

## **AWARENESS AND ATTITUDES OF NURSING STAFF REGARDING TO EVALUATION IN HOSPITAL**

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**Abstract:** The importance of nurses for the effective functioning of healthcare facilities is indisputable and their work should receive an appropriate assessment that reflects on the position, pay and working conditions that can be achieved through their active participation in the management of the healthcare organization. and the human resources within it. The management of nursing staff is a multifactorial conditioning cycle and brings together leadership and management skills at different levels. One of the priorities of hospital management is the management, planning and organization of human resources, without which it is impossible to achieve the goals of healthcare in the hospital structures. Healthcare facilities provide healthcare in a competitive environment with limited resources and the management of these resources determines their benefits. It is essential to apply management approaches to maximize the use of human resources. The primary task of healthcare managers is to identify best management practices. The purpose of the study is to identify and analyze the awareness and attitudes of the nursing staff of the hospital on assessment. A survey was conducted of 350 nurses and 82 senior nurses from six major hospitals in the country. The results show that, as a whole, nursing staff were not trained in assessment. Nurses and their leaders generally have a positive attitude towards rewards and honors, and their attitude towards punishment and sanctions is less pronounced. According to the respondents, the expectations of the nursing staff and their leaders differ significantly in terms of assessment. Nurses need more information and participation in training related to staff appraisal. In order to fully evaluate the nursing staff of importance, according to health care leaders, the involvement of nurses in the design of the evaluation system. It is also important to introduce objective criteria and tools to overcome the possibility of subjectivity on the part of the evaluators. Therefore, it is important to use a methodology or staff evaluation system to ensure objectivity and to prevent personal opinion from influencing the assessment by the health care manager. Good staff awareness is a guarantee of a positive attitude towards the process of evaluating and enhancing the motivation of nursing staff. Objective assessment, on the other hand, stimulates nursing staff to improve the quality of care for patients admitted for hospital treatment.

**Keywords:** nursing staff, evaluation, hospital

### **1. INTRODUCTION**

According to the definition of Gospodinov "Human resources are the most important asset of an organization. These are the people who work in it, along with their knowledge, competences and work motivation. They carry out the activity of the organization, innovate it, develop the organization and themselves. In modern organizations, human resources are the main source of competitive advantage through their ability, knowledge, will to change"<sup>36</sup>.

Specialists in the field of personnel management are aware that every employee needs to be evaluated and recognized as a professional in the field in which they work by their manager at least once a year. It is when he feels meaningful and recognized on the basis of his professional achievements that the employee does his best in the work process, which leads to an increase in his productivity and improves the overall professional achievements of the whole team, which is extremely important for healthcare professionals.

### **2. IMPORTANCE OF NURSES IN HEALTHCARE**

The importance of nurses for the effective functioning of healthcare facilities is indisputable and their work should receive an appropriate assessment that reflects on their position, pay and working conditions, which can be achieved through their active participation in the management of the healthcare organization and human resources.

The management of nursing staff is a multifactorial conditioning cycle and brings together leadership and management skills at different levels. Healthcare facilities operate in a relatively competitive environment with limited resources, and managing these resources determines their competitive advantages.

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<sup>36</sup> Gospodinov, D. (2012 ) Human Resources Management in School Organizations, Sofia

Personnel assessment means first and foremost an assessment of work behavior and work potential. It should be as objective as possible. The complexity of the evaluation is due to the fact that the professional qualities, their practical realization and the results achieved are being tested. Valuation is of great importance for improving the effectiveness of the organization.

Hospital staff must be aware that in order to meet the expectations of qualified and motivated nurses, a continuous evaluation process is required to ensure their professional development and adequate financial security. In this way, an emphasis will be placed on the professional qualities and skills of each nurse. For this purpose, however, it is necessary to develop and implement an adequate evaluation methodology, which must guarantee objectivity and impartiality in the assessment.

Human resources management has a two-sided nature: it aims both to use staff efficiently to achieve the goals of the healthcare organization and to meet the needs and expectations of working people. Effective health care management requires their managers to have the knowledge and skills to enable them to make responsible management decisions and organize their implementation by appropriate teams.

Staff appraisal is a means by which managers can achieve better results than teams and individual employees by directing staff development as a whole within the set goals and in accordance with set standards and professional competencies.

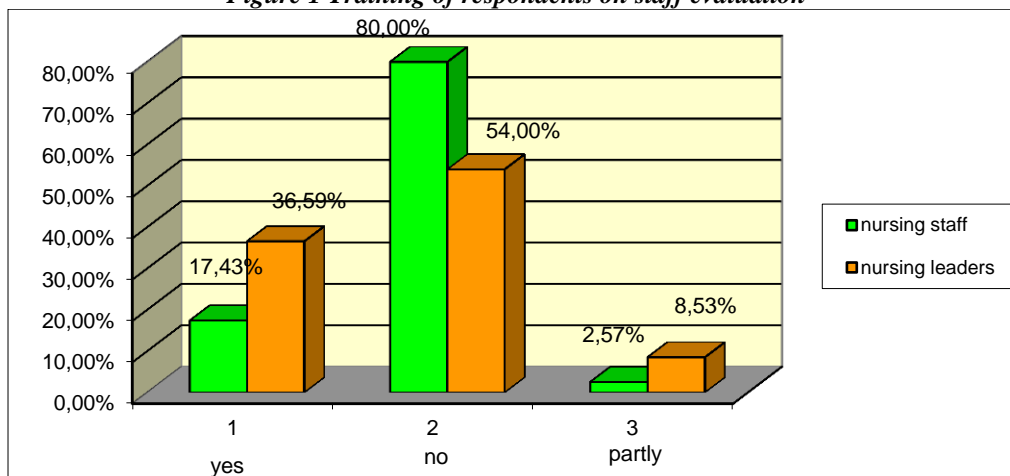
Especially in a health or service system, a multi-rater performance evaluation system, feedback, provides an accurate and reliable result to assess nursing performance. In traditional performance evaluation systems, an employee is assessed by a manager. A nurse in a service can be evaluated by self, supervisor nurse, nursing director and patient in a unit<sup>37</sup>.

### 3. RESULTS

The purpose of the study is to identify and analyze the awareness and attitudes of the nursing staff from the hospital regarding the evaluation. A survey was conducted in the clinics of six hospitals. The study included 350 nurses and 82 supervisors nurses. The survey was conducted in 2018 and 2019.

Nursing staff's awareness of the evaluation is essential for health care managers to organize and conduct evaluations that are positively received and to increase staff motivation. The results regarding the involvement of nursing staff in training specifically targeted at assessment are presented in Figure 1.

*Figure 1 Training of respondents on staff evaluation*



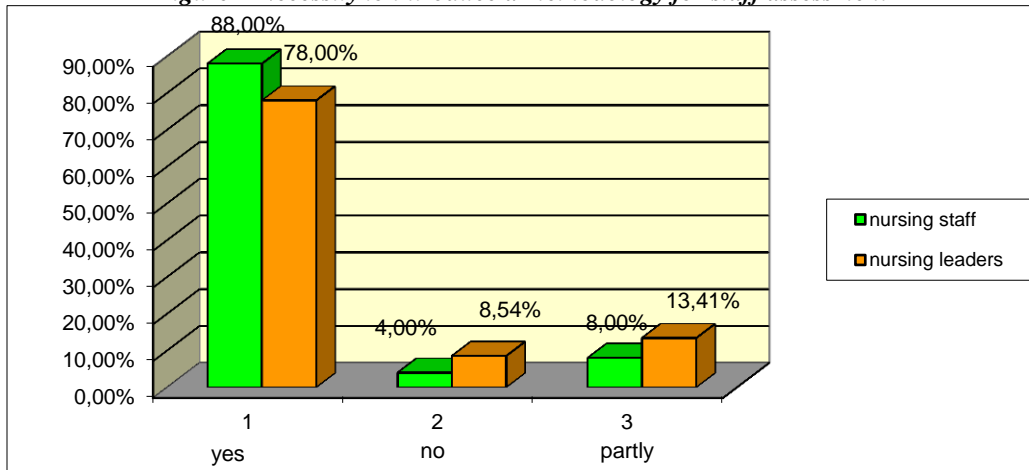
A significant proportion of nurses (80.00%) indicated that they did not participate in training in terms of training. More than half of the supervisors nurses have not been trained in assessment. 36.59% of the supervisors nurses surveyed and 17.43% of the nurses indicated a positive answer to this question. In order for the nursing staff to accept the assessment positively, it is necessary that everyone be involved in training. Good staff awareness allows understanding of the purpose of the evaluation and the results to be achieved.

In order for the evaluation to be carried out objectively, it is necessary to use a well-established methodology that includes clear and precise evaluation criteria. The criteria should reflect the nature of nursing care in the hospital

<sup>37</sup> Kahya,E, Oral,N., (2018)Measurement of clinical nurse performance:Developing a tool including contextual items, Journal of Nursing Education and Practice, (vol 8), (6)

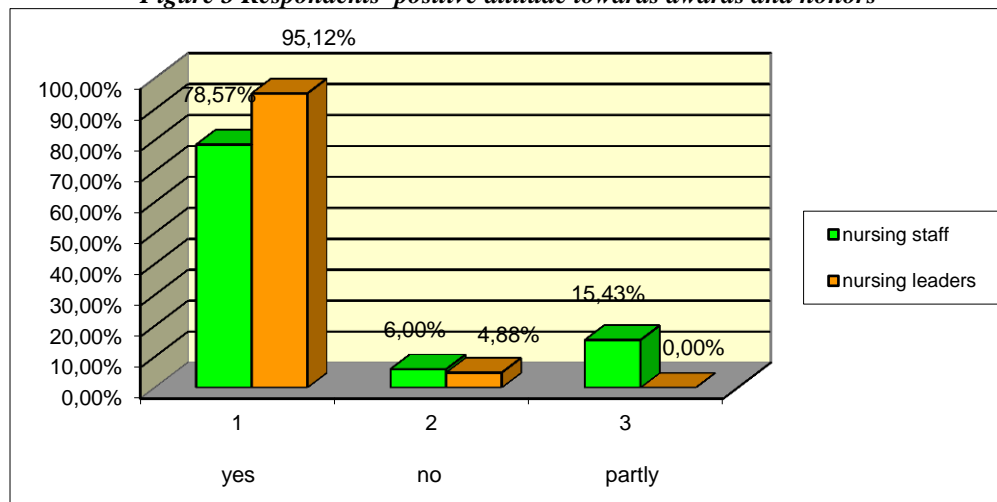
setting. Adherence to the methodology by the nursing staff makes it possible to overcome subjectivity in assessment. Nursing staff's opinion on the need to introduce staff assessment methodology is presented in Figure 2.

**Figure 2 Necessity to introduce a methodology for staff assessment**



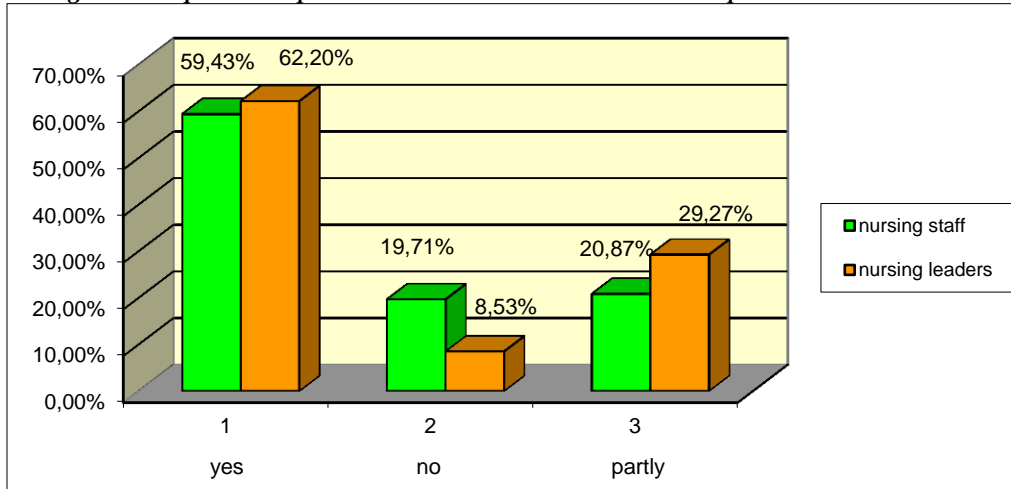
A significant number of respondents indicated the need to introduce a methodology for staff evaluation. These data indicate that nursing staff adopts management methods and tools as an appropriate way to manage staff. A negative response to this question is indicated by a very low relative share of the respondents. Staff motivation can be enhanced when nurses are involved in developing the methodology and formulating assessment criteria. After evaluating staff, it is important to use rewards and honors as a means of stimulating good professionals. Respondents' views on the use of prizes and awards are presented in Figure 3.

**Figure 3 Respondents' positive attitude towards awards and honors**



Both groups of respondents show a positive attitude towards the use of prizes and awards. Negative answers are in a much smaller proportion. Prizes and awards encourage people to do better and to put more effort into achieving better results. It should be clearly stated that in order to increase employee motivation, awards and honors should be given to those who seek to provide quality nursing care to patients. It is important to establish the opinion of the respondents regarding the use of sanctions and penalties after the assessment. The results of the answers to this question are presented in Figure 4.

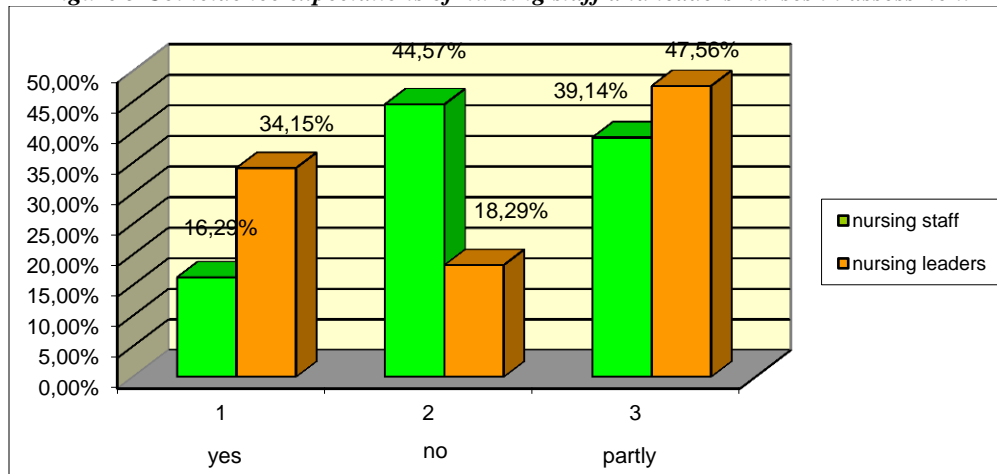
**Figure 4 Respondents' positive attitude towards sanctions and penalties in assessment**



Just over half of the respondents expressed a positive attitude towards the application of sanctions and penalties after the evaluation of nursing staff. Negative responses indicated 19.71% of nurses and 8.53% of managers. Some accept these management methods "in part". Nursing for inpatients is a responsible act, which is why it is more important to use incentives and rewards. Penalties do not necessarily lead to better performance. The specifics of the nursing profession indicate that penalties and sanctions are not accepted in the management of nursing staff, both by nurses and their managers.

Also essential in examining nursing staff evaluation problems is the finding of a coincidence in the expectations of nurses and leaders nursing staff. The results of this question are presented in Figure 5

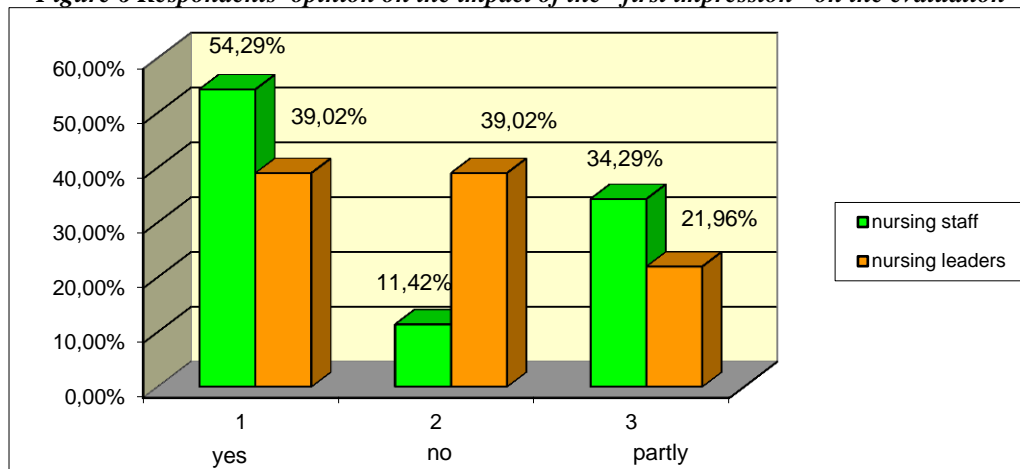
**Figure 5 Coincidence expectations of nursing staff and leaders nurses in assessment**



Nurses 'and their leaders' expectations are only "partially". 44.57% of the nurses indicated a negative answer to the question. This difference in expectations means that better knowledge of the nursing staff is needed when conducting the assessment. Leaders nurses must be trained before undertaking the assessment process.

The results on the impact of the "first impression" on the evaluation are presented in Fig. 6

**Figure 6 Respondents' opinion on the impact of the "first impression" on the evaluation**



#### 4. CONCLUSION

According to a significant proportion of nurses, the "first impression" is important in the evaluation. Senior nurses are more equally divided as to the positive and negative answer to this question. It is necessary to adhere to a clear and accurate methodology for staff evaluation in order to overcome the subjective attitude.

Conclusion. In order to be able to carry out an objective assessment of the nursing staff, it is necessary to organize and provide training for both the nurses and their hospital care managers. Prizes and awards should be used to evaluate staff in order to enhance their motivation and stimulate staff efforts to provide quality care for patients in the hospital. In order to carry out the evaluation of the nursing staff, it is necessary to develop a methodology to overcome the impact of the "first impression" and the subjectivism of the evaluation.

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