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Nurses' Motivation and their Performance at European Gaza Hospital in Gaza Strip

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Abstract: Work motivation plays an important role in enhancing job performance. To maintain effectiveness and development, managers need to adopt a clear and attainable motivational system in their organization. This study aimed to examine the relationships between motivation and performance among nurses working at European Gaza Hospital (EGH). The sample of this study consisted of 170 nurses (96 male and 74 female) and the response rate was 100%. The researchers used two instruments for data collection one for motivation questionnaire: prepared by the researchers and other to Performance appraisal format: prepared by the General Employees council. The researchers used the SPSS program version 13 for data analysis. Different statistical procedures were used for data analysis including cross tabulation, percentage, mean, Pearson correlation, ANOVA and Scheffe and t test. The results showed that the motivation level among the study subjects was 66.2% and the average performance level according to the annual appraisal was 82.1 %. The average performance among nurse subordinates was 80.4% and 83.7% among nurse managers based on the scores obtained from the annual appraisal forms. Participants ranked the motivators of in-service training as the highest one ($M = 8.1$) followed by working hours schedule ($M = 7.00$). Salary was ranked as the seventh factor ($M = 4.87$). The lowest motivator was respect from others ($M = 2.78$). The study concluded that nurses working at EGH are generally motivated and their performance was high. The results of the study raised the need of training and equitable work schedule to enhance motivation and reinforce performance.

Key words: Motivation, Performance, Nurse, European Gaza Hospital, Gaza Strip.

Introduction

The relationship between motivation and performance is often talked about but many studies did not make a concrete effort to study it in details and thus ending up walking in the blind alley rather than taking decisions based on the findings of investigators. Good motivating strategy should enable employees to put in work their knowledge, skills and expertise (Mann,2008).The link between

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motivation and performance seems to be obvious, if individuals are highly motivated, they will perform better. In turn, better performance may lead to a sense of achievement and result in greater motivation. Thus the relationship between motivation and performance can be a mutually reinforcing one (Sunila,2009).

Managers use motivation in the workplace to inspire people to work, both individually and in groups to produce the best results for business in the most efficient and effective manner (Bessell, 2008). Individual's motivators are not constant and influenced by changes in the organization. Work-related goals are formulated and carried out in organizations where the worker is affected by numerous changing events over which he or she has little control (Davis, 1981).

Performance defined as "those actions or behaviors that are relevant to the organization's goals and can be scaled in terms of each individual's proficiency" (Campbell, 1993). Also Performance is " the process of evaluating how well employees perform their jobs when compared to a set of standards, and then communicating that information to those employees" (Mathis & Jackson, 2000).

The administration of EGH in its mission statement on the year 2000 raised the logo "Patients First". To achieve that logo, hospital staff needs to put extra effort to maintain high standards of nursing care and high levels of performance. On the other hand, the hospital administration should afford a motivating work environment to enable its nurses to function at their best.

From the researcher's experience in working in different departments in the hospital, she noticed a decline in nurses' attitudes and initiations, which could be reflected on their performance. At the same time, there is no formal reward system that may enhance nurses' motivation and its contribution on performance. Also, according to the researcher's knowledge, there were no previous researches that studied nurses' motivation and performance locally, which make it the first study to be done.

The results of this study will highlight the need for implementing proper strategies to improve motivation and raise performance levels among nurses to accomplish the hospital's logo "Patients First".

Materials and Subject:

In this study descriptive, analytical, cross sectional design was used, which is useful for the descriptive purposes and it is proper to measure the study variables (motivation and performance). Cross sectional studies are generally carried out on a population at a point of time or over a short period (Cogon, &Barker 1993). Also, cross sectional designs examine the relationship between variables. In addition, it is economical, quick and managed easily (Polit and Hungler, 1999).

Study population

The study population consists of all nurses (head of departments, supervisors and regular nurses) who are currently employed at EGH. The total number was 228.

Study Sample

The study sample consisted of 170 nurses who met inclusion criteria (96 male and 74 female), of them 143 subordinates (regular nurse) and 27 nurses' managers (head of departments and supervisors).

Period of the study

The study was conducted during the period from May 2010 to October 2010.

Setting of the study

The study was carried out at EGH in Khan-Younis, Gaza Strip.

Eligibility

All EGH nurses were legible for selection including nursing managers and staff nurses.

Inclusion criteria

- Nurses who are currently at work in EGH.
- Being employed for one year and more.
- Working full time.
- Have been evaluated in the last year (2009) ,through the annual Performance appraisal format which prepared by the General Employees council.

Exclusion criteria

- Nurses with temporary contract.
- Volunteer nurses.
- Part time nurses

- Nurses on long-term vacation during study period.

Instruments of the study

The researcher used two instruments for data collection:

- Motivation questionnaire: prepared by the researchers.
- Performance appraisal format: prepared by the General Employees council.

Motivation questionnaire

The researcher reviewed previous literature and studies related to the topic of motivation to develop the questionnaire. The questionnaire consists of 56 statements distributed into 5 dimensions as follows: : communication and morale consists of 11 statements, recognition and rewards consists of 10 statements, interest and enjoyment consists of 11 statements, work environment and conditions consists of 9 statements and supervision and management consists of 15 statements. Scoring of the questionnaire was according to Likert scale with five responses, (5) strongly agree (4) agree (3) neutral (2) disagree (1) strongly disagree. Also ten (10) motivating items was built to be ranked according to priority.

Performance appraisal format

There are two formats; the first one is for health technicians (regular nurses) and the second one for managers. Each format consists of 4 dimensions and covering aspects of performance.

Performance appraisal for managers

Performance appraisal for managers consists of 25 statements distributed on 4 dimensions: Productivity and progress consists of 10 statements; communication and team work consists of 6 statements; self management consists of 5 statements; responsibility and initiation consists of 4 statements.

Performance appraisal for subordinates

Performance appraisal for subordinates' consists of 18 statements distributed on 4 dimensions: Productivity and progress consists of 8 statements; communication and team work consists of 3 statements; self management consists of 3 statements; responsibility and initiation consists of 4 statements. Total scores on each format equals 100% rated as follows: Excellent between 85 – 100%; very good 75 – 84%;

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good 65 – 74%; moderate 50 – 64% and poor less than 50%.

Ethical Consideration

Approval for conducting the study was obtained from Helsinki committee and MOH. The researchers explained the purpose and objectives of the study to all subjects. Participation in the study was optional and confidential. Neither name nor personal data were anonymous.

Data Collection

Data was collected by the researchers from nurses who met inclusion criteria. The researchers explained the purpose and objectives of the study and declared and committed to the participants confidentiality of the study. After the free acceptance, the participants were asked to fill the questionnaire. The average time for filling the questionnaire was about 15 minutes.

Statistical Analysis

The researchers used Statistical Package for Social Sciences (SPSS) version 13 for data coding and analysis. Different tests were used to analyze data including frequencies, means, percentage, Pearson correlation test, ANOVA, and t test.

Results

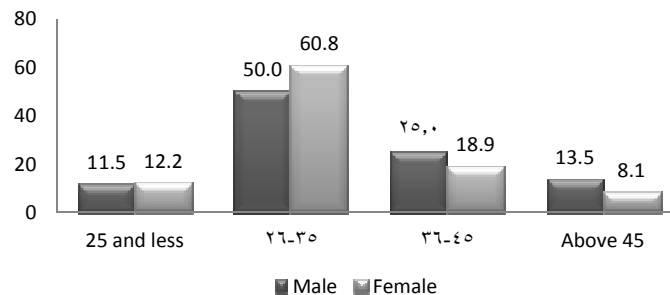


Figure (1): Distribution of study sample according to age

Figure (2) showed that the total motivation level among nurses working at EGH accounted for 66.2%. Interest and enjoyment was the highest among motivation dimensions and it accounted for 75.8%,

followed by supervision and management 72.1%, communication and morale 70%, recognition and rewards 53.9% and the lowest was environment and work conditions 53.5%.

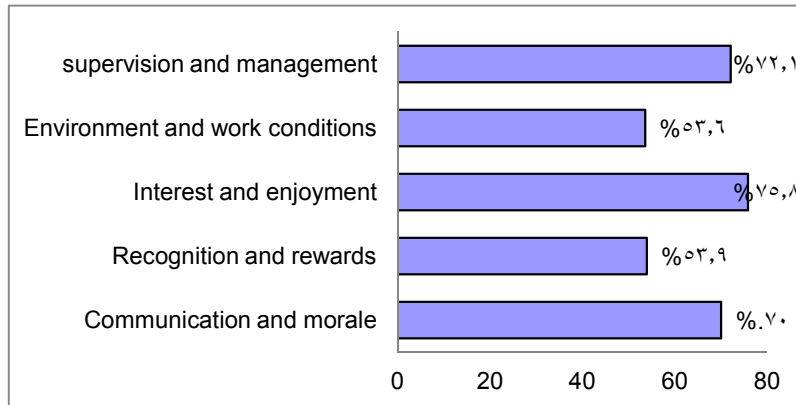


Figure (2): Motivation level of the study participants (n = 170)

The highest performance scores among the nurses' subordinates were in the communication and team work (82%) followed by accountability and initiative (82%), production and progress (80.7%) and self management (77.8%). The average performance level was (80.4%). The highest scores among the nurses' managers were in communication and team work (85.6%), followed by accountability and initiative (84.3%), self management (83.5%) and production and progress (82.6%). The average performance of nurse managers was (83.8%). This result indicates that nurses' managers are performing well and tries to keep high standards of work. Table (1) showed that, there were statistically significant differences at($P < 0.05$) between male and female nurses in communication and morale, recognition and rewards, supervision and management and the total score of the scale in favor of male nurses. There were no significant differences in interest and enjoyment dimension and environment and work conditions.

Table (1): Differences in motivation between male and female participants (n = 170)

Variable	Gender	N	Mean	S. deviation	t	P
Communication and morale	Male	96	40.44	5.45	5.314	0.000 *
	Female	74	36.02	5.28		
Recognition and rewards	Male	96	27.91	6.44	2.268	0.025 *
	Female	74	25.72	5.92		
Interest and enjoyment	Male	96	42.46	7.31	1.519	0.131 //
	Female	74	40.70	7.77		
Environment and work conditions	Male	96	24.61	5.74	1.352	0.178 //
	Female	74	23.45	5.22		
Supervision and management	Male	96	56.47	9.54	3.255	0.001 *
	Female	74	50.98	11.85		
Total score	Male	96	191.92	25.07	3.941	0.000 *
	Female	74	176.90	24.07		

* = significant at 0.05

Table (2): Difference in performance between male and female nurses' subordinates (n = 143)

Variable	Gender	N	Mean	S. deviation	t	P
Production & progress	Male	74	38.68	3.12	-0.219	0.827 //
	Female	69	38.81	3.55		
Communication & team work	Male	74	9.82	0.98	-0.281	0.779 //
	Female	69	9.86	0.93		
Self management	Male	74	18.79	2.43	0.664	0.508 //
	Female	69	18.53	2.25		
Accountability & initiative	Male	74	13.18	1.16	0.653	0.515 //
	Female	69	13.05	1.23		
Total score	Male	74	80.50	5.20	0.248	0.804 //
	Female	69	80.27	5.61		

Table (2) shows that there were no significant difference between

male and female nurses' subordinates in all dimensions of performance and the total score of the scale. This result indicated that both male and female nurses having the same level of performance. On the other hand, the results showed that there were statistically significant relationship at(P< 0.05 between all dimensions of performance and the total score of motivation scale (table 3). In addition there was a significant relationship between the total score of performance and the total score of motivation scale. In contrast more the results showed that there were no statistically significant relationship between environment and work conditions dimension and total score of performance appraisal scale,(r = 0.082 and P value = 0.286.)

Table (3): Relationship between motivation and performance (n = 170)

Dimension		Production & progress	Communication & team work	Self management	Accountability & initiative	Total score
Communication and morale	R	0.262 **	0.261**	0.266**	0.266**	0.263**
	S	.001	.001	.000	.000	.001
Recognition and rewards	R	0.249**	0.247**	0.249**	0.250**	0.249**
	S	.001	.001	.001	.001	.001
Interest and enjoyment	R	0.001	-0.003	-0.006	0.004	-0.001
	S	.990	.974	.936	.964	.991
Environment and work conditions	R	0.084	0.080	0.078	0.086	0.082
	S	.274	.301	.313	.264	.286
Supervision and management	R	0.056	0.053	0.050	0.063	0.055
	S	.470	.489	.516	.414	.474
Total score	R	0.162*	0.159*	0.158*	0.168*	0.162*
	S	.034	.039	.040	.029	.035

* = significant at 0.05 ** = significant at 0.01 R = correlation value
S = significance

Table(4) shows that there were no significant differences in all dimensions and total score of motivation scale related to years of

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experience except in the dimension of recognition and rewards, the differences was significant at 0.05 in favor of groups with more years of experience, $F = 12.78$ and P value 0.000.

Table (4): Differences in motivation related to years of experience (n = 170)

Dimension	Experience years	N	Mean	F	P
Communication and morale	5 years and less	60	37.85	1.12	0.341 //
	6 – 10	53	38.15		
	11 – 15	34	40.00		
	16 and more	23	38.95		
Recognition and rewards	5 years and less	60	23.55	12.78	0.000 *
	6 – 10	53	27.66		
	11 – 15	34	29.20		
	16 and more	23	30.95		
Interest and enjoyment	5 years and less	60	41.85	0.39	0.760 //
	6 – 10	53	40.88		
	11 – 15	34	41.94		
	16 and more	23	42.82		
Environment and work conditions	5 years and less	60	23.20	2.52	0.060 //
	6 – 10	53	23.96		
	11 – 15	34	24.08		
	16 and more	23	26.86		
Supervision and management	5 years and less	60	53.65	0.32	0.808 //
	6 – 10	53	55.26		
	11 – 15	34	53.11		
	16 and more	23	53.95		
Total score	5 years and less	60	180.10	1.81	0.147 //
	6 – 10	53	185.92		
	11 – 15	34	188.35		
	16 and more	23	193.56		

* = significant at 0.05

Table (5) shows that there were statistically significant differences at ($P < 0.05$) between nurses' subordinates and nurses' managers' in communication and morale, recognition and rewards and the total score of the scale in favor of nurses' managers.

Table (5): Differences in motivation between nurses' subordinates and nurses' managers (n = 170)

Dimension	Category	N	Mean	S. deviation	t	P
Communication and morale	Nurse	143	37.86	5.76	-3.551	0.000 *
	Manager	27	42.03	4.61		
Recognition and rewards	Nurse	143	26.27	6.36	-4.235	0.000 *
	Manager	27	30.62	4.57		
Interest and enjoyment	Nurse	143	41.70	7.47	0.025	0.980 //
	Manager	27	41.66	8.04		
Environment and work conditions	Nurse	143	23.90	5.53	-1.099	0.273 //
	Manager	27	25.18	5.50		
Supervision and management	Nurse	143	53.83	11.13	-0.702	0.483 //
	Manager	27	55.44	9.83		
Total score	Nurse	143	183.58	25.54	-2.134	0.034 *
	manager	27	194.96	24.68		

* = significant at 0.05

Table (6) reveals that there were no significant differences between male and female nurses in all dimensions of performance scale and the total score of the scale.

Table (6): Differences in performance between male and female nurses' subordinates (n = 143)

Variable	Gender	N	Mean	S. deviation	t	P
Production & progress	Male	74	38.68	3.12	-0.219	0.827
	Female	69	38.81	3.55		
Communication & team work	Male	74	9.82	0.98	-0.281	0.779
	Female	69	9.86	0.93		
Self management	Male	74	18.79	2.43	0.664	0.508
	Female	69	18.53	2.25		
Accountability & initiative	Male	74	13.18	1.16	0.653	0.515
	Female	69	13.05	1.23		
Total score	Male	74	80.50	5.20	0.248	0.804
	Female	69	80.27	5.61		

As shown in table (7), there were no significant differences between male and female managers in all dimensions of performance scale and

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the total score of the scale.

Table (7): Differences in performance between male and female nurses' managers (n = 27)

Variable	Gender	N	Mean	Standard deviation	t	P
Production & progress	Male	22	33.27	1.90	1.433	0.164
	Female	5	32.00	1.00		
Communication & team work	Male	22	20.54	1.33	-0.086	0.932
	Female	5	20.60	0.89		
Self management	Male	22	16.63	1.25	-0.603	0.552
	Female	5	17.00	1.00		
Accountability & initiative	Male	22	13.40	0.95	-0.839	0.410
	Female	5	13.80	0.83		
Total score	Male	22	83.86	3.32	0.305	0.763
	Female	5	83.40	0.89		

Regarding ranking of motivating factors, table (8) shows that in-service training was the highest motivating factor for nurses (M= 8.12) followed by working hours (M = 7.00) . The lowest motivating factor was respect. One (M = 2.78) followed by being credited (M = 3.83) factor.

Table (8): Ranking of motivating factors

Rank	Motivating factor	Mean score
1	In-service training	8.12
2	Working hours	7.00
3	Promotion	6.77
4	Recognition	6.17
5	Trust	5.49
6	Job security	4.95
7	Salary	4.87
8	Work conditions	4.87
9	Being credited	3.83
10	Respect	2.78

Discussion

The results of the study showed that overall level of motivation were (66.2%). Concerning the domains of motivation, the study participants reported that interest and enjoyment were the highest

domains (75.8%) followed by supervision and management (72.1%), communication and morale (70.0%), recognition and rewards (53.9%) and environment and work conditions were the lowest (53.6%). This result revealed that the highest motivator among nurses was interest and enjoyment in the work being done, which is something felt emotionally rather than tactile motivators, while environment and work conditions, recognition and rewards were the lowest. This was inconsistent with (Kang, SY. et al., 2005) who finding reported that work environment is an essential motivator and when nurses care for patients, the degree of task motivation depends on the work environment supporting the professional nursing practice. However ,The overall level of work performance was (80.4%) for nurses' subordinates and (83.7%) for nurses' managers, which rate very good according to the designated scoring scale interpretation. This result finding agreed with the result of Bin Otman, Z. (2009) who showed that 84.6% of health workers had a high level of work performance. Regarding performance dimensions, communication and teamwork had the highest scores among nurses' subordinates (82.0%) and among nurses' managers (85.6%), followed by accountability and initiative which were (82.0%) among nurse subordinates and (84.3%) among nurses' managers. Self management was the lowest (77.8%) for nurses' subordinates, while production and progress were the lowest (82.6%) for nurses' managers. Male nurses showed a higher level of overall motivation and in the dimensions (communication and morale, recognition and rewards, and supervision and management) compared with female nurses, On the other hand, there were no significant differences between male and female nurses in the dimensions (interest and enjoyment, and environment and work conditions). There were no significant differences in motivation related to years of experience except in recognition and reward dimension in favor of nurses with years of experience above 5 years. In contrast concerning nurses' position, the results revealed that nurses' managers were more motivated than nurses' subordinates. Also there were significant differences in the dimensions (communication and morale, and recognition and rewards) in favor of nurses' managers. In contrast there were no significant differences in work performance between male and female nurses' subordinates and managers.

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Moreover were statistically significant relationships at ($P < 0.05$) between all dimensions of performance and the total score of motivation scale. Also, the relationship was significant between the total score of performance and the total score of motivation scale. In addition, The results showed that there were no statistically significant relationship between environment and work conditions dimension or total score of performance appraisal scale, ($r = 0.082$ and P value = 0.286), This result was encounter of the study conducted by Miyuki, T. (2004) who showed that proper work environment and rewards increased level of performance . Further more, there were no statistically significant relationship between supervision and management dimension and the total score of performance ($r = 0.055$ and P value = 0.474). This result did not agree with the study of Abu Al-Rub (2004) who proved that supervisors support enhance the performance level.

Concerning the interaction between motivation and performance, the finding reflected a positive, but weak relationship between motivation and work performance ($r = 0.162$). This result was surprising, one as theoretically, it is believed that motivation is a major factor that contributes to good performance. According to the ranking of motivating factors, participation in in-service training was found to be the first motivating factor followed by working hours, while respect and being credited were the least one. These finding were supported by the results of Claire; M (2006) who showed that participation in continuous education was of great importance and the main motivators for nurses because it improves self-esteem, confidence and increases opportunities for promotion

In conclusion, the results of the study highlighted some indicators that might help decision-makers to act toward raising and reinforcing motivation that could lead to improve work performance to the highest possible levels within the available resources. In order to attract, motivate and retain the best-qualified nurses, an efficient reward strategy should emerge and put in action.

Recommendations

There is a need to develop a rewarding system to be applied for all nurses depending on special standards and to work towards improving environment and work conditions to enhance nurses' performance.

Stakeholders should be notified to review the annual performance appraisal individually with each nurse to acknowledge the strong points and suggest plans to improve the weak one.

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