

Factors Affecting Nursing Work Performance of Medium Sized Hospital Nurses

Ji-Hyeon Jeon¹, Sung-Ju Park²

¹Masters student, Nursing Science, University of Nambu, Korea, ²Professor, Nursing Science, University of Nambu, Korea

Abstract

Background/Objectives: This study is identifying the factors influencing their nursing work performance and to provide a preliminary data necessary for managing nursing manpower by examining the nursing work performance, job satisfaction, and self leadership of nurses in medium sized hospitals.

Methods/Statistical analysis: This study is a survey was carried out targeting nurses selected by using the convenience sampling method who have been working for more than 6 months in medium sized hospitals. Data analysis was descriptive statistics analysis, t-test, one-way ANOVA, correlation analysis, and multiple regression using SPSS/WIN 22.0 program.

Findings: This study showed that the job satisfaction and self leadership were factors significantly influencing the nursing work performance and the explanation power of job satisfaction and self leadership was 40.4%.

Improvements/Applications: Therefore, it is suggested that a strategy to improve the job satisfaction and self leadership as a continuous intervention strategy that can maximize the nursing work performance is necessary.

Keywords: *Nursing work Performance, Self leadership, Job Satisfaction, Nurses, Medium sized Hospitals*

Introduction

Medium sized hospitals are the secondary medical centers that connect the primary medical centers and the tertiary medical centers according to the health care delivery system in Korea. These small and medium-sized hospitals are located closely to the local community, promoting efficient use of medical resources and savings effect of medical expense. In addition, these hospitals play an important role in health care and provide professional treatment, surgery, and inpatient services. Nurses are important human resources among various members in the hospital organization as well as the largest expert group that accounts for 44.1% of total medical personnel^[1], and the improvement of nurses' competencies is crucial for improving their life satisfaction and producing efficient job performance^[2,3].

However, the nurses in medium-sized hospitals face poor working environments including excessive workload, low wage structure, irregular working hours, and insufficient treatment due to lack of nursing manpower. As a result, their self-esteem has been lowered and their job satisfaction and efficiency in nursing service has been reduced, negatively affecting the organizational performance consequently^[4,5].

In the nursing organization, the nursing competency is connected directly to the nursing performance, and sufficient knowledge, appropriate judgment, and excellent skills lead to the qualitative improvement of nursing, resulting in the successful achievement of the organizational goal. This is because there are many situations that need to be handled promptly and quickly when a nurse cares for a patient^[6]. Improved self-leadership of a nurse changes her/his actions and ideas and expands the influence on himself, creating the ability to control herself/himself and carry out the nursing service initiatively^[7].

Corresponding author:
Sung-Ju Park,
psung3144@nambu.ac.kr

The self-leadership of a nurse motivates herself/himself and helps herself/himself to respect coworkers, accept the goal of the hospital organization and the nursing organization actively and positively and increase his job satisfaction, improving the level of nursing service given to patients qualitatively^[4]. A nurse who has a high job satisfaction is effective for securing nursing manpower which is an important aspect in the manpower management of medium sized hospitals, affecting the improvement of hospital management and enabling the provision of higher quality nursing service^[8].

Therefore, small and medium-sized hospitals should make efforts to invest material resources and provide high quality health and medical services and nursing services based on a strategy to improve the productivity of hospital organization and a sufficient nursing manpower in response to the competition with large-sized hospitals.

The aim of this study is to identifying nursing work performance, job satisfaction, and self leadership level of nurses and analyzing the effects of on the nursing performance.

Method

This study is a descriptive research study to identify the degree of nursing work performance, job satisfaction, and self leadership of nurses in medium sized hospitals and analyzing the effects on the nursing work performance.

This study was conducted targeting at nurses who are working for more than 6 months in medium sized hospitals with more than 150 beds and less than 300 beds. For the research tool, the self leadership was measured developed by Manz^[9] and supplemented by Kim^[10]. This tool consists of 18 questions in six sub areas and a higher score, the higher self leadership level. The tool reliability was carried out by Cronbach's α of Kim^[10] was .87 and in this study was Cronbach's α was .86. For the job satisfaction, the job satisfaction measurement tool for nurses developed by Song^[11] was used and this tool consists of 25 questions in five sub areas and a higher score indicates a higher job satisfaction. The tool reliability was carried out Cronbach's α of Song^[11] was .84 and in this study was Cronbach's α was .92. For the nursing performance, the nursing performance measurement tool developed by Ko^[12] composes of 17 questions in four sub areas and a higher nursing work performance level. The tool reliability was carried out

by Cronbach's α of Ko^[12] was .92 and in this study was Cronbach's α was .91.

The analysis method is as follows.

A. The general characteristics of the target nurses were analyzed using real number and percentage.

B. The degree of nursing work performance, job satisfaction, and self leadership were obtained as average and standard deviation.

C. Nursing work performance, job satisfaction, and self leadership according to general characteristics were analyzed using t-test and one way ANOVA and the Scheffe's test was used for post-hoc analysis

D. Nursing work performance, self leadership, and job satisfaction were analyzed using the Pearson's correlation coefficient.

E. Factors influencing the nursing work performance analyzed using multiple regression analysis and stepwise multiple regression.

Result and Discussion

1. Degree of Nursing work performance, Job satisfaction, and Self leadership of Subjects

Degree of nursing work performance, job satisfaction, and self leadership are shown in [Table 1].

For the nursing work performance, there were 17 questions with 3.54 points on average on a five-point scale. According to the sub areas, the nursing competency showed the highest score, followed by nursing attitude, improvement of nursing service level, and application of nursing process. For the job satisfaction, there were 25 questions with 3.13 points on average on a five-point scale. According to the sub areas, the relationship with coworkers showed the highest score, followed by relationship with senior nurse, job, personnel system, and work environment and welfare. For the self leadership, the score was 3.46 ± 0.40 points on average on a five-point scale. According to the sub areas, the self-compensation showed the highest score, followed by rehearsal, self expectation, constructive thinking, self-criticism, and goal setting.

Table 1. Degree of Nursing work performance, job satisfaction, and self leadership of subjects**(N=176)**

variables	mean ± SD
nursing work performance	3.54 ± 0.43
nursing competency	3.64 ± 0.48
nursing attitude	3.58 ± 0.49
improvement of nursing service	3.41 ± 0.57
nursing process application	3.39 ± 0.60
job satisfaction	3.13 ± 0.45
job system	3.26 ± 0.50
work environment and welfare	2.72 ± 0.67
personnel system	2.82 ± 0.62
relationship with coworkers	3.53 ± 0.56
relationship with senior nurse	3.51 ± 0.63
self-leadership	3.46 ± 0.40
self-compensation	3.50 ± 0.55
rehearsal	3.56 ± 0.59
goal setting.	3.30 ± 0.65
self expectation	3.69 ± 0.60
self-criticism	3.34 ± 0.75
constructive thinking	3.39 ± 0.57

2. The Difference in Nursing work performance, Job satisfaction, and Self leadership of the Subjects according to General Characteristics

The difference in nursing work performance, job satisfaction, and self leadership of the target nurses according to general characteristics are shown in [Table 2].

Nursing work performance shown in age($F=2.89$, $p=.024$), marital status($t=2.24$, $p=.026$), and position($t=-2.99$, $p=.003$) were statistically significant difference. Job satisfaction shown in the highest level of education($t=-2.13$, $p=.034$), position($t=-2.14$, $p=.033$), work unit($F=4.63$, $p=.004$), and payment($f=4.42$, $p=.013$) were statistically significant difference and the Self leadership shown in age($F=4.65$, $p=.001$) was statistically significant difference.

Table 2. Difference in nursing work performance, job satisfaction, and self leadership of the subjects according to general characteristics ((N=176))

characteristic	Self leadership		job satisfaction		nursing work performance			
	Mean ±SD	t/F (p)	Mean±SD	t/F (p)	Mean±SD	t/F (p)		
Age (years)	under 25	59.89±6.23		78.16±12.81		56.58±5.08		
	26-30(b)	62.67±6.93	4.65 (.001) a<c<e	78.34±9.87	1.21 (.305)	60.79±6.83		
	31-35(c)	60.21±6.92		75.77±11.24		59.12±7.43		
	36-40(d)	62.60±7.53		79.00±11.44		60.46±7.58		
	over 41(e)	68.06±6.78		82.56±13.66		64.06±8.34		
Marital state	married	63.59±3.48		1.94 (.153)		79.38±12.63	1.08 (.128)	61.68±8.48
	unmarried	61.44±6.20		77.50±10.31		51.19±6.20		
Education	university	61.25±6.93	-1.77 (.074)	78.01±10.56	-2.13 (.034)	59.84±7.73	-.58 (.556)	
	master&over	68.19±7.53		78.55±12.20		60.49±6.94		
Position	staff nurse	61.94±6.70	-1.73 (.085)	77.56±10.80	-2.14 (.033)	59.57±6.89	-2.99 (.003)	
	over charge nurse	64.74±6.94		82.91±13.54		64.35±8.61		
work unit	Medical unit(a)	68.64±6.81	6.98 (.072)	81.86±15.11	4.63 (.004)	61.68±7.88	1.39 (.707)	
	surgical unit(b)	60.95±8.44		78.77±8.64		59.45±6.76		
	specialty (ER,OR,ICU)	61.79±6.39		79.39±0.46		a>c>d		59.70±6.75
	outpatient department(d)	64.03±7.47		72.29±10.66				60.94±8.54
Career (years)	under 2	61.57±7.42	2.65 (.448)	12.195±2.03	1.92 (.128)	57.28±1.09	6.66 (.083)	
	2-5	62.79±5.98		10.040±1.44		59.88±6.33		
	5-10	61.52±6.83		11.356±1.75		61.17±6.98		
	over 10	63.10±8.59		11.436±1.61		61.78±8.40		
payment (won)	under 200(a)	64.75±7.68	1.58 (.207)	71.70±11.23	4.42 (.013)	60.90±6.09	-3.81 (.148)	
	200-250(b)	61.75±6.22		78.63±10.87		59.31±7.07		
	over 250(c)	62.83±9.82		80.71±11.72		62.86±8.16		

3. Correlation between Nursing work performance, Job satisfaction, and Self leadership

The correlation between nursing work performance, job satisfaction, and self leadership of the subjects is shown in [Table 3]. Self leadership was statistically

significant correlation with job satisfaction and nursing work performance, the job satisfaction was statistically significant correlation with nursing work performance, and the nursing work performance was statistically significant positive correlation with self leadership and job satisfaction. In other words, the nursing work

performance was higher as the self leadership and the job satisfaction were higher.

Table 3. Correlation between nursing work performance, self leadership, and job satisfaction (N=176)

Variable	self leadership r(p)	job satisfaction r(p)	nursing performance r(p)
self leadership	1		
job satisfaction	.24 (<.001)	1	
nursing work performance	.57 (<.001)	.40 (<.001)	1

4. Factors Influencing Nursing work performance

The factors influencing nursing work performance is as shown in [Table 4]. The self leadership and job satisfaction had a statistically significant influence on nursing work performance, and the explanation power of the model was 40.4%.

Table 4. Factors influencing nursing work performance

	B	SE	β	t	p	VIF
constant	16.56	4.59	-	3.60	<.001	-
Age	-.17	.46	-.02	-.36	.714	1.65
married state	-.89	1.04	-.06	-.85	.395	1.46
work position	2.36	1.39	.11	1.69	.092	1.23
Self leadership	.49	.06	.49	8.02	.001	1.09
job satisfaction	.17	.03	.27	4.44	.001	1.08
R ² =.421, Adj R ² =.404, F =24.730, p<.001, Durbin-Watson = 1.902						

Discussion

For nursing work performance, job satisfaction, and self leadership, the score was and 3.54 points, 3.13 points, 3.46 points on average on a five-point scale in this study.

The self leadership of the nurses in medium sized hospitals was lower than the self leadership of the nurses in university hospitals^[13]. The job satisfaction varied between the nurses in general hospitals^[14], university hospitals^[15], so it is difficult to generalize and conclude that job satisfaction depends on the size of hospital.

It is considered that job satisfaction varies according to working environment at a hospital, pay level, and hospital systems. The nursing work performance of the nurses in university hospitals^[16], head nurses in general hospitals^[17], and nurses in intensive care units^[18] showed different results by the size of the hospital, indicating that nursing performance is related to regional difference or the distinctiveness of duties in each department in the hospital.

According to the correlation between nursing work performance, self leadership, and job satisfaction of

the subjects, self leadership and job satisfaction had a positive correlation with nursing work performance. As the self leadership and the job satisfaction were higher, the nursing work performance was also higher. According to other variable factors having a positive correlation with nursing work performance, communication and self leadership had a positive correlation with the nursing work performance of nurses in university hospitals^[7], self leadership and self efficacy had a positive correlation with the nursing work performance of nurses in care hospitals^[19], and self leadership and self esteem had a positive correlation with the nursing work performance of nurses in general hospitals^[20]. There were many precedent studies showing the correlation between various variable factors and nursing work performance, however, it was difficult to find a precedent study for examining the correlation of nursing work performance by applying self leadership and job satisfaction at the same time targeting the nurses in small and medium hospitals, so there was a difficulty in performing a comparison.

According to the influential factors on nursing work performance in this study, there was no significant variable in the general characteristics. However, self leadership and job satisfaction were found to be the significant influential factors on nursing work performance, and the explanation power was 40.4%. The self leadership and job satisfaction^[4] and communication and self leadership^[7] were presented to be the significant influential factors for the nursing work performance of nurses in university hospitals. The self leadership and self esteem^[20] for the nursing work performance of nurses in general hospitals and self leadership for the nursing work performance of nurses in care hospitals were confirmed to be the significant influential factors. Likewise, many precedent studies reported that higher self leadership of a nurse had a significant effect on the nursing work performance, which was consistent with the results of this study.

The nurses in small and medium hospitals face special circumstances that the working environment is not appropriate and there is also a shortage in human resources compared to university hospitals or general hospitals. Therefore, it is necessary to seek various measures that can influence the nursing performance of nurses in medium sized hospitals. The self-leadership allows nurses to motivate themselves internally, improving their ability, enhancing their confidence and will at work, and improving their job satisfaction. This

leads to the enhancement of personal job performance and qualitative patient nursing, becoming the foundation for improving the business performance of the hospital eventually.

Conclusion

To sum up the results, it was confirmed that self leadership and job satisfaction were the factors influencing the nursing work performance. Higher self leadership and job satisfaction had greater influence on nursing work performance. The development of a training program that can help nurses to set a goal by themselves and to provide a service with responsibility and a strategy that can induce active participation is necessary for improving the nurses' self leadership. It is also necessary to properly place the manpower and establish a practical wage structure for improving the nurses' job satisfaction.

Ethical Clearance: Not required

Source of Funding: Self

Conflict of Interest: Nil

References

1. Ministry of Health and Welfare Public Health and Medical Care Survey. Research Report of Korea Health Industry Development Institute. 2015.
<http://www.mohw.go.kr/react/sch/index.jsp>
2. SeoMun GA. The relationship of self-leadership, job satisfaction, and perceived outcome in nurses. *Korean Journal of Nursing Administration*. 2005 11(1): 45-58.
3. Han YH, Park YL. Effects of self-leadership and job involvement on clinical competence in general hospital nurses. *Korean Journal of Nursing Administration*. 2013 19(4):462-497.
4. SeoMun GA, Jang SO, Cho KH, Kim IA. The relation between self-leadership and outcome of nursing practice. *Korean Journal of Nursing Administration*. 2006 12(1):151-158.
5. Anh MS, Yi YJ. factors on leave The predictive planning of nursing working at medium-sized hospital in the metropolitan area. *Journal of the Korean Data Analysis Society*. 2013 15(1):323-334.
6. Won HJ, Cho SH. A review of research on self-leadership in nurses. *Korean Journal of Nursing Administration*. 2013 19(3):382-393.
7. Im SI, Park J, Kim HS. Effect of nurse's

- communication and self-leadership on nursing performance. *Korean Journal of Occupational Health Nursing*. 2012 21(3):274-282.
8. Lee HN, Lee SY, Lee MA. A study of related factors on nurse's job satisfaction. *Journal of East-West Nursing Research*. 2009 15(2):91-101.
 9. Manz, CC. *The art of self-leadership : strategies for personal effectiveness in your life and work*. New Jersey: Prentice-Hall; 1983.
 10. Kim HS. Relationship between self-leadership and job satisfaction of middle school teacher [master's thesis]. Seoul: University of Soongcil; 2002. <http://www.riss.kr/link?id=T11476926>.
 11. Song MS. The analysis of the influence of nurses' task satisfaction factor and task satisfaction degree on the satisfaction of patients [master's thesis]. Daegu: University of Keimyung; 2005. <http://www.riss.kr/link?id=T10225688>.
 12. Ko YK, Lee TW, Lim JY. Development of a performance measurement scale for hospital nurses. *Journal of Korean Academy of Nursing*. 2007 37(3):286-294.
 13. Sung MH, Lee MY. Effects of self-leadership, clinical competence and job satisfaction on nurses job involvement. *Journal of Korean Clinical Nursing Research*. 2017 23(1):1-8.
 14. Jang IS, Park SM. A comparative study on nurse's organizational culture and job satisfaction according to the hospital size differences. *Korean Journal of Korean Occupational Health Nursing*. 2011 20(1):1-13.
 15. Jun JM, Lee HJ. Emotional labor, burnout and job satisfaction of hospital nurses. *The Association of North-east Asian Culture*. 2017, 7:47-54. <http://www.dbpia.co.kr/journal/articleDetail?nodeId=NODE07221414>.
 16. Eom IH. Affecting factors on nursing performance of clinical nurses- with focus on ethical values and organizational culture [master's thesis]. Seoul: University of Korea; 2014. <http://www.riss.kr/link?id=T13542604>.
 17. Kim YS, EO YS, Lee NY. Effects of head nurses managerial competencies and professional nurse autonomy in nursing performance. *Journal of Korean Academy of Nursing Administration*, 2014 20(4):437-445.
 18. Son YJ, Lee YA, Sim KN, Kong SS, Park YS. Influence of communication competence and burnout on nursing performance of intensive care units nurses. *Korean Journal of Nursing Fundamentals*. 2013 20(3):278-288.
 19. Han AL, Gwon SH. Effects of self-leadership and self-efficacy on nursing performance of nurses working in long-term care hospitals. *Journal of Korean Gerontol Nurs*. 2016 18(1):12-21.
 20. Jang MK, Kim HY. A convergence study on the effects of self-leadership and self-esteem on nursing performance. *Journal of the Korean Convergence Society*. 2018 9(2):51-59.