Job Satisfaction and Effects of Immediate Recognition of the Professional Nurse: Pilot Testing the Effectiveness of a KUDOS Program on a Hospital Unit

Crystal Pellam, BSN, RN
Lubbock Christian University Graduate Studies, Lubbock, Texas

INTRODUCTION

- Insufficient evidence exists regarding methods of positively influencing job satisfaction.
- Understanding what motivates professional nurses extrinsically & intrinsically is essential to strengthen core professional values.
- Timely recognition supports organizational goals, values, & rewards workers to go above and beyond their normal expectations.

BACKGROUND / SIGNIFICANCE

- Meta-analysis from 21 studies reported lack of rewards & recognition as being a key source of work-place distress (McVicar (2003).
- KUDOS extrinsic reward programs have been shown to be effective in strengthening intrinsic core professional values; however, this program has not been systematically tested in nursing.
- Despite knowledge of benefits arising from employee recognition, a gap exists between knowledge & understanding how best to reward employees.
- Employees usually leave jobs due to decreased recognition, not for money (bottom of list) (Wellon,2014).

LITERATURE REVIEW

- With depleted job satisfaction, nurses have a 65% reduced probability of intent to stay at their current job compared to nurses with high job satisfaction.
- Research suggests 42% of nurses perceive their skills & experience as unrewarded.
- A survey reported in the December 2002 issue of the New England Journal of Medicine found 65% of the public cited the shortage of nurses as a prominent cause of medical errors.
- Nurses feeling empowered within workplaces will assist in providing enriched care, resulting in improved patient outcomes (Laschinger, 2013).
- Recognition assists employees in creating confident relationships with co-workers & supervisors.
- Providing elevated levels of job satisfaction & empowering nurses are significant when associated to magnet status (Lipperika, 2000).

CONCEPTUAL FRAMEWORK

- Studies using Kanter’s theory indicate empowerment is significantly correlated to organizational commitment & work satisfaction (Lipperika, 2000).
- True motivation derives from achievement, personal development, job satisfaction, & recognition (Hertberg, 2014).

BACKGROUND / SIGNIFICANCE

- Meta-analysis from 21 studies reported lack of rewards & recognition as being a key source of work-place distress (McVicar (2003).
- KUDOS extrinsic reward programs have been shown to be effective in strengthening intrinsic core professional values; however, this program has not been systematically tested in nursing.
- Despite knowledge of benefits arising from employee recognition, a gap exists between knowledge & understanding how best to reward employees.
- Employees usually leave jobs due to decreased recognition, not for money (bottom of list) (Wellon,2014).

LITERATURE REVIEW

- With depleted job satisfaction, nurses have a 65% reduced probability of intent to stay at their current job compared to nurses with high job satisfaction.
- Research suggests 42% of nurses perceive their skills & experience as unrewarded.
- A survey reported in the December 2002 issue of the New England Journal of Medicine found 65% of the public cited the shortage of nurses as a prominent cause of medical errors.
- Nurses feeling empowered within workplaces will assist in providing enriched care, resulting in improved patient outcomes (Laschinger, 2013).
- Recognition assists employees in creating confident relationships with co-workers & supervisors.
- Providing elevated levels of job satisfaction & empowering nurses are significant when associated to magnet status (Lipperika, 2000).

CONCEPTUAL FRAMEWORK

- Studies using Kanter’s theory indicate empowerment is significantly correlated to organizational commitment & work satisfaction (Lipperika, 2000).
- True motivation derives from achievement, personal development, job satisfaction, & recognition (Hertberg, 2014).

RESULTS

- Preliminary testing of PNJSS suggests acceptable initial validity & reliability with the population tested.
- Nurses on the KUDOS (T2) intervention unit were significantly more satisfied with their unit’s recognition program than the control unit.
- A statistically difference was not supported between the (T1) pilot intervention and control groups.
- Small sample size in preliminary project
  - Recommended testing in a larger randomized sample across multiple units.

CONCLUSIONS

- Preliminary testing of PNJSS suggests acceptable initial validity & reliability with the population tested.
- Nurses on the KUDOS (T2) intervention unit were significantly more satisfied with their unit’s recognition program than the control unit.
- A statistically difference was not supported between the (T1) pilot intervention and control groups.
- Small sample size in preliminary project
  - Recommended testing in a larger randomized sample across multiple units.

ACKNOWLEDGEMENTS

- Lubbock Christian University CENTER of EXCELLENCE Nursing Department and the Dr. Marguerite Fallon Evidence-Based Practice Small Grant for funding this pilot project.

REFERENCES

Available upon request
Contact Crystal at cpellam5617@lcu.edu