Nursing Staff' Perception Regarding Factors Influencing Their Performance in General Hospital

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Abstract

Background: Health care organizations cannot succeed without productive nursing staff. In order to enhance efficiency in health interventions, improving the productivity and performance of health care workers is a major challenge. Performance of health care organizations depends on the knowledge, skills and motivation of individual employees. **Aim of the study:** To identify nursing staff perception regarding factors influencing their performance at Minia General Hospital. **Design:** Descriptive research design was utilized. **Setting**: The study was conducted at all departments of Minia General Hospital in Minia city. **Sample:** All nursing staffs who working at Minia General Hospital was included. **Tools:** Data was collected using one tool which was modified by researcher. **Results:** The nursing staffs of Minia General Hospital perceived the most factors influencing on their performance were; organization policies, work environment and supplies, reward effect, management style, work relation, job design influence and the last one was training and development opportunities. Also, there were highly positive statistically significant correlations between personal data regarding age and experience with training and development; in addition the reward effect had a highly statistically significant correlation with most performance factors and its dimensions except work relation factor and work environment and supplies. **Conclusion:** The majority of nursing staffs at Minia General Hospital had "moderate level" of perception about the whole factors influence on their performance. **Recommendation:** Developing and implementing training and development programs are necessary to acquire skills and knowledge about their competence which has a positive effect on staff performance.
Keywords: Nurses - performance – Influencing factors- Perception.

Introduction

The performance of nurses is always under scrutiny; this is because nurses perform delicate work that is related to the well-being of human. Nurses are care givers for patient care whether it is at home, hospital, care centers, or anywhere; and giving care is a job that has to be done thoroughly and properly because if not it may cost someone's life. Therefore, the performance of nurses is an important aspect of making sure that people receive quality service and receive it promptly when this service is required. The performance of nurses differs from one area to another depending on the kind of resources and professional advancement facilities availability [1].

It is necessary to improve the level of performance for first-line health workers or those who are continuously in contact with the clients, community and patients at all levels of health care. The performance of a health organization depends on the knowledge, skills, and motivation of individuals. Thus, it is important for employers to provide suitable working conditions to ensure that the performance of employees meets the desired standards. It is widely acknowledged that health workers are not producing the desired output of health interventions [2].

Job performance is considered as the measurement of the quality and quantity of human capital which was held by the organization; where there is signification due to the reflection to government performance[3]. **Monil, (2011)**[4] defined performance as a completion in a productivity of system in the form of service or good.
Perception is the process, which attributes meaning to incoming stimuli through the human senses; it constitutes of two factors, the stimuli and the individual factors. Knowledge of the perceptual process is essential since the manner in which users of a product and service interpret the information that is affected by their cognitive understanding in which they have established in their minds [5].

The issue of employees' performance in relation to achieving organizational goals has occupied management's attention for a long time. Differences in levels of employees' performance are attributed to differences in skill and ability in one part and difference levels of motivation in another. Inadequate skills and ability are usually rectified through training and development [6].
Job performance is affected by many situational factors such as environmental characteristics, entrepreneurship dimensions, organization itself, coworkers, and internal factors. Internal factors refer to factors such as personality traits, attitudes, needs, preferences, motivations, entrepreneurship dimensions, and beliefs that motivate them to reacts to situational factors. Also job performance might be affected by other factors such as need to achievement, span of control, self-confidence, capacity, and interaction between these factors [7].

Significance of the study

Health care delivery is highly labor-intensive field. The quality, efficiency and equity of services are all dependent on the availability of skillful, competent and motivated health professionals when and where they are needed. There is a growing concern about the poor quality of health services rendered to the population. Also nursing staff is the largest personnel component in the public health sector and are deployed at all levels of the health care delivery system. This study is important because there is a little research that has been documented in Minia government concerning the perceived factors that influence nursing staff performance.

There was a study conducted at Cairo University by **Abdelmaksoud, et al., (2017)**[8] who found, that nurses perception about factors affecting on their performance were mostly for staff development factor (63.7%) and motivational factor (49.1%). While **Njambi(2014)**[9] found in his study at

University of Nairobi that perceived management style has low levels of influence employees' performance.

Aim of the study:
The aim of the study is to identify nursing staff perception regarding factors influencing their performance at Minia General Hospital.

Subjects and Methods
Research design
A descriptive research design was utilized in this study.

Research question
What are factors influencing performance of nursing staff?

Setting:
The study was conduct at all departments of Minia General Hospital in Minia city.

Subjects:
The subjects of study sample was included all nursing staffs who working at Minia General Hospital during the period of data collection, the total number was (N=251)

Tool of the study:-
One tool was used to collect the data of this study which consisted of two parts as follow:-

Part I: personal data sheet
It was used to collect personal data about the study participants. It included data as age, gender, Educational qualification, years of experience, and name of clinical department.

Part II: Factors Influencing Employee Performance Questionnaire: This part was developed by **Kothari (2004)**[10], and included (25items) divided into 4 dimensions as follows: Rewards Effect (8 items),Job design influence, (5 items), Training and development opportunities (5 items), and Management style (7 items).Each statement was measured by three point Likert scale ranging as (1=Small extent, 2=Moderate extent, and3= Great extent).

The researcher added some factors that could influence the performance of nurses based on the jury modification and this included: organization policies (10 items) which developed by **Zinbarg (2005)**[11], work environment and supplies (8 items) developed by **Hicks& Adams (2003)**[12], and work relations (6 items) developed by **Ikramullah Shad's (2007)**[13]. Each of these statements were measured by three point Likert scale ranging as (1 = Disagree, 2 = uncertain, 3 = agree). Thus, the final tool included 49 items divided into 7 dimensions

The scoring system of total performance factors was ranged from 49 to 147distributed as follows:
- From 49 to 81 indicated low perception of factor influencing nursing performance.
- From 82 to 114 indicated moderate perception of factor influencing nursing performance
- From 115 to 147 indicated high perception of factor influencing nursing performance.

Validity of Tool:
The tool was tested for the content validity by a jury of 5 experts in the field of nursing administration; two assistants' professors of nursing administration at faculty of nursing, Minia University; and three assistant professors of nursing administration at faculty of nursing, Assuit University. The necessary modifications were done for their content coverage, clarity, wording length, format, and overall appearance.

Reliability of Tool:
Internal consistency the questionnaires was assessed with the Cronbach's alpha coefficient. Cronbach's alpha coefficient of 0.00 indicates no reliability and a coefficient of 1.00 indicates perfect reliability. The tool was tested for its reliability using Cronbach's alpha test. The alpha coefficients for the seven dimensions for this study were: rewards Effect ($\alpha= 0.736$), job design influence ($\alpha= 0.683$), training and development opportunities ($\alpha= 0.957$), management style ($\alpha= 0.857$), organization policies ($\alpha= 0.740$), work environment and supplies ($\alpha= 0.699$) and work relations ($\alpha= 0.706$); and the Alpha coefficient for the tool was (0.954).

Procedures
- A written initial approval was obtained from the research ethics committee of the Faculty of Nursing, Minia University.
- Approval to conduct the study was obtained from the director and from nursing director of Minia General Hospital to collect data.
- Tool was adopted and modified by the researcher and then it was translated into Arabic.
- Tool was submitted to a jury of 5 experts in the field of nursing administration to determine its applicability and content validity.
- A pilot study was done and the tool was tested for its reliability using Cronbach's alpha test.
- A group interview was done by researcher to explain the nature and purpose of the study to respondents.
- The time required for filling the tool was estimated after conducting pilot study; and it was between20 to 30 minutes approximately.
- Data were collected in two days a week, it was lasted for two months, and each group interview consisted of ten nurses approximately and last for thirty minutes.
- Data was collected from the beginning October to the end of November 2018.

Ethical Considerations:
- Permission to collect data from the hospital was requested from the relevant authorities before the study was initiated. The request clearly stated the purpose of the study and the type of access needed.
- In keeping with ethical requirements the researcher ensured that the respondents' briefing message was fair, honest and open about the intent of the study and disclosed the methods to be used in the study.
- In the covering letter, the respondents were briefed about the research objectives prior to the study, and were informed that the study's findings would be made available upon request. The brief included provisions relating to the respondents' right to privacy, confidentiality and integrity.

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- Respondents were informed that their participation in the study was voluntary and anonymous.
- Respondents were also informed that they could withdraw from the study at any time. Anonymity of the respondents was guaranteed as it was not possible to identify individual respondents.

Statistical design

Upon completion of data collection, the data were scored, tabulated and analyzed through data entry and analysis by computer using the "statistical package for Social Sciences" version 21 to analyze. Data were presented using descriptive statics in the form of percentages, frequency, mean and standard deviation. Inferential statistical testes of significance such as Friedman's ANOVA, Pearson correlation, and independent t-test were used to identify group differences and the relations among the study variables. The p value >0.05indicates non-significant result while. The p value 0.05indicates significant result and is highly significant at (p<0.01) level.

Results

Table (1) Percentage distribution of the personal data of nursing staff (N=251)

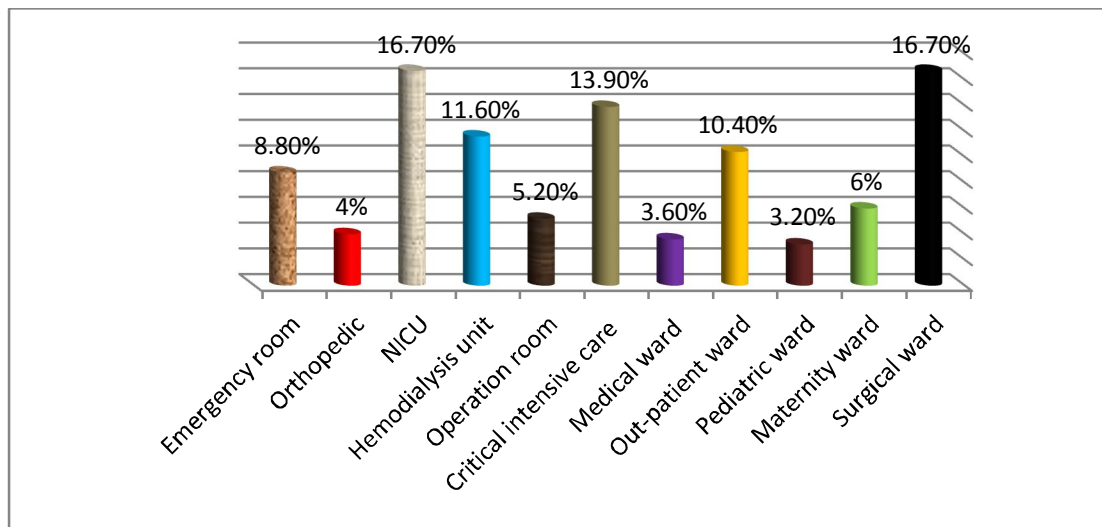| Personal data	Staff nurses (n=251)	
	No	%
Age		
• 20-30 year	148	59
• 31-41 year	44	17.5
• > 42 year	59	23.5
Mean +SD33.04+ 10.49		
Sex		
• Male	49	19.5
• Female	202	80.5
Qualifications in nursing		
• Diploma	103	41
• Technical	87	34.7
• Bachelor	61	24.
Years of Experience		
• 1-10	153	61
• 11-21	46	18.3
• 22-32	37	14.7
• >33	15	6

Figure (1) Nursing staff classification according to their working departments

The table (1) shows that, more than half (59%) of staff nurse age was ranged from (20-30) years old and about (23.5%) was aged (> 42) years with mean age (33.04+10.49); and the majority (80.5%) of them were females. In addition the table reveals regarding to the qualification that more than one third of staff nurses (41%) have Diploma degree, while (24%)have Bachelor degree; concerning the years of experience among staff nurses it was noted that nearly two thirds (61%) of staff nurse had (1-10)years of experience, while the only (6%) of staff nurse had(>33) years of experience.

Figure (1) shows distribution of nursing staff according to clinical departments there were (16.7%) in surgical unit,(6%)in maternity unit,(3.2%)in pediatric unit,(10.4%) in out-patient unit, (3.6%) in medical unit, (13.9%) in critical intensive care, (5.2%) in operation room, (11.6%) in hemodialysis unit, (16.7%) in NICU, (4%) in orthopedic unit and (8.8%) in emergency room.

Table (2) Mean scores of staff nurses perception as regard to factor influencing performance

NO	Factor influencing performance	Staff nurses perception (n= 251)			
		Mean+SD	Min	Max	Ranking
1	Reward effect	12.95+4.32	8	24	3
2	Job design influence	10.15+3.14	5	15	6
3	Training and development opportunities	9.84+3.11	5	15	7

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NO	Factor influencing performance	Staff nurses perception (n= 251)			
		Mean+SD	Min	Max	Ranking
4	Management style	11.55+4.00	7	21	4
5	Organization policies	21.79+3.08	14	28	1
6	Work environment and supplies	13.63+1.81	10	20	2
7	Work relation	10.67+2.21	6	17	5

Table (2) indicates that the highest mean score is for organization policies(21.79+3.08)and lowest mean score was for training and development opportunities(9.84+3.11). the same table revealed that, The maximum number was for organization policies factor (28);while the minimum number were for job design influence and training, and development opportunities factor(5).Moreover, the nursing staff perceived the most factors influencing on their performance according to their perception was "organization policies(1), work environment and supplies(2), reward effect(3), management style(4), work relation(5), job design influence(6) and training and development opportunities(7) respectively.

Table (3): Levels of staff nurses perception total scores regarding to factors influencing their performance (N=251)

NO	Dimensions	Levels of Staff Nurses Perception					
		Low		Moderate		High	
		N	%	N	%	N	%
1	Reward effect	164	65.3	64	25.5	23	9.2
2	Job design influence	81	32.3	99	39.4	71	28.3
3	Training and development opportunities	94	37.5	88	35.1	69	27.5
4	Management style	153	61.0	69	27.5	29	11.6
5	Organization policies	14	5.6	149	59.4	88	35.1
6	Work environment and supplies	128	51.0	122	48.6	1	0.4
7	Work relation	99	39.4	150	59.8	2	0.8
8	Total factors dimensions	60	23.9	180	71.7	11	4.4

Table (3) indicates that two thirds (71.7%) of staff nurse had moderate level of perception, (23.9%) of staff nurse had low level of perception; while only (4.4%) of staff nurse had high level of perception regarding the total score of factors that influencing nurses' performance. In addition, it was noted that the most factors had highest level perception was for organization policies (35.1%), followed by "job design influence" (28.3%), then "training and development opportunities" (27.5%). while the most factors had lowest level of perception was "reward effect" (65.3%), followed by "management style" (61%), then "work environment and supplies" (51%).

Table (4) the correlation between the factors influencing performance dimensionsand personal data (N=251)

Variable		Job design	Reward effect	training	Management style	organization policies	workplace environment	Work relation
Age	R	.174**	.129*	.265**	.091	.103	.061	.155*
	P	.006	.042	.000	.151	.104	.339	.014
Gender	R	.089-	.069-	.034-	.114-	.055-	.292**	.000
	P	.159	.275	.590	.073	.386	.000	1.00
Educational qualification	R	.055-	.072-	.174-**	.050-	.143-*	.065-	.271-**
	P	.385	.253	.006	.429	.023	.309	.000
Experience	R	.156**	.106	.253**	.071	.099	.055	.164**
	P	.013	.095	.006	.265	.119	.386	.009
Department	R	.169-**	.249-**	.210-**	.240-**	.142-*	.247-**	.203-**
	P	.007	.000	.001	.000	.024	.000	.001

The table (4) shows that there were statistically significant correlations between age and factors influence performance in favor to "job design" (R=0.174,p=0.006), "reward effect" (R=0.129,p=0.042), "training" (R=0.265,p=0.000), and "work relation" (R=0.155,p=0.014). The gender had no statistically significant correlations with factors influence performance except for factor " workplace environment" (R=0.292,p=0.000). In relation to educational qualifications, it was found that there were statistically significant negative correlations with factors influence performance in favor to "training" (R=0.174-,p=0.006), "organization policies" (R=0.143-,p=0.023) and "work relation" (R=0.271-,p=0.000).

Regarding to years of experiences, it was observed that there were statistically significant positive correlations with factors influence performance in favor to "job design" (R=0.156,p=0.013), "training" (R=0.253,p=0.006), and "work relation" (R=0.146,p=0.009).In relation to department, it was found that there were statistically significant negative correlations with all factors influence performance.

Discussion

Nurses constitute the largest human resource element in healthcare organizations and their performances are critical for the successful provision of health care which have a direct effect on health care productivity. There are several factors affect the nurses' performance level. Job satisfaction, organizational commitment, level of education, experience, nurses' morale, work-related stress & burnout, support from co-workers, supportive supervision& feedback, training on clinical tools, recognition, job expectations, work environment, motivation, incentives, knowledge, skills, promotion, remuneration and competency level are among the numerous factors affecting nurses performance level[14].

In this study, regarding to personal data of the nursing staff, it was noted that the high percentage of nursing staff was female in all departments. This results might be the nearest to the fact that the majority of nurses who worked at the hospital were females and society's view about nursing profession considered it appropriate to females more males. This was supported by **Ross (2017)**[15]who told that Florence

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Nightingale's perception and feminization of nursing into a female only profession has resulted in fewer men worked as nurses, they represent only 10% of nursing professionals.

The study revealed that more than one third of staff nurses qualification was Diploma degree. As the majority of high qualified nurses with Bachelor degree work as supervisors and few of them work as nursing staff. This result is consistent with **Omar, et al., (2018)** [16]who assessed quality of working life and job stress of nurses in the critical care unit in health insurance hospital in Minia city, found that more than one third of the study subjects were diploma nurses who graduated from the secondary technical schools. Also this is supported by **Negussie,(2010)**[17]who found in his study that the majority of nurses highest qualification percent is Diploma in nursing while fewer nurses have Bachelor degree in nursing.

The current study revealed that more than half of staff nurse had(1-10) years of experience. This result was consistent with **Omar, et al., (2018)**[16]who mentioned that more than half of staff nurse had (1-10) years of experience in nursing field. This result indicated that, they were newly experienced and need training programs to continually upgrade their knowledge and practices. As Regards to area of work, the study cover 11 different area of work with different percentage staff nurses which include Surgical unit (16.7%), Nicu(16.7%), Critical intensive care(13.9%), Hemodialysis unit(11.6%), Out-patient unit (10.4%), Emergency room(8.8), Maternity unit (6%), Operation room(5.2%), Medical unit (3.6%), Orthopedic unit (4%), Pediatric unit (3.2%).

Regarding staff nurses perception to the factors influencing performance, the current study indicated that the staff nurse perceive that the "organization policies factor" which related to the general policies of Ministry of Health was the first and most influential factor affecting their performance with highest mean score among the other factors. The interpretation for this result may be due to that Minia General hospital managers pay more attention to their health care providers; in which staff had more continuous training about the hospital policies in their work areas which reflected on their performance and improve it.

This result in the same line with **Abdelmaksoud, et al., (2017)**[8]assessed nursing staff ' perception regarding factors affecting their performance which conducted in three governmental hospitals affiliated to Ministry of Health in Egypt; they reported that hospital policies is the 1st ranking of the availability of factors affecting nurses' performance according to mean percent of their perception.

The second factor influencing nursing staff performance according to the current study was work environment and supplies. This result was agreed with **Safei and Haryanti, (2011)** [18]who measured factors affecting nursing work performance in inpatient unit of RSUD kotaTanjung Pinang; and reported that 89.0% of studied nurses determined the environment and tools as a high factor affecting on their performance. In additional **Kamati et al., (2014)** [19]evaluated the factors influencing the performance of registered nurses at the national referral hospital in Namibia; and reported that more than 70% of the RNs cited that the hospital does not have adequate equipment and resources that enable them to efficiently execute their duties.

The last factor was training and development opportunities which considered as important contributing factor influence nursing staff performance. This result may be due to the hospital management didn't develop appropriate plans for training and development of their staff to have more effective performance. Also, the hospital did not specify an appropriate time for training staff; and nursing staff was not releasing from their work to attend the training.

This result is contradicted with **Abdelmaksoud, et al., (2017)**[8]who mentioned that training and development opportunities isthe 2nd ranking factor affecting nurses' performance according to mean percent of their perception. This difference in this result may be due to about one third of the **Abdelmaksoud, et al., (2017)**[8] studied sample had baccalaureate and master degree. Also **Njambi,(2014)**[9] clarified in his study that his organization was undertaking training and development of employees seriously as this affects the performance of employees.

Furthermore, it was observed from the current study that more than two thirds of staff nurse respondents had "moderate level" of perception about all factors influence on their performance; less than one quarter of respondents had low level of perception about nursing staff performance; and only (4.4%) of respondents had high level of perception regarding to all factors that influencing nurses performance. In addition, the lowest level of perception was for reward effect, the most moderate level of perception was for work relation and the highest level perception was for organization policies.

In the opposite **Kuria,(2015)** [20]found in his study that about 57.8% of the respondents agreed that rate of reward was a perceived factor that enhanced the level of satisfaction; in which rewarding employees leads to improved employee's performance. Also **Abdelmaksoud, et al., (2017)**[8]in their study revealed that, the nurses perceived that motivation factor was the most factors affecting on their performance (95.71 %).While the least factor affecting on nurses performance was hospital policies (81.68%).

Also, current study showed that there was statistically significant correlation between reward effect and age variable. Also it was noted that there was highly statistically significant negative correlation between reward effect and department. In the same line **Tabeel,(2014)**[21]concluded that there were statistically significant differences relationship between motivation (reward factors) and nurses performance in Governmental Hospitals, attributed to the workplace. But his result was contradicted with the current result as he found that there were no statistically significant differences relationship between motivation and nurses' performance attributed to age.

The current study revealed that, there were highly statistically significant positive correlations found between job design and age, as well as years of experience; while departments variable had highly statistically significant with negatively correlation. This result not congruent with **Mohamed and Morsy,(2016)**[22]who found in their study about work design characteristics as perceived by nurse managers at Assiut university hospital that task characteristics had weak negative statistically significant correlations with age (r=-0.019), department (r = -0.223)and with years of experience (r=-0.208).

Furthermore, the current study revealed that there were highly positive statistically significant correlation between age and year of experience from personal data variable with training factor. And highly negative statistically significant correlation between training factor with variables of qualification and department. The current study indicated that there was highly statistically significant with negative correlation between department variable and management style. These findings were consistent with **Adly et**

al.,(2019)[23] who found in their study that there were significant differences between each of leadership styles and staff nurse areas of work. While there weren't statistically significant difference between leadership styles and staff nurses age and gender.

In the opposite **Abd-Elrhaman and Abd-Allah,(2018)[24]** found in their study that there was positive statistical significant correlation between years of experience and educational level for head nurses transformational leadership style and staff nurses' job performance, and there was negative correlation between age and staff nurses job performance.

Furthermore, the current study showed that there were negative statistically significant correlation between qualification and department from personal data variable and organization policies factor. The interpretation for this result may be due to the Minia General Hospital establishes policies for each department which related to the policies of the Ministry of Health in the field of quality management and infection control. The hospital administrators are responsible for training the health care providers including physicians and nurses on these policies to improve their performance in the provision of health care. So the relation between the department variable and organization policies was significant.

The current study revealed that workplace environment and supplies factor had highly statistically significant correlation with gender variable and highly statistically significant negative correlation with department. In the same line **Er and Sokmen(2018)[25]** found in their study that there were statistically significant differences between the overall mean scores of the nurses pertaining to their assessments and the adequacy of materials and equipment needed for their practice in the work environment; in which having an appropriate environment and presence of quality initiatives in their hospital can help nurses to provide safe care to patients in their unit/clinic.

The current study showed correlation between personal data variables and work relation factor, which revealed that qualification and department variable had highly negative statistically significant correlation; while years of experience and age variable had positive correlation. In the same line **Al-Khozondar, (2015)[26]** showed that there were relations between personal characteristics and employee relationship management components (communication); also, there was significant difference among the respondents toward communication due to age and insignificant difference among the respondents toward communication due to gender. While she did not agree with the current result as she found insignificant difference among the respondents toward communication field due to educational degree and years of experience. The personal characteristics' educational degree and years of experience had no effect on employee relationship management components (communication).

Conclusion
- The nursing staff of Minia General Hospital ranking their perception about factors influencing on their performance as follow; the organization policies, work environment and supplies, reward effect, management style, work relation, job design influence; and the last factor was training and development opportunities.

- The majority of staff nurse of Minia General Hospital had "moderate level" of perception about the whole factors influence their performance.
- There were statistical significant differences between age and department in relation to reward effect.

Based on the findings of the current study, the following recommendations are suggested.
- Developing and implementing clear training and development programs that based on needs and performance evaluation of nurse.
- Enhance supervisors' leadership and management skills to ensure that supervisors embrace positive leadership and management styles; and allow their staff nurses feel that they are supported and natured by their supervisors.
- The hospital managers need to promote nursing staff performance by the use of rewards. Enhancing both intrinsic and extrinsic rewards which are equally important in ensuring that nurses do their best.
- Supplies and facilities shortage should be managed to decrease nurses' suffering and complain.
- The hospital managers should improve the work environment to be suitable and comfortable to help the staff to do their work more easy.
- Nurses should be aware of their job design and job description to be more effective in their work.

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