



RESEARCH

MOTIVATIONAL FACTORS IN NURSING WORK

FATORES DE MOTIVAÇÃO NO TRABALHO DE ENFERMAGEM

FACTORES DE MOTIVACIÓN EN EL TRABAJO DE ENFERMERÍA

Fabiano Bitencourt Lima¹, Aline Ramos Velasco², Aline Bárbara Garcia Lima³, Érika Almeida Alves⁴, Paloma Silva Solano Ramos dos Santos⁵, Joanir Pereira Passos⁶

ABSTRACT

Objectives: to identify the factors of motivation in nursing work and discuss the implications of the motivating factors in nursing care. **Method:** a descriptive study with qualitative approach. The participants were nurses at a university hospital. It was used the technique of semi-structured interview. The data were analyzed using words or phrases that emerged from the records of the interviews, grouped into themes. **Results:** the work motivation is related to the outcome of nursing care, while demotivation, remuneration, lack of material resources, recognition/appreciation of the work, the multidisciplinary relationship. **Conclusion:** the nursing staff feels part of the care process, understands that work motivation is related to a number of positive or negative variables that recognizes motivation is a key component for the "good" performance of nursing care. **Descriptors:** Nursing, Motivation, Occupational health.

RESUMO

Objetivos: Identificar os fatores de motivação no trabalho da enfermagem e discutir as implicações dos fatores de motivação na assistência da enfermagem. **Método:** Estudo descritivo, abordagem qualitativa. Os participantes foram os profissionais de enfermagem de um hospital universitário. Utilizou-se a técnica de entrevista semi-estruturada. Os dados foram analisados mediante palavras ou frases que emergiram dos registros das entrevistas, agrupados em eixos temáticos. **Resultados:** A motivação no trabalho está relacionada ao resultado positivo do cuidado de enfermagem, ao passo que a desmotivação a remuneração, a falta de recursos materiais, de reconhecimento/valorização do trabalho, o relacionamento multiprofissional. **Conclusão:** A equipe de enfermagem sente-se parte integrante do processo de cuidar, entende que a motivação no trabalho está relacionada a uma série de variáveis positivas ou negativas, reconhece que a motivação é um componente fundamental para o "bom" desempenho do cuidado de enfermagem. **Descritores:** Enfermagem, Motivação, Saúde do trabalhador.

RESUMEN

Objetivos: identificar los factores de motivación en el trabajo de enfermería y discutir las implicaciones de los factores de motivación en los cuidados de enfermería. **Método:** estudio descriptivo con enfoque cualitativo. Los participantes eran enfermeras de un hospital universitario. Se utilizó la técnica de entrevista semi-estructurada. Los datos fueron analizados utilizando palabras o frases que surgieron a partir de los registros de las entrevistas, agrupadas por temas. **Resultados:** la motivación en el trabajo está relacionada con los resultados de la atención de enfermería, mientras que desmotiva la remuneración, la falta de recursos materiales, el reconocimiento por el trabajo, la relación multidisciplinar. **Conclusión:** El personal de enfermería se siente parte del proceso de atención, entiende que la motivación en el trabajo se relaciona con una serie de variables positivas o negativas, reconocen que la motivación es un componente clave para el "bien" de atención de rendimiento de enfermería. **Descritores:** Enfermería, Motivación, Salud ocupacional.

¹Nurse. Specialist in Medical Surgical Nursing. Scholarship student-CAPES, Program Graduate in Nursing - Master of the Federal University of the State of Rio de Janeiro -UNIRIO. Member of the Research Laboratory: Nursing, Technology, Health and Labor (PENSAT). E-mail: fabianobitencourt@msn.com. ²Nurse. Specialist IN Professional Education in Health: Nursing. Master's Program Graduate Nursing UNIRIO. Member of the Research Laboratory PENSAT. E-mail: aline4ramos@gmail.com. ³Nurse. Specialist in Occupational Health Nursing. Master's Program Graduate Nursing UNIRIO. Member of the Research Laboratory PENSAT. E-mail: barbaraglima@yahoo.com.br. ⁴Nurse. Specialist in Occupational Health Nursing. Master's Program Graduate Nursing UNIRIO. Member of the Research Laboratory PENSAT. E-mail: erikitaalves@yahoo.com.br. ⁵Nurse by the Nursing School Alfredo Pinto - UNIRIO. Scholarship student-CAPES Program Graduate in Nursing - Master of the UNIRIO. Member of the Research Laboratory PENSAT. E-mail: palomasolano@ymail.com. ⁶PhD in Nursing. Associate Professor, Department of Public Health Nursing and the Graduate Program in Nursing - Master of the UNIRIO. Leader of the Research Laboratory PENSAT. Address: Rua Barão de Icarai nº 29/601 - Flamengo CEP 22250-110 - Rio de Janeiro. Phone. (21) 2542-7174. E-mail: joanirpassos@bol.com.br.

INTRODUCTION

The work, in its conceptualization, enables man to not only transform, recreate and reinvent the way around you, but also be transformed by this means.¹ Therefore, the man seeks through these environmental changes meet most ordinary necessities of human existence, how to achieve their great personal achievements.

In this sense, the work is presented as an element that enables man to relate and interact with the external environment. I.e., the work becomes an important social mediator of this individual, and adds tremendous cultural and economic value to their practice.² However, as this activity in the process involves the question of human motivation, development work, becomes something of extreme importance.

Thus, we can understand the motivation as a driving force that impels man to seek a better performance in their work. Thus, the motivation is characterized by a sequence of behavioral achievements that distinguish the conventional, and lead the individual to perform certain actions and / or meet certain ends.³

Through this perspective, since the importance of work in human life and its intrinsic relationship with the motivational factor we can see that the balance of this relationship is beneficial for the emotional state of the individual physiological and psychological, or reflected in their health. And yet improves its performance and productivity at work, and cooperate to better organizational sociability.⁴ This has aroused the interest of labor organizations, including organizations focused on health.

Therefore, as the work of nursing is inserted in the health area and can be considered a service, i.e., nursing care of a client, it is understood that any negative change in the

nursing actions generates a compromised outcome. Thus, the quality of care depends on everything that involves the work of nursing.

Thus, the study of motivation enables the identification of the factors that generate the individual initiative and willingness to work. From an individual relationship / situation a degree of motivation will be established. Thus, personal characteristics and the context to which the individual belongs will be limitations to this degree. Furthermore, the study allows to recognize potential implications, both positive and negative, of the motivating factors in nursing care.

Thus, knowledge of the factors that motivate the work of professional nursing becomes the object of this study. The objectives were to identify the motivating factors in nursing work and discuss the implications of the motivating factors in nursing care.

METHODOLOGY

This is a descriptive study with a qualitative approach. The study was conducted in a university hospital located in the city of Rio de Janeiro.

Study participants were professionals from the nursing staff, crowded in Sectors of the said Hospital Inpatient. The choice of the participants met the following criteria: belonging to the headcount, perform work activities for more than a year in the unit not being on vacation or sick leave health.

For data collection was developed an interview script, contemplating the characterization of the subjects and questions concerning the study questions.

Data collection was conducted in October and November 2010, using the technique of semi-structured interviews and individual. This step was

performed after approval of the Research Ethics Committee of the institution by Protocol No. 046/2010, in compliance with the provisions of Resolution No. 196/96 of the National Health Council

Participants were identified through codenames alphanumeric (E01, E02, E03 ...) in order to maintain order in which the data were collected and ensure your confidentiality and anonymity.

For the analysis of the interviews was adopted the following: reading and re-reading the interviews, mapping of individual lines based on emerging themes, defined from the reading and the research objectives, emphasizing the words and / or phrases significant interpreted by the researchers, grouped into themes.

RESULTS AND DISCUSSION

We interviewed 29 members of the nursing team, and of these 18 (62.1%) belonged to the category of nursing technicians, eight (27.6%) were nursing assistants and three (10.3%) nurses. Regarding gender, it emphasizes hegemony female 25 (86.2%). It can be observed that they were within a professional aged 40 years on average, young adults.

Taking into account the working conditions, there was a predominance of night shifts 22 (75.9%) compared seven (24.1%) who work as day laborers. Most of these professionals have no other employment 23 (80%), having an average of seven years of service in the institution.

Trace the profile of the research participants, the words and / or phrases were elucidated significant and grouped into three themes: appreciation for the nursing profession; motivating factors in nursing work; demotivating factors in nursing work.

APPRECIATION FOR THE NURSING PROFESSION

R. pesq.: cuid. fundam. online 2013. out./dez. 5(4):417-23

By questioning the study participants as the taste for the profession is two propositions of justification, namely: the first related to nursing work itself and everything that involves the process of care, nursing care, supportive relationship to the next, making the well and deal with the human being, the second with the personal satisfaction and professional growth and achievement. Of meaningful expressions, stands out:

(...) Is very good feel able (...) take care and spend a little of my happiness for those who are not well. (E07)

(...) Nursing is a gift, is whether giving (...) like to take care of sick people who need (...) nursing care. (E10)

I like taking care, assistance, feel a great joy to be able to feel useful to someone and helping others. (E19)

When it comes to the care of human beings, the appreciation for the work is essential. Like nursing care alone, justifies the choice of profession, since care is the essence of nursing practice.⁵

The nursing staff takes pleasure in working with the patient; they feel part of the care process. It is understood that care does not happen by itself, since it is an action and an interactive process that occurs between the caregiver and the one that is taken care of, and to do that you need availability, trust, openness and acceptance, enabling the development of both parties.⁶⁻⁷

Through the hierarchy of human needs, Theory of Human Motivation Maslow humans have common needs that propel a motivation for their behavior towards satiating them. Among the levels of need, taste the profession responds to two of them: the level of ego needs (esteem) and the level of self-realization.⁸

Ego needs are those related to the appreciation, feelings of capability and usefulness to the world and translated into speeches

Lima FB, Velasco AR, Lima ABG *et al.*

Motivational factors in ...

regarding the care of like described above. The needs of self-realization are linked to the full realization of the individual, the professional and personal growth, to return the work to the worker and gives personal satisfaction. The assessment of basic human needs can be an effective way to understand the motivating factors that can generate job satisfaction or dissatisfaction and interfere with team performance.⁸

Work should be something pleasant to him who runs. The most varied motives drive the professional choice, but the guarantee of success and satisfaction is not just like the fact of occupation. Job satisfaction will depend on a number of other variables such as conditions and work organization, interpersonal, and other compensation.

(...) Is a means of doing good and still get through it. (E15)

(...) Allows me to help people who are suffering and still earn my livelihood. (E20)

(...) I can join the personal with the professional. (E27)

MOTIVATION FACTORS AT NURSING WORK

On this thematic issues emerged: the relationship between professionals and human (client / patient); performing nursing care; coworkers.

The word motivation expresses the set of reasons or motives that explain, induce, encourage, stimulate or provoke some kind of action or behavior. While that work motivation is rooted in the individual, the organizational environment, means a psychological disposition or desire to achieve a certain goal and perform an activity.⁹

Therefore, when talking about motivation you need to understand the reasons and motives that influence people's actions. These reasons may be internal or external.

The internal reasons are those that address basic human needs formulated by Maslow, quoted

R. pesq.: cuid. fundam. online 2013. out./dez. 5(4):417-23

above, also present in this thematic area. The reasons are external stimuli, incentives offered by the work or the working conditions.^{3,10} The reasons and motives described can be seen in the speeches:

See some patients arrive needing a lot of help (...) recover and do well (...) return home, having this recovery been achieved also by nursing care. (E04)

(...) The relationship with the patient is motivating (...) allows me to help others. (E20)

(...) It is encouraging to see someone who goes through critical moments health (...) then (...) see this person as well, recovered, and know that you cooperated for this result. Because one day I can be on the other side. (E 24)

Nursing practice is a process of interaction between two people, where one needs help and care and the other provides care. This exchange gives meaning to the lives of both parties, therefore, meets the basic need for each step that enables the sensation of pleasure, satisfaction, and usefulness of the other.¹¹

The fact that nurses deal with lives makes the final result of the work positive, it is motivating. I.e, improvement, progress, recovery and cure of the patient result in motivation especially those that directly contribute to this, as the nursing staff.

Thus, cooperation is the main ingredient in health work. A stimulus to the group may be offered through a simple social contact among its members, which can enhance the working environment and foster the capacity for individual and collective.¹²

The lack of communication and integration favors individualism, which may hinder the development of care actions.¹³

(...) It's great, because I have (...) work friends that are worth living. (E07)

(...) I have great friends that I made during that time. (E11)

My co-workers are companions, friends, and work as a team. (E22)

Lima FB, Velasco AR, Lima ABG *et al.*

Motivational factors in ...

The group interaction is one of the factors that enables quality care, since it has a direct influence on some work conditions as harmonious environment and organization of activities.

DEMOTIVATION FACTORS AT NURSING WORK

The motivation in nursing work was mainly attributed to questions of organization, working conditions and remuneration. Among the highlights mentioned the low wages, lack of material resources, the lack of recognition / appreciation of the work, the relationship multidisciplinary, labor rights, work burden / responsibility of nursing workload, among others.

The disconnect between multidisciplinary teams is demotivating therefore responsible for all nursing and works too, but receives little for everything you do. (E05)

The diminishment of the profession discourages (...) everything you do have to have the endorsement of the physician. There are few institutions that give due attention to its professionals. (E13)

What discourages (...) is the disrespect for professionalism and service that lends itself (...) mainly from companions (...) and our coworkers. (E18)

The lack of material resources discourages (...) when they lack medicines or materials work is impaired. (E20)

What disincentive is the lack of recognition (...) generates the devaluation (...). The workload is very heavy, we are overwhelmed physically, spiritually and psychologically (...) lack abetting and encouraging the growth (...) the class is deprecated. (E27)

Low payment, difficulties at work with a multidisciplinary team disincentive. Why working long hours with low pay is a factor which enables quarrels, intrigues and moodiness on staff. (E28)

As difficult as it may seem we should never give up (...) often the motivation does not come from us but from our superiors, but love to work causes us to overcome the difficulties. (E24)

The compensation factor is the most professional dissatisfaction, since the salary, depending on the liability, is negligible and not consistent with the scientific knowledge and the skills necessary, and may even interfere with the R. pesq.: cuid. fundam. online 2013. out./dez. 5(4):417-23

permanence or the withdrawal of the occupation.¹⁴

In the public service, workers suffer from a lack of material resources, which requires coping strategies and improvise these professionals to perform procedures, leaving them frustrated and unhappy about the quality of care provided to patients.¹⁵

This insatisfaction can lead to forms of psychological distress. Suffering increases because workers will gradually losing hope that the condition that they are given today to improve tomorrow. Those who work will increasingly convinced that their efforts, their dedication, their willingness, their sacrifices by the company only tend to aggravate the situation. Thus, among the common people, the relationship with the work will be dissociating the promise of happiness and security shared: for yourself, first, but also to colleagues, friends and their children.^{16:2007}

Regarding motivation factors and their positive and negative implications for the labor activity, it is clear that some of the respondents say that motivation at work is fundamental to the "good" performance in nursing care, and that the motivation affects the provision of assistance.

The motivation generates satisfaction, morale, commitment, directly affecting achievement in my actions. (E27)

The lack of motivation at work (...) the patient often ends up being harmed. (E11)

I believe that a professional unmotivated does not produce a hundred per cent. (E18)

However, some of the respondents report that assistance / care should be preserved, regardless of whether or not motivated in performing the work activity.

I am aware that my condition in hospital is my responsibility, and the patient has nothing to do with it. (E19)

Assistance is my responsibility (...) my focus is the patient. (E21)

CONCLUSION

The study results showed that the reasons that lead the individual to enjoy the nursing profession are basically that motivate you to

work. In general, are related to personal issues, it is common sense that the appreciation of the care / care act is the master column of choosing this profession, to meet the basic need of a possible feeling of pleasure, satisfaction, and usefulness of the other. And demotivation permeates issues that do not depend on the will of the worker are situations relating to institutional organization, working conditions and remuneration.

An interesting point in the study is that the outcome of nursing care, ie, improvement, evolution, healing the patient were emphasized as motivating factors to work. While the involution of clinical worsening or client do not appear as factors of demotivation.

Among some demotivating factors mentioned highlights the low wages, lack of material resources, the lack of recognition / appreciation of multidisciplinary work and relationship.

The nursing staff feels part of the care process, understands that work motivation is related to a number of variables positive or negative, recognize that motivation is a key component for the "good" performance of nursing care.

REFERENCES

1. Melo Júnior, JACC. O trabalho e seus critérios: um debate teórico. *Fênix* [online] 2008 jul/set; [citado 22 mar 2013]; 5(3): [aprox. 20 telas]. Disponível em <http://www.revistafenix.pro.br>.
 2. Garcia AB, Dellaroza MSG, Haddad MCL, Pachemshy LR. Prazer no trabalho de técnicos de enfermagem do pronto-socorro de um hospital universitário público. *Rev Gaúcha Enferm* [online] 2012 jun; [citado 22 mar 2013]; 33(2): [aprox. 07 telas]. Disponível em <http://www.scielo.br>.
 3. Dejours C, Abdoucheli E, Jayet C. *Psicodinâmica do trabalho*. 1ª ed. 13ª reimpr. São Paulo (SP): Atlas; 2012.
 4. Melo MB, Barbosa MA, Souza PR. Satisfação no trabalho da equipe de enfermagem: revisão integrativa. *Rev Latino-Am Enfermagem* [online] 2011 jul/ago; [citado 20 mar 2013]; 19(4): [aprox. 09 telas]. Disponível em <http://www.scielo.br>.
 5. Faria HX, Araújo MD. Uma perspectiva de análise sobre o processo de trabalho em saúde: produção do cuidado e produção de sujeitos. *Saúde Soc* [online] 2010 jun; [citado 26 mar 2013]; 19(2): [aprox. 11 telas]. Disponível em <http://www.scielo.br>.
 6. Castanha ML, Zagonel IPS. A prática de cuidar do ser enfermeiro sob o olhar da equipe de saúde. *Rev Bras Enferm* [online] 2005 set/out; [citado 13 out 2010]; 58 (5): [aprox. 07 telas]. Disponível em <http://www.scielo.br>.
 7. Fontana RT. Humanização no processo de trabalho em enfermagem: uma reflexão. *Rev Rene* [online] 2010; [citado 20 mar 2013]; 11(1): [aprox. 08 telas]. Disponível em <http://www.revistarene.ufc.br/revista/index.php/revista>
 8. Regis LFLV, Porto IS. Necessidades humanas básicas dos profissionais de enfermagem: situações de (in)satisfação no trabalho. *Rev Esc Enferm USP* [online] 2011 abr; [citado 20 mar 2013]; 45(2): [aprox. 08 telas]. Disponível em <http://www.scielo.br>.
 9. Melara SVG, et al. Motivação da equipe de enfermagem em uma Unidade de Terapia Intensiva. *Arq Ciênc Saúde* [online] 2006 jul/set; [citado 22 mar 2013]; 13(3): [aprox. 09 telas]. Disponível em <http://www.cienciasdasaude.famerp.br>.
 10. Chaves LD, Ramos LH, Figueiredo EN. Satisfação profissional de enfermeiros do trabalho no Brasil. *Acta paul enferm* [online] 2011; [citado 02 abr 2013]; 24(4): [aprox. 07 telas]. Disponível em <http://www.scielo.br>.
- R. pesq.: cuid. fundam. online 2013. out./dez. 5(4):417-23

11. Silveira RS, Funck CR, Lunardi VL, Ávila LI, Lunardi Filho WD, Vidal DAS. Percepção dos trabalhadores de enfermagem acerca da satisfação no contexto do trabalho na UTI. *Enfermagem em Foco* [online] 2012; [citado 26 mar 2013]; 3(2): [aprox. 04 telas]. Disponível em <http://revista.portalcofen.gov.br>.

12. Scherer MDA, Pires D, Schwartz Y. Trabalho coletivo: um desafio para a gestão em saúde. *Rev Saúde Pública* [online] 2009 ago; [citado 20 mar 2013]; 43(4): [aprox. 05 telas]. Disponível em <http://www.scielo.br>.

13. Dejours C. *A loucura do trabalho*. 5ª ed. São Paulo (SP): Cortez; 2001.

14. Teixeira RC, Mantovani MF. Enfermeiros com doença crônica: as relações com o adoecimento, a prevenção e o processo de trabalho. *Rev Esc Enferm USP* [online] 2009 jun; [citado 20 mar 2013]; 43(2): [aprox. 07 telas]. Disponível em <http://www.scielo.br>.

15. Martinato MCNB, Severo DF, Marchand EAA, Siqueira HCH. Absenteísmo na enfermagem: uma revisão integrativa. *Rev Gaúcha Enferm* [online] 2010 mar; [citado 22 mar 2013]; 31(1): [aprox. 07 telas]. Disponível em <http://www.scielo.br>.

16. Farias SNP, Zeitoune RCG. A Qualidade de Vida no Trabalho de Enfermagem. *Esc. Anna Nery* [online] 2007 set; [citado 22 mar 2013]; 11(3): [aprox. 07 telas]. Disponível em <http://www.scielo.br>.

Received on: 30/09/2012

Required for review: No

Approved on: 04/06/2013

Published on: 01/10/2013

R. pesq.: cuid. fundam. online 2013. out./dez. 5(4):417-23