

# MOTIVATION AND PROFESSIONAL PERFORMANCE IN NURSING

IOANA GĂDĂLEAN<sup>1</sup>, FLORINA POP<sup>2</sup>, MARILENA CHEPTEA<sup>3</sup>

<sup>1,2,3</sup>“Ion Chiricuță” Oncological Institute Cluj- Napoca

**Keywords:**

performance, nursing, motivation

**Abstract:** Given the complexity of nursing's quality assessment is necessary to evaluate the nurses' work and the medical team results that were achieved in the care of these patients. Evaluation of nurses through the team in which they operate is an important component of the medical practice, impacting on patient safety and quality care. The original questionnaire was distributed to nurses in clinical and laboratory sections of the Oncology Institute “Ion Chiricuță” Cluj-Napoca to test their opinion regarding professional performance achieved at the time completing the questionnaire. 68.6% of nurses surveyed are satisfied with the performance achieved at the workplace. The factor that motivates performance at work for most nurses is the satisfaction derived from their work (96%).

**Cuvinte**

performanță, nursing, motivație

**cheie:**

**Rezumat:** Având în vedere complexitatea evaluării nursing-ului de calitate este necesară o evaluare a activității asistentelor medicale și a rezultatelor atinse în îngrijirea pacienților de acestea și de către echipa medicală. Evaluarea activității asistentelor medicale prin prisma echipei în care își desfășoară activitatea este o componentă importantă a calității actului medical și are impact asupra siguranței pacientului și implicit a calității îngrijirilor. Acest chestionar original, a fost distribuit asistenților medicali din secțiile clinice și paraclinice ale Institutului Oncologic „Ion Chiricuță” Cluj-Napoca în scopul testării opiniei acestora în ceea ce privește performanța profesională atinsă la momentul completării chestionarului. 68,6% din asistentele medicale intervievate se consideră mulțumite de performanța atinsă la locul de muncă. Factorul care motivează cel mai mult performanța la locul de muncă a asistentelor medicale este satisfacția obținută din munca prestată (96%).

## INTRODUCTION

Both medical practice and medical management were defined nine quality dimensions that form the basis of providing medical services. One of them is professional competence - knowledge / skills / medical team performance.(1) Given the complexity of nursing's quality assessment is necessary to evaluate the nurses' work and the medical team results that were achieved in the care of these patients.(2) Although, the assessment of patient satisfaction is a priority, the technical quality of care can be assessed only by the medical team. On the other hand, among the quality indicators that are found in literature are the nurse satisfaction and their perceptions of profession. Some of these issues are pursued in the questionnaire applied. (3) The study presented here is part of a larger work that examines the criteria and methods of performance evaluation in nursing. One of the highlights of this survey is the factors that motivate and demotivate nurses performance in practicing profession.

## PURPOSE

This study aims to evaluate the factors motivating and demotivating professional performance of nurses at the workplace in terms of medical staff (doctors and nurses) in which they operate

## METHODS

The original questionnaire was distributed to nurses in clinical and laboratory sections of the Oncology Institute “Ion Chiricuță” Cluj-Napoca to test their opinion regarding

professional performance achieved at the time completing the questionnaire. In parallel, another original questionnaire was distributed to doctors of Oncology Institute “Ion Chiricuță” Cluj-Napoca to test their opinion regarding performance evaluation of nurses that they collaborate with.

For nurses the working method used was the anonymous questionnaire with open-choice questions, and pre-formulated, divided into 14 items. For physicians I used as a working method a anonymous questionnaire with open-choice questions, and pre-formulated, structured in 6 items. This was distributed in the period May - September 2012.

Of the total questionnaires distributed at the Oncology Institute “Ion Chiricuță”, excluding the 5 respondents in the pilot study and those who did not fit the inclusion criteria, 153 nurses and 25 doctors have entered the statistical calculation of these questionnaires.

Research ethics were complied, including the anonymity of study participants.

Inclusion criteria were: nurses and doctors who work in departments of Oncology Institute “Ion Chiricuță”. Exclusion criteria were: people who did not give their consent to participate in research, participants lost from the study, and subjects involved in the pilot study.

The questionnaire was developed based on a number of assumptions, set out in the preliminary investigation and was pre-tested on a pilot group of 5 subjects who subsequently were excluded from the research. Questionnaires were completed by self registration.

<sup>1</sup>Corresponding author: Gădălean Ioana, Str. Republicii, Nr. 34-36, Cluj-Napoca, România, E-mail: igadalean2000@yahoo.com, Tel:+0745 635406  
Article received on 03.04.2013 and accepted for publication on 11.06.2013  
ACTA MEDICA TRANSILVANICA September 2013;2(3):248-250

The data were processed by mathematical statistical methods. To make correlations and statistical associations we divided the study groups by age into two groups respectively over 35 and under 35 and depending on the length of nurse experience in two batches namely: under 10 years old and over 10 years old.

**RESULTS**

Distribution of subjects according to the study reveals that the share of those with higher education is prevailing 61% (93) compared to post-secondary education 39% (60). The average age of the study group was  $35.71 \pm 5.347$ , and the average length of experience in nursing was  $10.55 \pm 5.938$ .

The results regarding the factors that motivate nurses to be efficient at work, the answers are given in table no. 1.

**Table no. 1. Performance issues that motivate nurses to work**

Aspects that motivate performance	153 nurses (100%) Yes/No
satisfaction derived from work performed	147 (96%)/6 (4%)
physical environment / working conditions	0/153 (100%)
Competitiveness	48(31%)/105(69%)
staff / relationships with peers, superiors	42(27,5%)/111(72,5%)
salary received for work	24 (16%)/129 (84%)
willingness to learn new things	111 (72,5%)/42(27,5%)
continuing the job	6 (4%)/147 (96%)
the possibility of advancement	12 (8%)/141 (92%)
reputation score	12 (8%)/141 (92%)
recognition from superiors	0/153 (100%)
recognition from patients	57 (37%)/96 (63%)

Issues demotivating nurses regarding performance at work are given in Table 2.

**Table no. 2. Performance issues demotivating nurses at work**

Aspects that demotivate performance	153 nurses (100%) Yes/No
stressful conditions of work	78(51%)/75(49%)
strained relations with colleagues and superiors	51(33%)/102(67%)
lack of adequate medical resources	60 (40%)/93 (60%)
routine	36(24%)/117(76%)
failure to value of work performed	90 (59%)/63 (41%)
high volume of work	51(33%)/102(67%)
the patient attitude	24(16%)/129(84%)
salary received for work	63 (41%)/90 (59%)
lack of the possibility of advancement	6 (4%)/147 (96%)

68.6% of nurses surveyed are satisfied with the performance achieved at the workplace.

I thought it may be an element of interest the analysis of associations / correlations between age groups of the lot interviewed and issues covered in the questionnaire. Thus, the Chi-square test was applied.

It had been shown a statistically significant association according to age groups and "satisfaction derived from their work" ( $p = 0.01$ ), "competitiveness" ( $p = 0.001$ ) and "continuity of employment" ( $p = 0.01$ ). It is also described an association between age groups and subsequent care demotivating factor for performance "strained relations with colleagues and superiors"

( $p = 0.001$ ), "lack of adequate medical resources" ( $p = 0.001$ ), "wages received for work made" ( $p = 0.001$ )

**DISCUSSIONS**

Nurse satisfaction survey on work and self evaluation performance achieved in the profession practiced respectively collective assessment of nurses is an important component. This may impact patient safety, performance and quality of care.(4) Also essential is medical opinion on the performance achieved by staff nurses as the old concept that "nurse assists the doctor" is nowadays rarely encountered in the health system. The work undertaken in hospitals is a team activity with clear and common objective: patient safety and quality of care.

In the group of nurses who responded to the questionnaire, the majority are those with higher education (61%) than those with post-secondary studies. This trend is growing, more and more nurses choose to continue their studies at the Faculty of Nursing.

The factor that motivates performance at work for most nurses is the satisfaction derived from their work (96%), followed by the desire to learn new things (72.5%). It should be noted that no participant in the study is motivated by work conditions, but 27.5% are motivated by the team that are working with and 31% of competitiveness. Statistical analysis revealed a statistically significant association between age of subjects and the following factors that motivate nurses' performance: the satisfaction obtained from work performed ( $p=0, 01$ ), competitiveness ( $p=0, 01$ ), continuity of employment ( $p=0, 01$ ) and prestige from their work ( $p=0,001$ ).

Most respondents are demotivated to improve performance by non value of the work done (59%), stressful working conditions (51%), and salary (41%). Only 4% are demotivated by the lack of opportunities for advancement. However, 86.3% of nurses are satisfied and very satisfied with the performance achieved in the workplace. Among the demotivated factors that were highlighted with important statistical association with age group of respondents include: strained relations with colleagues and superiors

( $p= 0.001$ ), lack of adequate health resources ( $p=0.001$ ), money received for the performed work ( $p =0.001$ ), disrespect for the work performed ( $p= 0.001$ ).

Regarding the doctors opinion about nurses, most of them (92%) are satisfied with the performance achieved by their collaborators.

There are differences in perception between physicians and nurses regarding factors that motivate nurses' professional performance. While 96% of nurses believe they are motivated by the satisfaction derived from work performed, only 17% of physicians surveyed support this factor. Other items analyzed with remarkable differences between the two professions are: the desire to learn new things (8% vs. 72.5% doctors nurses), salary received for work (75% vs. 16% doctor's nurses), and continuity at workplace (42% vs. 4% doctors nurses). Also, none of the doctors interviewed believes that nurses are motivated by competitiveness.

A possible explanation could be that, in the absence of performance scales for nurses, subjective responses of the two categories of respondents could be divergent since they have no clear model to compare or be compared with. While nurses are considered motivated by matters of moral satisfaction derived from work performed, doctors consider that nurses are motivated by material issues arising from their job. Perhaps that's why 83% of physicians who responded the questionnaire believe it would be useful to introduce some objective scale, accurate in nursing evaluation performance.

These scales performance evaluation should include several aspects:

- Observe the institution regulation regarding: confidentiality, communication and cooperation with the medical team, professionalism, kindness
- Nursing process - data collection, identification of patient needs, implementation of necessary care, evaluation and documentation of results
- Quality care by respecting existing protocols
- Service training

### CONCLUSIONS

Evaluation of nurses through the team in which they operate is an important component of the medical practice, impacting on patient safety and quality care.

Most nurses surveyed have higher education. Almost all medical team members are happy and very satisfied with the performance achieved by the nursing staff. Nurses declare reasons for satisfaction derived from their work and willingness to learn new things.

#### **Acknowledgement:**

*This study was conducted within the project POSDRU 86-1.2-S-61577.*

### REFERENCES

1. Borzan C, Mocean F. Sănătate Publică, Editura Medicală Universitară „I. Hațieganu”, Cluj-Napoca; 2002.
2. Borzan M, Borzan C, Mocean F. Elemente de asigurarea și managementul calității. 1 ed. Cluj-Napoca: Studium; 2001.
3. Griffiths P, Jones S, Maben J, Murrells T. State of the Art Metrics for Nursing: A Rapid Appraisal. King's College London, London; 2008.
4. Bevan H. and Hood C. What's Measured Is What Matters: Targets and Gaming in the English Public Health Care System. Public Administration; 2006;84(3):517.