

Factors Affecting Job Motivation among Nurses at Punjab Institute of Cardiology, Lahore

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ABSTRACT

Aim of study: The purpose of this study was to explore factors that affect motivation and demonization among nurses at Punjab institute of cardiology Lahore.

Background: A lot of factors have an effect on the nurse's concert point. Job contentment, organizational obligation, level of education, practices, nurse's self-esteem, stress related to work and exhaustion, reinforce from workmates, sympathetic command, comments, guidance on quantifiable apparatus, acknowledgment, profession prospect, job surroundings, motivations, incentives, comprehension, skills promotions and capability stage are surrounded by the copious factors that affecting nurses concert.

Method: Descriptive Cross Sectional Study. Place and duration of study: Punjab institute of cardiology Lahore, Pakistan were selected for study from October to December 2018. The data was collected from nurses at Punjab institute of cardiology Lahore. The sampling technique was used convenient sampling. Close ended (Likert scale) questionnaire was used to collect data. Data was analyzed SPSS version 23.

Results: In overall performance 85% of nurse had good performance. 32.81% working in Punjab Cardiology were satisfied with Remuneration, Benefits and Recognition. Respondent 27.6% was not satisfied with availability of carrier advancement opportunities. Nurses were satisfied with work space and environment 39%. According to response rate satisfaction were reported work environment safe, infection control strategies available in every department of Punjab cardiology, pleasant temperature and all types of instruments available and in working condition.

Conclusion: This study finding have implies that effort should be made in increasing mechanisms for proper exploitation of performance appraisal outcome and increasing courses tackle the knowledge and skill gap of nurses.

Keywords Job Satisfaction, Nurse, Hospital, Motivational Factors.

INTRODUCTION

Background: A motivation describes the factors that initiate and direct behavior. Because individuals brings to the workplace different needs and goals, the type and intensity of motivators very among employees (ELEANOR J. SULLIVAN and Decker, 1997). A continual and troublesome question facing managers today is why some employees perform better than other. Making decisions about who performs what tasks in a particular manner without first considering individual behavior can lead to irreversible, long-term problem (ELEANOR J. SULLIVAN and Decker, 1997). Nurse Manager prefers motivated employees because they strive to find the best way to perform their jobs. This is one reason that motivation is an important aspect of enhancing employee performance (ELEANOR J. SULLIVAN and Decker, 1997).

Each employee is different in many respects. A manager needs to ask how such differences influence the behavior and performance of the job requirements. Ideally, the manager performs this assessment when the new employee is hired. In reality, however, many employees are placed in position without the manager having adequate knowledge of their abilities and /or interests. This often results in problems with employee performance, as well as conflict between employee and managers. Employee's performance literature ultimately reveals two major dimensions as determinants of job performance: motivation and ability (ELEANOR J. SULLIVAN and Decker, 1997). Employees perform well/poorly on the base of some factors, for example ability, instinct, aspiration level, as well as age, education and family background (ELEANOR J. SULLIVAN and Decker, 1997). Organization provides such motivations compensation, benefits, job design, recruitment and selection, and employee's needs/goals/abilities for good or effective performance (ELEANOR J. SULLIVAN and Decker, 1997).

Evidence discovered that expert, motivated and skilled nurses are keystone for better concert of health care organization (Tsfaye T, 2015). The scarcity of nursing in health setting produce over work on nurses and decreases person's concert sequentially will be a barrier for achieving confined or intercontinental expansion of targets (Tsfaye T, 2015).

Quite a lot of factors have an effect on the nurse's concert point. Job contentment, organizational obligation, level of education, practices, nurse's self-esteem, stress related to work and exhaustion, reinforce from workmates, sympathetic command, comments, guidance on quantifiable apparatus, acknowledgment, profession prospect, job surroundings, motivations, incentives, comprehension, skills promotions and capability stage are surrounded by the copious factors that affecting nurses concert (Tsfaye T, 2015). It is declared that nurses motivation is the core determinant of nurses retentions and health zone concert (Lambrou, Kontodimopoulos, & Niakas, 2010). Job motivation is defined as "the willingness to exert and maintain an effort towards organizational goals" (Mathauer & Imhoff, 2006) and motivated nurses are more likely to apply their knowledge to the real delivery of health care (Prytherch et al. 2013)(Lambrou et al., 2010).

Provoked and competent personnel are essential to boost the efficiency and excellence of health services that categorize to contribute and achieving health services targets. Main concerned programs have a stake in trained and provoked personnel, as they implemented mainly by a health facility's obtainable health staff. Motivation in the work circumstance is defined as "an individual's degree of willingness to exert and maintain an effort towards organizational goals" (Dieleman, Toonen, Touré, & Martineau, 2006).

METHODOLOGY

Study Design: A descriptive cross sectional study was conducted on factors affecting job motivation among nurses at Punjab institute of cardiology Lahore. The sampling technique was used convenient sampling. Close ended (likert scale) questionnaire was used.

Inclusion Criteria: Charge nurses (age 20- 40y) of ICU and Emergency department from PIC were the inclusion criteria of study.

Exclusion Criteria: All charge nurses of general wards from PIC were exclusion criteria of study.

Data Collection and Evaluation: Data was collected from ICU and EMERGENCY charge nurses of Punjab institute of cardiology Lahore. To assess the factors such as demographical variables, performance of nurses, self related knowledge and skills, performance appraisal and its utilization, performance management system, remuneration, benefits & recognition, staffing & work schedule, staff development and work space & environment that affect job motivation among nurses at Punjab institute of cardiology Lahore the research tool was obtained from previous research study(Tesfaye T, 2015). Sample size 222 nurses selected according to inclusion criteria of study. Sample size was calculated by using an equation $n = N / (1 + Ne2)$.

Ethical Approval: Written approval was taken from medical superintendent of Punjab institute of cardiology Lahore. Informed consent has been taken from all study participants after explaining the method of data collection and procedure of study.

Statistical Analysis: Data were analyzed with 95% confidence interval through SPSS version 23.0. Frequency distribution of demographical variable was checked. Mean score and stander deviation used to check other motivational domains. Results were presented in tabular and graphical form.

RESULTS

In this cross sectional study 222 ICU & Emergency charge nurses were enrolled from Punjab institute of cardiology Lahore. The exclusion and inclusion criteria as mentions in methodology section were followed. A pre design questionnaire was used to address the demographic characteristics & factors that affect job motivation among nurses after taking consent. The research tool likert scale was used to assess the factors with following categories:

Demographic Characteristics: A total of 222 questionnaires were returned. About 64.4% nurses were single and 35.6 were married, 85.6% nurses were follow Islamic religion and 14.4 were Christianity. The qualification of respondent showed that 60% had diploma in nursing, 7.7 %had BSN, 23.9% had BSN Post RN and 7.7% participant had other qualification with nursing. About work experience of participants 4.5% had less than one year experience, 50.50% had 1-5 years experience, 33.8% had 6-10 years experience and 11.3% had above 10 years experience in clinical nursing.

Table 1: Demographic characteristics of charge nurses at Punjab institute of cardiology Lahore

Demographic characteristics	Frequency	Percent
Age in years		
20-25	60	27
26-30	123	55.4
31-35	32	14.4
36-40	7	3.2
Marital status		
Single	143	64.4
Married	79	35.6
Widow	0	0
Divorced	0	0
Religion		
Muslim	190	85.6
Christian	32	14.4
Others	0	0
Qualification		
Nursing Diploma	135	60.0
BSN	17	7.7
BSN Post RN	53	23.9
Others	17	7.7
Job experience		
Less than 1 year	10	4.5
1-5 years	112	50.50
6-10 years	75	33.8
Above 10 years	25	11.3

Knowledge, Skills and Performance: Sixty one percent (61%) participants implementing nursing care plan& health education (92.8%) & participants having clinical competencies (87.4%) practice patient counseling skills(91.9%), participant practice time

management (88%) and (92.8%) participants believe on improvement of quality care. Performance assessment in nurses at Punjab Institute of Cardiology Lahore intended by using some items as mention below like punctuality, attendance, therapeutic relationship with patient. Study results shows 85% nurses having good performance in Punjab institute of cardiology Lahore.

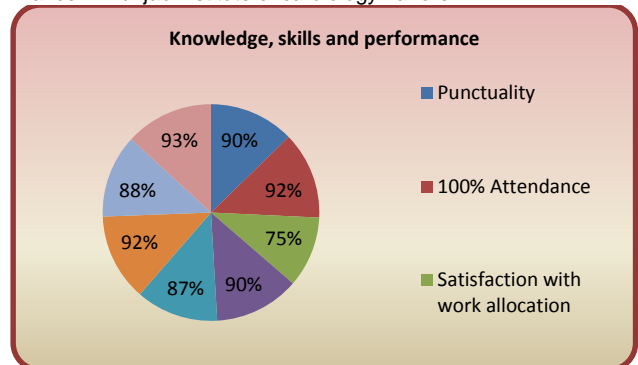


Figure 1: Knowledge, skills and performance of nurses at Punjab institute of cardiology Lahore.

Performance management system & performance appraisal utilization: In performance management system achieved objectives were known by individual to be assessed (55.4%) with mean score of (3.51). Performance standers that predictable from nurses are obvious and understood by all (59.4%) with mean score of (3.68). Regular constructive feedback on performance appraisal results was (66.6%) with mean score of (3.83) & feedback throughout the year performance was (63.5%). Prompt action was taken when performance fall bellow accepted standers (50%). Manager supervision inspire the nurses to do best was (54.4%).

Satisfaction with regular review involving discussion about past performance (82.4%) with mean score of (4.0). Results of performance appraisal used for rotation (48.2%) with mean score (3.13), used for nurses training (59.5%) with mean score of (3.49), used for promotions (69.3%) with mean score (3.90).

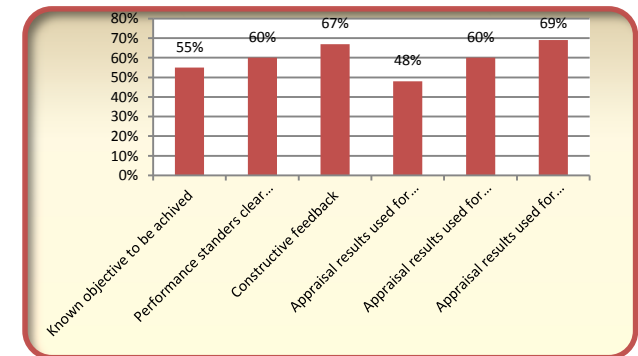


Figure 2: Performance management system & performance appraisal utilization

Staff development & Staffing and work schedule: Mostly nurses (40.5%) were dissatisfied with enduring education programs with mean score of (2.87). Availability of good leadership/management training was (12.2%) with mean score of 2.36. Nurses participation for identification in staff developmental programs was (45.5%) with mean score of (3.31). Availability of job refresher courses was (62.6%) with mean sore of (3.7072). Respondents were satisfied with staffing and work schedule. Most of them agreed with working hour's satisfaction (93.3%) with mean score of (4.39) & availability of continuing education (76.5%) with mean score of (3.92). About (68.5%) satisfied with supervisor and other staff members. About allocation of work place (74.8%) respondent were satisfied. Over

time work was accepted by participants (67.1%) with mean score of (3.72).

Table 2: Staff development & Staffing and work schedule at Punjab institute of cardiology Lahore

Development & scheduling	Mean	S. Deviation
Availability of opportunities for enduring education	2.8784	1.14496
Availability of refresher courses	3.7072	1.05068
Nurses participation in staff development needs programs.	3.3108	1.04979
Working hour's satisfaction	4.3964	.75242
Satisfaction with supervisor and other staff members.	3.8784	1.01508
Acceptation of over time working.	3.7207	1.15474
Skill gap addresses by service training	3.3198	1.20386

(91%) with mean score of 4.40. About availability of working instruments (79.7%) with mean score of (4.11) and hand solutions and other protective measures was available (90.1%) with mean score of (4.45).

Table 3: Remuneration, work space and environment at Punjab institute of cardiology Lahore.

Remuneration, work space and environment	Mean	S. Deviation
Remuneration is according to job experience.	4.0000	.91740
Remuneration is according to job responsibility.	3.9865	1.02670
Hard working nurses are recognized.	3.9459	1.08330
Opportunity exists for carrier advancement.	3.8829	.97701
Infection control strategy guideline available	4.4099	.73595
Comfortable temperature	4.3198	.68034
Instruments in working condition.	4.1171	.88975

DISCUSSION

The performance level of nurses is keystone for enhanced output of health care organizations. Poor performance of nurses reduced organization efficiency and a cause for decreased hospitalized patient outcomes. This study assessed the factors that affect nurses' performance.

on the whole performance that assess by some items such as punctuality, therapeutic relationship with patient, 85% of nurse that having excellent presentation, this was indicates approximately one-sixth of nurses are not presenting excellent which might contribute to extensive hospital stay, increase chance of nosocomial infection, increase health care expenditure and reduced patient care outcomes. Some comparable finding was reported in Saudi Arabia (Riyadh)(Al-Ahmadi, 2009).

The majority of respondent rated their knowledge and skills at highest score at Punjab institute of cardiology Lahore. Implementing nursing care plan 73.9% respondents were agree, patient counseling skills 91.9%, providing health education 92.8% and practice time management 88.2% respondents were agree. These findings at high score as compare to a study conducted in Jima University specialized hospital(Tesfaye T, 2015).

Performance appraisal management system and its utilization rated satisfactory. Around 49.1% reported their performance were reviewed informally, results for performance appraisal used for rotation were 48.2%, for nurses training 59.5%, results used for promotion 69.3%. Respondent was agree with achieved objectives are known to be assessed 55.4%, constructed feedback on performance appraisal 66.6% dissimilar with a study of Namibia(Awases, Bezuidenhout, & Roos, 2013), prompt action when performance fall below accepted standers 50%, manager inspiration 50.4%, given opportunity to nurses make comment on performance appraisal results 46.9% results are analogous with a study of Namibia(Awases et al., 2013).

Thirty two point eight one 32.81% working in Punjab cardiology were agree with Remuneration, Benefits and Recognition. About 21.7% respondent was not satisfied with remuneration according to job responsibility, 27.6% respondent was not agreeing with availability of carrier advancement opportunities. These findings contradictory with a study conducted in Namibia. More than half participants were not satisfied with staffing and work schedule. Some participants had problems with satisfaction of work allocation, some of them not satisfied with supervisor and some of them were not agree with availability continuing education. A related finding conducted in a study of Namibia(Awases et al., 2013).

Staff development programme in organizations are designed to ensure that staff knowledge and skills are developed, strengthened and kept up to standard, ensuring excellent care. Respondents agreed that continuing education 32%, job specific refresher courses 62.6%. A small percentage 12.2% of respondent agrees that good leadership and management training were available. The rest of the respondents either indicated that they were uncertain, or disagree, with these statements. An even larger percentage 57.2% of respondents agreed that incompetent nurses were identified and provided with the necessary support. This study finding compare with studies conducted in Jima University specialized hospital(Tesfaye T, 2015) and in Namibia(Awases et al., 2013).

Nurses were agreeing with work space and environment 39%. They were reported that work environment safe, infection control strategies available in every department of Punjab cardiology, pleasant temperature and all types of instruments available and in working condition. A dissimilar finding reported in Namibia(Awases et al., 2013).

CONCLUSION

This study findings have implies that effort should be made in increasing mechanisms for proper exploitation of performance appraisal outcome and increasing courses tackle the knowledge and skill gap of nurses.

Recommendation: For increase job motivation and decrease demotivational level among nurses recommended as:

- There is effective communication between staff nurses, nurse manager and with other co workers.
- There is no discrimination in the hospital.
- Salary package should be handsome.
- Nurse Manager should listen the suggestions of the staff nurses.
- The nurse should have all the necessary resources to provide best quality nursing care to patients.
- The job should give the nurse an opportunity to learn and have a professional growth.
- Hospital management should provide advance level of education and training programs to all nurses.
- The nurse managers also update their knowledge and skills regarding management.

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