work because we have to do and the performance will be better without doubt. If we have to take care of patients because we are assigned to do, we will follow the usual step without considering other jobs that may be related to the care but, if we work with heart, the care will be smoother....” (Z1)

“It somehow affects the performance, good teamwork leads to fast and complete process. The patients will be quickly safe. For example, in case of critical patients that need intubation, a good team will know what they need to do such as preparing tools, calling a doctor, preparing the patient, position confirmation for intubation process, giving saline injection, etc. When each member of the team knows what to do, it will be fun because the work process is smooth, and, more importantly, the patients will be helped in a timely manner. If we work with a bad team, the work process will be very slow as each member does not know what they need to do or work slowly. If the tool and patient preparations are slow and no one calls a doctor, I will have to prepare the patient by myself while the doctor is not called for intubation. The patients have to wait for examination which makes the process much slower.” (Z2)

**The findings based on 2<sup>nd</sup> objective: study on guidelines to create work motivation for registered nurses in Generation Z in a private hospital in Chonburi province:** According to study on policy and supporting measures of hospitals to motivate the registered nurses in Generation Z to put more effort into their work, the informants informed that the hospital should have following policy and supporting measures.

**1. Attaching importance to employees and building sense of ownership:** this could be profit sharing or salary increase in the month where there are many patients or the profit exceeds the expected rate. Monthly meetings should be organized to inform the employees of hospital operations. The statements related to this topic are as follows:

“... It is good to make employees feel that they are a part of the organization and building sense of ownership by implementing profit sharing policy in a month where there are many patients or much profit. The profit was given in the beginning of morning shift if the profit target has been reached. This is separated from the bonus. It makes me want to come to work and provide a good service and care for the patients” (Z1)

“I like here as they have a meeting once month. The employees at every level must attend the meeting to be informed of operating result and profit. I felt that it is ok as it is like they attach importance to all employees ...” (Z4)

**2. Reduction of workload of registered nurses and increase the number of registered nurses:** the statements regarding this topic are as follows:

“The first thing to motivate us is to reduce the workload....” (Z10)

“Increase the employees, now there are only three nurses in the section. Our shift schedule is very tight.” (Z11)

**3. Supporting measures and trainings for registered nurses:** this should be provided knowledge on new diseases found in the workplace to newly hired registered nurses to build work motivation. This hospital should support the nurses to proceed further education and do more research from problem often found to create proper corrective measures. This is to reduce the problems and encourage the nurses to acquire additional knowledge. The statements related to this topic are as follows:

“If the hospital is about to provide more training opportunities for newly hired employees, it should be about the disease often found in the related department” (Z16)

“... The hospital should encourage the nurses to conduct a research on problems frequently found. It is like when we studied, the problems we experienced were used of topic of the research to find a solution. This will reduce problems as most of them are ones frequently found. It does not mean that we do not have the solution for now but it is still not the best one.” (Z8)

**4. Organizing activities to promote positive relationship between employees in the same department and other departments of the hospital:** this is to strengthen the positive relationship between employees, leading to efficient and effective work process. The statements related to this point are as follows:

“I wish that all nurses have opportunities to participate in an activity every year. This will allow us to know the other employees not only in our department but other departments as well. This could be an outing. This will make us know the other employees and work process will be much easier.” (Z5)

**5. Improvement of assessment method for newly hired registered nurses:** the hospital should pay attention to assessment method. It should be based on performance rather than employment period. The assessment criteria of newly hired registered nurses should be different from those who have worked for a long time.

“About assessment, I think it should be based on performance rather than employment period. As a newly hired employee, it is not possible that I will get Grades A or B. To me, the assessment criteria should be different. As a newcomer, I am not familiar with work process here, so this is not possible to work as efficient as those working here for a long time. The criteria for newly hired nurses should be clearly determined as we will know what the performance target of a newly hired nurse is in order to obtain Grade A. If the same assessment is still used and the nurses working here for a long time receive Grade B, there is no doubt that I will get Grade C. I would like to propose that the assessment standard of newly hired nurses should be different so as to motivate them to work more.” (Z1)

## Discussion

Registered nurses in Generation Z defined work motivation as stimulant, push factor and factors attracting and encouraging registered nurses to work and handle additional tasks. This is consistent with the study of Patimeteeporn (2013) who defined work motivation as factors stimulating or pushing the employees based on their needs or expectations and making them willing to work and satisfied with their job and the study of Dobre (2013) who defined work motivation as a willing of each individual to work and put their effort to achieve organizational goal. For registered nurses in Generation Z, a work motivation is only what encourages them to work or put more efforts into their work but it does not include the willing to achieve the goal as stated by the studies of Patimeteeporn (2013) and Dobre (2013).

The aspects significantly affecting work motivation of registered nurses in Generation Z are team, family, remuneration, benefits and particularly working team as it is the key aspect of hospital operations. Only one individual cannot offer comprehensive care for patients. The allocation of responsibility and cooperation of personnel in different departments are essential to ensure efficiency and effectiveness of patient care (Phaowattana, 2006). Therefore, working team and colleagues are important elements motivating employees in the hospital to work and strengthening positive relationship within the department and the entire organization. This is consistent with the study of Holopainen & Suslova (2019) suggesting that good colleagues are an important influence of work motivation of people in Generation Z and 3<sup>rd</sup> level of need

mentioned in Maslow's hierarchy of needs (Love needs) stating that each individual wants to be recognized as a part of society, make friends and have relationship with others. Besides, the finding is also consistent with 2<sup>nd</sup> need mentioned in ERG theory (Relatedness Needs = R) and two-factor theory stating that positive relationship with colleagues is one of hygiene factors. If an individual fails to build positive relationship with colleagues, that would lead to job dissatisfaction.

The family is also an important element that alters work motivation of registered nurses in Generation Z as this is a compelling source of encouragement. This aspect also includes family burdens due to the fact that, according to nature of Thai family, the relationship between family members and the idea of blood relation are quite strong. The parents have a strong bond with their children and the children are taught to express their gratitude to the parents throughout their life, particularly when their parents become old (Krueakaew Na Lampoon, cited in Pauudomcharean, 2013). This is also consistent with the study of Srisatidnarakul (2007) stating that the nurses have to take care of their parents and relatives, and the study of Seema, Intaraprasong, & Pattara-achachai (2015) stating that most of registered nurses in Medical Service Department, Bangkok, have family burdens. As the remuneration is an essential key to make a living, all nurses need to have financial benefits in order to survive (Sreecharit, 2011). Furthermore, as nursing profession is quite difficult, the registered nurses expect to have an appropriate remuneration for hard work that they have done. A good remuneration motivates them to work. This is also consistent with the study of Intajai (2009) stating that hospital employees who receives good wage and benefit are able to financially support their family and reduce stress in their life and this leads to efficient performance. Besides, the study conducted by Grujičić, Jovičić-Bata, Rađen, Novakovic, & Šipetić-Grujičić (2016) suggesting that the income is the aspect motivating medical professionals to work. This is consistent with the 1<sup>st</sup> level of Maslow's hierarchy of needs (Physiological needs) and the 1<sup>st</sup> need mentioned in ERG Theory (Existence Needs = E). The study explains that, as the newly hired nurses start making a living with their monthly salary, they are likely to attach importance to remuneration and benefits as they are important for financial situation of themselves and their family.

Other aspects altering work motivation of registered nurses in Generation Z are nature of job, recognition, work-life balance, career advancement, rewarding, and work environment. Regarding nature of job, it is consistent with two-factor theory of Herzberg stating that the nature of work (work itself), responsibility are circumstances motivating the employees to put more efforts into their work to be willing to reach their best performance. Therefore, the hospital should establish a strategic plan to promote the employees to have an opportunity to handle significant work in order to motivate them (Nithinankullaphat & Wonglorsaichon, 2018). Regarding recognition, it is consistent with the 4<sup>th</sup> level of Maslow's hierarchy of needs (Esteem needs) stating that the individual needs to be recognized and wish the society to accept their ability and expertise; this will strengthen individual pride as he/she is respected by the society. This is also consistent with two-factor theory of Herzberg suggesting that the recognition is a motivation aspect leading to job satisfaction and achievement. Therefore, if the executives trust in ability of the employees, respect and listen to their opinion, and accept that they are important and valuable for the organization, it will lead to job satisfaction (Srisatidnarakul, 2007). Concerning work-life balance, it is consistent with the 1<sup>st</sup> level of Maslow's hierarchy of needs (Physiological needs) as every individual needs to have a break after a hard work. Nursing profession is quite difficult; it causes physical frustration, cumulative stress, may affect their work-life balance and ultimately lead to job and life dissatisfaction (Intulak & Oumtanee, 2014)

Therefore, workload, work schedule and holiday are aspects motivating the registered nurses in Generation Z to work and maintain work-life balance.

Concerning career advancement, it is consistent with the 3<sup>rd</sup> aspect of ERG theory of Alderfer (Growth Needs = G) stating that the individual will put their effort into work and use their knowledge to work for career advancement. Furthermore, it is also consistent with two-factor theory of Herzberg suggesting that the career advancement and growth are causes motivating the employees to put their effort into their job. Regarding rewarding, it is consistent with expectancy theory explaining that the employees will put more efforts into their work if they expect that the work they have done will lead to satisfactory result. The study of Grujičić, Jovičić-Bata, Rađen, Novakovic, & Šipetić-Grujičić (2016) revealed that rewarding was a aspect motivating healthcare personnel to work. Concerning work environment, it is consistent with the 1<sup>st</sup> level of Maslow's hierarchy of needs (Physiological needs) related to appropriate work environment such as sufficient cleanliness and lighting and the 2<sup>nd</sup> level of the same theory which is safety needs as the nurses expect to work in a safe and positive work environment. Furthermore, it corresponds with two-theory of Herzberg stating that physical conditions and environment (Work conditions) are hygiene factors that reduce employees' job dissatisfaction; all individuals wish to work in an organization that provides positive physical conditions at a work place, helping them to be able to concentrate in their work and leading to efficient performance (Phanurat & Srisathitnarakoon, 2013).

Motivation is the source of behavioral selection. In this study, it is found that work motivation influenced the performance of registered nurses in Generation Z. This is consistent with the study of Jex & Britt (2008) stating that work motivation has an influence on employee behavior, employees' effort, employee retention and their performance. Furthermore, this is consistent with the study of Bhatnagar, Gupta, Alonge, & George (2017) revealing that work motivation is important for work performance of healthcare personnel. Regarding guidelines to build work motivation of registered nurses in Generation Z in a private hospital, there are 5 aspects as follows: 1. Attaching importance to employees and building sense of ownership; 2. Reduction of workload and increase of the number of registered nurses; 3. Provision of support and training for registered nurses; 4. Organizing activities to strengthen positive relationship between the employees in the same and different departments; and 5. Adjustment of assessment criteria for newly hired registered nurses. However, the guidelines to motivate registered nurses in Generation Z as proposed above does not include all aspects that affect work motivation of registered nurses in Generation Z in all aspects. It is probably because the current administration in the hospital is good; i.e. the current management policy of the hospital builds work motivation of registered nurses in Generation at a certain level. Therefore, only 5 aspects were proposed by registered nurses in this study.

### **Suggestions**

1. Based on findings, working team, family, and remuneration and benefits are key aspects motivating registered nurses in Generation Z. The researcher would suggest that 1. the hospital should provide opportunities for registered nurses in Generation Z to participate in activities with colleagues to build share value and promote them to respect other colleagues and establish proper communication and cooperation measures to ensure positive cooperation between employees; 2. The hospital should provide fringe benefits for family members of registered nurses in Generation Z to build morale and motivate them to work; and 3. The hospital

should always improve and develop fair remuneration and benefit provision system for registered nurses in Generation Z which is appropriate with current economic situation.

2. Based on findings, registered nurses in Generation Z working in private hospital have proposed 5 aspects of work motivation. Therefore, the researcher proposed these guidelines for the hospital to increase work motivation of registered nurses in Generation Z.

### Suggestions for Future research

1. Based on findings, there are 9 aspects that affect work motivation of registered nurses in Generation Z. For future research, the findings from this qualitative research should be used in quantitative research to prove the findings in a wider study group.

2. Based on findings, working team and colleagues are important component affecting work motivation of registered nurses in Generation Z and some of these nurses are experiencing a problem when working with people of different generation. Therefore, for future research, there should be in-depth study on this problem to create guidelines for nurses of different generations to improve cooperation of nurses of different generations in private hospitals accordingly.

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