



ENTREPRENEURSHIP AS A TOOL FOR THE NURSE'S WORK
O EMPREENDEDORISMO COMO UMA FERRAMENTA PARA ATUAÇÃO DO ENFERMEIRO
EL EMPREENDEDORISMO COMO UNA HERRAMIENTA PARA ACTUACIÓN DEL ENFERMERO

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ABSTRACT

Objectives: to identify the aspects that indicate that the nurse is an entrepreneur and to analyze the entrepreneurial tendencies of the nurses. **Method:** this is an exploratory, descriptive, quantitative approach. The study subjects were 25 nurses. The data collection was carried out by the application of the TEG test (General Entrepreneurial Trend), a research instrument that contains its own methodology of entrepreneurial trend analysis. **Results:** the analysis of the data used five characteristics related to the entrepreneur: Need for success; Autonomy/independence; Creative tendency; Calculated/Moderate Risks and Impulse/Determination and reveals that the "Impulse/Determination" trend was the only one to reach the above-average index, while the other trends were below average. **Conclusion:** it was concluded that the entrepreneurial profile of the HUAP/UFF nurses was slightly below the general average, needing to develop entrepreneurial characteristics. **Descriptors:** Nursing; Employee Performance Appraisal; Aptitude Tests.

RESUMO

Objetivos: identificar os aspectos que indicam que o enfermeiro é empreendedor e analisar as tendências empreendedoras dos enfermeiros. **Método:** estudo exploratório, descritivo, de abordagem quantitativa. Os sujeitos do estudo foram 25 enfermeiros. A coleta de dados ocorreu pela aplicação do teste TEG (Tendência Empreendedora Geral), um instrumento de pesquisa que contém metodologia própria de análise de tendência empreendedora. **Resultados:** a análise dos dados utilizou cinco características relacionadas à pessoa empreendedora: Necessidade de sucesso; Autonomia/independência; Tendência criativa; Riscos calculados/Moderados; e Impulso/Determinação; e revela que a tendência "Impulso/Determinação" foi a única a alcançar o índice acima da média, enquanto as demais tendências ficaram abaixo da média. **Conclusão:** conclui-se que o perfil empreendedor dos enfermeiros do HUAP/UFF ficou um pouco abaixo da média geral, necessitando desenvolver características empreendedoras. **Descritores:** Enfermagem; Avaliação de Desempenho Profissional; Testes de aptidão.

RESUMEN

Objetivos: identificar los aspectos que indican que el enfermero es emprendedor y analizar las tendencias emprendedoras de los enfermeros. **Método:** estudio exploratorio, descriptivo, de enfoque cuantitativo. Los sujetos del estudio fueron 25 enfermeros. La recolección de datos fue por la aplicación del test TEG (Tendencia Empreendedora General), un instrumento de investigación que contiene metodología propia de análisis de tendencia empreendedora. **Resultados:** el análisis de los datos utilizó cinco características relacionadas a la persona empreendedora: Necesidad de suceso; Autonomía/independencia; Tendencia creativa; Riesgos calculados/Moderados e Impulso/Determinación y revela que la tendencia "Impulso/Determinación" fue la única a alcanzar el índice encima de la media, mientras que las demás tendencias fueron debajo de la media. **Conclusión:** se concluye que el perfil emprendedor de los enfermeros del HUAP/UFF fue un poco debajo de la media general, necesitando desarrollar características empreendedoras. **Descritores:** Enfermería; Evaluación del Rendimiento de Empleados; Pruebas de Aptitude.

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INTRODUCTION

Due to the lack of professionals for many years in Brazil, the mere fact of having a higher education course in the health area had a guarantee of employment and financial stability, without competition and competitiveness. Most of the population was less demanding, either because they did not have an essential level of instruction to raise a question, or because they only had restricted access to that professional, even if it did not meet their expectations.¹

This context has been changed, as the population has increasingly enjoyed access to information and does not seek health services in search of cure alone. In the same way, it seeks means of prevention, which in this way, forces professionals to keep up to date with their profession. To this end, currently, the nursing professionals have invested in specializations for the development of their career, generating a great competition in the labor market.²

From this perspective, entrepreneurship emerges, leveraging new professional possibilities, transposing paradigms through innovations in work, through the understanding of the market and the recognition of opportunities. Finally, “undertaking means identifying opportunities and innovating permanently.”^{3:20}

Given this, it is necessary to understand new professional possibilities for nursing, through changes in the labor market scenario, which somehow leads to the long-sought professional recognition and financial satisfaction. Entrepreneurship stands out in the nursing area as a career option, since it adds a new look to the production of new services, making nurses a professional capable of selling their services in a general way and innovating their action in any scenario of acting renewing the “being” nurse and the vision of this professional in their society. Entrepreneurship can be a favorable tool to provide nursing professionals with a new way to recreate their profession and create new professional possibilities, and through this, to generate quality for patients, and obtain good salaries and satisfaction with the production of their service.⁴

OBJECTIVES

- To identify aspects that indicate that the nurse is an entrepreneur.
- To analyze the entrepreneurial tendencies of nurses.

METHOD

This is an exploratory, descriptive study, with a quantitative approach, with analysis of the data collected from a questionnaire applied to nurses. The field of data collection of the research was given at the University Hospital Antônio Pedro (HUAP), located in Niterói/RJ, Brazil. The choice of a university hospital was due to its information-rich environment, which sought to identify the entrepreneurial tendencies of nurses, allowing for the results of discussions that fostered critical thinking about the subject matter.

The study participants were 25 nurses from different hospital care and administrative units that agreed to participate in the study. The TEG - General Entrepreneurial Tendency test was used to evaluate the entrepreneurial tendencies of the nurses, developed at the Business and Industrial Training Unit of Durham University Business School, England by C. Johnson and Sally Caird in 1988 and validated in Brazil.⁵

The TEG is a research tool that contains its methodology of analyzing the entrepreneurial tendency. The TEG test uses five characteristics related to the entrepreneurial person: [1] Need for success; [2] Autonomy/Independence; [3] Creative trend; [4] Calculated/moderate risks and [5] Impulse/determination. These five characteristics identify the entrepreneurial bias, aiming at the data collection of the participants, to evaluate the entrepreneurial characteristics above, where they had the option to choose the answers “I agree” or “I disagree.” It should be noted that there are no correct or incorrect answers.⁶

The Assessment Calculation has its methodology, performed according to the class of entrepreneurial tendency characteristics according to Figure 1. The test uses the results obtained through the answers of the 54 questions in the questionnaire to tabulate the data. In odd-numbered questions, one point was assigned for each disagreement noted. In the even-numbered questions, one point was assigned for each agreed-upon agreement. The score of each question will be added to the respective dimension, as shown below. Each of the five dimensions has a maximum score of 12 points, except for the need for autonomy/independence, which has a maximum score of six points.⁷

Entrepreneurial Characteristics	Trend	Question number corresponding to the TEG questionnaire	Maximum score	Average Score
Need for success		1; 6; 10; 15; 19; 24; 28; 33; 37; 42; 46; 51.	12	9
Autonomy/independence		3; 12; 21; 30; 39; 48.	6	4
Creative trend		5; 8; 14; 17; 23; 26; 32; 35; 41; 44; 50; 53.	12	8
Calculated/Moderate Risks		2; 9; 11; 18; 20; 27; 29; 36; 38; 45; 47; 54.	12	8
Impulse/Determination		4; 7; 13;16; 22; 25; 31; 34; 40; 43; 49; 52	12	8

Figure 1. Calculation of the value of the entrepreneurial trend dimension/adapted from Araújo and Dantas, 2009. Niterói (RJ), Brazil, 2014.

The level of entrepreneurial bias will be considered “very low” if the average score reaches only one dimension of the entrepreneurial bias characteristic, if the nurse reaches the average score in two dimensions, it is considered the low level, but those who obtain the average score in three dimensions, the level of entrepreneurship is considered medium, with average scores in

four dimensions, the level is considered high and for nurses who had average scores in the five dimensions of entrepreneurial tendency, the level is considered very high, in accordance with the Figure 2.⁸ Each dimension evaluates certain attributes. A high score in any category means that they have many qualities that are being measured in that dimension.

Number of dimensions	Level of Entrepreneurial trend
1 Dimension	Very low
2 Dimensions	Low
3 Dimensions	Medium
4 Dimensions	High
5 Dimensions	Very high

Figure 2. Classification of the level of entrepreneurial tendency Adapted from Roncon, Munhoz, 2009. Niterói (RJ), Brazil, 2014.

According to Resolution N° 466 of 12/12/2012, of the National Health Council, which deals with the Guidelines and Norms Regulating research involving human beings, the project was approved by the Research Ethics Committee of the Faculty of Medicine of the Fluminense Federal University under opinion n° 672.782, the participants signed the Informed Consent Term (TCLE). Ethical

considerations were taken, considering the privacy and anonymity of the participants.

RESULTS AND DISCUSSION

From the results in the HUAP nurses who participated in the study, the behaviors were related to the five entrepreneurial tendencies, as observed in Figure 3:

Entrepreneurial Characteristics	Trend	Sample	Maximum score	Average score	Average	Lowest score obtained	Highest score obtained
Need for success		25	12	9	8,24	4	12
Autonomy / independence		25	6	4	2,84	1	5
Creative trend		25	12	8	6,76	3	10
Calculated / Moderate Risks		25	12	8	6,28	1	10
Impulse / Determination		25	12	8	8,88	6	11

Figure 3. Result of 5 entrepreneurial trends. Niterói (RJ), Brazil, 2014.

◆ Need for success

The “Need for success” dimension is the entrepreneur’s need to achieve personal success, nothing more than the consequence of the success of his enterprise. The need for success is closely related to personal fulfillment. This is a very important aspect for success in any profession. However, its excess without the complement of affectivity in human relationships leads to an unbridled search for power, which cannot be considered a rule for entrepreneurs.

In this category, the average obtained was 8.24 points, index considered below the test average, which is nine points. It is also verified that the smallest and highest grade obtained was between four and 12 points. According to results of this category in the qualities, such as self-sufficiency, optimism, looking forward, confidence, persistence, forward-looking vision, energy, and dedication, it is evident the need for the researched person to exercise these qualities; Most do not have these characteristics.

This dimension has essential characteristics for nurses since it allows them to understand the activities of their work and seek to achieve their goals in the short or long term. Nurses need to develop greater optimism; persistence and determination to complete tasks because the need for achievement is also linked personal satisfaction and is the entrepreneur's need to achieve their goals to succeed in their enterprise.⁹

◆ Need for Autonomy/Independence

“Autonomy/Independence” is the need where the entrepreneur seeks autonomy for the rules or control of others, maintaining his opinion in the opposition or the initial lack of success, expressing confidence in his ability to complete a difficult task or face a challenge.⁹

In this category, the value obtained was 2.84 points, an index considered below the test average of four points. This means that the qualities of this category such as doing unconventional things, needing to express what they think, disliking orders, making their decisions, not surrendering the pressure of the group and being determined are fewer characteristics found in the research participants.

◆ Creative Trend

In the “Creative Trend,” ability to reason, that is, use creativity to get out of difficulties. The entrepreneur adopts creative formulas as a way of solving a problem through an alternative solution.⁹

Creativity is a form of ideas, responsible for resolving any problems and opening markets. In the same way that is responsible for the perception of situations and problems characteristic of the business of the entrepreneur. It also provides learning to the entrepreneur through his mistakes and by correcting them with creativity, allowing him to gain experience for future decision-making without difficulty.¹⁰

Nurses need to understand the importance of using creativity in their daily lives, regardless of using an existing idea, but adapting it to their reality, since it can help in adaptations and improvisations so that Care is effective and the task is fulfilled.¹¹

Regarding the category Creative Trend, the obtained score was 6.76 being considered below the average, that is of eight points. Therefore, from the results, it is observed that nurses are unimaginative, innovative, intuitive and curious, do not dream awake and are not very prone to new challenges and changes. The score for the highest and lowest score is between 10 and 3 points.

◆ Calculated / Moderate Risks

In the “Calculated/Moderate risks” characteristic, the entrepreneur evaluates alternatives and deliberately calculates risks. It seeks to control results and seeks situations that imply moderate challenges or risks. The individual seeks situations in which he or she may encounter challenges or take calculated risks, with the rewards associated with those risks.⁹

“Calculated/Moderate Risks” has the qualities of analytical capability with little data available; Analysis of their qualities impartially; Performance with incomplete information; Ambitious attitude in the right measure; Set goals that are challenging but possible to achieve.¹²

The index found in this dimension was 6.28 points, also considered below the average of the test, whose value corresponds to eight points. It means that in front of this category the qualities are: they value their capacities accurately, they act with incomplete information, evaluate the probable benefits against probable failure, and set unattainable goals, that is, goals are perceived as challenges that cannot be fulfilled. The nurses participating in this study are below the test mean in this dimension, which may be linked to the issue of job security.

◆ Impulse/Determination

It is the ability to act on new or unusual business opportunities, to act before being asked or forced by events. The entrepreneur moves in the face of a significant obstacle. It acts suddenly or switches to an alternative strategy to face the challenge or overcome the obstacle. It assumes personal responsibility for the performance required to achieve goals and targets.⁹

The characteristics found in the “Impulse/Determination” trend are related to perseverance; focus and obstinacy on what you intend to achieve; direction of one's destiny; use of innovation mechanisms and continuous improvement; accentuated determination; concern about the loss and gain of each decision.¹²

This dimension of Impulse/Determination obtained the score to be considered a “medium” level of entrepreneurial tendency, being the only dimension that managed to reach the average, according to Figure 3. The professional who possesses this characteristic is a person tends to enjoy opportunities, do not accept predestination. It is important to recognize that nurses work in different scenarios, which makes them face adversities and unforeseen situations at each shift since they do not have a reference work team, nor

do they have an identity with a unit or sector. He performs his duties in the administrative area, dealing daily with all kinds of problems of the nursing staff.¹¹

At this point, it is observed that the score is 8.88, an index considered much higher than the expected value, which is eight points. Therefore, the average obtained by the nurses falls into this category, since it surpasses the

average of eight points. The score for the highest and lowest score is between 11 and 6 points, which means that many nurses have characteristics that make them: seize opportunities, not believe in fate, make their luck, have confidence in themselves, believe who control their destiny, match results with effort, and show considerable determination.

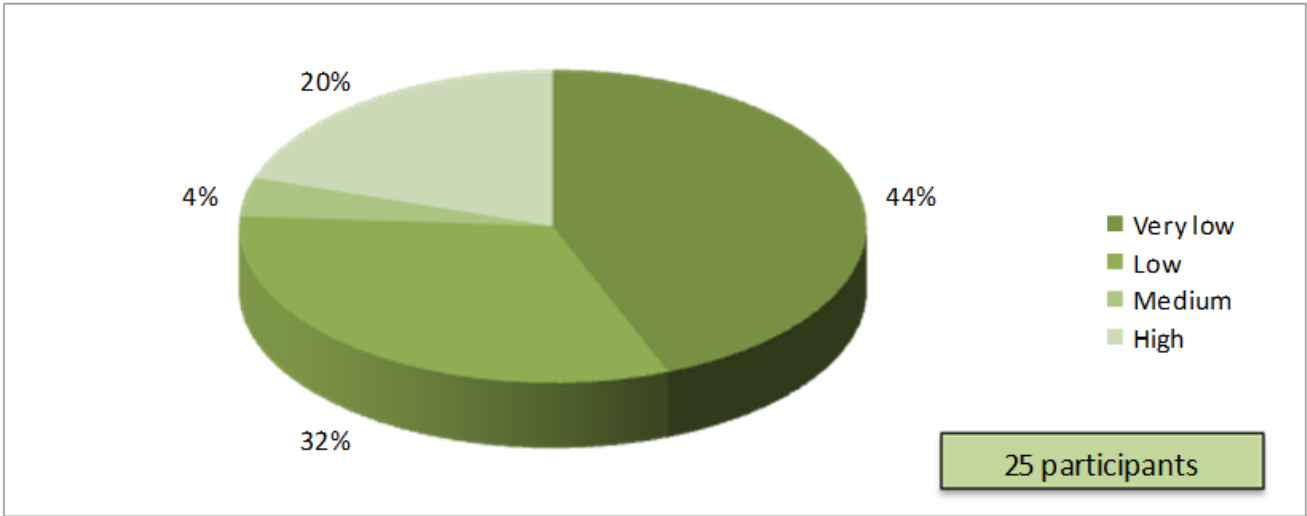


Figure 4. Classification of entrepreneurial bias by nurses, HUAP. Niterói (RJ), Brazil, 2014.

According to figure 4, the levels of entrepreneurial trends were characterized: when analyzing the general data of each nurse by dimensions, it was verified that the level of entrepreneurial tendency was 44%, “very low,” that is, only 11 participants had one dimension of the entrepreneurial trend. It was observed that 32% of the nurses, corresponding to eight participants, reached two dimensions, considered a “low” level.

The level of the entrepreneurial trend to be considered medium should reach three

dimensions, reached by 4% of nurses, with only one participant reaching the three dimensions. The five nurses who reached the average in four dimensions had the level of entrepreneurial tendency considered “high” and totaled 20%. However, the last level of “very high” entrepreneurial trend, corresponding to the five entrepreneurial dimensions, did not score, that is, 0% of the nurses, so it is not represented in Figure 4.

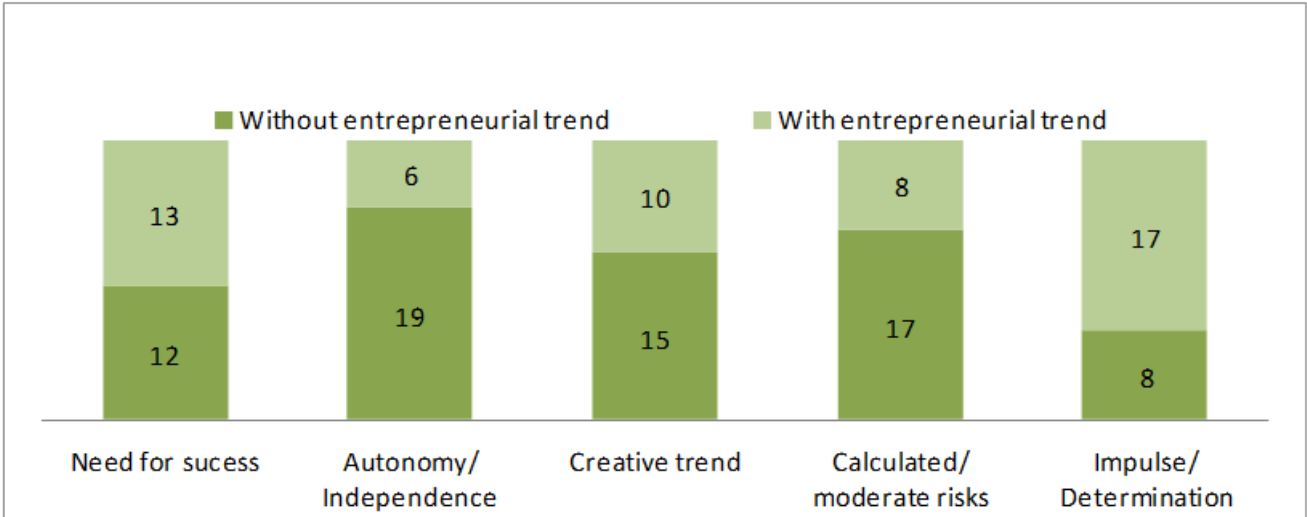


Figure 5. Nurses X Dimension of Entrepreneurial Trend, HUAP. Niterói (RJ), Brazil, 2014.

After tabulating the responses of all nurses, each of the five dimensions of entrepreneurial bias to the number of nurses who reached the mean set in the definition of the TEG test presented in Figure 1 must be related. This result showed that in general the nurse needs to develop the entrepreneurial characteristics, because of the five

dimensions evaluated, the nurses reached only 2 dimensions.

This result is considered “low,” considering the result presented in Figure 1. The distribution of the number of nurses per dimension of entrepreneurial tendency can be observed in Figure 2. According to the nurses’ responses, the dimension with more

Entrepreneurial tendency was “Impulse and Determination” with 17 participants who reached at least the average required score, which corresponds to 68%. The dimension “Need for success” reached 13 participants which correspond to 52%.

The other three dimensions that did not reach the average were: Autonomy/Independence; Creative trend and calculated Risks with only 6, 10 and 8 participants with the average for each level mentioned, this means that they reached 24%, 40%, and 32% respectively, that is, nurses need to develop these dimensions better.

◆ **Comparative analysis of the results presented in table and figure 5**

According to Figure 3, the results are shown by reaching the mean of the results in the dimensions: “Need for success”; “Autonomy/Independence”; “Creative trend”; “Calculated/moderate risks”, nurses failed to reach the average, obtaining a low average rating on these entrepreneurial tendencies.

In the Impulse/Determination dimension, the result was considered above average, highlighting the best trend. However, it is necessary to consider Figure 5, expressing the number of nurses who reached the mean in each entrepreneurial trend, despite being considered “very low” and presents a variation of results in relation to Figure 3, since in most of the nurses interviewed they present qualities presented by the “Need of Success” dimension and by the dimension “Impulse/determination”, despite this variation of result, in general they present a very low entrepreneurial tendency level, as the result shown in Figure 5.

Given the results presented, the nurses surveyed, in general, need to develop the entrepreneurial tendencies. The nursing profession possesses entrepreneurial characteristics since Florence Nightingale when from the identification of a need for a particular service, acquired an education with the nuns on the aspects that surround the care and the assistance to the patient and proposed the creation of a nursing course. Florence had an entrepreneurial vision. Profitable or not, it was a business, and like any business, it needed planning and management. At that time, it was not seen as an entrepreneurial vision, but today it is known that the entrepreneur is an individual who presents specific skills and competences.¹³

The idea of an entrepreneurial person shares entrepreneurial characteristics. We are all born entrepreneurs; he still considers the

human species enterprising, independent of the profession that is exercised, reiterating that the nurse is an entrepreneur. Entrepreneurship is not a phenomenon only economic, but social, which allows the profession possibilities to undertake both entrepreneurship that is related to business and social entrepreneurship. For this event, nurses need to be aware of the changes that occur in the labor market and explore opportunities for growth of the profession, opening new ways of exercising their role, but as seen in this research, the nurse needs to seek to develop the skills presented in the five entrepreneurial tendencies.¹⁰

It is worth considering now that the TEG test has the potential to use counseling and educational tool to facilitate self-analysis and exploration of courses interested in facilitating the development of professionals for entrepreneurship. It is also used to evaluate the effectiveness of courses that teach about entrepreneurship, as well as facilitate the development of attributes of this future professional for better management. The instrument can be used to establish the profiles of professionals of different activities and to describe the occupational behavior of this individual and to highlight what aspects need to be developed for a more efficient management.¹⁴

Therefore, although the level of entrepreneurial tendency has been “very low,” the nurse is rather an entrepreneur. Entrepreneurship is inherent to the nursing profession, focused on care, an entrepreneur in nursing cannot forget that the patient care is unique. It can be noticed that several initiatives associated with entrepreneurship in nursing are related to the traditional practices of care and managerial competencies of nurses.

The nurse follows an entrepreneurial line in his actions, respects the health system to help organize and direct him (although he is not currently in managerial positions). Therefore, the relations found in the nursing profession alone places the nurse as an entrepreneur. However, the development of these entrepreneurial tendencies needs to be explored and stimulated, both in the professional environment and in the academic environment.¹³

CONCLUSION

The nurse entrepreneur needs to develop his entrepreneurial qualities. The percentage of nurses who presented strong tendencies in all dimensions was very low. The individual effort of nurses and the collaboration of

universities, based on a teaching that stimulates entrepreneurship, is fundamental to improve these results.

Training for the development of technical and scientific competencies needs to be expanded because currently, the world of work demands a new positioning of nurses' professionals. An entrepreneurial stance, that is to say, professionals proactive in the face of the global changes of the technologies, as well as of the job market.

It is fundamental to continue new studies on the entrepreneurial profile, enabling to verify the development of this profile, which can occur through entrepreneurial education, that is, it is possible to teach someone to be an entrepreneur.

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