



Motivation and job performance in the technical nursing staff of a public hospital during 2018

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Received: 10/27/2023

Accepted: 12/10/2023

Published: 12/30/2023

Abstract

Motivation and job performance among technical nursing staff in public hospitals is important because they are the staff that is in direct contact with patients and because they are one of the largest groups of staff. The study had a descriptive scope. The sample of nursing technical staff of a public hospital in the city of Chiclayo, was 110 workers: 18 men and 92 women from 30 to 50 years of age. The main motivational factors were: remuneration and/or benefits (81.82%), positive work environment (72.73%), training (70.91%), receipt of benefits for the good development of technical work (40.91%) and recognition for the good development of their technical work (38.18%) respectively. It was concluded that the highest level of job performance was regular in 48.18% of the technical staff in Nursing.

Keywords: motivation, job performance, technical staff, nursing, public hospitals

Motivación y desempeño laboral en el personal técnico de Enfermería de un Hospital público durante el año 2018

Resumen

La motivación y el desempeño laboral en el personal técnico de enfermería de los hospitales públicos es importante por ser el personal que está en contacto directo con los pacientes y por ser uno de los grupos de personal más numeroso. El estudio tuvo alcance descriptivo. La muestra del personal técnicos de enfermería de un Hospital público de la ciudad de Chiclayo, fue de 110 trabajadores: 18 hombres y 92 mujeres de 30 a 50 años de edad. Los principales factores motivacionales fueron: remuneraciones y/o beneficios (81.82%), ambiente de trabajo positivo (72.73%), capacitaciones (70.91%), recibo de beneficios por el buen desarrollo de labores técnicas (40.91%) y reconocimientos por el buen desarrollo de sus labores técnicas (38.18%) respectivamente. Se concluyó que, el mayor nivel de desempeño laboral fue regular en el 48.18% del personal técnico en Enfermería.

Palabras clave: motivación, desempeño laboral, personal técnico, enfermería, hospitales públicos

Motivação e desempenho laboral na equipe técnica de enfermagem de um Hospital público durante o ano de 2018

A motivação e o desempenho no trabalho do pessoal técnico de enfermagem dos hospitais públicos é importante porque é o pessoal que está em contato direto com os pacientes e porque constitui um dos maiores grupos de pessoal. O estudo teve escopo descriptivo. A amostra do pessoal técnico de enfermagem de um Hospital público da cidade de Chiclayo foi de 110 trabalhadores: 18 homens e 92 mulheres entre 30 e 50 anos. Os principais fatores motivacionais foram: remuneração e/ou benefícios (81,82%), ambiente de trabalho positivo (72,73%), treinamento (70,91%), recebimento de benefícios pelo bom desempenho do trabalho técnico (40,91%) e reconhecimento pelo bom desenvolvimento do trabalho das suas tarefas técnicas (38,18%), respectivamente. Concluiu-se que o maior nível de desempenho laboral foi regular em 48,18% do corpo técnico de Enfermagem.

Palavras-chave: motivação, desempenho profissional, pessoal técnico, enfermagem, hospitais públicos



I. Introduction

Job performance and recurring skills are those that generate the most attention in the diagnosis; showing deficiencies in relation to individual and/or group processes, which are mainly information demands of the Human Talent Management areas in companies today. and which in turn are necessary to create a profile of the psychological functioning of collaborators, work teams and the organizational system, in order to optimize the decision-making process (Álvarez, 1998; Guillén and Colab, 2000; Martínez, 2004) .

The approach to an organizational diagnosis supposes, as Rodríguez (1999) points out, assuming a Diagnostic Model proposal considering levels and aspects of behavior with the purpose of directing efforts towards optimizing organizational results at the level of culture, productivity and job satisfaction (Rodríguez, 1999).

A diagnostic model presented from the point of view of organizational psychology needs to take into account the work conditions that are offered to generate an improvement in the performance of the people who make up the organization, psychological processes of the person and the team, inherent to the fulfillment of activities and tasks, as well as the achievement of organizational results such as productivity, culture and job satisfaction (Palma, 2002).

In this sense, research on the organizational climate according to different authors could be definitively linked to certain dimensions of analysis inherent to it and which have currently been determined by the authors as evaluation and measurement variables (Palma, 2002).

In addition, the addition of a technical nursing career is being considered. The aforementioned statement is based on the assigned work of the nursing technician, which involves technical activities with high responsibility, and in turn being in constant contact with different diseases, including suffering and even death (Jofre and Valenzuela, 2005).

In addition to what was presented in the previous paragraph, it is necessary to add that the work carried out with sick and fragile people causes a great emotional burden. To this type of work we must add the existence of work overload, the conflicts that arise from not having autonomy in decision-making, low pay, lack of recognition and professional development, working conditions, relationships with superiors and coworkers, family problems and requirements, since it is characterized by being a basically female profession and usually working double shifts in different organizations in the health sector (Jofre and Valenzuela, 2005).

The working conditions mentioned above definitely have a significant influence on the job satisfaction of the technical nurse and consequently on the quality of care provided to the patient, the family and society in general (Jofre and Valenzuela, 2005).

Given this reality, it is clear that organizations need to be concerned about the working conditions of their employees, since their health is related to the quality of the services they provide to users of their services. Furthermore, unlike other professions in which occupational risks are well defined and are prevented by existing laws and regulations, there is almost no awareness of prevention in this profession, making it clear that health care work entails a psychosocial risk that definitely affects health (Jofre and Valenzuela, 2005).

Furthermore, it should not be forgotten that the technical nursing professional is the first professional that the patient meets, which is why the managers of health establishments need to take them into



account, because they are the letter of introduction in the care process, and based on them, high levels of satisfaction among the users of the service will or will not be generated (Jofre and Valenzuela, 2005).

It is important to clarify that, in all aspects of human existence, motivation intervenes as a mechanism to achieve specific objectives and goals, since it represents a universal phenomenon of the person and in turn is of great importance for people and society, in general it can be said that it is a topic of interest to everyone in this society (Robbins, 2004 and Amorós, 2007).

Motivation is a highly relevant topic for any organization. If applied in the work environment, highly motivated employees can be obtained, who strive to improve their performance. A satisfied employee who values his or her assigned activities and tasks, transmits this and enjoys serving his or her clients, and if this is not feasible, will give his or her best effort. Motivation consists of generating and sustaining corporate cultures and values that are oriented towards high work performance (Robbins, 2004 and Amorós, 2007).

Performance evaluation is an essential management technique in the administrative management process. Through it, problematic situations can be identified in the development of the work of the people who work in an organization. The performance of the collaborators is the fundamental aspect to develop the effectiveness and sustainability of an institution (Robbins, 2004 and Amorós, 2007).

The evaluation of a collaborator's performance in the position to which he has been assigned is useful to define the existence of difficulties in reference to the supervision of workers, their integration into the institution, conflicts, such as the wasting of the potential of people who could perform better in a given position. In conclusion, it can be said that the evaluation of performance is a relevant factor to know if the human talent management policy of a company is correct (Robbins, 2004 and Amorós, 2007).

For the aforementioned reason, a performance evaluation process brings benefits to both the person who executes it and to those to whom the process is applied. For a supervisor, boss, manager and/or director in general, it is very important to evaluate their collaborators, because as a result of this process, the strengths and weaknesses of the personnel under their charge will be defined, and based on this information, necessary corrective measures can be taken, as well as establishing fluid, direct and effective communication with them to improve their performance. (Robbins, 2004 and Amorós, 2007).

This study was carried out in a public hospital in the city of Chiclayo. This health facility was officially created as a hospital in 1851 and was gradually expanded in response to the growing population of the Department of Lambayeque, a province of the same name in the department of Lambayeque.

The mission of the aforementioned Hospital is to provide accessible comprehensive individual and collective health services in the health-illness process of the population of the North East macro region of Peru, with quality, equity and efficiency, counting on a qualified, competent multidisciplinary team in the process of permanent training, developing research and teaching.

It is worth stating that, since its foundation to date, this Hospital has tried to improve its quality of service at all levels, counting on a large number of professionals in all areas, with respect to nursing technicians, there are a total of 179 of which 154 are women and 25 men, who are distributed in the different services and departments that this hospital has.

Well, in this problematic reality, the present work has the significance of carrying out for the first time, in this health entity, an initial situational diagnosis on the motivation factors and their influence on the



work performance of the technical nursing staff, supported by current concepts on this subject; opening the possibility that the immediate superiors and/or managers can enrich their work policies based on the recommendations suggested by this research.

1.1. Related research

Bowern et al (2003) conducted a study with the aim of “determining whether the structure of the Primary Care team in the United Kingdom predicts the processes and whether the structure and processes condition the results obtained by the team” (Bowern et al, 2003). The type of study carried out was observational through questionnaires and an audit of medical interventions (Bowern et al, 2003). The results showed that there was a better organizational climate in the practice at an individual level than in the practice developed in societies. “Clinical practice after periods of greater recruitment provides improvement in the management of chronic diseases. Higher levels of team climate were associated with better clinical care of diabetes, with better evaluations of the patients on the care practice and with better self-assessment in innovation and in effectiveness. The largest teams were also associated with a better clinical care of diabetes. The level of training is associated with the desire for innovation. Individual practice was associated with greater accessibility, but with lower self-perception of efficacy” (Bowern et al, 2003).

Grau et al (2005) conducted a study with the aim of “studying the prevalence of burnout syndrome in hospital healthcare workers and assessing its relationship with personal and environmental factors” (Grau et al, 2005). To achieve this objective, a questionnaire was given to 2,990 healthcare employees from 5 hospitals in Girona, in the form of a survey that included the measurement of the organizational climate and the Maslach Burnout Inventory, which in turn includes three dimensions: “Emotional Exhaustion (EE), Depersonalization (DP), Low Personal Accomplishment (LPA)” (Grau et al, 2005).

It is also worth mentioning that approximately 1,095 workers (47.8%) responded to the questionnaires. Of these, 41.6% showed a high level of emotional exhaustion, especially among doctors and nursing staff; 23% showed a high level of depersonalization, mainly among doctors; and 27.9% showed low professional performance, especially among technicians and doctors (Grau et al, 2005).

“Optimism and professional satisfaction showed an inverse relationship. The number of years of professional experience, optimism, the respondent’s assessment of the usefulness of the work he or she does and the perception that he or she is valued by others were inversely related to a high level of depersonalization. Low personal accomplishment was inversely related to optimism, the assessment of the usefulness of the work and the work team” (Grau et al, 2005). In the present research it was concluded that improving the type of organizational climate, promoting optimism as well as personal self-esteem, would lower the level of professional burnout in hospitals (Grau et al, 2005).

Martínez; et al (2005), executed a thesis with the objective of “determining the factors that influence the job satisfaction of the anesthesiologist in hospitals of concentration of Petr6leos Mexicanos” (Martínez et al, 2005), for this purpose a questionnaire was applied to 22 anesthesiologists, in 2 headquarters, one in the north and the other in the south, and the results obtained are presented: “The overall satisfaction / dissatisfaction ratio in the anesthesiologist is 59.16% / 40.5%. The dimension 4 (company benefits) was found to be affected by dissatisfaction with 45.44% and dimension 5 (work environment) with 56.26%. We did not find significant differences in the level of satisfaction in relation to the variables: age, seniority, certified category with a council or master's degree” (Martínez et al, 2005).

Muñoz et al (2006) conducted a study aimed at “describing the professional quality of life (PQL) perceived by primary care (PC) workers and the organizational climate (OC) of their centers, and to understand the influence of OC on PQL and the variables that explain this relationship” (Muñoz et al, 2006). “Two anonymous questionnaires were used, self-administered and validated in PC: PQL-35 (dimensions: demands, managerial support and motivation) and OC (dimensions: teamwork, cohesion and commitment)” (Muñoz et al, 2006). They concluded that the organizational climate definitely influences the professional quality of life, mainly in motivation and managerial support. On the other hand, organizational commitment fundamentally improves intrinsic motivation (Muñoz et al, 2006).



1.2. Theories related to the topic

Motivation is defined as the force that moves a person to develop an activity or to achieve a certain behavior in a specific situation (Amorós, 2007). It is known that the activity carried out in a motivated manner is distinguished from instinctive activity, in that in the first case it implies will on the part of the person who develops it; that is, there is a reason or in any case a stimulus that moves the person to perform an act voluntarily (Koontz and Werkrich, 1999; Amorós, 2007)

1.2.1. Motivational theories

Maslow's theory of needs

The hierarchy of human needs theory, developed by Maslow, is based on the assumption that people act on needs, and what is intended to be done in this section is to show the relevance of this theory, and its significance for human behavior in organizations and therefore for the present study. The point of view presented by Maslow, although very extensive, represents for the administration of human talent management, an important model of human behavior, based on the lack that the person has to satisfy the need. However, once it is satisfied, its relevance will decrease and the next higher level will be activated. In this way, a need does not have to be completely satisfied before moving on to the next one (Robbins, 2004 and Amorós, 2007) .

Herzberg's two-factor theory

The aforementioned researcher explains the existence of two factors related to motivation, hygiene factors, associated with dissatisfaction, and motivating factors, associated with satisfaction. His theory is based on a balance between the two factors mentioned above (Robbins, 2004).

McClelland's motivational theory

It establishes that many of the needs of individuals are generated in their interaction with the environment, if analyzed from the social as well as cultural point of view. It is for this reason that there will be people with different levels of needs in relation to the behaviors that have been the result of learning in the environment where they have developed over a period of time. McClelland defines a motivating aspect as that need or set of needs that will define the way a person behaves in their environment. (McClelland, Cited by Rodriguez, 2009) .

According to McClelland (McClelland, Cited by Rodriguez, 2009), people behave in relation to three different motivating factors. The first of the aforementioned is the motivator referring to affiliation, which is what moves people to develop and promote relationships of affability and satisfaction with others. "In the long term, this factor generates an attractive work environment, which produces a great influence with the other motivating factors." (McClelland, Cited by Rodriguez, 2009)

On the other hand, the second factor is the achievement motivator, which is conceptualized as the impulse that makes individuals behave with a clear direction towards the search for the greatest possible success in all the tasks they perform. People who are moved by this factor prefer situations in which challenging goals are presented, but they are uncomfortable achieving success based on luck. In addition, these people strive to avoid very difficult tasks. (McClelland, Cited by Rodriguez, 2009).

Finally, there is the motivating factor of power, which can be defined as the desire to control other people and the environment, thereby achieving the authority to modify situations. (McClelland, Cited by Rodriguez, 2009)

Clayton Alderfer's ERC theory



Alderfer (cited by Amorós, 2007) shows three groups of basic needs. To begin with, he presents the existence needs, which include the needs that people have to satisfy the fundamental demands that arise from material existence. For this level of needs, the author adds what Maslow defines as physiological needs, as well as security needs. (Macmillan Professional, 2006).

Secondly, the author shows the relationship needs, which are those that contain the needs that the person needs to maintain important interpersonal relationships. Social desires and status require interaction with other people to achieve the need to satisfy them, and in this specific case they are related to the level of social needs and even esteem proposed by Maslow (Mora, 2012).

1.2.2. Job performance

The performance of the workers is considered the cornerstone to generate the effectiveness and success of an organization, it is for this reason that there is a continuous interest by the companies to optimize the performance of their collaborators through training, coaching and formation programs of the same (Robbins, 2004). Following the same idea, the work performance will depend on the behavior of the people and of course on the results obtained by them. Another relevant contribution in the construction of the concept of performance at work, is presented by Stoner (Cited by Amorós, 2007), who mentions that performance at work, is the way in which the members of a company work effectively.

Dimensions of job performance

Employee participation: It is defined as the participatory process that capitalizes on all the capacity of the collaborators and that is oriented to promote the commitment to the success of the company in which they work. The aforementioned promotes the involvement of employees in the process in which they are part through decision-making, also promoting and in this way, greater autonomy and control over their work, thus achieving a high motivation and organizational commitment, improving their productivity and generating satisfaction with their work (Chiavenato, 2002).

Professional development training: Employees feel more motivated by their personal and professional growth and development, which is positive for their performance and, in turn, is essential for the prevention of risks that have a psychosocial nature (Chiavenato, 2002). "Professional development has its origin in career planning and includes the aspects that a person enriches or improves in order to achieve objectives within the organization. It can occur through individual efforts or through the support of the company where one works." (Chiavenato, 2002).

Suitability / work environment: "It is important to feel comfortable in the workplace as this gives us greater possibilities of carrying out our work correctly. Suitability of the worker to the job consists of incorporating into a specific job a person who has sufficient knowledge, skills and experience to carry out the job with guarantees and who, in addition, is motivated and interested in its characteristics" (Chiavenato, 2002).

Motivational factors and their relationship with job performance

In this regard, reference is made to the remuneration system and promotion policies, as well as the advancements that a company has. This system needs to be perceived fairly by employees, in order to generate satisfaction in them, which should not generate ambiguities and fundamentally needs to maintain a close and positive relationship with respect to their expectations (Chiavenato, 2002 and Robbins, 2004).



It is necessary to add that in almost all contemporary motivational theories it is recognized that workers are not characterized by being homogeneous, they all have different needs, as well as differ in their attitudes, personality and other relevant individual variables (Chiavenato, 2002 and Robbins, 2004).

It is important that employees perceive that rewards are proportional to the quantity and quality of effort invested. Chiavenato (2002) states that “the reward system will probably have to weigh inputs in different ways to find the appropriate rewards for each job. It is said that the most powerful incentive that managers can use is personalized and immediate recognition.” (Chiavenato, 2002).

“Managers will have to use their knowledge of differences among employees to individualize rewards, since employees have different needs. What is reinforcing with one employee may be useless with another. This makes people realize that their contributions are appreciated. Some of the rewards used include: pay, promotions, autonomy, goal setting, and decision making” (Robbins, 2004).

Aim: To determine the motivation and job performance of the technical nursing staff of a Public Hospital in the city of Chiclayo.

II. Methodology

2.1. Research design.

This study has a descriptive scope since it seeks to indicate the strength and direction of a linear relationship between the two variables of the study: motivation and job performance (Hernández, Fernández & Bautista, 2006).

At the same time, it is a non-experimental design of a transversal type because data is collected at a single moment, in a single time, with the purpose of describing variables and their incidence of interrelation at a given moment, without intervening in the environment.

2.2. Population and sample.

Population: It was made up of 179 nursing technicians (148 appointed and 31 contracted). Of these, 154 are women and 25 are men.

Sample: Nursing technicians from a public hospital in the city of Chiclayo participated in this research, amounting to 110 workers, 18 men and 92 women from 30 to 50 years of age.

Validity and reliability of the instrument To analyze the validity and reliability of the instrument used to collect the data for the study, a pilot test was carried out consisting of 30 nursing technicians from the calculated sample, to whom the questionnaire was applied and the reagent analysis was developed. The instruments had a high Cronbach's Alpha coefficient greater than 0.88.

III. Results

In Table No. 01, the main motivational factors can be observed according to the perception of the population under study, which are: remuneration and/or benefits (81.82%), positive work environment (72.73%), training (70.91%), receipt of benefits for the good development of technical work (40.91%) and recognition for the good development of their technical work (38.18%) respectively.



Table No. 01. Main motivational factors according to the perception of the population subject to study in 2018

| Main motivational factors | Inclusive percentages |
|---|-----------------------|
| Remunerations and/or benefits | 90 (81.82%) |
| Recognition for the good development of their technical work | 42 (38.18%) |
| I receive benefits for the good development of my technical work | 45 (40.91%) |
| Positive work environment | 80 (72.73%) |
| Trainings | 78 (70.91%) |
| The work I do allows me to gain experience | 72 (65.45%) |
| The people in my work group can be counted on to meet commitments. | 62 (56.36%) |
| The development of my work meets the expectations of my superiors | 48 (43.64%) |
| The development of my work meets the expectations of the external users (clients) | 72 (65.45%) |

Source: Own elaboration

It is observed that 40.91% of the nursing technical staff showed high motivation and 59.09% low motivation. Similarly, the job performance classification is: good: 25 – 30; average: 16 – 20; Bad: 10 – 15.

Table No. 2. Level of job performance of the technical nursing staff of a public hospital in the city of Chiclayo in 2018

| Job performance | Number | Percentage (%) |
|-----------------|--------|----------------|
| Total | 110 | 100.00 |
| Well | 41 | 40.91 |
| Regular | 53 | 48.18 |
| Bad | 16 | 10.91 |

IV. Discussion

Nowadays, man needs to be recognized for what he does. In this way, he will remain diligent. Good behavior is maintained through positive (motivating) effort; therefore, it is essential to point out the need to stimulate individuals and work groups in order to achieve the best performance in the organization. Consequently, the organization must show sincere satisfaction and admiration for the work carried out by its staff, and explicitly praise them for extraordinary performance.

In this way, the interest arose in working on this topic to determine the association between motivation and job performance of the technical nursing staff of a public hospital.



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Analyzing our results, we can see that 81.82% of workers receive a decent remuneration for their work, which motivates workers. According to Alderfer's theory (ERG model), cited by Amorós (2007), focused on the basic needs that are met (food, water, remuneration, benefits and working conditions as motivators of the performance of technical staff in the tasks they perform), the staff that this company has are technical; therefore, they receive a basic remuneration, and in some cases lower, since they are hired for activities to be developed.

It is worth mentioning that Alderfer (cited by Amorós, 2007) in 1969, carried out a review of Maslow's theory of needs, which would become his ERG theory: existence, relationship and growth. The review carried out by the author resulted in the grouping of human needs into the three categories mentioned and came to be called Clayton Alderfer's theories.

We can observe that 40.91% of the surveyed nursing technical staff responded that they receive benefits for the good development of their technical tasks, which is related to the McClelland model (achievement motivation model, 1965), cited by Amorós (2007). Therefore, it can be related to this model that states that people are motivated according to the intensity of their desire to perform in terms of a standard of excellence or to succeed in competitive situations. Therefore, the benefits for the good development of their technical tasks are considered the main source of motivation for technical staff.

Similarly, it is observed that 70.91% of respondents say they receive training for better development of their work, although this only occurs 2 to 3 times a year. According to Herzberg (hygiene motivation theory), as cited by Amorós (2007), training is an intrinsic motivating factor; therefore, it is a motivating factor for the technical staff of said company. Given that it is one of the most important motivational factors, the frequency of this training should be increased.

When addressing the issue of motivation within human resource management, we agree that motivation fundamentally seeks to highlight the best in each person. That is, it covers everything from primary needs, encouraging individual initiatives, to rewarding achievements.

This concern for human knowledge is necessary to be able to properly manage human resources. Managers, chiefs or people who are responsible for people must efficiently manage motivation programs that seek to make human beings more competitive and able to meet institutional objectives and goals in order to create and permanently maintain a positive work environment.

Motivation depends on people having clear objectives, developing self-motivation, and on bosses rewarding their efforts with fair and timely rewards, and on the manager(s) facilitating or creating the means and favorable conditions for motivation to develop favorably and not hindering it, so that personal and business objectives can be met.

Vargas (2007), for his part, points out in his study on work motivation and its relationship with workers' performance, that it is convenient to use motivational strategies to encourage workers' interest in their occupations.

For his part, Pérez (2009) demonstrates how fundamental work motivation can be to foster an environment of satisfaction where workers are offered incentives that improve their performance.

The evaluation of job performance seeks to know the standard of performance of the worker according to certain parameters that are established for this purpose, as a way of measuring the performance of the human resource in the different activities and tasks that it performs. However, there are internal and external factors that affect this performance within the company (Torres, 2005).



On this subject, it has been reviewed that different authors have conceptualized job performance as the net effect of a person's effort that is modified by their skills, traits and the way they perceive their role. Thus, effort is synonymous with expenditure of energy, whether physical or mental, or both, which is used when people perform their work, so it can be concluded that the professional performance of people varies according to their efforts, skills, traits and direction in which it is carried out (Arias, 2004; García and Rondón, 2008).

It is important to understand that job performance is influenced by different factors, such as widely known motivational factors or the existence of environmental forces that may be influencing performance. When they are environmental, they can often be considered as excuses for the worker's low production, while others, such as poor working conditions, defective equipment, lack of cooperation, faulty supervision and insufficient information, hinder the worker's true performance.

Likewise, with respect to the evaluation systems for job performance, there are different approaches and specialists have proposed a series of forms of evaluation, which coincide in that they measure the effort made by the worker and have important aspects that try to measure what the worker does as part of the fulfillment of his obligations, identifying the worker's strengths and weaknesses. These evaluations must be applied by trained personnel, periodically, and, above all, feedback must be given to the evaluated personnel so that faults can be corrected.

García and Rondón (2008), in their study entitled "The relationship between motivation and teamwork of the administrative staff working in the dean's office of the Faculty of Science and Technology of the University of Carabobo", observed that, among the factors that affect satisfaction, is the process of effective communication that allows workers to develop a more favorable perception of teamwork conditions.

They concluded that there is a direct relationship between motivation and teamwork. In the present study, the relationship between motivation and job performance is analyzed, where the latter is an element comparable to job performance, since there is a significant relationship between these two variables, which corroborates the study by García and Rondón (2009).

Pérez (2009) conducted a study entitled "Motivational needs as a key factor in the work performance of the administrative staff of the La Milagrosa clinic." The research was descriptive in nature and concluded that there is a performance problem due to a lack of motivation in the organization, since the employee's interest is that the clinic meets the needs for recognition and approval for the work they do. This research demonstrates how fundamental work motivation can be to foster an environment of satisfaction where workers are offered incentives to improve their performance. In our study, it is observed that the levels of motivation and performance are characterized at a low level, which shows agreement with Pérez's study.

The present research concludes that there is a high level of dissatisfaction among the staff, since the income they receive does not seem to be in line with the functions they perform in the administration and human resources departments. For this reason, they believe that their motivational needs are moderately satisfied. In our study, a low level of motivation was established.

Therefore, it is advisable to conduct surveys on the satisfaction of external clients (service users or patients) and external clients (workers) so that managers or head physicians can propose strategies aimed at improving the satisfaction of their workers, which will translate into better job performance.



V. Conclusiones

The main motivational factors, according to the perception of the population under study, were remuneration and benefits, the work environment and training. The highest level of job performance was average in 48.18% of the technical nursing staff.

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Co-author contributions : All co-authors contributed to this article.

Research funding : With own resources.

Informed consent statement: The study was carried out in compliance with the Code of Ethics and good editorial practices for publication.

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