

## Relationship between Motivational Factors and Job Autonomy among Staff Nurses

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### Abstract

**Background** motivation improves level of efficiency of employees, leads to stability of work force and builds friendly relationship also the People with more autonomy at work are healthier and less stressed. **The study aimed at** investigating the relationship between the motivational factors and job autonomy among staff nurses. **Subjects and Methods:** A descriptive correlational design was used in carrying out this study. Which was conducted at a general hospital in Kafr Elshikh governorate namely Sidy Salem which affiliated to ministry of health. Subjects of the study included 150 staff nurses out of 256. The data collection forms consisted of two tools namely motivational factors questionnaire and job autonomy scale. **Results:** More than one third of staff nurses had high level toward total motivational factor and Slightly more than one third staff nurses had high level toward total job autonomy. Half of staff nurses had the highest level related responsibility of work dimension of motivation More than one third of staff nurses had high level toward total self-autonomy of job autonomy. **Conclusion:** There was statistically significant positive correlation between motivation factor and job autonomy among staff nurses. **Recommendation:** Conduct periodical meeting between hospital managers and staff nurses for discussing work problem and develop solutions for each problem

**Keywords:** Job Autonomy, Motivation Factor, Staff Nurses

### Introduction

Nursing is a core job in the health care system, but there is an evident shortage of nursing staff in the majority of Arabian countries. Therefore, considering the nurses' psychological needs, job satisfaction and motivation is a significant issue for maintaining the nurse's retention in the organization. There is an extreme need nationally and internationally for investigating nurses' work motivation and its factors which have a direct effect on nursing workforce's preservation, performance

and consequently patient's outcomes. Identification such data is necessitated for establishing suitable work motivation methodologies to improve nurses' achievement and decrease their work turnover. (Alshmemri., 2014).

Work motivation is "a prerequisite for better organizational performance." It was illustrated as "the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal." As a general rule, "motivation stems from a need which could fulfill, and this, in turn, leads to a

specific behavior. Work motivation has several factors that can be positively or negatively affecting it.

These factors define as “a set of energetic forces that originate both within as well as beyond an individual’s being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration”. Nurse Managers should be aware of human psychology in work that deals with internal or external energies and influences the nurse employee work motivation. The internal energies are representing in personal characteristics and lead to huge diversity in work motivation level from employee to employee. (Adjei., 2016).

Autonomy derived from the Greek term *autos* (self) and *nomos* (rule) which means the quality of having the ability to function independently. Several scholars gave their definitions. However, the literature review revealed that despite its historical use in ancient Greece there is no clear consensus on the meaning of autonomy in the context of healthcare today (Chan et al., 2013).

Autonomy of nurse considered an essential component for nursing development. Previous literature stressed its importance and advantages to nursing organizations such as attaining professional practice, promoting a high quality of patient care including better patient outcomes, and enhancing the value of nursing organization (Shariff et al., 2014). With the increasing emphasis on high quality of health care and professional development, the autonomy of nurse continues to be an essential aspect of professional practice for the 21st century. Knowledge of professional nurse autonomy is required (Fredholm et al., 2015).

According to the self-determination theory, it states that when individuals feel they have control over their behaviors, or they can engage in certain jobs or tasks in discretionary manners, they will be highly motivated to work hard, and always lead to positive job attitudes and higher job efficiency.

Research has shown that autonomy, competence, and relatedness are pivotal psychological needs ought to be fulfilled so as to create the sense of self-determining. Among the three, autonomy plays a more fundamental role. When considering their jobs as autonomous, employees’ perceptions of self-determining are enhanced, thus leading to the willingness of engaging in positive individual developmental activities (Pavot.,2013).

Intrinsic motivation determines to what extent employees can take advantage of job autonomy and make independent decisions for future development. Consistent with self-determination theory, we argue that even with the same job autonomy level, employees with varied levels of intrinsic motivation will be impacted differently. It is the intrinsic motivation that determines an employee’s actual level of willingness to work hard, make improvements, set and pursue developmental goals. In high-autonomy work, employees may perceive higher level of self-determination, since they are empowered with more freedom, discretion, and independence at work. Therefore, they may feel that they are working for themselves and internally motivated, hence are willing to put in more efforts and make progress in their work. In sum, we posit (Yang., 2019).

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### Significance of the Study

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Motivation improves level of efficiency of employees, leads to stability

of work force and builds friendly relationship. People with more autonomy at work are healthier and less stressed. The researcher observed that although nurses are working harder and they take their work much seriously but still they seem to be less satisfied and less motivated because they are restricted from working freely and making decisions regarding their own work by themselves. So the present study will be conducted to find out the relationship between motivational factors and job autonomy among staff nurses at Sidy Salem Hospital.

### **Aim of the study**

This study aims to investigate the relationship between the motivational factors and job autonomy among staff nurses.

### **Research Question:**

Is there a relationship between Motivational factors and job autonomy among staff nurses?

### **Subjects and methods**

#### **Technical design:**

#### **Research Design:**

A descriptive, correlational design was followed in carrying out this study.

#### **Research Setting:**

This study conducted at a general hospital in kafr-elshikh governorate namely sidy salem which affiliated to ministry of health It provides care for patients in different medical specialties with a wide range of ambulatory care services such as out-patient, pharmacy, emergency, x-ray, physiotherapy, and paramedical services as dietary, laundry

and maintenance and bed capacity is 204 beds. It consists of two buildings. The first building associated with emergency, surgical and critical care unit. The second building associated with medical and pediatric department. with the emphasis of effective health care cost, is the major issue impacting on the hospital.

### **Research Subjects:**

The study sample estimated to be 150 out of 256 participated in the study. Simple random sample technique was used for selection

### **Tools of data collection**

Data for this study collected by using two tools namely motivational factors questionnaire and job autonomy scale.

#### **1. Motivational factors questionnaire:**

It consists of two parts parts

**First part:** This part aimed to collect data regarding characteristics of Staff nurses such as: age, sex, marital status, educational level, training courses, years of experience and department.

**Second part:** This tool was developed by (William, 2008) and modified by the researcher. To assess motivational factors It included 39 items which categorized under seven dimensions namely Job security, Hospital policy, Nature of work, Interaction among peers, Supervision, Responsibility and Achievements.

**Scoring system:** Responses were rating using five points Likert Scale ranging from (1) Never encourage at all, (2) sometime encourage, (3) rarely

encourage, (4) often encourage, (5) always encourage, The scores of the statement of each component were summed-up, converted into percent score and the total divided by the number of the items giving a mean score for each component. The perception level of motivation factor was considered low if the total percent score was less than 50 % and moderate if total score was ranged from  $50 \leq 75$  % and high if the total scores was more than 75%.

## 2. Job autonomy scale

This tool was developed by (Laschinger and wilk, 2002). And modified by the researcher to assess job autonomy of staff nurses. It included 44 items which categorized under 3 dimensions namely Job Empowerment, Organizational relationship and Self autonomy.

### *Scoring system:*

Responses were measured on five points Likert scale ranging from (1) strongly disagree, (2) Disagree, (3) Neutral, (4) Agree to (5) Strongly agree related to job empowerment and self-autonomy dimension. While, responses were measured on three points Likert scale ranging from (1) to low extent, (2) to moderate extent, (3), to high extent related to organizational relationship. The scores of the statement of each component were summed-up, converted into percent score and the total divided by the number of the items giving a mean score for each component. Job autonomy was considered low if the total percent score was less than 50 % and moderate if total score was ranged from  $50 \leq 70$  % and high if the total scores were more than 75%.

## Operational Design:

The operational design for this study included three phases namely: preparatory phase, ethical consideration, pilot study and field work.

### ● Preparatory phase:

This phase started from the beginning of January 2019 and ended at the end of March. In this phase reviewed the national and international related literature included textbooks, scientific journals and magazines to be acquainted with study subjects.

## Ethical consideration:

Prior to the actual work of research study, ethical approval was obtained from the Scientific Research Ethical Committee of the Faculty of Nursing at Ain Shams University. In addition, oral consent was obtained from each staff nurse to participate in the study. The subjects were informed about the study aim and their rights to participate or refuse or withdraw from at any time without giving any reason and the collected data kept confidential and used for research only.

## Pilot study:

The pilot study was carried out on 15 staff nurses who represents 10% of the total of the study subjects. The aim of the pilot study was to examine the applicability of the tool, clarity of language, test the feasibility and suitability of the designated tools. It also served to estimate the time needed to complete the forms by each study subject and identifying potential obstacles and problems that may be encountered during data collection. The time for filling the questionnaires took around 20-25 minutes.

A pilot study was conducted in June 2019. Data obtained from the pilot study was analyzed and no modifications were done. Study sample included in the pilot were not included in the main study sample as no changes done in the questionnaires.

### Fieldwork:

After securing the official approvals for conducting the study, the researcher met the director of the hospital to determine the suitable time to collect data. The researcher met staff nurses and distributed the sheet and asked them to fill it. Then the completed forms were checked for completeness. The field work of the study took two months started in the beginning of August 2019 and completed at the end of September 2019. The researcher met the nurse manager of each unit for determining the suitable time to collect the data.

The researcher introduced herself to staff nurses in the workplace, explained the aim and component of the questionnaires and distributed the questionnaires to staff nurses in their work settings at different times and attended during the filling of the questionnaires to clarify any ambiguity and answer any questions. Data was collected two days per week at the morning and afternoon shifts. The researcher collected from 20 to 25 questionnaires every week and checked each filled questionnaire to ensure its completion

### Statistical Design:

Data collected from the studied sample was coded and entered into statistical package for social sciences (SPSS version 18.A). Statistical presentation and analysis of the present study was done using the frequencies and percentages for non-numerical data, means and standard deviations and range for non numerical data.

Cronbach's Alpha coefficient was calculated to assess the reliability of the tools through their internal consistency.

Quantitative numerical data were compared using the non parametric Mann whitney test, and kruskal Wallis test. Pearson correlation coefficient test (r) was used to conduct correlation matrix. Statistical significance was considered at P- value <0.05 and high Statistical significance was considered at P-value <0.001.

### Results

**Table (1) :** Indicates that slightly two thirds (62%) of staff nurses were 30-40 years old, while (14%) of them were more than 40 years old, majority (86%) of staff nurses were females, and slightly two thirds (64%) of them were married. Also half (51%) of staff nurses had Technical Health Institute, and more than two thirds (66%) of staff nurses had less than 15 years of experience, while (34%) of them had 15≥25 years.

**Table (2),** Describe that the highest level 50% was related to responsibility to work while the lowest level 16.6 was related to hospital policy

**Table (3),** illustrates that **total job autonomy** among staff nurses and shows 34% of them was high and moderate level while 32% was low level.

**Table (4),** Reveals, that, there was no statistically significant relationship between staff nurses' motivational factor and age group ,experience, educational level, marital status, But, there was statistically significant relationship between staff nurses' total motivational factor and their gender.

**Table (5),** Reveals, that, there was no statistically significant relationship between staff nurses' job autonomy and socio demographic characteristics.

**Table (6):** presents that, there were statistically significant positive correlations among all levels of job autonomy of studied

staff nurses and their perception of motivational factors.

**Table 1: Socio demographic characteristics of the studied staff nurses (N=150)**

Characteristics	Frequency	Percent
Age:		
<30	36	24
30- 40	93	62
>40	21	14
<b>Mean ± SD Range</b>	<b>33.45±7.93 (22-25)</b>	
Sex:		
Male	21	14
Female	129	86
Marital status:		
Single	54	36
Married	96	64
Educational level:		
Diploma	23	15
Technical Health Institute	77	51
Bachelor	50	34
Experience years:		
<15	99	66
15≥25	51	34
<b>Mean ± SD Range</b>	<b>14.38 ±7.61 (3-35)</b>	

**Table 2: Total perception of studied staff nurses regarding Motivational factors (N=150)**

Motivational factors	Low level <50%		Moderate level 50≤75		High level 75%	
	No.	%	No.	%	No.	%
Job security	40	26.6	65	43.3	45	30
Hospital policy	25	16.6	59	39.3	66	44
Nature of the work	76	50.6	59	39.3	15	10
Peer interaction	78	52	41	27	31	20.6
Supervision	26	17.3	76	50.6	48	32
Responsibility to work	36	24	39	26	75	50
Achievement	47	31.3	52	34.7	51	34
<b>Total Motivational factors perception</b>	<b>26</b>	<b>17.3</b>	<b>66</b>	<b>44</b>	<b>58</b>	<b>38.6</b>

**Table 3: Total job autonomy levels among studied staff nurses (N=150).**

Job autonomy	Low level <50%		Moderate level 50≤75		High level 75%	
	No.	%	No.	%	No.	%
Total empowerment	40	27	65	43.3	45	30
Total organizational relationship	47	31.3	52	34.7	51	34
Total self-autonomy	56	37.3	36	24	58	38.6
<b>Total job autonomy</b>	<b>48</b>	<b>32</b>	<b>51</b>	<b>34</b>	<b>51</b>	<b>34</b>

**Table 4: Relation between total motivational factors and their Socio-demographic Characteristics among studied staff nurses (n=150)**

Characteristics	Low		Moderate		High		X <sup>2</sup>	P value
	No.	%	No.	%	No.	%		
Age:								
<30	16	43.6	14	38.8	6	16.7	.211	0.895
30- 40	23	24.7	40	43	30	32.3		
>40	11	52.5	4	19	6	28.5		
Sex:								
Male	8	38	6	28.5	7	33.5	1.312	0.050*
Female	29	22.5	60	46.5	40	31		
Marital status:								
Single	9	16.7	11	20.4	34	62.9	.197	0.607
Married	42	43.8	20	20.8	34	35.4		
Educational level:								
Diploma	6	26.1	7	30.4	10	43.5	.268	0.824
Technical Health Institute	33	42.9	20	25.9	24	24.2		
Bachelor	13	26	19	38	18	36		
Experience years:								
<15	33	33	40	40.4	56	56.6	.465	0.01**
15≥25	21	41.2	23	45.1	7	13.8		

(\*) statistically significant at  $p < 0.05$  (\*\*) high statistically significant at  $p < 0.01$

**Table 5: Relation between total job autonomy among studied staff nurses and their Socio-demographic characteristics (n=150)**

Characteristics	Low		Moderate		High		X <sup>2</sup>	P value
	No	%	No.	%	No.	%		
Age:								
<30	10	27.8	14	38.8	12	33.4	4.28	0.042*
30- 40	20	21.5	23	24.7	50	53.8		
>40	4	19	4	19	13	62		
Gender:								
Male	6	28.5	8	38	7	33.5	5.67	0.021*
Female	69	53.5	50	38.8	10	7.7		
Marital status:								
Single	34	63	10	18.5	10	18.5	0.56	0.465
Married	22	23	20	20.8	54	56.2		
Educational level:								
Diploma	11	47.8	7	30.4	5	21.7	3.70	0.042*
Technical Health Institute	43	55.8	18	23.4	16	20.8		
Bachelor	8	16	29	58	13	26		
Experience years:								
<15	33	40.4	30	30.1	56	56.5	7.38	0.007**
25>15	21	41.2	13	25.5	17	33.3		

(\*) statistically significant at  $p < 0.05$  (\*\*) high statistically significant at  $p < 0.01$

**Table (6): correlation between motivational factors and levels of Job autonomy among studied staff nurses**

Motivational Factors		Pearson correlation	Job security	Hospital policy	Nature of the work	Peer interaction	Supervision	Responsibility to work	Achievement	Total Motivational Factors
Self-autonomy	R		.241	.229	.205	.210	.276	.261	.276	.229
	P		.006**	.009**	.020*	.016*	.001**	.003**	.001**	.009**
Job empowerment	R		.203	.267	.224	.218	.263	.263	.263	.267
	P		.021*	.002**	.010*	.013*	.003**	.003**	.003**	.002**
Organizational relationship	R		.244	.263	.229	.230	.292	.283	.292	.263
	P		.005**	.002**	.009**	.008**	.001**	.001**	.001**	.002**
Total Job Autonomy levels	R		.203	.267	.224	.218	.263	.263	.263	.267
	P		.021*	.002**	.010*	.013*	.003**	.003**	.003**	.002**

(\*) statistically significant at  $p < 0.05$  (\*\*) high statistically significant at  $p < 0.01$

## Discussion

Regarding total motivational level among studied Staff nurses, the highest level was responsibility to work. Followed by hospital policy while the lowest level of motivation was related to peer interaction followed by nature of work. This may be due to hospital policy domain have a large impact on health system performance and nurses were commitment to and implementation of hospital policy. the present study is agreed with **Mohamed, (2017)** who reported that the highest mean was hospital policy domain. The study is disagreed with **Said, et al. (2013)** who emphasized that, the nurses perceived the social work environment, supervision and guidance as the highest motivating factor (table2).

Regarding total job autonomy level among studied nurses, the highest level was related to self autonomy also one third of staff nurses had moderate and high level of job autonomy. this result may be due to nurse manager gives staff nurses a lot of autonomy in their job. This

study in agreement with **el hosry, (2017)** who reported that one third of staff nurses had the highest level related to self autonomy and half of Staff nurses had moderate level of total job autonomy (table 3).

Regarding the relation between demographic characteristics on motivation level of studied staff nurses, there was no significant relation. The present study is consistent with **Mohamed, (2017)** who reported that there is no a significant relation between demographic characteristics and motivational factor. This study finding is contradicted with **Heidarian, et al. (2015)** who stated that, there was a significant relation was observed between age, marital status, gender, hire status and years of service and motivational level(table4).

This finding disagreed with **Tummers et al. (2016)** who revealed that nurses work motivation grows with aging. Also studies claim that male nurses are more motivated by communication and morale, supervision and management, and



recognition and rewards. **Toode, (2015)** added that older nurses with a longer duration of service and/or a leading position had higher external motivation because they were worried about their reputation and also afraid to fail(**table5**).

The result of the current study showed that there is no statistically significant relation between staff nurse's level of autonomy and socio-demographic characteristics. This study finding was congruent with **Iliopoulou and White, (2010)** who concluded that no statistically significant relationships exist between the nurse's demographic characteristics and level of autonomy. These findings are in contradiction with the study finding **Aboshaiqah et al., (2014)** who indicated that the demographic data of the nurse managers demonstrated relationships with their level of autonomy (**table5**).

Regarding correlation between these motivational factors and job autonomy the present study revealed that there was statistically significant positive correlations among all motivational factors and studied staff nurses' job autonomy. This study is supported by **Toode, (2015)** who reported that there was a positive relationship between the existence of autonomy and work motivation (**table6**).

### Conclusion

In the light of the current study findings, it is concluded that, one third of staff nurses had high perception level toward motivation factor. more than one third of studied staff nurses had high perception level toward job autonomy. There was no statistically significant relationship between staff nurses' total motivation factor , job autonomy level and their demographic characteristics. There was a positive highly statistically significant correlation between

motivational factor dimensions and job autonomy dimensions among staff nurses.. This finding answered the research question which was " Is there a relationship between Motivational factors and job autonomy among staff nurses.?"

### Recommendations

Based on the study finding, the following recommendations are suggested:

1. Conduct periodical meeting between hospital managers and staff nurses to discuss the work problem
2. participate staff nurses in decision making
3. Update the organizational policies to facilitate flexibility.
4. Provision of health insurance or medical care program for nurse is recommended to increase their feeling of safety and security.

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