



ORIGINAL

Factors associated to the motivation and dissatisfaction of the nursing team in health work

Fatores de motivação e insatisfação da equipe de enfermagem no trabalho em saúde
Factores de motivación e insatisfacción del equipo de enfermería en el trabajo en salud

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ABSTRACT

Objective: To survey the factors associated to the motivation and dissatisfaction of the nursing team in health work. **Methods:** Descriptive study, carried out in a private hospital from the metropolitan region of Belo Horizonte, Minas Gerais, Brazil. 100 nursing workers answered a structured questionnaire. The information was analyzed using descriptive statistics. **Results:** Most participants were nurses (57%), female (85%), who have worked in this profession for 5 years or more (76%). The workers partially agree that they feel motivated in their profession (39%) and have autonomy at work (32%). However, they totally disagree that their current salary is satisfactory (33%). **Conclusion:** This study showed the aspects that promote both the motivation and the dissatisfaction of nursing workers, and are, therefore, essential to guarantee these professionals with working conditions that enable them to provide a good service. The salary was mentioned as the main cause for dissatisfaction.

Descriptors: Nursing. Job satisfaction Work conditions

RESUMO

Objetivo: Levantar os fatores de motivação e insatisfação da equipe de enfermagem no contexto do trabalho em saúde. **Métodos:** Estudo descritivo, realizado em um hospital particular da região metropolitana de Belo Horizonte, Minas Gerais, Brasil. Foram incluídos 100 profissionais de enfermagem que responderam a um questionário estruturado. As informações foram analisadas por estatística descritiva. **Resultados:** Destacam-se enfermeiros (57%), do sexo feminino (85%), que trabalham há 5 anos ou mais na profissão (76%). Os profissionais concordam parcialmente quanto a se sentirem motivados na profissão (39%) e possuem autonomia no trabalho (32%). No entanto, discordam totalmente em relação a estarem satisfeitos com o salário atual (33%). **Conclusão:** Este estudo mostrou os aspectos que promovem a motivação e a insatisfação dos profissionais de enfermagem, sendo fundamentais para garantia das condições de trabalho que favoreçam uma boa prestação de serviços. O salário foi citado como a principal causa de descontentamento.

Descritores: Enfermagem. Satisfação no Emprego. Condições de Trabalho.

RESUMÉN

Objetivo: Levantar los factores de motivación e insatisfacción del equipo de enfermería en el contexto del trabajo en salud. **Métodos:** Estudio descriptivo, realizado en un hospital privado de la región metropolitana de Belo Horizonte, Minas Gerais, Brasil. Se incluyó 100 profesionales de enfermería que responderán a un cuestionario estructurado. Se analizó a las informaciones con estadísticas descriptivas. **Resultados:** Se destacaron enfermeros (57%), del sexo femenino (85%), que trabajan hace 5 años o más en la profesión (76%). Los profesionales están parcialmente de acuerdo respecto a no se sintieren motivados en la profesión (39%) y a poseer autonomía en su trabajo (32%). Sin embargo, participantes discuerdan totalmente respecto a estar satisfechos con su salario actual (33%). **Conclusión:** Este estudio mostró los aspectos que promueven la motivación y la insatisfacción de los profesionales de enfermería, que son fundamentales para garantizar condiciones de trabajo favorables para una buena prestación de servicios. El salario fue mencionado como la principal causa de descontentamiento.

Descriptores: Enfermería. Satisfacción en el Trabajo. Condiciones de Trabajo.

INTRODUCTION

The market of work health in Brazil went through some changes in the 1970 and 1980 decades, leading to an increase in health services. This expansion, however, was not met with improvement in working conditions; as opposed to that, poor working conditions became more common, especially for nursing professionals.⁽¹⁻²⁾

Since its inception, nursing has a very important role, considering that the model of assistance was based on providing fast care, and its origins were associated to the female sex.⁽³⁾ The profession evolved throughout decades and these changes generated new experiences for the professionals to deal with. Some changes that stand out are a greater autonomy in the workplace and an increased scientific knowledge. However, the category has yet to achieve much more.⁽⁴⁾

Work satisfaction is associated to a set of emotional aspects and, the more positive the feelings in the activities performed, the greater the will to exercise the profession with excellence. The work environment can directly affect motivation, since, as it presents possibilities to grow, it encourages worker self-actualization. On the other hand, it can cause dissatisfaction and affect the professional relation of the nursing team, contributing with absenteeism, hindering the quality of assistance, causing work accidents, apathy, and lack of interest for the profession.⁽⁵⁾

Currently, the National Council of Nursing (COFEN) is responsible for updating the number of active professionals, there being 2,283,808 registered ones as of now. However, a research stated that 65.9% of workers believe that the service is consuming, due to the lack of infrastructure and resting places in the public and philanthropic institutions.⁽⁶⁾ Considering this issue, the following guiding question emerged: what are the factors that influence the satisfaction of the nursing team in the work environment?

Considering these elements, this study is expected to alert health managers about the working conditions in services when it comes to this theme. Furthermore, scientific evidence related to the factors that lead to dissatisfaction can help making claims to class organs as necessary. Consequently, the objective of this study was to survey the factors associated to the motivation and dissatisfaction of the nursing team in the health work.

METHOD

This is a descriptive and quantitative study, carried out in a private hospital from the metropolitan region of Belo Horizonte, Minas Gerais, Brazil.

This hospital can attend up to 27,000 cases per month and includes emergency, endoscopy, and hemodynamic units, in addition to hospitalization wards, a surgical and obstetric center (including pre-delivery and delivery rooms, and immediate

puerperium rooms), and an intensive care unit (ICU). The research took place in the institution as a whole, including all health care sectors in which the nursing team was present.

The population included 167 workers, and the sample, formed by non-probabilistic convenience sampling, included 100 participants. The other professionals were not included due to the end of the period of data collection. The inclusion criteria were: being 18 years old or older, being registered in the nursing council, and showing interest in voluntarily participating in the study. Workers who were on vacation, leave, and/or those who were not working for any other reason in the period of the study were excluded.

Data collection was carried out from August to September 2020, in both day and night shifts. A structured instrument called "questionnaire for the evaluation of factors that influence work" was used. It was elaborated by the researchers and had 19 questions, about the profile of the participants and the factors that motivated or generated dissatisfaction in the profession. The psychometric properties of the questionnaire were not validated; however, the final version was presented to six nurses, in an attempt to find the opinion of specialists with regard to the coherence and cohesion of the information. For each item, the participants were supposed to choose a response, considering the following options in a Likert scale: 1 (totally disagree), 2 (partially disagree), 3 (do not agree and do not disagree), 4 (partially agree), or 5 (totally agree).

Before the questionnaire was applied, a pilot test was conducted with three nurses and four nursing technicians, to check for potential difficulties in the understanding of the questions. At the end of the study, a feedback with the responses was sent to the institution via e-mail, strengthening the bond between the researchers and the site of the study for future researches.

Data were analyzed using simple descriptive statistics to present absolute and relative numbers of the responses to the questionnaire. A central tendency measure (mean) and the standard deviation (sd) were used to evaluate the age of participants. All analyses were carried out using the software Epi Info version 7.0. The information was organized in tables using the Microsoft Excel software, version 2013.

This study was approved by the Research Ethics Committee (REC) under opinion 4.355.044 and CAAE certificate 37766920.4.0000.5098. All participants read and signed the Free and Informed Consent Form (FICF).

RESULTS

The age of the participants varied from 23 to 60 years old, with a mean of 36.3 years (sd±9.1). Most were nurses (57%), females (85%), and worked for five years or longer in the profession (76%). Most professionals worked in direct health care (72%) and

had a family income of five minimum wages or more (35%) (Table 1).

Table 1. Profile of the participants of the study, Betim, Minas Gerais, Brazil, 2020 (n=100).

Variables	n	%
Profession		
Nurse	57	57.0
Nursing technician	43	43.0
Sex		
Female	85	85.0
Male	15	15.0
Time working in nursing		
Less than 1 year	7	7.0
From 1 to 2 years	8	8.0
From 3 to 4 years	9	9.0
5 years or more	76	76.0
Time working at the institution		
Less than 1 year	24	24.0
From 1 to 2 years	18	18.0
From 3 to 4 years	14	14.0
5 years or more	44	44.0
Works in direct health care		
Yes*	72	72.0
Não**	28	28.0
Family income		
1 minimum wage	7	7.0
2 minimum wages	25	25.0
3 minimum wages	19	19.0
4 minimum wages	14	14.0
5 minimum wages or more	35	35.0

*Nursing workers from the emergency, endoscopy, hemodynamic, hospitalization, or intensive care units, and from the surgical and obstetric center.

**Workers from the fields of auditing, permanent education, quality in health, and patient safety center.

Most participants entirely agreed that they have a good relationship with their immediate superiors (54%). It stands out that having a salary that is compatible with the workload, an adequate resting place, days off, and being professionally recognized were all considered motivating factors at work. The

nursing workers partially agree that they feel motivated in their profession (39%) and have autonomy in their workplace (32%). However, they totally disagree that their current salary is satisfactory (33%) (Table 2).

Table 2. Percentage distribution of the factors that influence the motivation and the dissatisfaction of nurses in the context of their work in health, Betim, Minas Gerais, Brazil, 2020 (n=100).

Variables	TD	PD	N	PA	TA
I feel motivated in nursing	16.0	11.0	19.0	39.0	15.0
I am satisfied with the tasks I perform at work	4.0	10.0	23.0	33.0	30.0
I have a good relationship with my immediate superiors	2.0	7.0	11.0	26.0	54.0
I see myself working in nursing 5 years from now	10.0	8.0	14.0	14.0	54.0
I have autonomy in my workplace	11.0	13.0	20.0	32.0	24.0
I am satisfied with my current salary	33.0	24.0	19.0	19.0	5.0
Having a compatible salary influences my motivation at work	2.0	5.0	9.0	22.0	62.0
I believe that an appropriate resting place promotes satisfaction at work	2.0	3.0	6.0	15.0	74.0
My weekly workload influences my satisfaction at work	1.0	2.0	1.0	19.0	77.0
I believe that the manager influences a good relationship at work	1.0	0.0	0.0	3.0	96.0
I feel motivated when I get days off	5.0	5.0	10.0	11.0	69.0
Professional recognition influences my satisfaction at work	1.0	0.0	0.0	6.0	93.0

TD = totally disagree; PD = partially disagree; N = do not agree and do not disagree; PA = partially agree; TA = totally agree.

DISCUSSION

This research showed that most participants feel partially motivated in their profession. Motivation, specifically, is one of the principles that contributes for the nursing care to be offered with quality, commitment, and dedication.⁽⁷⁾ It can be inferred that satisfaction with the tasks carried out in the work environment influences the performance of professionals, and is an element that health managers need to keep in mind so they can achieve the best possible results.⁽⁸⁾

Nurses and nursing technicians recognize the strong potential of the profession and imagine themselves working in the same field in the future. A study has stated that nursing practice has been carried out integrally, gaining space in society and a lot of strength in the last few years. It is worth noting that, not only nursing is considered the science of caring, it is also growing in the work market due to its important social contribution.⁽⁹⁾

In this context, the data surveyed in this research show that having an adequate resting place promotes

satisfaction in the workplace. It is important to highlight the long work hours and the countless night duties, which can increase the likelihood of complaints related to professional performance.⁽¹⁰⁾ This shows how important it is for health services, especially public and philanthropic ones, to invest in an adequate environment for the team to rest.

Another result that calls attention is related to the intangible worth of the professional recognition on the part of health managers. This recognition is considered to have a strong impact in the wellbeing of the worker, since it has a direct impact on their mental health, increases productivity, and helps tasks to be more fulfilling.⁽¹¹⁾

However, the research showed how unhappy the participants were with their current wages, also indicating that the amount they earn influences their motivation at work. These professionals want their salary to be fair, compatible with their weekly work load and sufficient to attend to their physical, social, and family needs, in addition to be good for their self-esteem and self-realization. Considering this, some studies show that employers must give back to their workers, paying nursing professionals fairly and valuing the different characteristics of this professional – such as their competences and abilities.⁽¹²⁻¹⁵⁾

The nursing team agrees partially that they have autonomy in their workplace. Society, mostly, did not show recognition for the profession. The majority of the population and of the media seemed to conceive of the nurse as someone under the command of other health professionals, especially the physician.⁽¹⁶⁾ However, the science of care acquired science-based knowledge and started to find its own space in the market, promoting a change in the paradigm regarding professional freedom.⁽¹⁷⁾

Furthermore, health managers made viable the operationalization of work and influenced autonomy in the workplace. These leaders are responsible for monitoring administration and assistance activities from the team. A good leadership, in turn, can favor independence, which leads to more qualified service. If not, depending on how management is conducted in each place, it can directly affect assistance, leading to physical and emotional deterioration.⁽¹⁸⁾

Finally, the research has shown that excessive work hours influenced the satisfaction of the participants of the study, who, in spite of doing essential work, do not receive legal support when it comes to their work journey. Authors have pointed out that the professionals need to work in double shifts or even more, to be able to deal with their low salaries.⁽¹⁹⁻²⁰⁾ The struggles of the workers for the regulation of this specific aspect should strengthen nursing, since this is a profession who needs special conditions to be able to provide safe care.

Regarding the limitations of this research, data collection was carried out in a single health service and used an evaluation instrument that was built by the authors themselves, but which was adequate for the objective at hand. This study brings important contributions for the advance of knowledge, since it reflects on the theme addressed with the aim to provide the job market with an overview of the

aspects that promote the motivation and the dissatisfaction of the nursing workers, seeking better conditions for the provision of their services, with commitment and autonomy.

CONCLUSION

A salary that is compatible with the weekly work hours, an adequate resting place, good relations with their immediate leader, days off, and professional recognition were the items that most participants agreed are motivating at work. However, most participants are dissatisfied with their current salary, which is their greatest cause for dissatisfaction. It stands out that it is important to create strategies directed to the health professionals in their workplace, since positive feelings can make an individual more mentally and physically ready, impacting on the quality of the assistance provided.

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