

Strategies to Improve Nurses Job Performance in Jordan

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Abstract: In Jordan, the healthcare part is facing tough competition because of the increased expectations from the patients. The role of nurses is important in patients' evaluation of their experience in the hospital; the purpose of this article is twofold: (1) to analyze the forces behind the nursing job performance in Jordan and (2) to propose strategy and policy directions to improve nurses job performance in Jordan. Jordan is considered the fifth largest country in the world in the field of health tourism. Nurses can perform and play an important role in putting the country in a competitive position and creating a mark in the healthcare sector. Nurse researchers have to conduct studies and disseminate the results concerning work factors that will enhance nurse's performance. Focus on transformational leadership at all levels of nursing; develop the mandatory free program for continuing education in hospitals and expend funds for nursing educational scholarships.

Keywords: article, continuing education, job performance, expectation.

INTRODUCTION

Nurses are the crucial part of the healthcare system. Health care system can't survive without nurses. In Jordan, the healthcare part is facing tough competition because of the increased hopes from the patients. Healthcare services have a significant share in the economy of the nation. Only health tourism production funds 3.7% to the gross domestic product (GDP) of the nation. It is reflected fifth biggest in the world in this field. It receives 300,000 tourists from all over the world. The profits produced by tourism are expected at more than 1,200 billion \$ annually [1].

Public part health in Jordan suffers massive stress as a result of wars in the adjacent countries. Millions of people from Syria and Palestine are living as refugees in Jordan, and they are treated in public hospitals. So healthcare workers should execute and performance their role in placing the nation in a competitive location and forming a mark in the healthcare sector. One of the methods to develop the present condition is to improve the job performance of nurses in the healthcare part.

In Jordan, nurses constitute 50% of all the healthcare employees. The whole population of Jordanian nurses is about 16,000. There are 35.5 nurses and midwives for every 10,000 persons [1]. Nurses' job performance is reflected as a vital consideration in the health care system. Nurses produce important information of the strengths and weaknesses of hospital organizations and can also be a cause for the organization failure. There is a numeral of research investigative the relationship of staffing and quality of health serves in hospitals. Chief studies determine the association of nurse employment and patient results, counting lengths-of-stay of patient, mortality, pressure

ulcers, deep vein thrombosis, and hospital-acquired pneumonia [2-4]. Numerous literature reviews settle the association of nursing staff with patient outcomes [2, 5, 6, 7].

Therefore, it is vital to advance nurse's job performance to improve the overall quality of healthcare system. The article has the following main objectives:

- To analyze the forces behind the nurses' job performance in Jordan.
- To propose strategies and policy directions to improve nurses job performance in Jordan.

Job performance

Job performance is defined as "the extent to which an individual meets the expectations regarding how he or she should function, or behave, on the job" [8]. In other words, job performance is the comparison between job performance and job standards, in this case, nurses job [9]. Borman and Motowidlo [10] have distributed job performance into two portions, task performance, and conceptual performance. Task performance is the action that directly creates the

functions or good, concerns with the essential practical proficiency feature[11]. In contrast, conceptual performance is the volunteer action which is not an official aspect of the work though it extremely gives to the efficiency of the institution. It improves and preserves an organization's community network and the psychological climate that maintains practical tasks[11].

Job Performance is a significant standard for organizational product and accomplishment. Employee role performances are essential to organizational attainment. It plays a crucial role in today's quickly changing economic atmosphere and is mainly vital in indeterminate environments where the most active job activities can't be arranged in advance, administrator and researcher alike have pursued to recognize the element that enhance employee , group and organization performance[12]. A sufficient number of research has been conducted about the aspects influencing nurses job performances in hospitals [13, 14, 8]. Thus, it is important to study all organizational, individual, social factors that primarily affect the performances of and nurses holistically.

Factor influencing nurses job performance

Till now, many approaches are established for the purpose of nurse's job performance. Many researches were directed on the influences that effect nurses' job performance. Therefore, significant background evidence is attained about the associated and affecting factors of nurse's job performance.

There are numerous outcomes resulting from quantitative along with qualitative research that has been stated in the literature about sources of factors influences job performance among nurses. These factors comprise managerial factors [14], intrinsic and extrinsic incentive [13], management style [15], career commitment and existence of co-workers [16,17], job pressure and exhaustion [54], nurses job satisfaction[19], environment factors [20], administrative coaching performance [21], role conflict and ambiguity [22], relationship among colleagues, doctors and cooperation [23]. Amarnah *et al.* [16] surveyed 365 Jordanian hospital nurses, and he shown group support from co-workers enhanced the level job performance ($r = 0.40$; $p < 0.001$), co-workers support described 20% of the difference in job performance; a positive relation existence between co-workers co-operation and job performance. Al-khasawneh and Moh [18] in their study explored the relationship between five factors cases stress (the family reasons, the financial issues, job strain, Peers' competition and managerial style) and job performance. They found that there was a substantial positive relationship between this factors and nurses job performance. The managerial style had the most effect on performance followed by the financial issues, Job strain and finally peers' competition respectively and no relative between

family factors affected job performances.

According to some researchers and practitioners, there are certain features which separately and mutually affect the job performance of nurses in a positive or negative way, including nurses' job satisfaction.

Nurses' job satisfaction

Job performance is one of the most important variables that has been studied for a long period [24]. Many authors argued that when conceptualizing performance people have to differentiate between an action/behavioral aspect and an outcome aspect of performance [25]. Job performance involves quality and quantity of outcomes from individual or group efforts attainment [26].

Job satisfaction correlates with better job performance, positive work values, high levels of employee motivation, lower rates of absenteeism, turnover, and burnout [25]. It influences whether or not an employee is happy at the workplace, his/her communication with colleagues and management, and how he/she performs his/her tasks. Hence, job satisfaction influences employee's motivation, which follows up with enhanced performance at a workplace [27]. Motivation itself is a psychological state, and the outcome of motivation is the behavior. Only through actions, motivation truly becomes connected to performance. The basic Motivation-Behavior Sequence assumes that motivation results in the effort which will be influenced by ability and will result in performance and outcome [28].

In j Mullins and Christy [29] words, a person who likes his job and is motivated to do it will most likely perform the tasks better than the one who is not. If an employee finds his work interesting and capable of providing him with a thrill of accomplishment, his experiences and talents will be drawn to work. On the contrary, if a worker considers his job boring and incapable to satisfy his ego, nothing will keep him devoted. He/she will do what's needed to be done, but no extra care or effort can be expected. However, job satisfaction and performance at the workplace are related to certain conditions [30].

Motivation Factors

Ebert and Griffin [31] defined motivation as "the set of forces that cause people to behave in certain ways," therefore motivation drives individuals to act and achieve. Motivation is "an inner state that energizes, activates or moves and that directs or channelizes behavior towards goals." Management is a hard job because people are different, and there is no formula to follow to motivate different individuals and improve their performance at work. Budhwar and Mellahi [32] noted that the motivation of individuals is different; what motivates one individual may not

motivate another. Furthermore, no one can motivate others to do something; one can only encourage and create circumstances for others to become self-motivated. Good management ensures the staff that they are in good hands and are cared. It makes the working environment pleasant, and it does not need special or huge gestures. It is the attitude that counts-down insignificant actions, for instance, giving coffee and tea at everyone's disposal matter a lot and it does not require a huge effort nor investment [27].

Motivation can be of two types, extrinsic and intrinsic motivation. Extrinsic motivation highlighted on what has to be reflected when workers are doing activities and adopt behaviors leading to external rewards [27]. Intrinsic rewards refer to incorporeal rewards such as respect, reputation, and praise. They made individuals feel satisfied and accomplished at work [33]. Previous theories such as Herzberg two-factor theory [10] discuss that intrinsic factors are more significant than extrinsic factors on job performance. This fact is also established by various studies on nurses' job satisfaction which found that intrinsic factors are more important than extrinsic factors[34, 35].

Organizational Style

Management styles of the health care system play a vital role in supporting place of work empowerment, organizational loyalty, and job satisfaction and job performance among nurses in administration points at hospitals [36]. It consists of personality behaviors and communication characteristics of the individual in a administrative place to inspire group collaboration and attainment of administrative goals. Furthermore, management style is an overall technique of leadership used by nurses' managers. Therefore they have to execute many roles in a hospital and how they handle different circumstances will depend on their style of running in their work.

Likert and Likert [37] studied the designs and styles of administrators at the University of Michigan, USA, and recognized a model of the organization structure, called an organizational theory of a continuum of four management structures. These structures or design are exploitative/authoritative management style, benevolent/authoritative management style, consultative management style, and participative management style. Exploitative/authoritative management style indicates that administrator has no confidence in subordinates. All the judgements are being prepared at the top of hierarchy. Benevolent/authoritative management style means that administrator has little confidence in subordinates. Some usual decisions are substitute down the hierarchy. Also, consultative management style refer to that the directors have extensive trust, but not whole trust in employee, subordinates certified to

create less essential decisions on the lower levels of hierarchy. Finally, participative management style finds that the director has whole trust in the subordinates. All hierarchical levels are involved in the decision-making practice.

Nassar *et al.* [36] write in a descriptive correlational study for 228 nurses that more than half of the participants favor their boss to have a consultative management style. As nurses play an important role in healthcare organizations. So how they are succeeded by their management can extremely affect their performance and impact quality of health care. It is essential to know the diverse leadership styles that are frequently found in the place of work, Tomey [38] categorized leaders into five main leadership styles, the transactional leadership style of which manager sponsor compliance of his or her subordinates through reward and punishment. In Transformational leadership style leader's activities transforms and motivates staffs to do beyond probability. Democratic style inspires open communication and staff contribution in decision making. In authoritarian style, a manager takes all decisions without bearing in mind the approval of subordinates. Finally, in Laissez-fair style leader prefer to handle off style, takes slight or no control and direction.

Strategies to improve nurses job performance

There are several strategies to strengthen nurse's job performance

First strategy

Nurse's researchers have to conduct studies and publicize the outcomes regarding work factors that will improve nurse's performance. For example The relationship between good teamwork on a health care unit and performance is clear interpretation to research; developed patient satisfaction and enhance quality of care, decrease mortality and morbidity and infection rates, less mistakes, good patient outcomes and rare patient falls; and a host of other positive consequences[38]. Such issues should be examined, and the proof should be suggest to nurse policy maker, Job satisfaction was originate to be a crucial element in the job performance[25]. Purohit, Maneskar, and Saxena [39] shown that nurses requisite more than just economic rewards for job satisfaction to increase their performance.

Study has also been conducted on the factors that affect job performance, such as social support, job stress, and job satisfaction, in countries other than Jordan. It can be used for further studies in Jordan and to connection any gap affected by cultural, social, and economic changes. In a correlational descriptive study amongst American hospital nurses and non-American nurses, the researcher pointed Observed social support from coworkers improved the level of nurses

performance and decreased the level of their stress[40]. Ahmadi, Zamahani, Barkhordar, and Sabet Tavasoli [41] found that negative relation between job stress and job performance consequently of staffing issue, AbuAlRub [53] revealed that the source of job stress in Jordanian hospitals related to shortage of nurses and immigration of Jordanian nurses to work in Gulf Cooperation countries [42]. Therefore policymakers and managers should pay attention in Jordan to recruit and retain Jordanian nurses. If the employment of nurses cannot be done as a result of economic limitations, other actions such as stress management programs throughout professional period should be encouraged and nurses who are have high level of stress should be joined in such course. The well-being and health of the nurses should be one of the main concern outcomes in the organization.

Another main challenge confronted nurses in Jordan is violent behavior while on the job, from patients or their relatives. It leads to loss of concentration of nurses while performing their tasks, inattention to ethical guidelines, higher numbers of careless mistakes, absence from shifts, repeated absenteeism, inattention towards patients, reduction in job satisfaction, dislike of their job, and refusal to work in stressful wards[43]. This phenomenon is widespread and is expanding [1]. Announced that 250 cases of violence between nurses, patients, and their attendants were reported during 2014-2015. Darawad, Al-Hussami, Saleh, Mustafa, and Odeh [44] in their study of emergency nurses in Jordanian hospitals concerning occurrence rates and reasons of violence engaged to nurses, stated that the most of the nurses (91.4%) reported experiencing violence (verbal 95.3% vs. physical 23.3%). Abused nurses deliberated leaving nursing and sensed less interested to care as a result of abuse. Negative social image of nurses and reduced support from hospital administrators were the most reasons; nurses supposed contributed toward their abuse[45]. It is vital to have and appliance a firm policy on abuse or the threat of abuse in all healthcare environments, afford a safe working atmosphere for nurses, include Sanctions deterrents for the abusers of healthcare workers.

Second strategy

Application of transformational leadership at all levels of nursing.

Nursing leaders play a crucial role in the smooth process of a healthcare institute. They are accountable for stimulating and encouraging their staff to meet the high standards of performance. One current way to do this is to engagement transformational leadership style. This tactic can support hospitals improve their staff's output in addition to its general job satisfaction and loyalty [46]. This method aids to humanize the place of work and advances the effectiveness of a nurse's leader.

Nurses lean towards to be more satisfied with the transformational leadership than all style leadership style. Therefore, nurses' managers should use transformational leadership style to increase nurses' job satisfaction and increase their performance [46]. Transformational leadership style is associated with reduced medication errors [47], reduced the length of patient's stay and lower mortality rates[48]. In contrary laissez – right leadership style affects the job performance adversely [49].

Third strategies

Develop a mandatory free program for continuing education in hospitals. Continuing education (CE) is progressively critical for nurses to retain up-to-date of rapid changes in patient care as a result of the developments in information and technology. Continuing nursing education (CNE) supports the qualified practice of nursing and the maintain of safe, evidence-based, high-quality care for patients[50].

Kim and Jang [51] in their study of Korean nurses scrutinized the impact of simulation-based teaching about care in cardio-pulmonary emergency care as correlated to information, medical performance skill, and problem-solving practice among new staff, by using similar control group pre-posttest experimental design. Fifty new nurses were enrolled, 26 nurses for the investigational set and 24 nurses for the control group. Comprised lectures, skill teaching, team-founded practices, and interviews. It implemented with the experimental group for a week, and the researchers found simulation-based education is an active education technique to develop information and clinical performance capability in new nurses education cardio-pulmonary emergency care.

Though nurses having postgraduate qualification have sufficient knowledge to work in hospitals, but they also lack the knowledge inside the practical field. Uğur, Demir, and Akbal [52] studied the educational needs of nurses. They used survey technics in education hospital consisting of 87 bedside nurses who were caring for diabetic patients. The 95.4% of nurses reported the need for a continuing education program for diabetes patients' care[55]. Medication regimen (69.0%) and special care applications such as wound care (54.0%) were the most needed educational requirements. Nurses should be supported by orientation, in-service education, and training and continuing education programs.

The fourth strategy

Funds for nursing education and scholarships should be released so that more students can go and study in the countries with advanced nursing education, and thus advancing the nursing discipline in Jordan. Nurse educators and researchers abroad have to train nursing students from developing countries not

only to be good researchers but also to be able to obtain funds for research from international agencies.

CONCLUSION

Nurse researchers, educators, clinicians, and administrators need to work together to actively deal with the improvement of nurses' job performance. The responsibility of nurses the expectation from the patients is accelerated. We should put the country in a competitive position and create a mark in the healthcare sector. Work conditions need to be improved so that nurses can feel more satisfied and more committed to their profession. From time to time, nurse administrators should take off the hat of being administrators and think from nurses, and nurses should do the same and think from the administrators' point of view. This change will result in decreasing communication gaps, increasing understanding and resolving conflicts. Eventually, we will be able to achieve the required organizational outcome.

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