

**FINDING WAYS FOR JOB SATISFACTION AND  
MOTIVATION AMONG HEALTHCARE  
WORKFORCE AT TERTIARY CARE HOSPITALS  
IN YANGON REGION**

**THANDA LINN**

**M.B.,B.S**

**Master of Public Health (MPH)**

**University of Public Health, Yangon**

**2019**

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**Thesis submitted to  
the Postgraduate Academic Board of Studies  
University of Public Health, Yangon  
as the partial fulfillment of the requirements  
for the Degree of Master of Public Health (MPH)**

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## **ABSTRACT**

Myanmar, being a developing country, was identified as one of the crisis countries with health workforce shortage. It is very important to motivate and retain the current scarce healthcare workforce at public hospitals in the face of tight resources and a variety of constraint factors. The study was conducted to find ways to motivate and improve job satisfaction of frontline health workers (Specialist Assistant Surgeons (SAS), Assistant Surgeons (AS), Staff Nurses (SN) and Trained Nurses (TN)) at tertiary care hospitals. Qualitative methods including Appreciative Inquiry, a participatory learning tool and key informant interviews were used in the study. A total of 29 respondents (8 SAS, 7 AS, 7 SN and 7 TN) participated in four Appreciative Inquiry dialogues. Key informant interviews were conducted with four consultants from four major disciplines and three administrative personnel from three hospitals. From Appreciative Inquiry dialogues, SAS were found to be mainly motivated by performance and self-achievement. AS were mainly motivated by learning opportunities. Nurses were mainly motivated by the job nature or the work itself (providing nursing care). Positive motivation can cause job satisfaction and negative motivation may not bring job satisfaction and even dissatisfy. Views of key informants also supported the findings from Appreciative Inquiry. Basic needs like enough staff quarter and incentives or bonuses were suggested as additional points for job satisfaction of health staff. For motivation of health care professionals at tertiary care hospitals, their respective professional roles should be promoted and their authorities should be commensurate with responsibility. Healthcare staff should be assigned at places they are interested and passionate. Existing training structure should also be strengthened as well as fair and equitable performance-based reward system should also be introduced. Quality of the whole healthcare workforce should be further reinforced by providing more learning and training opportunities not only for clinical skills but also for leadership and communication skills to all healthcare staff including nurses equally and equitably.