



Original Research Article

Perception of nurses about the use of behavior modification as a motivational strategies by nurse managers at Enugu State University of Science and Technology Teaching Hospital, Enugu

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***Ndie EC¹, Ude CC²,
Nwaneri AC³ and
Ezenduka PN⁴**

¹Department of Nursing Science
Ebonyi State University
Abakaliki, Nigeria

²School of Nursing, Enugu State
University of Science and
Technology Teaching Hospital,
Enugu, Nigeria

³Department of Nursing Science,
University of Nigeria, Enugu
campus, Nigeria

⁴Department of Nursing Science,
Nnamdi Azikiwe University,
Nnewi Campus, Nigeria

*Corresponding Author Email:
chubike05@yahoo.com
Tel.: +2347066789961

The study aimed at identifying the use of behavioral modification by nurse managers as a motivator for their subordinates at Enugu State University of Science and Technology Teaching Hospital, Enugu. Descriptive survey research design was adopted. Questionnaire was used as instrument for data collection from 235 nurses working at Enugu State University of Science and Technology Teaching Hospital, Enugu. The findings show that majority of the nurses perceived that their nurse managers do not utilize behavior modification as a motivational strategy. 22 (9.4%) respondents stated that nurse managers always ensure that task are taking from nurses who are not committed. 61 (26.0%) respondents were of the opinion that managers often ensure this often. 114 (48.8%) nurses responded that managers sometimes ensure that task are taking from nurses who are not committed, while 38 (16.2%) respondents said managers never ensue this with Mean 3 ± 0.8 P. value 0.000. Most of the respondents ($3p \pm 0.9$ P. value 0.000) perceived that nurse managers do not utilize behavior modification as a motivation strategy. Authority and task/responsibility are not given to nurses who are committed to their work, nurses are not promoted based on their performance. It is recommended that the nurse managers should be exposed to the principles of behavior modification as a means of motivating nurses and to improve work output.

Key words: Nurses, perception, behavior modification, nurse managers, motivator

INTRODUCTION

Management is seen as a function of organization. Its task is to enable the organization's purpose be defined and fulfilled by adopting to change and maintaining a workable balance between the various branches of the organization. Utilization of motivational strategies as perceived by nurses is associated with rationing of staff, positive attitude to work, reduced absenteeism, commitment to work, reduced mortality rate of patients and achievement of set goals (Koper, 2010). Good nurse managers should demonstrate the courage needed to innovate and transform their work environment. This will help their subordinates to cultivate a willingness to change, innovate, embrace organizational

values that support quality services (Amasale 2005; Gullate, 2007). Part of the roles of nurse managers is to motivate nurses under them.

Motivational strategies are those approaches or techniques available to be used, by managers to enhance the work of the employee. A nurse manager, who attempts to motivate others, is essentially attempting to increase the individual drive in those subordinate nurses to enable them performs better (Hussar et al., 2011).

According to Brandon (2006), one of the motivational strategies is behavior modification model. This is based on the assumption that jobs can be designed not only to help

workers get work done but also to help workers feel that they are doing meaningful and valuable work. Specifically, the model identifies five core job characters that help motivate the workers. The first is skill variety which is the degree to which a job requires a variety of different activities and involves the use of a number of different skills and talents of the employee (Porter, 2006). The second core characteristic is the task identity. This is the degree to which a job requires completion of a "whole" and identifiable piece of work. That is doing a job from beginning to end with a visible outcome.

The third is task significance. This is the degree to which the job has a substantial impact on the lives of other people, whether these people are in the immediate organization or in the external environment. The fourth core characteristic is autonomy which is the degree to which the job provides substantial freedom, independence and discretion to the individuals in scheduling the work and in determining the procedures to be used in doing work. While the fifth is job feedback which is the degree to which carrying out the work activities required by the job provided the individual with direction and clear information about the effectiveness of his/her performance. According to Porter (2006) the use of these techniques begins with the identification of a target behavior, the behavior that is to be changed. This study aimed at assessing the use of behavior modifications by the nurse managers as motivational strategies as perceived by nurses under them at Enugu State University of science and Technology Teaching Hospital, Enugu.

METHODOLOGY

A non- experimental descriptive survey method was for the study of use of behavior modification by nurse managers as motivational strategies at Enugu State University of Science and Technology Teaching Hospital, Enugu as perceived by nurses under them. A total of 235 nurses out of 253 nurses on duty at the time of study, and who were willing to participate were used. The instrument used for the study was questionnaire constructed by the researchers on management by behavior modification. A pilot study was conducted of UNTH Enugu using the instrument. The internal consistency of the instrument using the Cronoch's alpha co-efficient test was 0.716. Permission was obtained from Hospital management and individual respondent gave personal consent. The questionnaire was distributed to the nurses as they report on duty and collected back before their duty were over that same day. The data were collected and analyzed using SPSS version 18.

RESULTS

Table 1 showed mean, standard deviation, percentage and p-value responses on the perception of nurses on nurse managers use of behavior modification on staff management. On whether managers take away task from

nurses, 22 (9.4%) respondents stated that managers always ensure that task are taking from nurses who are not committed, 61 (26.0%) respondents were of opinion that managers often ensure this, 114 (48.8%) nurses responded that managers sometimes ensure that task are taking from nurses who are not committed, while 38 (16.2%) respondents stated that managers never ensure this with Mean 3 ± 0.8 P. value 0.000. On the issue of giving nurses authority and responsibility, 47 (20.0%) respondents stated that nurses who are committed to work are often given authority and responsibilities, 117 (49.8%) respondents said that nurses are sometimes given responsibility, while 38 (16.2%) respondents stated that nurses who are committed to their work are never given authority and responsibilities with Mean 3 ± 0.9 P. value = 0.000. Concerning granting off duty to nurses, 17 (7.2%) respondents stated that managers always grant this often, 137 (58.3%) respondents were of the opinion that managers sometimes, grant off duty requests to hardworking nurses, while 25 (10.6%) respondent stated that manager never grant off duty request to hardworking nurses (Mean 3 ± 0.7 P. value = 0.000). Whether managers relieve nurses of professional task, 21 (8.9%) respondents stated that managers always relieve nurses of professional task/responsibilities not well performed, 43 (18.3%) respondents stated that managers sometimes relieve subordinates of professional task not well performed, while 77 (32.8%) respondents said managers never relieve subordinate of professional task not well performed.

On the issue of nurses being paid their allowance, 26 (11.1%) respondents stated that managers always ensure that nurses are paid their allowances by management, 22 (9.4%) respondents stated that managers often ensures payment of allowances, 68 (28.9%) respondents were of the pinion that managers sometimes ensure that nurses are paid their allowances, while 119 (56.6%) respondents said managers never ensure that nurses are paid their allowance by management, with Mean 3 ± 1 , P. value 0.000.

On the issue of giving feedback on nurses performance, 49 (20.9%) respondents stated that nurses are always given feedback on how well or bad they perform, 34 (13.2%) respondents stated that nurses are often given this feedback, 116 (49.4%) respondents said that nurses are sometimes given feedback on how well or bad they perform while 39 (16.6%) respondents stated that nurses are never given feedback on how well or bad they performed (Mean = 3, SD = 1, P. value = 0.000).

Concerning giving material/financial reward to subordinate nurses, 24 (10.2%) respondent stated that nurses are always given material/financial reward on good performance, 20 (8.5%) respondents said that nurses are often given reward on good performance, while 65 (27.7%) respondents stated that nurses are never given material/financial reward on good performance, with means 3 ± 0.9 P. value 0.000. Concerning whether nurses are recognized and publicized, 17 (7.2%) respondents stated that nurses are always recognized and publicized when they performed better, 22 (9.4%) respondents stated that

Table 1. Responses on use of behavior modification as a motivation strategy by nurse managers

	Response on use of behavior motivation	Always F(%)	Often F(%)	Sometimes F(%)	Never F(%)	Total F(%)	Mean F(%)	P.Value (SD)
1	Nurse managers ensure that task responsibilities are taking from nurses who are not committed.	22 (9.4)	61 (26.0)	4 (48.5)	38 (16.2)	235 (100.0)	3 (0.8)	0.000
2	Nurses who are committed to their work are given authority and task responsibilities.	33 (14.0)	47 (20.0)	117 (49.8)	38 (16.2)	235 (100.0)	3 (1.1)	0.000
3	Managers grant off duty Requests to hardworking nurses.	17 (7.2)	56 (23.8)	137 (58.3)	25 (10.6)	235 (100.0)	3 (0.7)	0.000
4	Managers relieve subordinates of professional task responsibilities not well performed.	21 (8.9)	43 (18.3)	94 (40.0)	77 (32.8)	235 (100.0)	3 (0.9)	0.000
5	Managers endures that nurses are paid their allowances by management.	26 (11.1)	22 (9.4)	68 (28.9)	119 (50.6)	235 (100.0)	3 (1)	0.000
6	Nurses are given feedback on how well or bad their performance.	49 (20.9)	31 (13.2)	116 (49.4)	39 (16.6)	235 (100.0)	3 (1)	0.000
7	You are giving material/financial rewards on good performance.	24 (10.2)	20 (8.2)	126 (53.6)	65 (27.7)	235 (100.0)	3 (0.9)	0.000
8	Nurses are recognized and publicized when they perform better.	17 (7.2)	22 (9.4)	71 (30.2)	125 (53.2)	235 (100.0)	3 (0.9)	0.000
9	Nurses are allowed to go for annual, sick, casual leave as requested.	29 (12.3)	27 (11.5)	125 (53.2)	54 (23.0)	235 (100.0)	3 (3)	0.000
10	Nurse managers ensure that nurses are promoted based on their performance.	26 (11.1)	23 (9.8)	47 (20.0)	139 (59.1)	235 (100.0)	3 (4)	0.000
11	Your managers ensure that you are promoted as at when due.	26 (11.1)	19 (8.1)	43 (18.3)	147 (62.6)	235 (100.0)	3 (4)	0.000
12	Nurses are given prize/award for good performance.	17 (7.2)	15 (6.4)	120 (51.1)	83 (35.3)	235 (100.0)	3 (3)	0.000

n=235, Overall Mean = 3, P. value = 0.000, SD = 0.9

nurses are sometimes recognized and publicized when they performed well while 125 (53.2%) respondents said that nurses are never recognized and publicized when they performed better (Mean 3 ± 0.9 P. value = 0.000).

On the issue of going for their leave, 29 (12.37%) respondents stated that nurses are often allowed to go for their leave as requested, 125 (53.2%) respondents said that nurse are sometimes are allowed to go on leave, while 54 (23.0%) respondents said that nurses are never allowed to go for their leave when requested. Whether managers ensure that nurses are promoted based on performance, 26 (11.1%) respondents said managers always ensure that nurses are promoted based on their performance, 23 (9.8%) respondents stated that managers often ensure nurses promotion, 47 (20.0%) respondents were of the opinion that managers sometimes promote based on performance, while 139 (59.1%) respondents stated that managers never ensure that nurse are promoted based on performance (Mean 3 ± 1 , P. value = 0.000).

Concerning promotion of nurses when due, 26 (11.1%) respondents said that managers ensure nurses are always promoted as at when due, 43 (18.3%) respondents stated that nurses are sometimes promoted as at when due, while 147 (62.6%) respondents said nurses are never promoted as at when due, with Mean 3 ± 1 , P. value 0.000. Concerning giving nurses prize/award, 17 (7.21%) respondents stated that nurses are always given price/award for good performance, 15 (6.4%) respondents stated that nurses are

often given prize/award for good performance, 120 (51.1%) respondents were of the opinion that nurses are sometimes given award while, 83 (53.3%) respondents stated that nurses are never given prize/award for good performance.

DISCUSSION

The findings of this study revealed that among the respondents, majority of the nurses perceived that nurse managers are not consistent in the use of behavior modification.

As shown in the Table 1, respondents perception on first four items suggested that nurse managers sometimes, ensure that task responsibilities are taking from nurses who are not committed, nurses who are committed to their work are given authority and task responsibility; managers grant off duty request to hardworking nurses and managers relieve subordinates of professional task responsibilities not well done. On the same line respondents agreement on sometimes as regards other items is also high. This implies that higher percentage of nurses agreed that those strategies are not used by their manager consistently in staff management. Moreover, the results showed that a tendency to non-utilization of behavior modification which may likely cause the subordinate to exhibit those characters.

Research showed that when employees are working on overload circuit, without consistent and regular, annual, casual, sick leave, or vacation, motivation is diminished (Hallowell 2005). This can be achieved by managers taking steps to attend to employees problem(s), understand their needs, determine what motivates employee, ensures their promotions are given to them, given reward, resolve their problem rather than ignore them (Nicholson 2006). This explanation is supported by the findings of Ali and Ahmed (2008) on perceived utilization of behavior modification program on staff management. The study revealed that if staff or workers perceived that they are well rewarded or recognized in their place of work there is reduced absenteeism, lateness to work, negligence of duty and poor quality nursing care. The result revealed that if these strategies are consistently used by nurse managers, subordinates are likely to be well motivated.

With regards to promotion, and publication of good performance of nurses, the response by majority of respondents, 125 (53.2%) was 'Never'. This implies that managers are not using the strategies at all. If nurses are not promoted and recognized appropriately, they may likely not be happy to perform their job effectively. This can negatively affect their input in patient's care. This means that managers are not consistent in the use of this strategy. Behavior modification involves both rewards to encourage desirable actions and punishment to discourage undesirable actions (Cortez and Lopex S2009). Therefore reward could be used to encourage good performance, while reprimand could be.

Conclusion

Most of the respondents ($3p \pm 0.9$ P. value 0.000) perceived that nurse managers do not utilize behavior modification as a motivation strategy; e.g Authority and task/responsibility are not given to nurses who are committed to their work, nurses are not promoted based on their performance. Nurses annual sick, casual leave are not giving to.

Recommendation

It was recommended that Government should focus on providing the necessary human and material resources that will make work of nurses and their managers achievable and should encourage and sponsor training of staff especially nurse managers to acquire more knowledge, especially on motivation strategies to enhance the work output.

Conflict of Interests

The authors declare that there is no conflict of interests regarding the publication of the paper

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