



Nurse Motivation in Improving Career Level: A Concept Analysis

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Abstract. The implementation of a hierarchical career system is a strategic initiative aimed at enhancing the competence of nurses and the overall quality of nursing services. Elevating the performance of professional nurses necessitates heightened motivation, a key factor in achieving superior health service standards. This analytical study employs the Walker and Avant concept approach to elucidate the significance of motivational design in shaping nurses' career progression. Motivational attributes, encompassing nurses' comprehension of career levels, application of clinical authority based on these levels, and the associated rewards, play a pivotal role in advancing career paths. The antecedents to motivation include exposure to information on career levels and managerial support in terms of equitable staff distribution and salary rewards. Ultimately, fostering motivation for career advancement has positive consequences, notably influencing the enhancement of professional nursing service quality. In conclusion, this analytical concept underscores that cultivating motivation for career progression significantly contributes to elevating the standards of professional nursing services, thereby meeting societal demands for high-quality healthcare provision.

Keywords: Motivation, Nursing Career Level, Concept Analysis.

1. Introduction

In accordance with Minister of Health Regulation No. 40 of 2017, which pertains to the Maintenance of Professionalism for Clinical Nurses and addresses the requirements for hospital accreditation, there has been a notable impetus for the advancement of the career system for nurses in Indonesia. The significance of nurses in the realm of healthcare is paramount for the attainment of developmental health objectives. It is anticipated that the implementation of a systematic career level approach within healthcare facilities will not only enhance the performance of nurses but also contribute to the overall improvement in the quality of health services. The establishment of a career level system is poised to guide nurses in maintaining their areas of expertise, fostering increased professionalism, and attaining an exemplary service index. As elucidated by Potter & Perry AG (2010), the provision of excellent nursing care is pivotal for the success of health services. The effective

delivery of nursing services in both hospital and primary care settings necessitates a supportive mechanism for elevating the quality of nursing practice. [1].

Enhancing the quality of nurses and nursing services can be effectively achieved through the implementation of a career path application system. Burket TL (2010) contends that the career level system plays a pivotal role in shaping nursing standards and practices, fostering critical thinking among nurses, facilitating knowledge development, and ultimately ensuring the delivery of high-quality care [2]. Motivation is identified as a crucial factor in improving the performance of professional nurses, contributing to the realization of quality health services. The absence of individual motivation in a nurse's work can result in detrimental effects on service quality. Low motivation may manifest as a failure to fulfill personal responsibilities, deviation from planned objectives, apathy, a lack of self-confidence, indecision, and a lack of enthusiasm for work, all of which can significantly impact the delivery of services to patients [3].

Previous studies have indicated that a nurse's motivation correlates positively with increased productivity performance, thereby elevating the overall quality of service. It is highlighted that maintaining a source of nursing staff with ongoing education and qualifications is instrumental in achieving this enhancement. Nursing management must consider various factors to support efforts in improving nursing services, including the availability of qualified professional staff within hospital settings. A non-experimental descriptive survey method conducted in eight hospitals, as explored in prior research, revealed that the implementation of a career level system enables nurses to advance their careers by enhancing competencies through effective mapping, continuous evaluation supervision, mentoring, credentials, awards, and ongoing professional development [4]. Additionally, it was found that nurses with high motivation actively seek to develop and progress in their careers, aligning their plans with organizational goals, thereby contributing significantly to the cultivation of professionalism and the provision of quality nursing services. Conversely, nurses with low motivation exhibit minimal impact on organizational development and professional growth [4].

The author expresses a keen interest in examining the design aimed at augmenting the motivation of nurses in their careers. The analysis entails a comprehensive exploration of the design, encompassing its attributes, antecedents, and consequences.

2. Method

In this concept analysis, the method by Walker & Avant (2014) is employed, encompassing steps such as selecting the concept of motivation for career advancement among nurses, determining the goal of gaining a comprehensive understanding, identifying its use in the nursing context, and establishing attributes through a literature search. The case model, including borderline and conflicting cases, is developed, and antecedents (e.g., continuing education, effective mapping) and consequences (e.g., improved performance, enhanced

service quality) are explored. Empirical references, gathered through a literature search from 2019 to 2023, inform the analysis, considering theoretical definitions and operational issues. The aim is to present an explanatory design, providing a foundational basis for elucidating the theoretical definition of career level advancement motivation in nursing.

3. Results and Discussion

In this analysis, twelve articles from diverse fields of science have been utilized to examine the concept under consideration. This discussion will systematically describe the stages of the analysis draft, adhering to the framework established by Walker & Avant (2014). The outlined stages include the following:

3.1. Choose a concept

In the realm of analytical theory, the selection of the motivation concept is driven by Al Hasen et al.'s (2019) research findings. Their study reveals that nurses with elevated motivation actively seek career development, initiate transformative changes, and strategically plan to attain organizational objectives, consequently influencing the cultivation of professionalism and the delivery of high-quality nursing services. Conversely, nurses characterized by low motivation exhibit minimal impact on organizational dynamics and professional development [4].

3.2. Identify motivation for career advancement

Drawing on Hasibuan's perspective [6], the etymological roots of motivation trace back to the Latin word "movere," signifying encouragement or impetus. Li et al. (2018) contributes to this understanding by defining motivation as a driving force influencing an individual's behavior and their inclination to engage in specific activities. Lesmana and Putri (2017) further expand on this concept, asserting that motivation can be construed as a condition of exerted effort and unwavering determination directed by an individual towards attaining specific goals or outcomes [7]. Consequently, the author posits that motivation represents a state wherein an individual invests effort and strong resolve, directing them towards the achievement of predetermined objectives.

3.3. Determine attribute

Defining attributes is a core part of the concept analysis process. This is because at this stage the characteristics or attributes that form the concept have been determined. The attributes that have been identified will differentiate one concept from another (Walker & Avant, 2014). In the context of motivation, the identified attributes include understanding or perception, the application of clinical authority, and appreciation or reward. These attributes collectively encapsulate the essential components that characterize and differentiate the concept of motivation within the specified framework.

Understanding

According to Patricia Benner's theory "From Novice to Expert", it is clear that professional nurse career development must be carried out in stages. This must be done through planning and implementing career level work program plans. This plan can be used to place nurses in field jobs and career paths that suit their field of skills, as well as providing opportunities for nurses to consider their own potential and abilities. To develop his professional career [8].

Welsh (2014) stated that nurses' understanding of the clinical efficacy of self-confidence is very important to improve and enhance nursing practice. Evaluation of nurses' self-efficacy regarding professional skills can be a basis for planning in developing nurses' clinical skills. The higher the level of understanding and perception regarding the application of the career ladder system, the greater the nurse's self-efficacy in providing nursing care [9]. Syaputra Research Results (2019) Several hospitals have implemented a nurse career path system, but still face a number of problems. These include a lack of leadership support, a lack of policies and provisions regarding career paths, the application of various career paths, and nurses not understanding the career path system well [10].

Providing information or announcements about the process and career paths that nurses can follow to develop their careers can provide positive feelings regarding the perception of their career level. Differences in nurses' perceptions are caused by differences in the way a number of nurses understand career levels. There are nurses who pay attention to career paths as a method to achieve goals in their careers, and there are also nurses who view career paths as a big challenge that always requires nurses to develop [10].

Application Authority Clinical

Haryanto (2020) explained that there is no clarity regarding the current application of clinical nurse authority in the field. which clinical authorities need to be carried out by nurses at different clinical nurse levels. As a result, every nursing action is not always carried out by nurses at the proper clinical nurse level, but by nurses at the current clinical nurse level [8]. Sinaga (2014) found that clinical nurses I and III had different levels of satisfaction with the career system level. This is caused by a low understanding of the career path system, as well as how to apply clinical authority to achieve objective competencies, and how to improve their careers [11]. Keliobas et al. (2021) found that the match between nurse competencies and their clinical duties can help provide nursing care. If a nurse does not carry out their competence with their clinical duties, patients will complain and undesirable things will happen. Even though nurses have done what they should do, some admit that the amount of work is not commensurate with the incentives given [8]. From the description above, the author can conclude that a mismatch in the application of clinical authority and the nurse's career level can lead to a lack of job satisfaction. So this can influence nurses' motivation in increasing their nursing career level.

Awards / Rewards

Lesmana et al (2020) stated that the most basic career development is a financial planning program which may be very beneficial for employees. The Clinical career level system allows for awards in the form of level advancement and increased income as a result of fulfilling the expected competencies. [8]

Research conducted by Ratanto et al. (2013) showed that some nurses felt that the awards they received were not commensurate with the tasks they completed. Researchers are of the opinion that the implementation of a career ladder system will be successful if it is followed by giving awards, both material and non-material, according to career level. It is expected that hospitals pay attention to the work of a nurse not only how they do their work, but also provide reciprocity to nurses by providing incentives or other compensation. Despite the fact that other studies show that nurses are dissatisfied with the compensation or rewards given by the hospital.[10]

With appreciation for nurses' career levels, it can increase nurses' motivation in developing nurses' competencies and career levels. So that increasing or applying career levels is not only according to institutional needs in accreditation.[12]

3.4. Make a case model

Create a case model is effort For explain every characteristics from concept in the exemplary case. Case can originate from reality that occurs in the environment, literature nor results from construction authors (Walker & Avant, 2014).

Nurses in a hospital have served in the emergency room since the beginning of their work at the hospital. During his term of office, only one credential (Level Test) was carried out, namely when he first entered and when he arrived at this time, Clinical Nurse II had been determined in the staff mapping but had not yet received details of PK II's clinical authority. So that in carrying out the duties of the nurse, they do not know the limits of the clinical nursing actions that are their responsibility. This affects nurses' workload and how they receive compensation. This is important because nurses have been assessed with PK II in providing rewards, while they have not yet carried out career advancement tests.

From this case it can be concluded that the nurse did not understand the career advancement system because when confirmed she had been designated as PK II in the mapping of personnel based on length of service but there had been no decision letter detailing clinical authority. This also affects the exercise of clinical authority, where nurses carry out clinical actions that are not their responsibility (higher career level). This inappropriate application of clinical authority creates job dissatisfaction. This can also be influenced by giving rewards, where nurses feel that they have received a PK II rank for a while, causing a decrease in interest in improving their career.

3.5. Make borderline and contrary cases

Create cases that are on the borderline of the goal to explain examples where a number of characteristics of the design are missing in the case. Meanwhile, the opposite case is a case that does not describe the concept in question because there are no similar characteristics to the design.

Borderline

Nurse in a Hospital This has served in the emergency room since the beginning of working at the hospital. Nurse career status level in clinical nurse I and holding details of PK I clinical authority obtained during the first career test. In carrying out their duties, nurses sometimes carry out clinical actions as clinical nurses II because their colleagues are not proficient in these clinical actions. This affects the workload of nurses and the lack of satisfaction in receiving rewards. This is because nurses think they are capable of carrying out PK II actions but still provide rewards that have not been taken into account.

Contrary

Nurses in a hospital have served in the emergency room since the beginning of their work at the hospital. Nurse career status level in clinical nurse I and holding details of PK I clinical authority obtained during the first career test. In carrying out their duties, nurses carry out clinical actions in accordance with the details of the clinical authority for which they are responsible. When receiving compensation, the nurse feels that it is appropriate for what she has done.

3.6. Identify antecedence and consequences

Antecedence

Antecedents are factors that have previously occurred that influence the attributes that are characteristic of the concept (Walker & Avant, 2014). Priorities in increasing nurse career motivation are factors that influence understanding, clinical application authority, and appreciation.

Understanding

Factors that influence nurses' understanding of career levels are exposure to information about career levels themselves, both in terms of the basis for determining career levels as well as the process and benefits of career levels themselves.

Application authority clinical

The factor that influences the application of clinical authority in the field is the hospital management. According to Rivai (2014), top and middle level leaders must support employee career development. The study found that the role of leaders in efforts to support and motivate nurses develops education and competency. Mapping of clinical level nurses

is uneven, so nurses in the field take actions that are not in accordance with the authority of clinical level nurses at the clinic.[12]

Awards / rewards

In his research entitled Development of Nurse Remuneration Based on Career Paths and Nurse Competencies at Sanglah Hospital Denpasar, Kadek Puji Astini (2014) found that, because there was no clear performance assessment, the distribution of allowances was not felt to be fair. Apart from that, career levels and nurse competencies have not been implemented in nurse remuneration.[12]

According to Pratama and Prasetya (2017), job satisfaction and work motivation can be influenced by a performance-based compensation system. This means there is more desire to work because there is more job satisfaction. To increase job satisfaction and improve nursing services to patients, it is very important to consider remuneration as part of practice in the field.[7]

Improving employee motivation processes For career advancement is a difficult task. One way to increase employee motivation is to improve the compensation system based on performance. This can increase employee motivation to be more committed to their work. So, with the development of career levels, nurses hope that there will be awards that are appropriate to their career level and clinical authority for which they are responsible.

Consequences

The consequences are the result of the design. The consequence of motivation to increase career level is the formation of a positive attitude towards the process of increasing career level so that it can have an influence on improving the quality of professional nursing services.

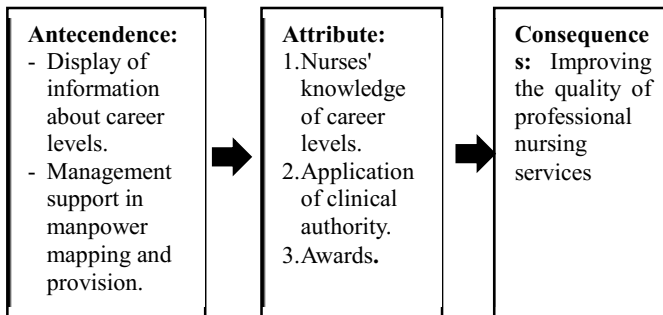


Fig 1: Conceptual model Antecedent, attributes, consequences of motivation in increasing nurse career levels.

3.7. Determining empirical referents

Based on research by Rahmawati et al., (2021), motivation in increasing career levels is related to nurses' attitudes and knowledge about nursing career levels. Where knowledge can change our attitude to become more confident because we improve our skills. This can motivate a nurse to improve her career level.

4. Conclusion

Motivation in improving your career path can have an influence on improving the quality of professional nursing services. Career level benefits for nursing staff can develop professional abilities, improve performance, job satisfaction, foster work culture, and gain recognition. Meanwhile for hospitals, by implementing a career level system that is able to meet community needs by providing and guaranteeing quality health services. Therefore, there needs to be support from hospital leaders and nursing managers, enthusiastic nurses, and nursing committees who are synergistic and able to work together in providing motivation for implementing nursing career levels.

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