An evaluation of personal motivation and role longevity; a study of nursing staff at Ysbyty Aneurin Bevan NHS Trust, Ebbw Vale

BERNADETTE C. DE LA RAMA

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Declaration

I declare that this Dissertation has not already been accepted in substance for any degree and is not concurrently submitted in candidature for any degree. It is the result of my own independent research except where otherwise stated.

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Student Name: Bernadette De La Rama
Student ID: ST20059078

Signed ....................................................................

Date .........................................................................
Abstract

This study explores to identify the importance of personal motivation and whether or not it has an effect on role longevity of staff nurses at Ysbyty Aneurin Bevan (YAB), Ebbw Vale.

The main aim of the study is to recognise what motivational factors were most significant and effective when it comes to retention of staff in the hospital. In order to achieve this, the researcher set out clear objectives in order to meet the aims of the study. The literature on the theories surrounding the area of research were critically reviewed and evaluated in order to establish the correlation between previous study to the current study.

The research methodology employed by this dissertation was that of a qualitative data approach, in the form of semi-structured interviews with nursing staff in YAB. A total of twelve participants were selected for this study using an opportunity sampling method.

The results from the study show that nursing staff believe that motivation factors are an integral mechanism of retaining employees. This has been fulfilled through analysis and discussion of results from the interviews. Responses from participants were discussed and the author made comparisons and similarities between the answers from all twelve participants and linked the responses of participants to the literature review. Quotations from participants were also used to support the findings.

In summary, the findings of this study reveals that job satisfaction, the working environment and getting praise and recognition for their efforts has a major influence on employee retention.

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List of Abbreviations

YAB: Ysbyty Aneurin Bevan
HR: Human Resources
ILM: Institute of Leadership and Management
PADR: Personal Appraisal and Development Review
NHS: National Health Service
P1: Participant 1
P2: Participant 2, etc.
1.0 INTRODUCTION

1.1 Chapter Overview

This chapter will provide the foundation of the research and specify the reasons as to why the researcher chose the topic in question. In addition to an overview of different chapters in this study, aims and objectives will also be presented to ascertain what the researcher would like to achieve in this dissertation.

1.2 Background Research

In a highly competitive and unpredictable environment, retaining talent in the workplace is challenging, especially in the healthcare environment where recruitment and retention remains a top priority and continues to be the main factor to the growth and success of many organisations even up to this day (Aluvala 2017). Retention of employees is an integral source of competitive advantage in every organisation, especially the NHS where top performing employees is central to their success (Campbell and Watt, 2014; NHS Leadership Academy, 2015). Losing top performing employees can be very detrimental to a company’s success and can impact greatly in their future endeavours (Kalia et al. 2014).

Nursing staff are a valuable asset to healthcare organisations and help shape the largest entity of employees in the healthcare system (Page, 2008). Shortages of nurses can impact many facets of healthcare delivery, particularly in the NHS where their services need to be sustained in order to ensure that the right quality is given to patients (Dunham-Taylor and Pinczuk, 2014; Royal College of Nursing, 2009). There is also a need to ensure that knowledge, skills as well as experience add economic or patient care value to the organisation and must be effectively applied to the organisation’s objectives as it could impact the organisation if an employee was to leave (NHS Leadership Academy 2015). This can ultimately lead to a loss of productivity and employee morale as well as motivation due to loss of valuable knowledge (Allen 2008).
Motivation of employees is an essential tool for the success of any organisation and there are many factors that can influence the motivation of an individual. Remuneration is one element that plays a major role in the process of motivating staff which in turn can ultimately lead to retention (Dobre, 2013). Retaining staff is not always easy and employees leave organisations for many reasons – this may be in the form of seeking for better job opportunities, higher pay, lack of job satisfaction as well as dissatisfaction with their managers (Griffin, 2015).

A key problem in particular is how best to motivate and retain staff nurses (Willis-Shattuck et al. 2008). Nursing is a very demanding job therefore it is vital for healthcare organisations to have strong human resource (HR) mechanisms put in place in order to effectively motivate and retain key talent and to also to ensure that workers are satisfied (Werner and DeSimone, 2008). The HR department deals with many issues, but the main challenge HR professionals face today are: recruitment, retention and motivation, employee commitment and morale, which is highly driven by tough competition for pool of talent. Certain factors such as failing to have clear retention strategies can be a key factor in regards to increase rate of employee turnover (Yazinki, 2009).

Retaining top performers primarily begins with hiring the right talent at the beginning of the process as top performers will be strong contributors to the organisations, however the challenge is retaining them (Oracle, 2012). For many organisations, employees who leave unexpectedly can cause a decline in productivity – this is particularly true in view of the current economic uncertainty, which follows corporate downsizings when there is an increasing rate of losing critical employees (Kreisman, 2002).

This particular research will be of use to individuals who want to be able to gain further insight into the subject and could also help management, especially in the healthcare practice become aware of what the participants had to say in relation to motivation and their beliefs if whether or not it it impacts employee retention. The information will enable them to tailor and improve certain aspects of their strategies in order improve retention rates and employee morale. In addition, the researcher
hopes to propose a suitable piece of research that other researchers of motivation and retention can use to guide them in their research study.

1.3 Aims and Objectives

Prior to starting this dissertation, the researcher was required to set aims and objectives that interlinks with the title of the study. Setting out clear objectives enabled the researcher to carry out relevant research and reach the aims of the study. This research was conducted with the aim of identifying the importance of personal motivation and whether or not it has an effect on role longevity of nurses at Ysbyty Aneurin Bevan (YAB) NHS Trust, Ebbw Vale. The following objectives have been set to fulfil the aim of the study:

1. To examine the importance of motivation and what impact it has in YAB
2. To explore what motivational factors influence retention of nurses in YAB
3. To investigate the reasons which may cause employees to leave YAB

1.4 Research Questions

The study will attempt to answer the following questions:

1. What are the factors that will make an employee remain in their particular job?
2. How do different forms of motivation influence the performance of employees?
3. What recommendations can be put forward, if any, to improve the retention of workers?

1.5 Scope of Study and Research Methods

The study focuses on Ysbyty Aneurin Bevan NHS Trust, Ebbw Vale as the case study. Primary data collection will take a qualitative approach, attaining descriptive data through in-depth interview (Wiid and Diggines, 2009). The researcher will interview staff nurses of different ages and different roles in order to achieve results that are appropriate to the aim of the study.
The literature review will satisfy the secondary research for the dissertation, comprised of a critical analysis on existing literature relating to motivation and retention. Among the issues dealt with in the interview were whether or not strategies contribute to the retention of nurses in YAB.

1.6 Dissertation Structure

This dissertation comprises of six chapters starting with the Introduction, which affirms the aims and objectives and rationale of the study. The second chapter will cover the Literature Review – this will provide the reader with existing academic knowledge, theory as well as information, highlighting key themes surrounding the topic. The third chapter will be the Methodology – this will explain the approaches and methods utilised for the collection of primary data and states whether or not there are limitations or risks involved. This chapter will also highlight any drawbacks that the researcher faced when conducting the research. Chapter four constitutes the Analysis and Discussion of Results – this will look at results gathered from the data collection which will be presented in a logical manner by reiterating the aims and objectives and discussing whether objectives of the study were met. In addition, the researcher will also analyse and discuss the data for themes and guidelines, linking them back to the literature in order to make comparisons. Lastly, chapter five is the Conclusion and Recommendations – this section will summarise and draw upon the key learning points that came from this research study.

1.7 Chapter Review

This chapter highlights the key points, including the rationale behind the study. Aims and objectives were highlighted as well as research questions which will act as a guideline for the researcher to attempt and answer the topic in question.
2.0 LITERATURE REVIEW

2.1 Chapter Overview

This chapter has been divided into four different sections: firstly, definitions of motivation and retention. Secondly, concepts of motivation and forms of motivation. Thirdly, significance of employee retention and lastly, motivational factors that influence employee retention. It will also assess different documents such as books and journals and relevant literature on the study being carried out – including comprehensive background of the history and foundation of relevant theories on motivation and the importance of retaining employees.

2.2 Introduction

It is imperative to review previous researchers’ literature on motivation and retention to find the factors which influence the topic in relation to this study. Literature reviews have distinct purposes depending on the nature of inquiry (Machi and McEvoy, 2016).

The principal objective of the research is to identify the importance of personal motivation and whether or not it has an effect on role longevity of nurses at YAB. i.e. are there certain motivational factors that influence staff retention. Additionally, it will also include conceptual definitions which will be used in the study to ensure validity and reliability in the qualitative research (Cohen et al. 2011).

2.3 Conceptual Definitions

Roy (2012) states that conceptual definitions specifies an individuals understanding of a concept that is necessary to attain prior to considering how it is used or applied. The researcher’s main objective is to examine the concept or theory of the phenomenon with regard to the research question. The conceptual framework for a research study has an impact on the choice of an appropriate method such as the option of choosing
Conceptual frameworks are predominantly used by researchers, especially at the beginning of study as it provides them clarification of their aims and objectives.

2.4 Defining Retention

Mehta et al. (2014, p.154) defined the concept of employee retention as a “technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements.” Aguenza and Som (2012) articulates how retention is imperative for an organisation as the employees are the driving force when it comes to achieving organisational goals and objectives. This can be seen as a vital factor in sustaining competitive success. Fitz-enz (1990) as cited in Das and Baruah (2013) recognised that employee retention is not just influenced by a single factor, but by a multitude of factors such as job security, training and development, supervisor support culture and the working environment.

The definitions mentioned above rationalises how employers have the need to retain their staff and prevent them from leaving their organisation. Retention issues have been perceived to be a human resources problem and replacing an employee can be very costly and are usually 2.5 times the salary of the individual, including recruitment and training costs (Phillips and Connell, 2003; Deb, 2009). Therefore, many organisations attempt to prevent employees from leaving the organisation for a competitor organisation as it could have an adverse effect on the productivity and profitability of the organisation (Carbery and Cross, 2013).

2.5 Defining motivation

Motivation plays an integral part in employee satisfaction, productivity and ultimately employee retention (Lutchman, 2011).
To be motivated according to Ryan and Deci (2000) is to be moved to do something. They state that a person who has no drive and inspiration to act is considered as
unmotivated, however a person who is eager or stimulated toward an end goal is characterised as motivated.

Armstrong (2006) outlines how complex motivation is, pointing out that people have different needs and different goals must be established in order to satisfy those needs, as well as taking distinct approach when it comes to achieving particular goals due to the fact that salary alone will not keep a person in a job. Employees nowadays are looking for a career package, a good working environment and culture as well as being able to progress in their career and work life balance (Griffiths, 2006; Deresky and Christoper, 2011).

Motivation is a fairly complex concept that is influenced by a number of factors in the organisational environment. Clark and Estes (2002) defines the concept of motivation in a business environment as a mean of pursuing a goal, persevering in decisions and determining how much effort to spend on particular tasks. In accordance to McClelland (1961) as cited in Kaila (2005), people are inclined to develop motivational drives as a result of the cultural environment in which they live – these drives affect the way in which people view their jobs and approach their lives. Sachdev (2004) argues that bringing employees in sync with company’s vision and mission is a very desirable objective when it comes to motivating employees and it is often overlooked.

2.6 Forms of motivation

There are two main sources of motivation: intrinsic and extrinsic. Intrinsic motivation outlined by Frey and Osterloh (2002) states the basis of being motivated internally – this is where individuals perform certain activities as it gives them job satisfaction and identification of common values rather than being motivated from some other form of rewards. Much importance has been placed on intrinsic motivation in social psychology due to it being perceived as a type of motivation leading to highly regarded outcomes such as creativity, vitality and quality (DeCharms 1986; Kruglanski Friedman and Seevi 1971; Deci 1978) as cited in Reinholt (2006).
On the other hand, extrinsic motivation can be defined as an action that is driven by rewards existing outside of the individual – these include things such as monetary rewards and recognition (HRZone, 2017).

Moreover, Glen (2006) states that it is imperative to maximise the use of team engagement, motivation and retention by providing intrinsic factors such as regular feedback, assessment and ongoing support – these can be seen as key to operational and strategic issues which can impact directly on organisation productivity and performance. Seel (2012) further argues that by receiving regular and positive performance-relevant feedback enhances intrinsic motivation, whereas negative feedback given in a controlling manner destabilise the experience of competence consequently decreasing intrinsic motivation of an individual. Marrelli (2009) added that giving feedback to employees is the most fundamental and effective action supervisors and managers can take in order to improve work performance and that feedback can come from a range of sources other than the manager, for example co-workers and higher level leaders.

In order to be effective, it is important for a business to have motivated employees in order to accomplish the goal of the company (Hatten, 2015).

With regards to (Deb, 2009) motivation is one of the easiest concept to understand, however out of all the functions a manager performs in an organisation, motivating employees is considered to be one of the most complex aspect and most difficult to implement. Drucker (1999) states that one of the most important challenge of the 21st century is the enhancement of knowledge workers’ productivity and motivation.

In accordance to Nagelkerk and Huber (2006), performance appraisal can have a profound effect on motivation and satisfaction. He states that performance appraisal includes assessing the needs and setting of goals for an individual and establish the objectives and the timeframe. The main purpose of performance appraisal is to provide employees recognition and feedback for their work efforts – this allows the manager to highlight the areas that the employee should continue to implement and what areas can be improved (Mone and London, 2014).
Appraisals have the influence of motivating employees as they provide various interconnected benefits. This includes: demonstrating the need for improvement – it is crucial for employees to have a clear comprehension of how they are performing, if they do not get this then they will not have the motivation to make any improvements. Another benefit is that is enhances personal development – this is considered to be highly motivational for employees who are looking to better their learning and development (Lloyd, 2014).

Pritchard and Ashwood (2008) emphasises the importance of timely feedback – they express how employees should be able to attain information needed for feedback as soon as possible after carrying out the work. They argue that the reason for this is because feedback given to individuals for work completed months ago is not merely as effective as getting feedback on more recent work.

The presence of an organisation adopting appraisal programs shows that an organisation is genuinely interested in the worker’s development and performance – this alone can have a major impact on the sense of worth, commitment and belonging of an individual (Mathis and Jackson, 2011).

2.7 Work motivation in nursing practice

When it comes to influencing nurses’ behaviour and performance, work motivation plays a pivotal role in establishing high standards of nursing practice – work related factors such as providing good working conditions and incentive systems (Moody and Pesut, 2006). It has been articulated by Toode et al. (2011) that a nurse who is motivated and satisfied has greater willingness to take care of patients and collaborate and in that way provide a better healthcare service.

2.8 Significance of employee retention

Not only is retention important to reduce turnover costs or the cost incurred by an organisation to recruit and train, but the need of retaining employees is becoming more significant as organisations want to retain as much of their talented employees
Retention is considered to be the most important aim for an organisation – more so than hiring as many firms spend a high amount on orientation and training of employees (Swamy, 2015).

Pilbeam and Corbridge (2006) highlights the importance of identifying the factors that may influence an employee’s decision to leave or stay in an organisation. They argue that it is useful to analyse the reasons for leaving and identifying the ‘push’ and ‘pull’ factors. MacGregor and Wood (2009) states that push factors typically drive employees away from the organisation due to underlying unhappiness with their employment, thus leading to unwanted turnover, while pull factors draw employees towards other organisations to seek for better opportunities or opportunities for higher rewards.

Torrington (2009) highlights a wide range of issues which triggers push factors and they are: insufficient development opportunities, boredom and poor levels of employee involvement. He further states that organisations can readily address these particular issues, but the main motive as to why many organisations fail to do so is due to the absence of mechanisms for detecting signs of dissatisfaction.

Figure 1: Push and Pull Factors
(Saridakis and Cooper, 2016)

Figure 1 suggests how the combination of push and pull factors are the triggers to resignation. It can be understood from the figure above that people who are highly satisfied, engaged and committed are more likely stay with their employer.
The retention of employees is a challenging aspect for managers, especially high performing individuals as this particular category of employees frequently move from one job to another due to the attraction of different organisations (Samuel and Chupunza, 2009). Retention of nurses has become the main survival growth of the national health service (NHS) and factors such as being recognised for their efforts, having good management strategies and a sense of management responsiveness will impact an individual’s decision on whether or not they want to remain in their employment, hence leading to retention (Maben, 2008).

Hendricks (2006) as cited in Goud (2014) articulates that individuals with scarce skills who attain many skills to fill a particular profession are in high demand by organisations and deemed to be difficult to source. However, when they are sourced, retaining them becomes a challenge for organisations – these include both public and private organisations.

Aguenza et al. (2012) highlights that in order for a business to have an effective retention program, they must embrace various policies and practices in order to create a working environment where employees feel comfortable. A vital factor to employee retention is a working environment that is productive and respectful. The reason for this is because employees at all levels of the organisation want to be able to have a sense of meaning and comprehension of their job’s wider purpose and also what their contribution is to the overall success of the organisation (Ulrich and Ulrich 2010).

There are several approaches explored as levers to increase retention, such as offering the right benefits, providing the option for flexible working, creating open communication between employees and managers and listening to feedback from staff (Florentine, 2015). Nevertheless, Muncherji, Gopal and Upinder (2009, p.201) believes that it is getting more difficult to retain employees due to ‘pool of talent becoming more tapped out’.

Job satisfaction can also be considered as a key element of employee retention. Bonuses are not the top motivating factor for employees in accordance to a study carried out by Institute of Leadership and Management (ILM) as cited in Chuchard (2013). From a total of 1,000 participants who partook in the survey, only 13% of
individuals agreed that financial rewards would have an effect on their motivation, however having a good basic salary and pension was viewed as an integral incentive by half of the respondents. The top motivational factor established from the survey was ‘job enjoyment’ with 59% of respondents. From the findings, it was suggested that £36.9 billion was spent on performance bonuses which had no impact on the motivation and commitment levels of the individuals.

In addition, Flynn et al. (2016) highlights the impact managers have on job satisfaction of employees. They state that younger employees are affected by older employees delaying retirement for financial reasons, thus affecting their opportunity to advance in organisations which in turn will have an impact on their job satisfaction.

![Figure 2: Components of Job Satisfaction](image)

(Flynn et al. 2016)

In accordance to Hatcher et al. (2006) and Wray et al. (2006) the case for retention of older workforce is becoming of great importance due to economic reasons – such as cost of training and replacement. The other main reasons of retaining older nurses are due to them having the experience, knowledge and skills. In addition, as older nurses have more experience, they have the ability to teach and mentor younger nurses.

Identifying various literature by exploring journal articles and books which are closely related to the influence of motivation factors to employee retention act as a
parameter in accomplishment of this research. Under this section will comprise of motivation theories and motivation and employee retention factors.

2.9 Motivational factors that influence employee retention

In order to explore different motivations for nursing staff in YAB, the researcher must first explore the different types of motivational theories that are present in the literature in order to define motivation.

There are a variety of theories that justify motivation. The traditional model and first approaches to employee motivation is the work of the father of scientific management, Frederick Taylor which looks at particular methods to improve efficiency and labour productivity of workers in scientifically determined jobs and management practices (Daft and Marcic, 2014).

His work is generally known as “hierarchy of needs” and his theory provides a holistic viewpoint of looking at new ways of employee job altitudes as well as employee behaviours in comprehension of how humans are motivated in the workplace (Kaur, 2013).

Maslow developed a model where the basic, low-level needs such as psychological and safety needs must be fulfilled prior to following the higher-level which is self-fulfilment. His theory argues that when the basic needs of the individuals are met, people will strongly desire higher needs in the hierarchy (Remington, 2011). Higher order needs are predominantly served by intrinsic rewards, whereas lower needs are merely served by extrinsic rewards (Schermrhom, 2001). The five human needs in the hierarchy are: Physiological, safety, social, esteem and self-actualisation.

**Physiological needs:** These are the things humans need in order to survive e.g. food, water and shelter – in employment perspective these needs are satisfied through sufficient salaries

**Safety needs:** These are the things humans require for physical and emotional security – these needs are satisfied through job security and safe working conditions for example
Social needs: A person’s needs for love, affection and sense of belonging which can be satisfied in the working environment

Esteem needs: An individual’s need for internal factors such as respect and recognition e.g. job promotion

Self-actualisation needs: This is the need to grow and develop and to become what the individual is capable of being – these are usually the most difficult needs to fulfil (Pride at al. 2009)

![Maslow's Hierarchy of Needs](image)

*Figure 3: Maslow's Hierarchy of Needs*

(Maslow, 1970)

Self-actualisation is the highest point of Maslow’s hierarchy. This level is somewhat fragmented from the rest of the levels as it is more of an accolade type of need due to the fact that it refers to an individual maximising their full potential.

In Taylor’s theory, he believed that employees work primarily for monetary purposes and the workers must be closely supervised and managed (Pride and Kapoor, 2009). Furthermore, he believed that a manager’s job was to execute mental tasks, thus determining the “one best way” to do a job and the employees job on the other hand would be to perform the physical tasks of their job (Leonard, 2010).
Although Maslow’s theory is considered to be the most popular, there are limitations to his work and the emphasis on personal growth of the individual is one of them (Härtel and Fujimoto 2010; Trigg 2004). Cianci and Gambrel (2003) argues how Maslow’s theory is too simplistic and suggested that it does not provide a reckoning of societal needs at a particular time, such as recession. Mayo (2003) on the other hand emphasises that workers are not just concerned with monetary aspects – he suggested that workers’ motivation could be enhanced by having their social needs met whilst at work and this was something Taylor ignored in his theory. Furthermore, Taylor’s theory puts unnecessary pressures on employees to undertake the work faster, as much significance was placed on productivity and profitability without compensating them for their additional production consequently resulting in exploitation of employees (Kirby and Kummerow, 2014).

However, Frederick Herzberg challenged Taylor’s theory with the introduction of his work in 1959 called the two-factor theory, which is also known as intrinsic vs. extrinsic motivation. His theory argues that certain factors in the working environment can have a vast impact on the needs of the individual. Nelson and Quick (2010) articulates that with Herzberg’s theory, work conditions in relation to satisfaction of the need for psychological growth were identified as motivators (intrinsic), whereas work conditions in relation to dissatisfaction in work conditions caused by discomfort of pain were identified as hygiene (extrinsic) factors. The identification of motivators and hygiene factors led to job satisfaction and job dissatisfaction.
The conclusion Herzberg drew from his research is that job satisfaction and job dissatisfaction are not opposites. The reason for this is because the things that lead to job satisfaction are distinct from those that lead to job dissatisfaction – the opposite of satisfaction is no satisfaction and the opposite of dissatisfaction is no dissatisfaction (Hollyforde and Whiddett 2002). Herzberg (2003) believed that achievement, recognition for achievement, work itself, responsibility as well as advancement are strong determiners of job satisfaction for individuals and this leads to long-term positive effects in job performance (Williams and Curtis, 2007).

Herzberg’s theory is an easily understood approach and highly appreciated, wherein it provides an insight into the task of motivation by drawing attention to job factors that are often overlooked and disregarded, therefore it enabled managers to understand and solve the issues on why certain policies did not work when motivating employees (Chopra 2001; Buchbinder and Shanks 2007).

Another concept which is relevant to this study is Vroom’s expectancy theory. Vroom’s theory is based on the perception that people will be motivated to do certain things in order to reach a goal – that is if they believe in the worth of that particular...
goal (Koontz and Heinz, 2010). In other words, Vroom’s theory explains the processes that an individual goes through in order to make choices: a person has personal goals which they like to achieve hence they work in organisations to achieve those goals – these can be fulfilled through various forms such as organisational rewards or work outcomes (Parijat and Bagga, 2014).

Lunenburg (2011) expresses how Vroom’s approach differs from the content theories of Maslow and Herzberg; wherein Vroom’s theory provides a process of perceptive variables that reflects individual distinctions in work motivation, whereas the theories of Maslow and Herzberg is focused solely on what motivates employees in the workplace. Vroom’s approach is deemed to be more realistic as it recognises the importance of individual needs and motivation (Koontz and Heinz, 2010).

![Figure 5: Vroom's Expectancy Theory](image)

**Figure 5: Vroom's Expectancy Theory**

*(Boone and Kurtz, 2010)*

Vroom’s expectancy theory is summarised from the figure above. It can be understood from the figure that there are two stages on how this approach can be comprehended. The first stage looks at whether or not an employee is motivated and if the individual thinks that he or she can complete the task. The second stage is when the employee assesses the reward for accomplishing the task and is motivated if the reward is worth the effort (Boone and Kurtz, 2010).
In Vroom’s theory, he states that performance and motivation correlates to an individuals’ motivation. His approach is based upon the three following principles:

**Expectancy:** This is the belief that an individual’s effort leads to performance – for example, if a person thinks that he/she should try harder, then he/she will do better

**Instrumentality:** This is the belief that performance is related to rewards – for example, if a person think that he/she can perform better then he/she will get more pay

**Valence:** This is the value a person places on a particular reward (Nelson and Quick, 2010)

Buchbinder and Shanks (2007) addressed that while rewards may serve as incentives, the real motivation to act comes from within the individual. Managers exert influence over their employees to some extent, but they do not have the power to force a person to act (Kotter, 1999). They can provide various types of incentives to stimulate them in an effort to influence an employee such as improving working conditions – this may have an impact on the employee’s level of motivation but it ultimately will lead to the decision of the employees and whether or not they will take action (Cornelius 2001; Buchbinder and Shanks 2007).

In accordance with Cooper and Starbuck (2005), having feelings and opinions acknowledged as well as having the opportunity for self-direction enhances intrinsic motivation as it increases feelings of autonomy. LaLiberte, Hewitt and Larson (2005) further states that employees who are recognised and appreciated for their contribution and efforts to the organisation are more likely to be internally motivated. Receiving a sincere ‘thanks’ can be highly rewarding to individuals; it does not cost anything and it is more important than receiving a tangible reward to many employees (Tonks, 2015).

McConnell (2005, p.291) articulates that “there is no better or more useful knowledge for the manager to possess than to know the employees as individuals and know what is important to each of them.”
It can be understood from the statement above that managers should always listen and engage with their employees, especially in the sense of retention. By actively listening to employees' concerns will enable management to develop such strategies that can focus on boosting employee morale.

Financial reward is one of the basic types of extrinsic rewards that covers the aspects of basic needs of income in order to survive, this includes job security as well as praise and recognition (Daft, 2014). In certain circumstances, employees tend to be more motivated by extrinsic rewards of high pay as they require money to support their families (Samson and Daft, 2012).

Although financial reward is still considered to be a primary incentive for employees to perform better in work, it is not sufficient in the long-run, especially if the organisation wants to keep their highly skilled employees (Aguenza and Som, 2012).

Ekermans et al. (2006) highlights that individuals who are internally motivated generally do not need external rewards such as pay or praise to do well in a job. They are motivated mainly because they enjoy performing the tasks they are given or enjoy the challenge. Moreover, individuals who are motivated by external factors does not particularly mean that they do not enjoy the task being carried out, however they need some sort of reward to be motivated to perform well.

The theories of motivation mentioned above serve as the foundation for employers’ understanding of how certain methods/how best to motivate employees.

2.10 Chapter Review

Within this chapter, the researcher has used secondary information to consider the theoretical underpinnings in relation to motivation and retention. The researcher has looked at different theories and the significance as well as factors that influence motivation and retention. The study will now continue in the methodology chapter with a review of the research process utilised.
3.0 METHODOLOGY

3.1 INTRODUCTION

The literature review examined key theories, definition and factors of motivation, as well as the factors that affect employee retention. This chapter will identify the research approach implemented by the research during the study. This chapter is of great significance as it will aim to answer the research question of ‘To identify the importance of personal motivation and whether or not it has an effect on role longevity of staff nurses at YAB’. This section of the study specifies approach and methods used by the researcher: semi-structured interviews, including the advantages and disadvantages. Furthermore, it will also discuss the use of participants, consideration of ethics as well as validity and reliability.

3.2 DATA COLLECTION METHOD

Ahmed and Aziz (2016, p.33) defines methodology as a ‘philosophy and framework that are fundamentally related to the entire process of the research’. From the definition above, methodology can be understood as a method that a researcher uses to do something. Palgrave (2017) states that choosing the right approach to research methodology is fundamental, as the method chosen will affect the results and how the researcher will conclude and interpret the findings.

Data collection methods are integral part of the research design and both quantitative and qualitative research are two main approaches to gathering data (Tariq and Woodman, 2013). Quantitative data according to Babbie (2010) emphasise objective measurements and numerical analysis of data gathered from questionnaires and surveys – its central focus is to gather numerical data to explain a particular phenomenon. Bryman and Bell (2007) on the other hand, states that qualitative research is a strategy that predominantly emphasises words rather than quantification in the collection and analysis of data. The main purpose of conducting a qualitative research it to easily comprehend the meaning of things, understand experience as well as ideas, beliefs and values (Harreveld et al. 2016).
By taking a quantitative approach to this research project, the author would have to use a survey type approach. Questionnaires require a large amount of participation to gain a thorough data analysis (Langdridge and Hagger-Johnson, 2009). However, the researcher recognised that this particular format is not ideal for the topic in question. The reason for this being is that the researcher felt that it would be difficult to gain the required amount of participants for the research as the topic is aimed to get nurses’ views (Brooks and Edwards, 2013). Therefore, choosing a qualitative approach will enable the research to ask more detailed and open-ended question which is more suited towards the research aim.

As mentioned earlier, the researcher will be using a qualitative method of semi-structured interviews, using opportunity sampling. This particular method was chosen due to the fact that the researcher’s topic is relatively personal and it deemed to be more fitting as the need of in-depth information was required in order for the researcher to get a better comprehension and explore the ideas of the participants’ views regarding motivation and whether or not they believe that motivation has an effect on the retention of employees (Silver et al 2013). In addition, the research provided valid qualitative responses that could be broken down into four different themes which are: motivational factors, work recognition and appreciation, performance appraisal and retention. The reason for this being the researcher wants to focus on the main themes that relates to the research question and by applying this approach will enable the researcher to easily link previous theories with participant responses (Taylor-Powell and Renner, 2003).

In accordance to Cargan (2007), personal interviews are considered to be a fairly straightforward means of collecting data on beliefs, feelings, expectations and values. They allow the opportunity to follow up by probing complex answers and discussion if a respondent’s answers are too brief or unclear, which is not possible in a quantitative study (Zikmund and Babin, 2006). Although personal interviews have a number of advantages, they also have some drawbacks, such as lack of anonymity of respondent and high costs. Sreejesh et al. (2014) states that in terms of lack of anonymity, a participant in a personal interview may hesitate to provide correct information due to the individual’s identity being known to the interviewer, hence this is overcome through the interviewer tailoring certain questions in the best possible way so the respondent will be able to give unbiased responses especially with
sensitive issues. With regards to costs on the other hand, high costs are associated with all phases of interview operations and this can be in the form of travel expenses (Miller and Salkind, 2002).

In addition, conducting a semi-structured interview was thought to be a more appropriate method as it allows for the researcher to be able to gain a deeper insight to each participant’s answers, by treating the questions like a meaningful and significant discussion and reflecting on the personal perspective of the participant, consequently comprehending the validity of each response (Fitzpatrick and Kazer, 2012).

Given (2008) states that the most imperative consideration when it comes to semi-structured interviews is that the respondents should be allowed to answer in their own words and at length in order for the researcher to comprehend the meaning of the interviewee, their beliefs, attitudes, perception as well as descriptions of their own behaviour.

There are a number of research data-collection methods for research design, for example focus groups. This type of research involves the formation of selected group of individuals that are interviewed and capitalises on communication between research participants in order to generate data (Kitzinger, 1995).

The approach of doing a focus group was not chosen as it is very much impossible to attain twelve members of staff at the same time during working hours for a group interview due to conflicting schedules and work commitments (Fox et al. 2014). Focus groups are also largely limited to verbal behaviour and self-reported data, which is not appropriate as the goal of the researcher is to collect data on other collective activities, rather than just the discussion of activities (Morgan, 2009). Moreover, group interviews can be disconcerting for individuals as they may feel under pressure to answer certain questions with the dominant view and this can emancipate invalid results (Stewart and Shamdasani, 2015).

3.3 SEMI-STRUCTURED INTERVIEWS

Semi-structured interviews are in-depths interviews where participants taking part in the research answer pre-set open-ended questions (Jamshed, 2014).
Semi-structured interviews were carried out in order to collect data regarding opinions of participants, their attitudes and beliefs on the topic in question. The main reason for choosing this type of sample is because a semi-structured interview is sufficiently structured – it addresses certain dimensions of the research question while also providing space for the participants to offer new meanings to the study (Galletta, 2013).

When conducting the interviews, the researcher ensured to focus on listening to the participant, maintained eye contact and keeping comments to a minimum. The researcher did not feel the need to take written notes as it would have been difficult to listen to the individual and write at the same time. The researcher did consider having a third person to take notes during interviews, but seeing as the study was anonymous, it could have affected the confidentiality of the participant (Kaiser, 2009). The option to video record the interviews was not considered as the researcher felt that it may make the participants uneasy, which may hinder and potentially impact their response (Axinn and Pearce, 2006). However, the researcher selected the option to audio record the interviews instead as she felt that it was more appropriate as the participants may feel less observed if they are being audio recorded and in addition, will enable the researcher to go back over material during analysis (University of Surrey, 2017). There were weaknesses that the researcher had to take into consideration when it came to audio recording which is that respondents may feel uncomfortable that everything is being recorded which could distort the interview (Kuckartz, 2014). However, each participant who took part in the research was aware of this prior to signing the consent form. The answers captured from the recording were saved for reference and it enabled the research to rewind and listen to them repeatedly in order to get clarity on the interview as well as during transcribing process. Transcribing the interviews was time consuming and this was one of the main limitations that had to be considered prior to deciding what approach to use (Opdenakker, 2006). The use of audio-recording, however guaranteed accurate collection of data.
3.4 RESEARCH SETTING

The research was undertaken at YAB hospital, situated in Ebbw Vale, South Wales which opened in 2010. YAB was the central focus of the research as it was one of the hospitals where the researcher was able to get a full commitment from the staff to take part in the research. In addition to this, the hospital had the number of required staff to collect data for the research being carried out.

3.5 PARTICIPANTS AND SAMPLING

Sampling is the act and technique of selecting a representative part of a population with the purpose of determining characteristics of the whole population (Coldwell and Herbst, 2004). The researcher enlisted her participants using opportunity sampling. Opportunity sampling is considered to be a popular method as this involves the individual carrying out the research to select a person who fits the right criteria (Searle, 1999). In the case of this study, the researcher could have interviewed any nurses working in YAB as they fit the criteria of the topic in question. A total of 12 individuals were interviewed with contrasting views from nurses and managers. Having a smaller sample size will give the researcher a manageable data hence allowing her to focus on the quality of the results.

3.6 VALIDITY AND RELIABILITY

Validity and reliability are two of the most important aspects of all research. Meticulous attention to these two aspects can help differentiate between good and poor research and can further help to assure that researchers accept findings as credible (Brink, 1993). According to Blumberg et al. (2005) validity is the extent of which a test measures what the individual wishes to measure, whereas reliability refers to a measurement that fulfils consistent and trustworthy results. Validity is more essential due to the fact that if a research is not valid, then it hardly matters if it reliable, therefore the research carried out needs to be valid in order to answer the research question.
Validity and reliability of a study can be upheld by correct application of statistical tests and careful sampling. On the contrary, the validity of using a qualitative approach can be addressed through honesty and the participants hence it is important for the researcher to have confidence in the components of research planning, data collection, processing and analysis as well as interpretation and judgement (Ramlaul, 2010).

To increase reliability and validity, the researcher could have carried out the same primary research for a different hospital to compare results from other nursing staff on their views on motivation and retention, however this was not practical due to lack of time. Time was definitely a contributing factor to the limitation of the study as the researcher had multiple assignments and work commitments to manage concurrently.

3.7 ETHICAL ISSUES

Prior to carrying out the study, the researcher had to complete an ethics application form which was sent to Cardiff Metropolitan University (CMU) ethics committee for authorisation. The ethics committee confirmed the procedure and provided the researcher an ethics number in order to proceed with the research. A number of ethical issues were evident and as the method of research was a qualitative study, the researcher made sure to take anonymity, confidentiality and informed consent into account before conducting face to face interviews (Sanjari et. al (2014).

Furthermore, to maintain participant anonymity, no names were used during the transcription process and the participants were abbreviated with P1-P12 (Kaiser, 2009). An information sheet was distributed prior to the interview, which were accompanied by a consent form that the participants had to sign and date to confirm that they understood the procedure being carried out (Lytras et al. 2010). The study was guided by the researcher’s supervisor to ensure that all ethical procedures were adhered to and no sensitive information subsisted (Resnik, 2015). No data was collected before ethical approval from the ethics committee was granted. A copy of ethical approval, participant information sheet, consent forms and permission email can be found in Appendix 1, 2, 3 and 5.
Audio recordings were stored in a password enabled computer and the researcher was the only person who could access data. The participants were also made aware that the recordings will be destroyed and/or deleted once the project has been submitted. Furthermore, the researcher included a copy of interview questions (see appendix 4).

3.8 CHAPTER REVIEW

This chapter justified the research methods that were utilised for the study and discussed the advantages and disadvantages of why other methods were not considered for this study. The following chapter will present the results, analysis and discussion from the research.
4.0 RESULTS, ANALYSIS AND DISCUSSION

4.1 INTRODUCTION

This chapter will present the findings of the qualitative phase of research – semi-structured interview of NHS nurses at YAB.

As stated in the methodology, the primary research consisted of semi-structured in-depth interview with a total of 12 nurses, ranging from 26-56 year olds of both men and women with different roles. The interview comprised of 17 questions in total. A transcript of the interviews can be found in Appendix 6. The researcher has presented each interview in order from each participant interview carried out and is referred to as Participant 1 (P1), Participant 2 (P2) etc.

The objective of the research was to identify the importance of personal motivation and whether or not it has an effect on role longevity of nurses at YAB. The questions were framed to cover functions such as motivational factors, how different forms of motivation influence the performance of an employee and what factors drive employee retention.

The participant’s answers will be divided into four different themes which will represent the key questions asked in the semi-structured interviews: motivational factors, work recognition and appreciation, performance feedback and retention, in the expectation that the responses would indicate the significance of these factors’ affect on nursing staff.

The findings will be linked and compared to previous findings which was gathered and analysed by the researcher in the literature review.

4.2 Theme One: Motivational Factors

Participants were asked what factors (intrinsic or extrinsic) particularly motivates them the most and if they think that having certain incentives such as recognition programmes and financial rewards have an influence in motivating and influencing their performance at work. Of the twelve participants questioned, six mentioned that
they were motivated by both intrinsic and extrinsic factors; five mentioned that they were motivated by intrinsic factors and one said that the environment of the organisation is the main motivation. Out of the twelve participants that were interviewed, no one mentioned extrinsic as the only motivational factor.

The participants who responded saying that they were motivated by both intrinsic and extrinsic factors articulates that loving the job and the role itself is crucial, but salary also plays a big role into their motivation:

‘I am happy with my job and role, I love looking after patients and I love my job and that makes me contented, but the salary I get gives my family a lot of security and I can give my children the things they need’.

(Participant 1)

‘It’s nice to feel appreciated, but sometimes it’s nice to have the financial rewards that go with it’

(Participant 9)

A similar response was given by P8, stating that as you get older, more incentives are needed:

‘You have job satisfaction seeing to the patients and seeing them get well and go home, but when you have to be here for twelve hours, a few times a week doing that – leaving your family and whatever, you do need a bit more incentive really as you get older’

(Participant 8)

In relation to the individuals who responded with intrinsic factors, they state that patient care, working relationships with colleagues and feeling appreciated are the main motivational factors:

‘I enjoy coming to work because it stimulates me. I enjoy challenge and I love the patients I care for’

(Participant 3)
‘The working relationship with my colleagues – they are the nicest people you can think of and that makes your working life easier’

(Participant 4)

‘I think the most important is when you feel like you’re being appreciated’

(Participant 6)

According to secondary data analysed by the researcher in the literature review, the quotes mentioned above rationalises the views of Ekermans et al. (2006) wherein being internally motivated does not generally need external rewards such as pay or praise to do well in a job, as being motivated lies within the individual’s enjoyment of the challenge of successfully completing the task. Moreover, it supports Larson (2005) statement that employees who are recognised and appreciated are more likely to be internally motivated.

Nevertheless, P11 points out that incentives are not the prime consideration of why a person choose to work, but they do help in some forms. P12 further states that it is important for an individual to be motivated in themselves especially with any jobs.

‘It’s not the prime consideration of why you work – motivating factors is good I think to keep you going’

(Participant 11)

‘I think you gotta be quite motivated in yourself haven’t you, with any particular job anyway’

(Participant 12)

The answer given by P12 interlinks with the perspective that (Buchbinder and Shanks 2007; Kotter 1999 and Cornerlius 2001) articulates – that while rewards may serve as incentives, the real motivation to act comes from within the individual. Managers can provide individuals various types of incentives to motivate them but it is ultimately up to the individual to decide whether or not they will take action.
Alongside this, with Maslow’s hierarchy of needs, the idea of having incentives is logical in terms of improving motivation as it would target each level in turn, starting at the bottom where the basic level of fulfilling financial needs is met and when they are achieved, the individual will then progress to fulfil safety needs and so forth. However, from the statements above it is evident that nurses are motivated by multiple factors.

4.3 Theme Two: Work recognition and appreciation

Participants were asked if they think their work is recognised and appreciated by their manager, especially when they have performed well and underperformed. This was asked in order to understand whether or not there is a balance between good and bad performance. There was a mixture of opinions from twelve participants in relation to this question – P3 and P4 mentions how their work is always recognised and that feedback given to them are always positive – this makes a difference in their performance because they know that they are doing their job properly:

‘Yes, there’s always good feedback’

‘You do feel good ‘cause you know you’re doing your job properly’

(Participant 3 and 4)

Seel (2012) suggested how getting regular and positive feedback enhances intrinsic motivation. In contrast from the statement of P3 and P4, it is not always the case. Three participants mentioned that not enough recognition and praise is given in the hospital by their managers. P7 implied how recognition is only given when managers are aware, whereas P6 stresses the importance of being appreciated and that no one wants to be seen as a number in any occupation:

‘If you’re working somewhere, you don’t want to be one of the number – you want to be appreciated on what you do...you need to be valued’

(Participant 6)
P1 and P8 had the same views in relation to not being recognised enough:

‘I know there were thank you’s but you know, that was only once. I’m sure they appreciate what we do, but sometimes I think managers need to say thank you more often’  
(Participant 1)

‘Not all the time. I would say, no. There’s not enough – it’s so busy sometimes that things get missed, you know but there’s not enough of that – that praise’  
(Participant 8)

P11 expresses how feedback in relation to underperforming is not really highlighted when receiving feedback:

‘It would be nice to know if you could do things better if the manager recognises if you could, but things being there as they are and the health service and staffing, you know, you don’t get it’  
(Participant 11)

In accordance to secondary data stated in the literature, the quotes mentioned above links to LaLiberte, Hewitt and Larson (2005) and Glen (2006) statement on how individuals are more likely to be internally motivated if recognition and appreciation for contribution and hard work are recognised by their managers as they tend to work and perform better. This is also supported with Maslow’s hierarchy of needs, particularly the third level relating to belongingness needs which forms the idea that nurses like to feel a sense of belonging and being recognised for their work.

P6 on the other hand states that emphasis is placed upon underperforming, but also specified that it is communicated in a nice way.

‘She still say to me if she’s not happy with my job, but in a nice way actually so I think it’s really good because that’s the way to recognise if you are underperforming – same thing if you are performing really well, she will appreciate you – but obviously if you’re not doing really well, you need to know.’
It can be pointed out from this statement that having a balance of knowing if an individual is performing well or underperforming is crucial in order to be able to improve upon it. However, P7 does not feel that there is a balance with both good and bad performance:

‘No. I think when you do something wrong, it’s highlighted a lot more than if you’re doing good’

(Participant 7)

This is crucial for manager’s in YAB to consider as from the literature gathered, Seel (2012) mentions that when a negative feedback is given, especially in a controlling manner it can destabilise the experience of ability thus decreasing intrinsic motivation of an individual thus affecting their performance.

Receiving a simple sign of gesture is enough according to P2 and P9:

‘a thank you at the end of a particularly difficult shift is good enough – that’s all you need really’

The quotes above correlates to Tonks (2015) statement that by saying a simple ‘thanks’ can be highly rewarding to individuals. Overall, from the findings found in this theme, the majority of nursing staff believes that more emphasis by their managers should be placed upon being recognised for their contribution and hard work, even if it means receiving a simple ‘thank you’ as it does make a difference.

4.4 Theme Three: Performance Appraisal

Evident from the above discussion, it is clear that recognition is imperative to an individual. Another key element discovered in the primary data was performance appraisal. The participants were questioned how often managers provide feedback on their work and how this makes them feel.
From the primary data collected from the interviews, the majority of participants responded in a positive manner, stating that performance appraisal is adopted and implemented in YAB. The answers gathered from the participants declare that they have a yearly PADR’s (Personal Appraisal and Development Review) with their managers. From this finding, it can be seen that nursing staff are often given feedback on their performance. However, there was one participant in particular who is relatively new to the hospital and mentioned how she has not had a proper performance appraisal with her manager, but articulates that if she goes to her manager’s office to ask for feedback, the manager would provide feedback.

‘Right now she is always giving me feedback, like every time I went to her office to ask something, I always ask her what do we need to do to improve myself, ‘cause I am really new to hospital’

(Participant 2)

This interlinks to the key theme mentioned in the literature review, where Mathis and Jackson (2011) identified that organisations who adopt appraisal programs indicates that an organisation is interested in the worker’s development and performance. Whilst the majority of responses were positive, the above statement, however, does not apply to all workers in YAB where contrasting views were highlighted:

P9 mentions that in between the duration of one year, not much feedback is provided:

‘We have a yearly PADR, but in between no not really – don’t really get much feedback’

(Participant 9)

On the other hand, P11 mentions that no feedback has been provided in a relatively long time and states that it would be desirable if more feedback was given, especially if other participants regularly receive feedback and performance appraisal:

‘I mean, I haven’t had one in quite a while...It would be nice to have one, but other that that, no, I don’t have feedback’

(Participant 11)
From the primary data collected, it was evident that staff find receiving constant feedback important to know if they are working towards their objectives. Jain et al. (2010) suggested that not receiving feedback/attention or not having regular performance appraisal may give the individual a sense that he or she is performing up to standards, however it still should be emphasised because it will not only enable the individual to work on certain areas they may need improvement on but employees have the right to also know how well they are doing and whether or not their work is having an impact. This can help with their morale and work progression especially if the individual wants to work their way up the hospital. Similarly, ACAS (2017) highlights that employee appraisal should be a continuous process and should not be limited to a formal review once a year, especially in an organisation where objectives change so quickly.

Moreover, as evidenced in the works of Pritchard and Ashwood (2008), it is important for employees to get timely feedback from management – they state that feedback given for work that was carried out months ago is not as effective as feedback on work that was completed in recent time. P12 in particular pointed out that managers do not always give feedback due to the manager being too occupied.

A key theme found in the chapter 2 of the literature review looks at Nagelkerk and Huber (2006) views on performance appraisal and how it can have a profound effect on motivation and satisfaction. P3 states that in terms of how managers and senior colleagues help in motivating, they peer support each other – this is highly relevant to number four of Maslow’s hierarchy of needs where the individual feels that they are respected by others.

4.5 Theme Four: Retention

There were various questions that were asked in the interviews in relation to this theme that helped the researcher gain a better understanding on the importance of retention and how motivation plays a major impact on role longevity of individuals thus satisfying the aims and objectives of the study.
Participants were asked the following questions:

1. Do you think that employee motivation has an overall impact on the retention of employees?
2. Do you ever feel unmotivated in work?
3. Do you think retention rates are lower when managers do not give praise/recognition?
4. How do you think managers can increase retention rates among employees?
5. Where do you see yourself in 5 years’ time? Do you plan to progress?

In terms of the first question, the participants were asked this question to get an idea and sense of their views on whether or not they think motivation serve as a factor to the retention of employees. All twelve participants that took part in the research agreed that motivation has an overall impact on the retention of employees. P3 and P4 had similar views in relation to this question:

‘I think it does – I think that you gotta nurture your workforce, I think you gotta give them the knowledge and skills to be able to do the job properly and not assume that they are in the right place at the right time’

(Participant 3)

‘Yes, I think so yeah…you like to feel that your employers are driving you forward – you’re all working together and you know you are all working for the good of the ward, as well is a good motivator…when you work well as a team that’s a good motivator and I think feedback from your employer as a team would be good’

(Participant 4)

From P4’s statement supports the notion of Glen (2006) regarding the importance of maximising the use of team engagement and providing ongoing support and feedback, which leads to greater intrinsic motivation.
P1 and P9 had a more distinct view stating that:

‘If staff are motivated then you know they’ll stay and they’ll be loyal, you know to the employer... but obviously some staff would like to move forward and progress and maybe that’s why some staff doesn’t really stay longer’

(Participant 1)

‘If you feel under appreciated, you are more likely to leave. And if you don’t feel that they are doing enough to sort out any issues in the workplace then you are more likely to leave’

(Participant 9)

The statement above given by P1 and P9 relates to the work of McConnell (2005) where the author mentioned how there is no useful knowledge for the manager to acquire than to recognise the employees as individuals and know what is important to each of them. Walton and Valentin (2013) views correlates to this in which they state that employers are more like to be loyal to their employer if staff are regularly involved with decision making and being given regular support from management. They also highlight how it is imperative that managers actively listen and engage with their staff as it can boost their motivation and morale – this will make them less likely to leave.

Question 2 looks at whether or not nursing staff experience demotivation in work. Frustration due to staffing and bedding issues as well as being around others who are negative and not pulling the same effort as everyone else were all emphasised by the majority of the participants. P1 and P11 had similar views in which they point out that shortage of staff especially during busy times leads to frustration and can most of the time lead to demotivation:

‘Sometimes you get a bit frustrated at work, in my case when I manage the hospital site and I have to do other roles because of staffing issues and crisis with beds – not that I mind taking care of patients, but it sometimes takes the toll on me and I feel that it is going to be unsafe doing two roles at the same time’

(Participant 1)
'Yes, when it’s really busy and there’s not enough staff. It’s hard to be positive about things and you’re always catching up on your work and sort of beat the clock – you’re always stumbling from one thing to the next to try and get it done and then you feel demotivated then’

(Participant 11)

From the above statements and from new secondary research found, it is evident that low staffing levels causes increase on workload. Nurses place great importance on the satisfaction they gain from providing good quality care and not being able to provide such care leads to demotivation and lowered morale of nurses (Grown et al. 2013).

P8 mentions the frustration on how demotivating it is seeing patients for weeks on end and they are not getting any better, whereas P10 highlights how challenging it is when someone is not pulling their weight:

‘When you have bed blockers and delayed transfer occur, that is hard then because you’re seeing patients for weeks and weeks and they are not getting any better’

(Participant 8)

‘I do sometimes because obviously you come in and you constantly do your job to the best of your ability and you got some people that don’t’

(Participant 10)

Also from new secondary data found, P10’s views interlink with Barker (2008) and Duncan (2013) findings in which they state how unmotivated or uncooperative individuals produce nothing but frustrations and could consequently diminish results both personal and corporate.

P3 and P4 and had a slightly different view stating that being unmotivated in work does occur occasionally and everyone has their days when they feel unmotivated but it is up to the individual to change that. This statement also relates to the views of (Buchbinder and Shanks 2007; Kotter 1999 and Cornerlius 2001) in regards to how the real motivation to act comes from within the individual.
P6 and P9 on the other hand articulates that they are happier working for YAB right now compared to where they worked previously:

‘Not really to be honest, especially with my new work colleagues now’

(Participant 6)

‘I did (feel unmotivated) before leaving my last job but since coming here, I do feel more motivated and happier in my work as well’

(Participant 9)

From P6 and P9 statement it can be seen that the working environment in YAB is generally positive. This supports the work of Ulrich and Ulrich (2010) who highlights that an integral factor to employee retention is working in productive and respectful environment.

From the answers given by the respondents in regards to question 2, it is clear that some of the problems they mentioned led to the decrease in their motivation such as staffing issues and being surrounded with negative individuals. These are considered to be extrinsic factors therefore these results correspond with Herzberg’s two-factor theory (Nelson and Quick, 2010).

In relation to question 3, the majority of nursing staff agreed that retention rates tend to be lower when managers do not give praise or recognition – this relates to Leeming (2016) statement that staff retention levels can be improved if staff are praised and recognised more often for their work. Brim and Asplund (2009) also suggested that giving no or little praise on employee performance is worse than focusing on the negative. Furthermore, this connection can be made with Maslow’s theory which looks at the esteem needs of the individual wherein esteem needs reflect a motivation for recognition (Daft and Marcie, 2014). One participant disagreed with this statement and another participant said it depends on the circumstance.

‘I think its about upskilling your workforce, recognising their knowledge and skills – providing them with a good place to work…a secure environment to be able to challenge and know that they can challenge, so I think that if they think that there is
something wrong but I’m afraid to go and talk to my manager about it, then that will just compound the issues and their motivation will go down’

(Participant 3)

Again this statement shows that employees who are recognised and praised for their efforts are more likely to have motivated staff, which will consequently improve retention rates in the workplace.

Question 4 looks at nurses’ views and opinions on how managers can increase retention rates. The main factors that the researcher received from the interviews were keeping employees happy, increasing their morale and making the environment a happy place to work.

‘Just making it a happy place to work and you know, have good morale amongst the staff – I think by you know, by showing their appreciation for what you are doing, you get better morale on the ward then and if they listen to your issues as well’

(Participant 9)

‘I think the best thing to do if you’re a manager is to make sure that you are always keeping your staff happy by motivating them and encouraging them to develop with their career’

(Participant 6)

P7, P11 and P12 all had similar statement suggesting how managers should put emphasis on staff involvement and making sure that employees are being appreciated and noticed more for their work efforts:

‘Notice their staff more...be aware of their staff and what they’ve got to give. The good points rather than picking up on all the bad things all the time, I think. To go forward, I think they definitely need to notice more the good things’

(Participant 7)
‘*Probably having more time for the staff and discussing what they are doing positive and negative.*’

(Participant 11)

‘*Study days; regular team meetings, regular feedback and getting people involved in different things like having people responsible for different things.*’

(Participant 12)

As highlighted in theme two, P6 mentions how it is important for employees to be recognised and not be seen as a number – this interlinks with the statement above articulated by the three participants’ views on how nursing staff can be more motivated in YAB. Moreover, from the statement suggested by P12, getting employee involved and allowing employees to have responsibility is crucial to motivating individuals. From secondary data found, this interconnects to MacGregor and Wood (2009) views on the triggers of push factors – that employees are likely to leave an organisation due to underlying unhappiness, which in this case having lack of employee involvement.

This further supports the work of Torrington (2009) where he highlights a wide range of issues which triggers push factors and they are: insufficient development opportunities, boredom and poor levels of employee involvement.

P1 and P8 had a similar statement wherein they expressed that other people’s lives are different, therefore manager’s should be less autocratic and be more understanding especially to employees who have children:

‘*Managers should be fair; managers should think about staff with small children...they should be understanding with the schedules. If some staff will request set shifts because of family issues or childcare and I think it should, you know, there should be a meeting to come up with how they can make the staffing better.*’

(Participant 1)

‘*By not being so autocratic – I they need to let people achieve what they need to achieve...if they (nurses) can’t work that shift then they need to be more flexible – saying that a lot of people take advantage then, so there is a fine line but I think that’s*
really what they need to be doing – looking at hours and things to suit out different people because everybody’s lives are different’

(Participant 8)

The above statement correlates with the push factors which is included in the secondary data collected, where Torrington (2009) highlights a wide range of issues that triggers push factors and one example stated was poor levels of employee involvement. This can be seen as a vital factor from what P1 and P8 states because an individual who gets to have a say and be involved in certain aspects in the workplace concerning all nursing staff are more likely to be motivated, thus increasing retention rates.

With regards to the last question, participants were asked about their plans in the next five years – this question was asked in order for the researcher to get an idea if the participants have any plans of progression within the hospital. From the findings, the researcher found out that three participants would like to progress and work their way up in YAB; four participants said they are content with their current position and work balance right now, but they are not closing doors for opportunities which may occur in the future; the other five participants on the other hand mentioned that they are likely to retire in five years’ time.

It can be mentioned from this finding that the nursing staff interviewed, there is more of an aging workforce in YAB, seeing as the majority of them have served the NHS trust for a relatively long time and are planning to retire very soon. It can also be highlighted that there was no mention from the other participants regarding considerations of leaving YAB – this can be perceived that the nurses are not only content with their employment but it can also be seen that they are content with the working environment and work life balance.

In terms of the nursing staff who are considering retiring in a few years’ time and in accordance with secondary data found by King’s College London (2007) replacing retiring nurses is not easy, especially with shortages of nurses nowadays. There is a strong emphasis being put on retaining existing nursing workforce due to cost of
training and replacement, experience, knowledge and skills as well as the ability to educate and mentor younger nurses.

4.6 Chapter Summary

This chapter provides the results, analysis and discussion conducted from the primary data collected by the researcher in the semi-structured interviews, satisfying all three aims of the study. Four central themes have been identified from the findings which are supported by linking the key findings from the interviews and interlinking it with the literature throughout the analysis. In the final chapter, the researcher will conclude the study and provide recommendations.
5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Chapter Overview

This chapter will conclude the research study with a final summary of the aims and objectives outlined in the introduction of this study, which looks at the impact of personal motivation on employee retention: a case study of Ysbyty Aneurin Bevan NHS Trust, Ebbw Vale. The objectives of the study were to explore what motivational factors influence retention of nurses at YAB, to examine the importance of motivation and impact it has on YAB and to investigate the reasons which may cause employees to leave YAB.

5.2 Summary of Findings

The interviews conducted identified both intrinsic and extrinsic motivators as personally significant in the participant’s decisions about their workplace. Improving practice and maintaining healthy relationships with managers as well as feeling valued were all mentioned by the participants. Alongside this, from the primary data found, having high retention rates would not only enhance the quality of patient care, but it can also improve the morale of nurses as well as attract more recruits to nursing. Based on the findings of this research, it has met the researcher’s objectives by examining the importance of motivation and the impact it has in YAB, what motivational factors influence retention of nurses in YAB and the reasons which may cause employees to leave YAB.

5.3 Conclusion

To conclude this study, the research confirmed that keeping employees motivated does play a major role on whether or not they choose to remain with their employer. Referring back to previous research chapters within the research, it is understood that employees are an integral part of the organisation and in order for the success of any organisation to occur, high importance must be shown to their employees. The most difficult task facing many organisations to this day however, is how to retain them.
The study found that the nurses were motivated by both intrinsic and extrinsic factors but more emphasis was placed on intrinsic factors. The nursing staff accorded greater value on intrinsic factors wherein employee recognition and having a good working environment and job satisfaction can have a vast impact on the needs of the individual, implying that this should be an aim for effective employee motivation (Nelson and Quick, 2010). From the theoretical perspectives, especially with Herzberg’s two factor theory, it has been found that employee turnover occurs due to extrinsic (hygiene) factors which act as demotivators – there will be job satisfaction if managers focus on reducing the demotivators which will lead to motivation and consequently organisational commitment.

It can also be concluded that intrinsic factors contribute to a greater extent to employee motivation than extrinsic factors due to the fact that managers have a great influence in the intrinsic motivation of workers than they typically play in their extrinsic motivation (Thomas, 2002). Although extrinsic factors such as receiving financial rewards is considered to be a primary incentive for employees to perform better, it is not enough to motivate workers in the long-run especially in a highly demanding profession such as nursing (Samson and Daft, 2012). In addition, they all believe that retention rates are lower when they are not recognised and appreciated for their efforts and this is argued by Tonks (2015) where receiving a simple ‘thanks’ is enough than receiving a tangible reward to keep employees motivated.

In contrast Buchbinder and Shanks (2007) addresses that managers do exert a major amount of influence over their employees but the real motivation to act comes from the individual. Employee retention can be better practised better by empowering their workers and knowing what is important to each of them, appreciating their efforts and appraising their performance, especially by means of open communication thus leading to an increase in employee morale – this in turn will help reduce employee turnover (McConnell, 2015).
5.4 Recommendations

Within this section, the researcher will make recommendations based on the data collected. Based on the literature review, interviews carried out and the analysis and the discussion it is evident that motivation does have an overall impact on the retention of individuals. Alongside this, taking into account the major findings from the research, the following recommendations are made for consideration. If the recommendations were to be implemented in YAB, then it will help equip both workers and management of YAB with skills and knowledge that is best to improve motivation and retention of nursing staff in YAB.

In regards to the findings, the recommendations that can be put forward for YAB would be for the management to provide continuous feedback regarding performance standards as this will enable the staff to work on certain areas that may need improvement, especially to those who are considering working their way up in the organisation. Also, rewarding performance by means of recognising and appreciating their efforts is another recommendation that can be considered since the majority of nursing staff believed that this is not done enough.

It is also recommended that workers should all be given the opportunity to contribute in the decision making process in order for employees to feel like they have a sense of belonging and to feel like they are being valued. This should be highly considered by the management as feeling valued is a major factor in employees’ commitment. Furthermore, it can also have a great impact on the improvement of employee productivity, thus leading to job security due to the fact that the employees are able to be more involved in issues that are of high importance to them as well. This can be done through the means of communication between the workers and the management.

Moreover, in terms of the theoretical perspective, Maslow’s theory gives insights into how motivation is a vigorous process and changes with the needs/wants of the individual – whether it is to do with physical maturity or as the person matures intellectually (Kenrick et al. 2010). Regardless of the fact that it is outdated, it is still highly relevant for organisations that seek to obtain success and excellence.

Attempting to shy away from practical application of Maslow’s theory will have an
effect on employee performance and working environment, therefore the best motivation theory for YAB to follow is Maslow’s Hierarchy of Needs (Jerome, 2013).

5.5 Limitations and Future Research

The research came across some limitations whilst undertaking this study, which must be highlighted in order to guide future researchers. At the start of this process, the researcher sought to get twelve participants ranging from fresh graduates to senior management. Due to time constraints and not being able to get full commitment from other hospitals that the researcher had in mind, this was seen as a limitation as the researcher was not able to fulfil this particular objective. However, the researcher was able to get full commitment from one particular hospital. It did not have enough fresh graduates to senior managers for the researcher to be able to acquire information therefore the author decided to interview nursing staff who had different roles in the hospital instead, thus using YAB as a case study for this research proposal. Another limitation is that some participants gave limited responses to certain questions hence the researcher found it slightly difficult to analyse. For future research, it may be beneficial to brief the participants beforehand and clarify the amount of detail required for the research.

For this study, the researcher only used qualitative data as means to produce this dissertation proposal. This can be perceived to be a limitation by some as only one type of data is being utilised, however this is only a minimal limitation as adequate data was generated from the use of qualitative method. With regards to future research, if an individual were to conduct a similar study, it would be beneficial to carry it out with a large sample size to seek validity. Alongside this, having enough time should also be highly considered especially if a larger sample size will be used.

Despite these limitations, the researcher has clearly identified key motivational factors and its influence on employee retention. The researcher managed to successfully achieve clear data from the primary research and effectively analysed that data.
5.6 Chapter Review

This chapter has explored and analysed the key findings from this research study, by looking at the primary data collected by the researcher and interlinking it with secondary data found in the literature review. Limitations have been identified followed by recommendations for future research studies. To end this dissertation, a brief conclusion has been deduced which focused on the learning aspects resulting from the research study.
References

ACAS (2017) Employee Appraisal (Online) Available at: http://www.acas.org.uk/media/pdf/s/b/B07_1.pdf [Accessed: 20/03/17].


Leeming, R. (2016) Staff retention rates improve by nearly 4 years when employee efforts are recognised (Online) Available at: http://www.hrreview.co.uk/hr-news/strategy-news/staff-retention-rates-improve-nearly-4-years-employee-efforts-recognised/60946 [Accessed: 22/03/17].


Palgrave (2017) Choosing appropriate research methodologies (Online) Available at: https://he.palgrave.com/studentstudyskills/page/choosing-appropriate-research-methodologies/ [Accessed: 02/01/17].


Royal College of Nursing. (2009) Specialist Nurses Make a Difference (Online) Available at: https://www2.rcn.org.uk/_data/assets/pdf_file/0006/588669/14.09_Specialist_Nurses_Make_a_Difference.pdf [Accessed: 03/04/17].


## Appendices

### Appendix 1 – Ethics documentation

**CARDIFF METROPOLITAN UNIVERSITY**  
**APPLICATION FOR ETHICS APPROVAL**

When undertaking a research or enterprise project, Cardiff Met staff and students are obliged to complete this form in order that the ethics implications of that project may be considered.  
**If the project requires ethics approval from an external agency (e.g., NHS), you will not need to seek additional ethics approval from Cardiff Met.** You should however complete Part One of this form and attach a copy of your ethics letter(s) of approval in order that your School has a record of the project.  
The document *Ethics application guidance notes* will help you complete this form. It is available from the Cardiff Met website. The School or Unit in which you are based may also have produced some guidance documents, please consult your supervisor or School Ethics Coordinator.  
Once you have completed the form, sign the declaration and forward to the appropriate person(s) in your School or Unit.  

**PLEASE NOTE:**  
Participant recruitment or data collection MUST NOT commence until ethics approval has been obtained.

### PART ONE

<table>
<thead>
<tr>
<th>Name of applicant:</th>
<th>Bernadette De La Rama</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor (if student project):</td>
<td>Rachel Mason-Jones</td>
</tr>
<tr>
<td>School / Unit:</td>
<td>Cardiff Metropolitan University</td>
</tr>
<tr>
<td>Student number (if applicable):</td>
<td>20059078</td>
</tr>
<tr>
<td>Programme enrolled on (if applicable):</td>
<td>Business and Management Studies with Human Resource Management</td>
</tr>
<tr>
<td>Project Title:</td>
<td>An evaluation of personal motivation and role longevity; a study of nursing staff at Ysbyty Aneurin Bevan NHS Trust, Ebbw Vale</td>
</tr>
<tr>
<td>Expected start date of data collection:</td>
<td>17/01/17</td>
</tr>
<tr>
<td>Approximate duration of data collection:</td>
<td>4 weeks</td>
</tr>
<tr>
<td>Funding Body (if applicable):</td>
<td>N/A</td>
</tr>
<tr>
<td>Other researcher(s) working on the project:</td>
<td>N/A</td>
</tr>
<tr>
<td>Will the study involve NHS patients or staff?</td>
<td>Yes</td>
</tr>
</tbody>
</table>
Will the study involve taking samples of human origin from participants? No

Does your project fall entirely within one of the following categories:
- Paper based, involving only documents in the public domain: No
- Laboratory based, not involving human participants or human tissue samples: No
- Practice based not involving human participants (eg curatorial, practice audit): No
- Compulsory projects in professional practice (eg Initial Teacher Education): No
- A project for which external approval has been obtained (e.g., NHS): Choose an item.

If you have answered YES to any of these questions, expand on your answer in the non-technical summary. No further information regarding your project is required.
If you have answered NO to all of these questions, you must complete Part 2 of this form.

In no more than 150 words, give a non-technical summary of the project:
This qualitative research piece of research seeks to explore employee motivation and the factors organisation/s adopt in order to retain employees, taking into consideration what influences motivation and retention (internal job transitions for example) and the impact internal and external motivation factor have on employees. Furthermore, it will look at the methods and strategies of workforce retention used by the organisation and investigate the reason/s why employees choose to leave the organisation/s.

DECLARATION:
I confirm that this project conforms with the Cardiff Met Research Governance Framework.

I confirm that I will abide by the Cardiff Met requirements regarding confidentiality and anonymity when conducting this project.

STUDENTS: I confirm that I will not disseminate any material produced as a result of this project without the prior approval of my supervisor.

Signature of the applicant: [Signature] Date: 14/12/16

FOR STUDENT PROJECTS ONLY
Name of supervisor: [Signature] Date: 14/12/16

Signature of supervisor: [Signature]

Research Ethics Committee use only
Decision reached:
- Project approved ☐
- Project approved in principle ☐
- Decision deferred ☐
- Project not approved ☐
- Project rejected ☐
PART TWO

A RESEARCH DESIGN

A1 Will you be using an approved protocol in your project? No
A2 If yes, please state the name and code of the approved protocol to be used

A3 Describe the research design to be used in your project

The central aim is to explore whether or not motivation has an effect on the retention of employees in the workplace.

My research method will be a Face to face interview and will consists of 5-10 individuals.
Sampling method will be young graduates to upper management – interview will take place at Ysbyty Aneurin Bevan Hospital in Ebbw Vale. The reason for this type of research method is because the topic deals with sensitive issues and the study involves an exploration of behaviour and decision making processes. Furthermore, I am able to get a better understanding of how each participants are motivated in the workplace and if that has an impact on whether or not they choose to stay in the organisation.

In order to get hold of the participants, I will contact the manager of the hospital via email.
Prior to starting the interview, I will introduce myself and ask icebreaker questions. I will go through the ethics process with each individual and inform them that they will be recorded for my research in order for me to refer back to their answers to be analysed. I will also provide them an information sheet and a consent form. The interview will take no longer than 1 hour for each participant.

This work adopts the framework of Herzberg regarding his research on worker motivation through discussion and matrix integration, which built on the fundamental principles of Herzberg’s Two-Factory Theory of Motivation (Herzberg, et al. 1959)

A4 Will the project involve deceptive or covert research? No

---

1 An Approved Protocol is one which has been approved by Cardiff Met to be used under supervision of designated members of staff; a list of approved protocols can be found on the Cardiff Met website here
A5 If yes, give a rationale for the use of deceptive or covert research

<table>
<thead>
<tr>
<th>A6 Will the project have security sensitive implications?</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>A7 If yes, please explain what they are and the measures that are proposed to address them</td>
<td></td>
</tr>
</tbody>
</table>

**B PREVIOUS EXPERIENCE**

B1 What previous experience of research involving human participants relevant to this project do you have?

None

**B2 Student project only**

What previous experience of research involving human participants relevant to this project does your supervisor have?

Supervisor has previously undertaken research using focus groups, roundtable discussions, semi structured interviews and surveys.

**C POTENTIAL RISKS**

C1 What potential risks do you foresee?

Not having participants

Individuals lack of understanding

C2 How will you deal with the potential risks?

To make sure the questions are clearly written
Appendix 2 – Participation Information Sheet

PARTICIPANT INFORMATION SHEET

Title of Project: An evaluation of personal motivation and role longevity; a study of nursing staff at Aneurin Bevan NHS Trust, Ebbw Vale

Project summary
The purpose of this research project is to explore whether or not motivation has an effect on the retention of employees in the workplace. Your participation will enable the collection of data which will form part of a study being undertaken at Aneurin Bevan NHS Trust Hospital, Ebbw Vale.

Why have you been asked to participate?
You have been asked to participate because you fit the profile of the population being studied; that is, you are fresh graduate to upper management employee. We want to ascertain employee motivation and the factors the hospital adopt in order to retain employees, taking into consideration what influences motivation and retention and if, whether or not internal and external motivation have impact on you, as an employee.

Project risks
The research involves participation in a face to face interview and which will be recorded for later analysis. We are not seeking to collect any sensitive data on you; this study is only concerned with motivation and its effect on employee retention. We do not think that there are any significant risks associated with this study. However, if you do feel that any of the questions are inappropriate then you can stop at any time. Furthermore, you can change your mind and withdraw from the study at any time – we will completely respect your decision.

How we protect your privacy
All the information you provide will be held in confidence. We have taken careful steps to make sure that you cannot be directly identified from the information given to you. Your personal details (e.g. signature on the consent form) and your questionnaire will be kept in secure locations by the research team. When we have finished the study and analysed all the information, all the documentation used to gather the data will be destroyed. The recordings of the interview will also be held in a secure and confidential environment during the study and destroyed when it is complete.

YOU WILL BE OFFERED A COPY OF THIS INFORMATION SHEET TO KEEP

If you require any further information about this project, then please contact:

Bernadette De La Rama
Mobile: 07720780347
Cardiff Metropolitan University email: ST20059078@cardiffmet.ac.uk
Appendix 3 – Participant Consent Forms

PARTICIPANT CONSENT FORM

Ethics Reference Number: 2016D0296
Participant name or Study ID Number:
Title of Project: An evaluation of personal motivation and role longevity; a study of nursing staff at Aneurin Bevan NHS Trust, Ebbw Vale.
Name of Researcher: Bernadette De La Rama

Participant to complete this section: Please initial each box.

1. I confirm that I have read and understand the information sheet for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.

2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason.

3. I agree to take part in the above study.

4. I agree to the interview / focus group / consultation being audio recorded

5. I agree to the use of anonymised quotes in publications

Signature of Participant: 
Date: 09/02/17

Name of person taking consent: 
Date: 09/02/17

Signature of person taking consent

* When completed, 1 copy for participant & 1 copy for researcher site file

Please note: this information can be made available in various formats including large print, Braille and audio and in other languages. Please contact the project leader if you require the information in an alternative format.
PARTICIPANT CONSENT FORM

Ethics Reference Number: 2016D0295
Participant name or Study ID Number:
Title of Project: An evaluation of personal motivation and role longevity; a study of nursing staff at Aneurin Bevan NHS Trust, Ebbw Vale.
Name of Researcher: Bernadette De La Rama

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Signature of Participant 8/3/17
Bernadette De La Rama

Date 8/3/17
Name of person taking consent

Date

Signature of person taking consent

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[Signature of Participant] 8/3/17
Date
[Signature of person taking consent] 8/3/17
Date

Name of participant
Bernadette De La Rama

Name of person taking consent

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Signature of Participant Name of Researcher
Bernadette De La Rama

Date
8/3/17

Name of person taking consent Date

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Signature of Participant: __________________________ Date: 8/3/17
Name of person taking consent: __________________________ Date: 8/3/17

Signature of person taking consent: __________________________

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5. I agree to the use of anonymised quotes in publications ☑

Signature of Participant ___________________________ Date 8/3/14
Name of person taking consent ___________________________ Date 8/3/14
Signature of person taking consent ___________________________

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Signature of Participant ___________________________  01/2/17

Signature of person taking consent ___________________________  01/2/17

Name of person taking consent

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Signature of Participant: ___________________________ Date: 09/02/17

Name of person taking consent: Bernadette De la Rama Date: 09/02/17

Signature of person taking consent

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2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason. [ ]

3. I agree to take part in the above study. [ ]

4. I agree to the interview / focus group / consultation being audio recorded [ ]

5. I agree to the use of anonymised quotes in publications [ ]

Signature of Participant: [Signature]
Date: [Date]
Name of person taking consent: [Signature]
Date: [Date]

* When completed, 1 copy for participant & 1 copy for researcher site file

Please note: this information can be made available in various formats including large print, Braille and audio and in other languages. Please contact the project leader if you require the information in an alternative format.
PARTICIPANT CONSENT FORM

Ethics Reference Number: 2016D0295
Participant name or Study ID Number: 
Title of Project: An evaluation of personal motivation and role longevity; a study of nursing staff at Aneurin Bevan NHS Trust, Ebbw Vale.
Name of Researcher: Bernadette De La Rama

Participant to complete this section: Please initial each box.

1. I confirm that I have read and understand the information sheet for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.

2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason.

3. I agree to take part in the above study.

4. I agree to the interview / focus group / consultation being audio recorded

5. I agree to the use of anonymised quotes in publications

_____________________________   _____________________________
Signature of Participant        Date
Bernadette De La Rama

_____________________________   _____________________________
Name of person taking consent    Date

Signature of person taking consent

* When completed, 1 copy for participant & 1 copy for researcher site file

Please note: this information can be made available in various formats including large print, Braille and audio and in other languages. Please contact the project leader if you require the information in an alternative format.
Appendix 4 – Interview Questions

Semi-structured interview for participants working at YAB:

1. How old are you?
2. How long have you been working for the hospital?
3. Do you think having incentives help in motivating or influencing your performance at work? For example: recognition programmes, financial incentives etc.
4. Are you encouraged to make decisions in work?
5. Do you think your work is recognised and appreciated?
6. What factors particularly motivates you the most? Intrinsic (feeling satisfied, happy/content in the work) or extrinsic factors? (salary, financial rewards, promotion, work conditions, security etc.)

**If promotion is mentioned**

7. Will promotion affect whether you remain in this employment?
8. Does your manager provide feedback on your work? And if so, how often?
9. How do managers and senior colleagues help you to be more motivated?
10. Does your manager recognise when you have performed well? If so, how does this make you feel?
11. Does your manager recognise when you have underperformed? If so how does this make you feel?
12. Is there a balance with recognition of both good and bad performance? Do you think this is important?
13. I have found out that the top motivation factors for employee is job security – does it make you feel more motivated knowing that your job position is secured?
14. Are there any factors that lead you to being unmotivated?
15. Do you have any specific examples of times you felt motivated and what factors drove this motivation?
16. Do you think that employee motivation has an overall impact on retention of employees?
17. Do you think retention rates are lower when managers do not give praise/recognition?
18. How do you think managers can increase the retention rate among employees?
19. Where do you see yourself in 5 years’ time? Do you plan to progress within this company?
Appendix 5 - Email to participating hospital

Dear Lyn,

I am Bernadette De La Rama (Lilibeth’s daughter), a year 3 Business and Management with Human Resource Management student at Cardiff Metropolitan University.

I am currently undertaking my dissertation and was wondering if I could interview you and a couple of staff for my research?

My topic is: **Motivation and its effect on employee retention** and I am looking to interview between 5-12 people - from fresh graduates to upper management, if possible. The interview should take no longer than 1 hour and all data collected for the study will be confidential.

I would like to undertake my interview in the hospital because I hope to work in the hospital environment in the future.

Hope to hear from you soon.

Kind Regards,

Bernadette De La Rama

Student at Cardiff Metropolitan Email:
st20059078@cardiffmet.ac.uk
Appendix 6 – Interview Transcripts of 12 participants

PARTICIPANT 1 (P1):

Interviewer: Hi, thanks for taking part in my research

P1: It’s okay

Interviewer: I would like to, um ask you a couple of questions about my, um dissertation topic. First question, how old are you?

P1: I am 44

Interviewer: How long have you been working for the hospital?

P1: I started working in the NHS since 2001 and that’s the same trust (Aneurin Bevan trust), um but I didn’t start working in this hospital until about 2011. Um, I started in Nevill Hall from 2001 up to 2011. I started there as a Band 4 then became a Band 5 and became a Band 6 and then I moved to this hospital Ysbyty Aneurin Bevan in 2011 to become a nurse practitioner.

Interviewer: That’s very nice

P1: Thank you!

Interviewer: What factors particularly motivates you the most? So intrinsic – um, so do you feel satisfied or happy undertaking your work or extrinsic factors which is like the salary, financial rewards, promotion, job security.

P1: Well, intrinsic I am happy with my job, um I am happy with my role; I know that I am capable and competent in doing my role hence I was given the task of doing it. Um, and I love looking after patients and I love my job and that makes me happy and that makes me contended. Um, yes the external factors would be the salary – I get paid higher than a normal staff nurse so that gives my family a lot of security and I can give my children the things they need – um, we go on holidays if we want to and yes, pay wise I am quiet happy with the pay that I am getting.

Interviewer: So do you think that having incentives such as what you just said, helps in motivating or influencing your performance at work?

P1: Yeah, I don’t think having your normal salary to be as an incentive – although it is in some way, but it is important, yes it gives you more motivation if they give you a bit of extra, um especially in terms of when the hospital gets really busy during um times when there are ward closures because of um the influx of patients during patients during the winter time especially. And yes, it does help when um they say that the staff are given incentives when they feel that they need to.

Interviewer: Ok, but you work as a nurse because you love that job.
P1: Oh of course yeah, yeah I think I dreamt of being a nurse since I was a kid and I remember my mother telling me that I’ve never wanted to do anything else apart from nursing and she even tells me up to this day that um I’m a good nurse, I care so much for my craft, for my patients most specially and she thinks that to be a nurse, it has to – you have to have that vocation in caring because if you don’t have that then you won’t be happy with your job.

Interviewer: Perfect answer!

P1: Feel like Miss Universe

Interviewer: Right?

Interviewer: Does your manager provide feedback on your work? And is so how often?

P1: Yes, we do a yearly personnel review with my manager and during that personal review and professional review, we discuss developmental issues like um for example, last year um my objectives were to continue my master’s degree so I’m on my second module now for my masters, um and I also did more initiatives in the hospital; I have introduced um new initiatives to improve patient care, so that was my objectives last year and I believe I met that. And I am having my next review now I think in a couple of months, so we will discuss more I think, I think its to continue again, you know ‘cause I obviously still need to continue with my master’s – it will still be one of my objectives and to have more management, um trainings which is part of my role.

Interviewer: So how do managers and senior colleagues help you to be more motivated?

P1: Um, well obviously as I said they give you objectives and they try to tell you that, um we should, you know how we will meet that objectives and how, um what’s the time span like as I said you know last year we had two to three objectives and I’ve met that and my manager was very happy about that so um yeah, they help you and they motivate us because it has to be done, I mean it’s a yearly appraisal and at the moment, if you don’t meet the criteria or professionally you don’t meet that then you don’t go up the pay band, so you know you need to get motivated in doing what they asked you to do and what their objectives and what your objectives are so, um you’ll move forward in the um, in your career and pay progression.

Interviewer: Does your manager recognise when you have performed well? And if so, how does this make you feel?

P1: Um, not so, I don’t think specially our manager doesn’t, I mean I need to be honest here, um, they don’t give a lot of um what do you call this? Good. I’m sure they do, they just don’t say it in your face. They probably have spoken to their colleagues and say, you know, she’s done this or she’s done well but it’s not like a personal sort of, um information if you know what I mean. During our review, my review last year she you know she thanked me for all the good work but that’s about it, you know, we don’t see each in a day to day basis, which we do, but yeah I know
there were thank you’s but you know, that was only once but I’m sure they appreciate what we do, but sometimes I think managers need to say thank you more often.

Interviewer: Ok, so do you think that they recognise when you have underperformed? Do you think that or do they say anything?

P1: In my case, I do not feel like I underperform I feel that I always perform at my best, um if there are probably a little sort of you know problem on the ward and they think that oh, I was on duty at that time but it appeared that it wasn’t actually you know, it wasn’t actually my shift that sort of had the issues, um obviously she will ask what transpired during the shift, but its not to blame I don’t think, um its just to clear out some issues but um that’s it.

Interviewer: What else was I gonna ask? Oh, is there a balance with recognition with good and bad performance?

P1: I think that the managers always, I think, for me, its not for my own performance but I feel ‘cause as I said, we don’t usually um have a lot of conversation with managers ‘cause I suppose my position, you know with what I do is not really a position where they need to keep an eye on us because we’re senior managers as well – we know what we’re doing so probably that’s why there’s no need for us to be told, you know, this and that – not that, no disrespect to staff nurses, but you know they feel that we are more responsible in terms of what we do so we don’t have to be told of what to do.

Interviewer: Um, I have found out that the top motivational factors for employee is job security – does it help you to be more motivated knowing that your position is secure?

P1: Well, yeah I am, you know, I know that I am secured anyway ‘cause I got, you know a permanent position and I don’t have to think about, you know ‘cause in the NHS obviously, even if you get sick, you know, you got really bad sickness, um they still pay good sick pay, so yeah I feel that I am secured with my job, I pay the NHS pension as well so I feel that even if I, touchwood, I don’t um get or have any sickness or anything, I know that I-I’ll be secured and my family will be secured.

Interviewer: So are there any factors that lead you to be unmotivated?

P1: Unmotivated?

Interviewer: Yeah

P1: Um, no I don’t feel unmotivated, I think you know sometimes you get a bit frustrated when in at work, when you try, in my case when um I manage the hospital site and then I have to do other roles because of staffing issues and as I said, problems with the um, at the moment with the crisis with beds and um staffing in the whole NHS. Sometimes it does frustrate me that I have to juggle different roles and not that I mind um taking care of patients and but it sometimes takes the toll on me and I feel that sometimes its gonna be, it is going to be unsafe if you’re doing two roles at the same time. So we’re expected to more now compared to years and years ago – but
now, maybe because of my role change that’s why I feel that I’m, you know, get frustrated with the um, with what’s happening but I’m sure this is only temporary again and it will get better when you know when the winter crisis ends, um but its just, I feel that every winter this is the issue so I feel that we need to address that and but we have discussed it all along with the managers but it always seem to be the case – that every winter we still, we have the same problem, every year, um it doesn’t seem to get better. But yeah, um that’s fine.

Interviewer: Um, do you have any specific examples of times you felt motivated and what factors drove this motivation?

P1: What do you mean by that?

Interviewer: Like um, times you felt motivated in work

P1: Well, I’m always motivated, you know in work – I don’t feel that there’s any time you know. As I said, it’s only during this crisis in the NHS where I feel, it’s not unmotivated but it’s just a bit frustrating but no I wouldn’t say that I haven’t been motivated at all. I feel that I am motivated and I am, you know I always make sure that you know I come to work and that I am punctual in work, um so that alone coming to work everyday and not being or being healthy all the time to you know that you make sure to go to work, um fit and well is already a motivation in itself.

Interviewer: Ok. Do you feel that employee motivation has an overall impact on the retention of employees?

P1: Well, yeah definitely. If staff are motivated then you know they’ll stay and they’ll you know, um they’ll be loyal you know to the employer. Um, but obviously some staff would like to move forward and progress and maybe that’s why some staff doesn’t, you know, doesn’t really stay longer but in my case, I think I, you know I have been you know loyal with my employer. As I said, it’s only because of the promotion that I have to move sites but otherwise I am, you know, completely, I feel happy and contented.

Interviewer: Last three questions now. Do you think retention rates are lower when managers do not give recognition?

P1: Well, I’d like to think so – um, but nowadays, because the number of unemployment I think, staff will probably just say it doesn’t matter if I don’t give, if they don’t give me incentives or recognition I just come here to work. I’ve heard of people saying, oh I’m only here, I come do my job and go home. But that’s because obviously it’s about the income I suppose isn’t it

Interviewer: Yeah

P1: Yeah, but i-it is nice ‘cause I am, you know I am still under my boss as well. It’s nice to be recognised and uh to feel appreciated, um but that doesn’t happen very often and I think managers should bear that in mind – I have been a manager myself and I feel that I always say thank you to my staff and I-I think that a gesture, a simple gesture of saying thank you will , you know will boost someone’s, um morale and they’ll like to work with you and they’d rather stay with you because you know, you
appreciate what they do, um and I think you know, in my case I still work in the same site and the same hospital because I feel I am appreciated and um, and because they need me.

Interviewer: I think you answered my question – I was gonna ask how do you think managers can increase the retention rate among employees?

P1: They just have to – managers should be fair, managers should um think about staff with small children, they should be understanding with the schedules; if they you know, some staff will request set shifts because of family issues or childcare and I think it should, you know there should be a meeting to come up with you know with how they can make the staffing better and um yeah I think it’s about it.

Interviewer: So last question now: where do you see yourself in five years’ time? Do you plan to progress within the company?

P1: Well hopefully in five years’ time, I have completed my master’s degree – I hope I do you know.

Interviewer: Five years!

P1: I still have, obviously it won’t be five years, but I should have a master’s degree by then and I probably would have applied for a senior – a more senior post, probably would be a senior nurse at least. When is five years time? Twenty what?

Interviewer: 21

P1: 2021?

Interviewer: Yeah

P1: Oh my goodness, yeah or I did tell myself that I probably would stop doing out of hours shifts because my children would be a lot bigger and two of them would have finished university by then, so there is only one then that I will be looking after so I hope I could work 9-5 rather than nights. So that’s what I see in five years time.

Interviewer: Well, that’s it. Thank you so much for taking part.

P1: How many minutes was it?

Interviewer: 21. That’s pretty good!
PARTICIPANT 2

Interviewer: Thank you for participating in my research.

P2: You’re welcome

Interviewer: I’m gonna ask you a couple of questions regarding my topic

P2: Couple?

Interviewer: Yeah, a couple. Around 18 (laughs). So how old are you?

P2: I’m 26 years’ old

Interviewer: How long have you been working for the hospital?

P2: About two months’ now

Interviewer: Oh, so you’re relatively new

P2: Yeah

Interviewer: Ok, so um what factors particularly motivates you the most? Um, intrinsic factors – so are you more motivated when um because you feel more content in your work or extrinsic factors such as like: salary, promotion, financial rewards

P2: Um, I think both.

Interviewer: Both?

P2: Both of the factors like um I feel welcomed inside the ward that I’m working.

Interviewer: Yep

P2: And also because, um of the salary, the chance of salary increase,

Interviewer: Yep

P2: Promotion, as well as a chance for recognition ‘cause I was also browsing the page of the trust that I’m working for, so they are also giving recognition

Interviewer: Okay. Um, does your manager provide feedback on your work?

P2: As far as I know, yes, ‘cause um right now she is always giving me feedback, like every time I went to her, um office to ask something, I always ask her um what do we need to do to improve myself, ‘cause I am really new to hospital

Interviewer: Yeah, that’s good. Um, how do managers and senior colleagues help you to be more motivated? Or are there any?
P2: Yeah, uh, my senior colleagues um always like back me up when, when I, when I have some questions

Interviewer: Yep

P2: Yeah, they always give time for me, like they always um give time to answer my questions, they always give time for me to-to um, to sort things out that I am having problems with

Interviewer: Okay, that’s good! Yep, um does your manager recognise when you have performed well? And if so, how does that make you feel?

P2: Yeah, yes um she always tell me when I- when I do a good job the last time I um have experience is – experienced it was yesterday; when I was talking to her ‘cause she gave me an assignment for, for me to practice like a simple case study of a patient and she told me to tell the story all about the patient and also after I delivered the story and after I have summarised everything that I-that I have given her about the data and the facts of the patient, she told me verbally that I have done a good job

Interviewer: Okay, that’s good

P2: Yeah

Interviewer: That’s good. Um, do you think that it is important to have a balance with recognition of both and good performance in work?

P2: Yeah, I think so, yes – it will help, especially for the motivation

Interviewer: Yeah, okay. So I found out the the top motivation factors for employee is job security – um, does it feel, does it make you more motivated knowing that your job position is secured?

P2: Yeah, I think so.

Interviewer: Yeah?

(laughter)

Interviewer: That’s everyone isn’t it? Um, do you ever feel unmotivated when you’re in work?

P2: We cannot avoid it sometimes, we meet problems, yeah especially with the family, especially me when I am away with my family but um, I always think that um I should separate the problems with my family at work, so yeah sometimes I feel down but I get to a point that I shouldn’t be thinking of that

Interviewer: Yeah, because you are doing it for your family. Yep, um hmm do you think that employee motivation has an overall impact on retention of employees?

P2: Yes, it does
Interviewer: It does?

P2: Yes, especially um giving recognition, not only to those who are the front players

Interviewer: Yep

P2: But also the-the, what do you call that? The grass roots employees like um the down-the lower organisational structure

Interviewer: Yeah ok, um how do you think the managers can increase the retention rate among employees?

P2: Um, the managers should have like, uh they should have uh not only, like what I have experienced a one and one talk

Interviewer: A one to one

P2: Yeah

P2: The manager can give advice to that certain employee if he or she is doing fine, if he or she has a problem with work as well as the feedback coming from the colleagues that they are being told to the manager so that she can give advice if there is something to improve further for the employees

Interviewer: Yeah that’s good. Yeah, so last question now: Where do you see yourself in five years’ time? Do you plan to progress within the company?

P2: Yeah I think so (laughs) I will.

Interviewer: You will?

P2: I should (laughs)

Interviewer: Okay. Well that’s it! Thank you so much

P2: (laughs) thank you!

P2: That was quick!
Interviewer: Participant 3. I have eighteen questions to ask you – thank you for participating in my research. Um, so my first question is: How old are you if you don’t mind me asking?

P3: I’m 51

Interviewer: How long have you been working for the hospital?

P3: Uh, so ’93 so that’s like what?

Interviewer: 24?

P3: 24 years

Interviewer: Wow! Um, so what factors particularly motivates you the most? Um, intrinsic or extrinsic factors?

P3: I enjoy coming to work because it stimulates me. Um, I enjoy challenge and I love the patients I care for

Interviewer: So you’re more motivated

P3: Yeah I’m more motivated

Interviewer: Yeah, um does your manager provide feedback on your work?

P3: Yes

Interviewer: And if so, how often?

P3: Yes. Um, we have monthly one to ones. But we see her every week anyway on a ward managers meeting

Interviewer: Okay. Um, how do managers and senior colleagues help you to be more motivated?

P3: I think we share our knowledge and skills and we learn off each other so we peer support each other

Interviewer: Um, does your manager recognise when you have performed well?

P3: Yes, yes, yeah and there’s always good feedback

Interviewer: Always good feedback? Yep, um does your manager recognise when you have underperformed?

P3: Yes (laughs) yes, and is dealt with
Interviewer: And dealt with yeah? So do you think, um is there a balance with recognition with both good and bad performance?

P3: From my experience, yes there is

Interviewer: There is? Yep. Um, so I have found out that the top motivation factors for employees is job security – so does that make you feel more motivated knowing that your job is secured?

P3: No. I think that job satisfaction, I would go in for

Interviewer: Really? Oh okay

P3: I would go in for job satisfaction in relation – job security is not an issue; I think you can get a job anyway

Interviewer: Okay

P3: You know if you-if you motivated to work, you’ll work anywhere

Interviewer: That’s a really good point

P3: So, I don’t see that that would be my trigger, my trigger is job satisfaction

Interviewer: Okay so job satisfaction. Thank you so much. Do you ever feel unmotivated when you come to work?

P3: I think we all have our days when we’re not motivated, but I think you’ve gotta change that yourself – only you can change that

Interviewer: I agree with that. So, do you think that employee motivation has an overall impact on the retention of employees?

P3: I think it does – yeah, I think that you gotta nurture your workforce, I think you gotta give them the knowledge and skills to be able to do the job properly and not assume that they are in the right place at the right time

Interviewer: Um, do you think retention rates are lower when managers do not give recognition?

P3: Yes, from my experience

Interviewer: From your experience? Um, so how do you think the managers can increase the retention rate among the employees?

P3: I think its about upskilling your workforce, recognising their knowledge and skills, um providing them with a good place to work and um a secure environment to be able to challenge and know that they can challenge, so I think that if they think that there is something wrong but I’m afraid to go and talk to my manager about it, then that will just compound the issues
Interviewer: Yeah, it’s not gonna get sorted out

P3: Their motivation will go down

Interviewer: Yeah

P3: They won’t wanna come to work, so you’ll – that’s how you’ll lose your staff but it’s about making, treating people as individuals

Interviewer: So lastly now, where do you see yourself in five years’ time? So do have any plans to progress?

P3: Retired hopefully (laughs) I would like to progress, yes, yeah I’d like to do a senior nurse post

Interviewer: Oh wow

P3: But um, we have to see how that goes first (laughs)

Interviewer: So what’s your um, if you don’t mind me asking what’s your current position?

P3: I am a ward manager

Interviewer: Oh, you’re ward manager?

P3: Yeah

Interviewer: Wow, so hopefully that goes well – like the senior post

P3: Well, I act up into senior post

Interviewer: Oh okay

P3: Quite regularly so it goes unplanned doesn’t it? (laughs) I haven’t been told off that I’m performing at that level yet

Interviewer: Aw

P3: But yeah, that’s what I’d like to be

Interviewer: Yeah, I think that’s everyone’s goal isn’t it?
P3: Yeah, yeah I think everybody would like a secured work. And I think this is just – we’re getting there with this place now, I think it’s just jellying it back together

Interviewer: Yeah, and its relatively new

P3: It has had such a negative press but I think now, we’re all jellying back together and it’s just, you know, it’s gonna work I think
Interviewer: Aww

P3: There you go

Interviewer: Thank you so much!

P3: Is that okay?

Interviewer: Yeah that’s perfect!

PARTICIPANT 4 (P4):

Interviewer: Thank you so much for taking part in my research

P4: It’s a pleasure

Interviewer: So, I have eighteen questions in total to ask you about motivation

P4: Ok, I’ll try my best to answer

Interviewer: (laugh) okay, so if you don’t mind me asking, how old are you?

P4: I’m 58

Interviewer: How long have you been working for the hospital?

P4: I’ve worked for this trust for over twenty – twenty-two years, going into twenty third.

Interviewer: So factors particularly motivates you the most? Like internally or externally?

P4: Um, I think the most important factor here is the working relationship with my colleagues – they are – these are the nicest people you can think of

Interviewer: Aw

P4: I am very happy and that makes your working life easier

Interviewer: Yeah, so are you more motivated when it comes to – like um because you love the job? Or not because of pay?

P4: I-I I wasn’t in the beginning, I wasn’t quiet sure but after about two/three years I knew that uh I’ll be happy here and I didn’t want to move again

Interviewer: Aw, yeah that’s good. So, does your manager provide feedback on your work? If so, how often
P4: Yes, yes. It’s more than one over the last uh twenty years but I am lucky enough to have good managers

Interviewer: Good managers?

P4: Who would give feedback

Interviewer: Regular feedback?

P4: Regular discussions and are properly being guided

Interviewer: Yep, that’s good, that’s good! So, how do they help you to be more motivated? If there is any

P4: They always ask me if everything is okay. If anything they can help me to uh make the work life, um smoother or any personal problems they can help with – they have done it in the past

Interviewer: Okay, that’s good. Um, so does your manager recognise when you have performed well?

P4: Yes, I have positive feedbacks during my appraisal, formal or informal in some of the occasions

Interviewer: Yep. Does it – do they also recognise when you have underperformed?

P4: Yes, yes does is also highlighted in the annual appraisal

Interviewer: Yeah?

P4: But I haven’t done audit. I have to do this; you know I have to do a bit more of that

Interviewer: So there is like a balance between good and bad performance

P4: Yes

Interviewer: Oh, so that’s good. So I have found out that the top motivation factor for employee is job security – do you this that this is true or?

P4: Of course! That’s absolutely true, yes

Interviewer: Yeah?

P4: Who would stay in the job o-otherwise?

Interviewer: Yeah, yeah that’s very true (laughs). Um, so o you have – do you ever feel unmotivated coming in to work sometimes?

P4: Sometimes, yes. Sometimes when things are getting on top of you
Interviewer: Yeah

P4: You are struggling and uh oh my god I’ll quit this

Interviewer: (laughs)

P4: But um, within the next few hours I am recovered rarely around like okay I’m happy, I’m generally happy. I think we all have these moments from time to time, but it’s very, very occasional

Interviewer: Occasional, yep. So, um do you have any specific times you felt motivated in work? And what factors drove this?

P4: Um, I think there are rewarding moments when you do something difficult – management of patients, seeing their family and you achieve something

Interviewer: Aw

P4: Quiet complicated and then you feel very, uh satisfied and feel like you’ve done something good

Interviewer: Aw that’s good. So, um do you think that employee motivation has an overall impact on the retention of employees?

P4: Yeah, absolutely, yes because I have seen my nursing colleagues leaving because of insecure jobs; the ward might close, we might move and we lose good people.

Interviewer: Yeah, okay. So, how do you think the managers can increase, um retention rates among employees?

P4: Well, I think probably beyond my, my remit to say that uh, but it has to: number one is to make the job secure – that they know that this is going to be long-term job, just not you know, temporary pretty much – we don’t know what the future is

Interviewer: Yeah

P4: So I think that is the most important. And the next coming to that would be: the good relationship with the colleagues’ in your ward and you know you’re comfortable working in your environment

Interviewer: Yeah, I agree

P4: But I think security is the most important

Interviewer: Security is the most important, yeah?

P4: If the job is secured they will put up with other difficulties – I would
P4: Yes, yes – communication and feedback is very important, yeah

Interviewer: So and lastly, where do you see yourself in five years’ time? Do you plan to progress or?

P4: The answer is: I’m about to retire in eighteen months’ time (laughs) happy me though!

Interviewer: (laughs) aw, okay yeah it’s good. You’ve been serving the trust for such a long time now, so..

P4: NHS Trust, yes. About twenty-five years now I think – going to be next year

Interviewer: Wow

PARTICIPANT 5 (P5):

Interviewer: Thank you for taking part in my research. Um, so first question is: How old are you?

P5: 54

Interviewer: 54? Um, so how long have you been working for the hospital? NHS Trust?

P5: Been for Aneurin Bevan since 1999, but I’ve been in this hospital since day one. I was the first person in this hospital

Interviewer: Really? Ohh

P5: So, six years – six and a half years in this hospital

Interviewer: Six and a half years?

Interviewer: So what factors particularly motivates you the most? Are you more motivated intrinsic or extrinsic factors?

P5: More intrinsic.

Interviewer: You’re more intrinsic? Oh, okay

P5: Yeah.

Interviewer: Can you explain? Um, can you tell me why?

P5: Because I’d like to-to look at the staff we got, look at what we’ve got, what patients – lots of things come from like the welsh office and everything else that will work supposedly on every ward and it doesn’t. I like internally, so such things like: for ourselves, what works best for us and you can develop things that way.
Interviewer: So um, does your manager provide feedback on your work?

P5: Yes

Interviewer: And if so, how often?

P5: I usually – you have a yearly appraisal

Interviewer: Yearly appraisal? Yep

P5: But as I said, they do try every three months – she’s up here every day, if there’s any problems and she works alongside doing everything else but usually every three months we look at the ward, the environment, if we need to do anything, if we need to do any training and things like that – that’s usually about every three months

Interviewer: Mm-hm, okay. So, how do managers and senior colleagues help you to be more motivated?

P5: They – like I said, we attend studies, things together so we can bring those things like the new documentation for end of care life and whatever and she’s my back up then to train the staff, to make sure they are proficient with the paper work and different things like that. Like I said, the seniors, I gotta be honest, in the daytime, they are here and they are visible which makes a difference - it does.

Interviewer: That’s great. So, um does your manager recognise when you have performed and underperformed? So is there like a balance?

P5: They’ve never mentioned underperforming, like I said obviously we’ve just opened fifteen beds and whatever so it’s been a lot of hard work, but like I said you do get a feedback and things like that thanking you for what you’ve done and everything else. So its usually verbal feedback

Interviewer: Okay. Um, so I have found out that the top motivation factors for employee is job security – do you think that this is important?

P5: I don’t think that in this job it is.

Interviewer: Oh, okay. Can you please explain to me why you think that is?

P5: Because, um like I said I’ve seen loads of changes over the last twenty-something years and whatever and I went into nursing because I like caring, but like I said, I’ve never looked at my pay package and at the end of the week and whatever – at the end of the month sorry and everything else, yes, you have a pay package and you live off that pay package and everything else but like I said, my pay has stayed the same virtually for a few years and whatever. I do the job because I love the job.

Interviewer: Yeah. That’s the most important thing isn’t it? So, um do you have any specific examples of times you felt motivated in work? And what factors drove you to this?
P5: Well, last month I was given the Band 7 job here

Interviewer: Okay

P5: As a secondment, um so like I said that motivates you that they got faith in you that you can do the job and everything, even though I’ve done the job a few times – secondment and whatever. Um, and hopefully this year it will be permanent

Interviewer: Oh, yay! (laughs)

P5: Keeping my options open

Interviewer: So, last four questions now: Um, do you think employee motivation has an overall impact on the retention of employees?

P5: I think so, yes

Interviewer: You think so?

P5: Because as I said, a lot has happened in this hospital in the last three years – a lot of people left because of negative information given out about closing wards and different things like that and refiguration and a lot of staff – so we are having problems recruiting because of historical – what have happened the last two-three years

Interviewer: Okay

P5: So I think a lot of motivation with staff and everything else, to cheer them to do a good job, then when you get people like bank agencies, people coming in then this spreads the word around so..

Interviewer: Um, do you think retention rates are lower when managers do not give recognition?

P5: As I said, I don’t see that – being a manager I’m always out there praising – these letters by here and whatever are ready for the staff, whereas when I have been away, they’ve acted up sort of thing as the manager looking at the off duties and things like that and they’ve than an absolutely fabulous job as well as all the pressures out there. Um, so I’ve written them personally a letter to thank them and everything else. So like I said, they always get praise from me

Interviewer: That’s good

P5: If there’s a criticism or a complaint from a relative, I’ll speak to them and like I said, you’ve gotta try and resolve these things and everything else and I’m lucky with the staff I’ve got.

Interviewer: So um, how do you think managers can increase the retention rate among employees?
P5: Just get the word out there – as I said, I’ve always – I came from Tredegar to here and everything else and like I said, I’ve always advocated that in this job and everything else, the skills you pick up, as a nurse, outweigh any general hospital and everything else because you have to do your own thing, your own venepuncture, your own catheterisation, your own IV’s and everything else so to me, like I said I did a few of years ago I mentored a newly qualified so they had a years experience in the community hospitals to gain all these skills, um so they can go out – whether it was in the community, whether it’s in the – to me, like I said this is an ideal for when they are students to get all the basics and whatever or qualified to get all the skills.

Interviewer: Okay, that’s good. And lastly, where do you see yourself in five years’ time?

P5: Retired

Interviewer: (laughs)

P5: That’s the easiest answer (laughs)
**PARTICIPANT 6 (P6):**

Interviewer: Thank you so much for taking part in my research. Um, I have a few questions to ask you regarding my topic

P6: Okay

Interviewer: So we’ll start. Um, old are you?

P6: 42

Interviewer: How long have you been working for the hospital?

P6: Well I’ve been working for, um the same trust for about sixteen years now but I’ve just recently moved to a different trust and I’ve been there for about three months?

Interviewer: Oh, okay. How are you finding that?

P6: I am, um really like my new workplace – I am enjoying it so far

Interviewer: Aw, that’s good, that’s good. Um, do you think that having incentives help in motivating and influencing your performance at work?

P6: Um, I think in some ways, yeah, um ‘cause it’s actually – you’ll be like happy to go to work ‘cause it’s an incentive, but um, I think the most important is um you know that you are doing your job really well and you’re being – you feel like you’re being appreciated. Money is a big, you know, plus-plus but um if somebody will say to you that ‘oh, job well done’ then I think that’s the one that will make, motivate you a lot.

Interviewer: That’s good, yeah I agree with that. Um, so are you encouraged to make decisions in work?

P6: Uh, that’s actually part of my job

Interviewer: Oh, okay

P6: Because I’m obviously, I’m one of the sister now, so most of the time, I’ll be the one doing uh most of the decision but my senior manager, she is always encouraging me to make my own decisions – so that only means that she trusts me for doing my job

Interviewer: Oh, that’s good yeah. Um, do you think your work is recognised and appreciated?

P6: Yes, definitely
Interviewer: Yeah? That’s good. So, you’ve mentioned that you’re more motivated intrinsically – will promotion, oh I didn’t ask that. Does your manager provide feedback on your work? And if so, how often?

P6: Most of the time actually, every time I do something really good that’s best for our work – for the workplace. She’s always saying ‘well done, I’m really happy you’re working with me’. You know, so that’s a really good thing to hear (laughs).

Interviewer: Yeah, so um how do managers and senior colleagues help you to be more motivated?

P6: Um, how they will help me to be more motivated?

Interviewer: Yeah

P6: I think um, because when I look at my senior ward colleague, um I really like the way they work, um they are really professional, um so because they are on the higher, top

Interviewer: Top?

P6: Yes, yeah. So I was like ‘well I want to be like one of them’

Interviewer: Oh okay

P6: It really motivates me. I was like ‘oh, if they can do it, I can do it with a smile’ that’s me

Interviewer: That’s a good motivation isn’t it? So um, does your manager recognise when you have performed well? If so how does this make you feel?

P6: Makes me feel really, really happy, proud of myself and I want to work more harder

Interviewer: Yeah? How about your manager recognising if you have underperformed?

P6: She still say to me if she’s not happy with my job, but in a nice way actually so I think it’s really good because that’s the way, um to recognise if you are underperforming – same thing if you are performing really well, she will appreciate you – but obviously if you’re not doing really well, you need to know

Interviewer: Oh yeah of course

P6: So you will, like improve
Interviewer: Yeah, definitely. So do you think there is a balance with recognition of both good and bad performance? Is it important do you think?

P6: Do you mean like the way they say to us if it’s uh
Interviewer: Yes, so if they say that ‘oh you’re good at this’ they’ll tell you but when they say if you’re um not performing well they’ll also say

P6: Um, I think it should be, um same approach because you can’t always say negative things about the staff that’s not performing well ‘cause it will disappoint them, you know, it will make them very unhappy so I think the right way to say is you need to think of something to appreciate them first, then you can say ‘oh, um with something like this, you need to improve a little bit more but I still appreciate the way you work’

Interviewer: Agreed. I agree with that. Um, so I have found out that the top motivation factors for employee is job security – so does it make you feel more motivated knowing that your job position is secured?

P6: I would say, yes, yeah because um well we need to be truthful to ourselves – we need to have um, job that is really secured

Interviewer: Yeah
P6: But, uh the most important thing as well is if you’re happy with your job. Yeah, even if it’s a secured job and if you are not happy then you would still think that I should go

Interviewer: Yeah, I agree. Yeah, so do you ever feel unmotivated in work?

P6: Not really to be honest – no, no I always feel happy with what I do, um happy to work with, um especially with all my new work colleagues now, um especially if they – you can see that they appreciate what you’re doing, then that I think motivates me

Interviewer: Motivates you? Yeah, um do you have any specific examples of times you felt motivated in work? And what factors drove this motivation?

P6: What number is this?

Interviewer: Um, 14

P6: Oh, yeah because I’m quite new with my role now, um it made me really motivated when–when one day I came into work and she said to me in front of our senior nurses ‘oh everybody likes you’

Interviewer: Aw, that’s nice

P6: Yeah, everybody likes you, everybody thinks that you are a really good leader so I was really, really happy and it really made me think that oh, I think I should do better than what I am doing now

Interviewer: Good

P6: I hope so
Interviewer: So, um do you think employee motivation has an overall impact on the retention of employees?
P6: Definitely. Yeah, yeah. Um, the thing is – if you’re um working somewhere, you don’t want to be just, um one of the number – you want to be appreciated on what you do, um you need to be valued, so yeah

Interviewer: Yes, definitely. So do you think retention rates are lower when managers do not give recognition?

P6: Oh, definitely. Yeah, yeah just like what I said earlier, if the-your manager doesn’t recognise, uh the good things that you are doing for your team, then you will just be like ‘oh they only need me for the numbers’

Interviewer: So, um how do you think managers can increase the retention rates among employees?

P6: Well, um, just like what we discussed earlier, I think the best thing to do if you’re a manager, um you need to um, make sure that you are always keeping your staff happy by um, um, motivating them, um encouraging them to, um develop with their career

Interviewer: Yeah

P6: Um, appreciating what they are doing for the team. Um, just increase their morale, really. If they’re happy-if you are happy-if your staff is happy, um happy person, happy for their work then I think they will stay. They are not gonna look anywhere else to work, so

Interviewer: Yeah, I definitely agree with that. So, last question now: where do you see yourself in five years’ time?

P6: Right, okay so because I am quite new with my work, um you know, position now, um I wanna see myself to be on the same workplace but hopefully, um already done quite a lot for the team, um what’s the right word for that? Um, oh I’ve already made a lot difference, I contributed to the unit already and if I’ll be lucky, I’m still wanting to go up a little bit

Interviewer: Oh yeah

P6: (laughs) maybe a ward manager

Interviewer: Wow

P6: Yes, yeah. I wanna do-I wanna make sure that within five years’ time, I’ve done a lot of good things for the units that everybody will appreciate, especially my senior colleagues. So I think that’s it

Interviewer: Aw, thank you so much for taking part

P6: Thank you for your time

Interviewer: Yep, thank you so much!
PARTICIPANT 7 (P7):

Interviewer: So, participant 7 thank you so much for taking part in my research

P7: That’s okay

Interviewer: I have some questions to ask you regarding my topic, so let’s start

P7: Yep

Interviewer: Um, the first question is: how old are you?

P7: 42

Interviewer: 42? Um, so how long have you been working for the hospital?

P7: Fifteen years

Interviewer: Fifteen years? Wow, that’s a long time. So, um do you think having incentives help in motivating and influencing your performance at work? So, are you more motivated by intrinsic factors or extrinsic factors?

P7: I used to be – not so much now I don’t think. I think it’s the environment you’re in – if there’s people around you that are not motivated

Interviewer: So, that will impact

P7: Yeah definitely. I think that a lot of people here are not happy and I think it has a knock on effect, but I can be motivated

Interviewer: Wow okay that’s interesting. So, are you encouraged to make decisions in work? Do you feel that you are encouraged?

P7: Um, yes and no. Yeah mmm. I’m trying to elaborate on that, yeah. We do make decisions but within our own, um banding obviously – we can’t make anybody else’s decision because there is always a qualified nurse that we need to double check things with

Interviewer: Yeah okay, so do you think your work is recognised and appreciated?

P7: Yeah, yeah by our patients definitely. Well, certain patients

Interviewer: Um, so hmm does your manager provide feedback on your work? And if so, how often?

P7: Yes, once a year we have an appraisal

Interviewer: Once a year? So how do managers and senior colleagues help you to be more motivated?
P7: I don’t think they do  
Interviewer: No?  

P7: To be fair, I think a lot of the time, they are so wrapped up because sorting out staffing issues and certain issues. I think they seem to forget um the importance of motivated staff, yeah ‘cause I think you know, they forget about the good staff then – i-it’s quite difficult to explain because like you get all the ones that are on the sick, which they are sorting out all them and then there’s the ones with problems with, off duties, swapping things, um short staffed – its all those issues and I think time is taking up with everything else and they forget about the people that are out there working really hard and trying to get motivated  

Interviewer: Right, okay. Um, does your manager recognise when you have performed well? If so, how does this make you feel?  

P7: Um, yes when they are aware of it. It’s like um, there’s a card here somewhere – when I was working a night shift, when a patient has passed away and there was a lovely card and it was said that the staff that was on this particular night shift, um went above and beyond and it was lovely – really nice. I mean, I was recognised for that and I felt ‘oh that’s lovely that is’  

Interviewer: Aw, okay.  

P7: Yeah  

Interviewer: Yeah, um how about when you have underperformed? Do you think they recognise that? The managers?  

P7: Yeah  

Interviewer: Yeah, definitely?  

P7: More so than if you over perform (laughs)  

Interviewer: Okay (laughs). So do you think there’s a balance with recognition of both good and bad performance?  

P7: No  

Interviewer: No?  

P7: No. I think when you do something wrong, it’s highlighted a lot more than if you’re doing good  

Interviewer: Yeah, so um I found out that the top motivation factors for employee is job security – so um does it make you feel more motivated knowing that your job position is secured?  

P7: Yep, I think so
Interviewer: So, um do you ever feel unmotivated? And if so, why?

P7: Yeah, I do

Interviewer: It’s like what you mentioned earlier isn’t it when um

P7: Yeah when there’s people around you that’s so negative and you are trying to pick people up and try to motivate them like ‘right, we are going to do this and this is what we’re going to do, I think we should move this around, do it this way and whatever’ and then they’re like what’s the point? You know

Interviewer: It’s not really an atmosphere,

P7: You know, that type of attitude

Interviewer: Yeah, that. Yeah, no

P7: I’m not doing it on my own

Interviewer: Exactly, yeah

P7: You get that a lot because people are not happy and I think if you’re not happy then look for something that makes you happy because you gotta work for a long time

Interviewer: I agree. I agree with that. So um, do you think that employee motivation has an overall impact on the retention of employees?

P7: Um, yeah, yeah I think so. Sorry

Interviewer: No it’s alright, don’t worry. Do you think retention rates are lower when managers do not give praise or recognition to the staff?

P7: Yeah, oh yeah definitely. I think it’s like children isn’t it? The more you praise them, the better they do

Interviewer: I agree with that. That’s a good example, yeah. So um, how do you think managers can increase the retention rate among the employees?

P7: Um, notice their staff more, um be aware of their staff – what they’ve got to give, um the good points rather than picking up on all the bad things all the time, I think. To go forward, I think they definitely need to notice more the good things then, yeah

Interviewer: And last question now: where do you see yourself in five years? Do you plan to progress within this company?

P7: Um, probably still here (laughs) manager? No um, yeah I probably, um I’m quite happy with my work life balance, I’m quite happy with the fact that I do mostly night shifts – I do two a week which is fantastic and if I want to do anymore, I just pick them up when I’m motivated enough. Yeah, but um yeah I think so I think my work like balance at the minute is keeping me going

Interviewer: That’s good! Yep
P7: Thank you

Interviewer: Thank you, that’s it!

P7: Thank you very much

**PARTICIPANT 8 (P8):**

Interviewer: So, thank you so much for taking part in my research. I have some questions to ask you regarding my topic. Okay, so the first question is: how old are you?

P8: 50

Interviewer: Wow, you don’t look 50!

P8: I know; it’s a surprise isn’t it?

Interviewer: Wow

P8: Oh, I love you – I love you (laughs)

Interviewer: (laughs) so how long have you been working for the hospital?

P8: In the hospital or in the NHS?

Interviewer: In the hospital and the NHS

P8: Uh, since 1984

Interviewer: So how many years is that now?

P8: Oh gosh, like 32 years or something like that

Interviewer: Wow

P8: That’s good from the top of my head

Interviewer: So um, do you think having incentives help in motivating and influencing your performance at work? So like example: recognition programmes, financial incentives and all that

P8: Yeah, we don’t have much but yes

Interviewer: So um, are you encouraged to make decisions in work?

P8: Uh, yeah you have to do that on a daily basis. Well hourly, minute, you know every minute counts
Interviewer: Do you think your work is recognised and appreciated?

P8: Sometimes

Interviewer: Sometimes?
P8: Yeah. Sometimes by the patients, um sometimes by the staff

Interviewer: Um, so factors particularly motivates you the most? Are you more motivated by intrinsic factors or extrinsic factors?

P8: What do you mean?

Interviewer: So intrinsic – are you satisfied, happy and content in your work and with the extrinsic factors is to do with salary, financial rewards

P8: I think it’s got a lot to do with everything really isn’t it? You know, you have job satisfaction seeing to the patients and seeing them get well and go home, but um when you have to be here for twelve hours, a few times a week doing that – leaving your family and whatever, you do need a bit more incentive really as you get older

Interviewer: Yeah, I agree. Um, so does your manager provide feedback on your work? And if so, how often?

P8: We have a yearly PDAR’s. Um, that’s about it really – sometimes she might say ‘oh you’ve done this really well’ but it’s not very often

Interviewer: Oh, I was gonna ask you does your manager provide feedback on your work? Yeah but not very often. How do managers and senior colleagues help you to be more motivated?

P8: Um, well they do the audits so you see the results of the audits and if you know you’ve done well then I think that’s encouraging. Um I’m a mentor to some of the students so

Interviewer: Oh, okay

P8: So, I get positive feedbacks so that’s good – that encourages me to keep going. Um, I suppose teamwork

Interviewer: Teamwork? Yeah

P8: You sort of feed off each other in the team

Interviewer: Um, does your manager recognise when you have performed well? And if so, how does this make you feel?

P8: Um, well you do feel good ‘cause you know you’re doing your job properly, don’t you?
Interviewer: Yeah

P8: Not all the time I would say, no. There’s not enough – it’s so busy sometimes that things get missed, you know but there’s not enough of that—that praise – you do, you do need it, don’t you? You need to carry on and to keep performing well. 

Interviewer: How about when you underperform? Do they recognise that as well?

P8: Yes, they do. More often than not (laughs)

Interviewer: More often? Yeah, I was gonna say then (laughs). So you think there’s a balance with recognition of both good and bad performance?

P8: Um, no I think really, you know they are doing alright because they don’t come after you and say you’re doing a bad job. It’s only when you do things wrong, then it’s you know

Interviewer: Yeah, okay. So um, I have found out that the top motivation factors for employees is job security – does it make you feel more motivated knowing that your job position is secured?

P8: Um sometimes, I think sometimes you get into a stale sort of situation and you know, sometimes you-you, I think you should stay in the job for five years and move on but I think in these little hospitals, you do tend to stay longer than you should so you do lack that little bit of motivation

Interviewer: Yeah

P8: Going as long as you can

Interviewer: Do you ever feel unmotivated?

P8: All the time!

Interviewer: All the time? Oh right

P8: Not all the time, you know lots of the time

Interviewer: Yeah

P8: Um, sometimes I think we’re on this ward right now where is supposed to be fast turnover and that’s encouraging because you see people going home, but then um when we’re back to the ordinary where you have bed blockers and delayed transfer occur, that is hard then because you’re seeing patients for weeks and weeks and weeks – they’re not getting any better but you still got that – everyday you come in is like groundhog day

Interviewer: Oh okay. Um, do you have any specific examples of times you felt motivated? Ad what factors drove this motivation?
P8: I think when some complaints come in – you know when you see people complaining about things and you think that’s totally untrue really

Interviewer: Yeah

P8: You know, I think that really unmotivates you then because you know you’ve done a good job and you’ve worked really hard and then yeah

Interviewer: So um, oh my gosh. Do you think that employee motivation has an overall impact on the retention of employees?

P8: Yes, very much so

Interviewer: Do you think retention rates are lower when managers do not give recognition?

P8: Oh I do, yeah

Interviewer: So, how do you think managers can increase the retention rates among employees?

P8: Um, I think by not being so autocratic – I think they need to let people achieve what they need to achieve, um if they can’t work that shift then they need to be more flexible, um saying that a lot of people take advantage then – so there is a fine line but I think that’s really what they need to be doing – looking at hours and things to suit out different people because everybody’s lives are different

Interviewer: Different. Yeah, I agree. And lastly now: where do you see yourself in five years?

P8: Oh, retired! (laughs) Retired, yay! Hopefully

Interviewer: (laughs) Right, so thank you so much for taking part

P8: No probs. Cup of tea?

Interviewer: I’m alright
PARTICIPANT 9 (P9):

Interviewer: Participant 9. Um, thank you so much for taking part in my research. I have some few questions to ask you regarding my topic

P9: Okay

Interviewer: So, let’s start. Um, first question is: how old are you?

P9: 44

Interviewer: So how long have you been working for the hospital and the trust?

P9: For the trust, uh twenty years. For this hospital, ten months

Interviewer: Oh okay, so you’re quite new then?

P9: Yeah

Interviewer: Um, hmm do you think having incentives help in motivating or influencing your performance at work? So for example recognition programmes, financial rewards

P9: Yep, I think they can yeah

Interviewer: Are you encouraged to make decisions in work?

P9: Yes, we are yeah

Interviewer: Um, do you think your work is recognised and appreciated?

P9: Yes, I think so by staff and by the patients

Interviewer: That’s good. So what factors particularly motivates you the most? Um, are you more motivated by intrinsic or extrinsic factors?

P9: Explain that a bit more

Interviewer: So intrinsic factors is like feeling satisfied and happy and content in your work and um, extrinsic factors is to do with salary, financial rewards, promotion and all that

P9: A bit of both really – it’s nice to feel appreciated and the patients feel that you’ve done your best. Um, but also it’s sometimes nice to have the financial rewards that go with it (laughs)

Interviewer: Yeah, I agree with that one. So um, does your manager provide feedback on your work? And if so, how often?
P9: Um, we have a yearly PADR, but in between no not really – don’t really get much feedback. But as I said, I’ve only been here for ten months.

Interviewer: Ten months, yeah. So how do managers and senior colleagues help you to be more motivated?

P9: Oh, that’s difficult. Um, I don’t know really – I’m not sure of that one. I can’t think of an answer with that one (laughs)

Interviewer: (laughs) aw no, that’s fine. So does your manager recognise when you have performed well? And is so how?

P9: Yeah, I think, um you get a thank you at the end of a shift and if there’s been a particularly difficult shift then you know, a thank you is good enough – that’s all you need really

Interviewer: Yep, I agree. Um, does your manager recognise when you have underperformed?

P9: I haven’t had that at the moment (laughs)

Interviewer: That’s good!

P9: It’s all good points

Interviewer: So do you think there’s a balance with recognition of both good and bad performance?

P9: I think so; I think if there’s a problem with your work then you know, you will be picked up on it

Interviewer: Yep

P9: And also, like I say when you do a good job then you do get a thank you

Interviewer: Yeah, that’s good. So um, I found out that the top motivation factors for employee is job security – does this make you feel more motivated knowing that your job is secured?

P9: Um, I think nursing is a secure job anyway

Interviewer: Yeah, yeah

P9: So I don’t think that really comes into it

Interviewer: Okay

P9: I mean; you have to do something pretty awful to have job security (laughs)

Interviewer: Yeah okay. Do you ever feel unmotivated in work?
P9: I did before leaving my last job

Interviewer: Okay

P9: But um since coming here, no I do feel more motivated and happier in my work as well

Interviewer: That’s good! So do you have any specific examples of times you felt motivated in work? And what factors drove this motivation?

P9: Um, it’s just that if you feel that you’ve really helped a patient and made a difference to their day

Interviewer: Yeah

P9: I think that’s really motivation. Um, but if you go home from a shift and feel that you could-wanted to do more for somebody but you weren’t able then that can also make you feel really down

Interviewer: Yeah okay. I get that so that um do you feel that employee motivation has an overall impact on retention of employees?

P9: Yep. If you feel under appreciated, you are more likely to leave. And if you don’t feel that they are doing enough to sort out any issues in the workplace then you are more likely to leave

Interviewer: I agree. Do you think that retention rates are lower when managers do not give praise of recognition?

P9: Yeah, I think so – if staff don’t feel appreciated then they are less likely to stay

Interviewer: Oh okay. So um, how do you think managers can increase the retention rate among the employees?

P9: Just making it a happy place to work and you know, have good morale amongst the staff – I think by you know, by showing their appreciation for what you are doing, you get better morale on the ward then and if they listen to your issues as well

Interviewer: Yeah. So last question now: um, where do you see yourself in five years’ time? Do you plan to progress or?

P9: Oh no

Interviewer: No? Are you content with the position now? P9: Band 5 is plenty, yeah. Just here on the ward is fine

Interviewer: Great. That should be it now – thank you so much for taking part!

P9: That’s no problem
PARTICIPANT 10 (P10):

Interviewer: Participant 10. Thank you for taking part in my research

P10: That’s okay

Interviewer: I just have a couple of questions to ask you regarding my topic

P10: Right-o

Interviewer: Um, first question: how old are you?

P10: I’ll be 45 next month

Interviewer: Okay, how long have you been working for the hospital – NHS trust?
P10: Nearly 17 years

Interviewer: 17 years, wow. Um, do you think having incentives help in motivating and influencing your performance at work? For example, like recognition programmes

P10: Yeah, I think it is a lot of incentives and when they appreciate what you are actually doing

Interviewer: Yep, okay. Are you encouraged to make decisions in work?

P10: Yeah, really yeah. Being quite experienced more so, yeah
Interviewer: Do you think your work is recognised and appreciated?

P10: Not all the time

Interviewer: So what factors particularly motivates you the most? Are you more motivated by intrinsic factors or extrinsic?

P10: I think it’s when you see the patients happy with the care you’ve given them – I think that’s enough motivation for me

Interviewer: Yeah?

P10: Yep

Interviewer: That’s a good one. Will promotion – oh no no, I didn’t ask you about promotion. Does your manager provide feedback on your work? And if so, how often?

P10: Um, we get a PADR once a year, but you know she is very supportive yeah

Interviewer: How do managers and senior colleagues help you to be more motivated?

P10: Well, we work as a team really

Interviewer: So team work?

P10: Yeah, yeah and support each other really and do the best you can really isn’t it?

Interviewer: Yeah. Does your manager recognise when you have performed well? If so, how often? How does this make you feel sorry?

P10: Um, she does recognise it I suppose she knows we all work hard

Interviewer: Okay. How about when you underperform?

P10: I don’t (laughs)

Interviewer: Oh wow! (laughs) that’s good, that’s good! Do you think there’s a balance with good and bad performance?

P10: Yeah, yeah. You gotta be told if you’re doing things wrong I suppose

Interviewer: Yep. So I have found that the top motivation factors employees is job security – does it make you feel more motivated knowing that your job is um secured?

P10: Well, it’s not the case these days is it? ‘Cause I’ve just been transferred Ebbw – Ebbw ward for five months and I’ve just come back – I’ve been here for five weeks so I don’t think anywhere you got job security anymore
Interviewer: Um, do you ever feel unmotivated? If so, why?

P10: I do sometimes because obviously you come in and you constantly do your job to the best of your ability and you got some people that don’t, but you get it everywhere don’t you?

Interviewer: Yeah, yeah

P10: So you just pick yourself up and get your motivation back don’t you?

Interviewer: Yeah. So um, do you have any specific examples of times you felt motivated in work? And what factors drove this motivation?

P10: Well, there’s quite a lot of things really – like I said, when you see the patients improving and being able to get on and move on and go home – that’s a big incentive for me, yeah.

Interviewer: Aw, ok. Do you think that employee motivation has an overall impact on the retention of employees?

P10: Um, yeah definitely

Interviewer: Do you think retention rates are lower when managers do not give praise or recognition?

P10: Yes, that’s a dead certain

Interviewer: Um, how do you think managers can increase the retention rate among employees?

P10: Well it helps I suppose if you can be happy, with you know your off duty, annual leave – feel as though you’re supported when you come to work – lots of things really

Interviewer: Yeah. So last question now: where do you see yourself in five years’ time? Do you plan to progress or?

P10: No
Interviewer: No? You’re happy with your position?

P10: I’d like to work my way up – you know, to a band 3 but I’m quite happy with my position now – I like the patient care, so that’s good enough for me

Interviewer: That’s good! Well that’s it, thank you so much

P10: That’s alright, no problem at all
PARTICIPANT 11 (P11):

Interviewer: Participant eleven. Thank you so much for taking part in my research. I have some questions to ask you regarding my topic, so let’s get started!

P11: Okay

Interviewer: First question, how old are you?

P11: 53

Interviewer: Okay, how long have you been working for the hospital/NHS trust?

P11: For this trust, I’ve been working for nineteen years

Interviewer: Wow, nineteen! Um, okay do you think having incentives help in motivating or influencing your performance at work? So for like example, recognition programmes, financial incentives

P11: Yes, I think so, yes – I mean it’s not the prime consideration of why you work – motivating factors is good I think to keep you going

Interviewer: I should’ve asked this before actually, but what factors particularly motivates you the most? Um, intrinsic factors or?

P11: Oh, definitely. I mean, we all like to be paid obviously, but I think if you know that you’ve done a good job and you’ve gone home and you feel as if you’ve done a good job and the patients are happy – that motivates you, yeah.
Interviewer: Yeah. So does your manager provide feedback on your work? And if so, how often?

P11: Well, you should have an IPR – individual performance review but at the moment with the staffing levels that there are, there’s no Band 6 and ward sort of things as they are. I mean, I haven’t had one in quite a while (laughs). It would be nice to have one, but other than that no, other than that, no I don’t have feedback.

Interviewer: (laughs) okay. How do managers and senior colleagues help you to be more motivated?

P11: Um, managers and senior colleagues – well they would if I had individual feedback but um, I think that that, um, they say ‘thank you’ in the end of the shift, so that’s good. You know, to think that you’re appreciated – that’s all I can think of at the moment.

Interviewer: Yeah, okay. Does your manager recognise when you have performed well?

P11: I think so; I think so because they thank you and yeah, I think you know, they don’t – they are not negative anyway. I haven’t had any negative things (laughs) yeah.

Interviewer: How about when you have underperform?

P11: I don’t know. I mean, you need feedback when you underperform as well as when you do a good job and everything but I suppose having regular feedback you don’t know if you underperform or you’re performing well really. You know, other than thank you at the end of a shift. I mean, it would be nice to know if you could do things better if the manager recognises if you could, but things being there as they are and the health service and staffing, you know you don’t get it.

Interviewer: So, is there a balance with recognition with both good and bad performance? Do you think that this is important?

P11: Oh, definitely, definitely you know they should be. I mean, you don’t want somebody to give you negative feedback for the sake of it

Interviewer: For the sake of it, yeah

P11: But if there is something definitely the you need, that you can improve on, I mean positive criticism, positive feedback on-on things you know, would be more appreciated

Interviewer: Yeah? So I have found that the top motivation factors for employee is job security – so does it make you feel more motivated knowing that your job position is secured?

P11: Oh definitely, yes. You know, I mean you know the past when they have moved staff or changed the bed status, lowered the number of beds and things like that, you do get worried that you do worry for your job and so I think you might get moved –
where will you be moved to? I mean and that it is-it can affect your motivation – you feel like ‘oh, what’s the point?’ I’m just a number then you think then. I-I don’t know where I am in this health service and um, am I just somebody to be moved or anything? So, yeah.

Interviewer: Okay, so do you ever feel unmotivated?

P11: Unmotivated?

Interviewer: Unmotivated, yes

P11: Yes. Yes, when yeah, when it’s really really busy and there’s not enough staff. Um you know, it’s hard to be positive about things and you’re always catching up on your work, you know you sort of beat the clock, you’re always going for – you’re always stumbling from one thing to the next to try and get it done and then you feel, you do feel demotivated then.

Interviewer: Okay, do you have specific examples of times you felt motivated in work? And what factors drove this motivation?

P11: Oh, like when you like come across difficult discharges and everything falls into place and everything and you’ve successfully, you know, contacted everybody and everything is you know, everything is done properly and all the documentation is done - you know it’s really nice where you put the time and everything falls into place. I mean, that’s quite motivating to know that you’ve done a good job and that.

Interviewer: Okay, so um do you think that employee motivation has an overall impact on retention of employees?

P11: Yes, I think so yeah, you know you like to feel that you’re appreciated. You like to feel that your employers are driving you forward – you’re all working together and um you know you are all working for the good of the ward as well is a good motivator. You know, it’s just not you, it’s-it’s you know you’re taking ownership of the ward as a-as a team and everything and that and that’s when you work well as a team and that’s a good motivator and I think you know, feedback from your employer as a team would be good.

Interviewer: So um, do you think retention rates are lower when managers do not give praise or recognition?

P11: Yeah, I think so, I think so yeah. When I worked – I mean, does it apply to where I’ve worked before in other places?

Interviewer: Oh yeah, yes

P11: Because I know that um I worked in a very negative area before and um the turnover of Band 5’s um was horrendous. Oh yes, and it still is there but um, i-it is a negative attitude I think by the managers by there

Interviewer: Managers, yeah okay. Um, how do you think managers can increase the retention rate amongst the employees?
P11: Study days; regular team meetings, um regular feedback and um, getting people involved in different things like having people responsible for different things

Interviewer: Okay

P11: And everything, but um or I think um yeah that’s it yeah

Interviewer: Last question now: where do you see yourself in five years? Do you plan to progress or are you happy with? (laughs)

P11: Retired hopefully – still alive (laughs)

Interviewer: (laughs) yeah

P11: Is that okay?

Interviewer: Yeah, that’s great!

P11: (laughs)

Interviewer: Thank you so much!

P11: You’re welcome

PARTICIPANT 12 (P12):

Interviewer: Last participant now, so okay. Thank you so much for taking part in my research. I just have um some questions to ask you regarding my topic

P12: Okay

Interviewer: So my first question is um, how old are you?

P12: 30

Interviewer: Really?

P12: Yes, thirty

Interviewer: Wow, you look really young! Okay, um how long have you been working for the hospital?

P12: Um, for this hospital – five years

Interviewer: So what factors particularly motivates you the most? So are you more motivated intrinsically or extrinsically?

P12: What do you mean by that?
Interviewer: Intrinsic – so do you feel more um, do you feel more satisfied or happy/content with your work?

P12: Yeah, I love working for this hospital and it’s a very caring hospital as well. Which you probably know with your mum anyway

Interviewer: Yeah (laughs) So like in terms of salary, financial rewards, promotion – that are you happy?

P12: Yeah, I’m happy

Interviewer: So, um do you think having incentives help in motivating or influencing your performance at work?

P12: I think you gotta be quite motivated in yourself haven’t you, with any particular job anyway

Interviewer: Yeah, so um does your manager provide feedback on your work? And if so, how often?

P12: She does and we also have feedback then from other staff members then as well, um feedback then um time wise – it varies whenever you can get actually time off um with the manager because she is also busy as well.

Interviewer: Okay. So how do managers and senior colleagues help you to be more motivated?

P12: Um, support you, um trying to improve your practice maybe. Yeah

Interviewer: Yep. So does your manager recognise when you performed well?

P12: She does, yes

Interviewer: Yeah. How does that make you feel?

P12: That I am doing a good job.

Interviewer: Yeah? So how about when you underperform? Does she recognise?

P12: Yes, yes we go into the office (laughs) like a naughty school kid

Interviewer: (laughs) So do think there is a balance with recognition of both good and bad performance? Do you think this is important?

P12: Yes, yes, definitely. You need to know your protocols, yep.

Interviewer: So I have found out that the top motivation factor for employees is job security – does it make you feel more motivated knowing that your job is secured?
P12: Definitely, yeah it does make you feel more secured with your job

Interviewer: Um, are there – do you ever feel unmotivated in work? Any factors lead you to?

P12: No, no.

Interviewer: No?

P12: I am quite happy with my job to be honest
Interviewer: Oh, that’s good. That’s good.

P12: Yeah

Interviewer: So do you have any specific examples of times you felt motivated? And what factors drove this motivation?

P12: Um, when you’re told you’re doing a good job – you feel more motivated or if you are put in charge of certain things in the hospital, um like a team leader – if you’re a team leader for something. So yeah, you do feel a lot more motivated

Interviewer: So um, do you think that employee motivation has an overall impact on retention of employees?

P12: Definitely, yes.
Interviewer: And do you think retention rates are lower when managers do not give praise or recognition to their staff?

P12: Depends where you work

Interviewer: Oh really?

P12: I think. I don’t know

Interviewer: Okay, so how do you think managers can increase the retention amongst employees?

P12: Probably having more time for the staff and um like you said discussing um what they are doing positive and negative.

Interviewer: Yeah?

P12: Yep

Interviewer: And lastly now, where do you see yourself in five years? Do you plan to progress or are you happy with your current position?

P12: I am happy where I am but you never know what’s around the corner

Interviewer: That’s a perfect answer
P12: (laughs)

Interviewer: Aw, that’s it now!

P12: Okay, no problem

Interviewer: Thank you so much!

P12: That’s okay