

## CHAPTER V

### DISCUSSION, CONCLUSION, SUGGESTION AND RECOMMENDATION.

This chapter includes discussion, conclusion, suggestion and recommendation. The first primary question tackles the rate of turnover. The second explores the reasons for turnover of graduate nurses from the government hospital to government hospital and from government hospital to the private sector.

There was a high turnover rate of graduate nurses (39.41%) in 1987 due to the crucial problem related to the lack of residence for these personnel. The Government has increased the hospital beds but has not provided enough residence for the nurses. The nurses did not like to stay outside of the hospital, so they went to work in the government hospitals for some time and later resigned the post and returned to the center in Kathmandu.

In the government hospital, many nurses felt a discouraging job pressure, due to the irregularity and absence of some other nurses. Therefore, the nurses who were on duty had to cover for the duties of the absentees. This factor (ie. job pressure) is also statistically

significant ( $p < .05$ ).

Delayed education opportunity also caused some of the nurses to resign from one hospital to another hospital and to the private sector. That factor is also statistically significant ( $p < .05$ ). Therefore, the managers and administrators should bear in mind that the opportunity provided to the graduate nurses should be timely and should not be given too late.

Another reason why the graduate nurses turnovered from the government hospital to the private sector was to get higher salary. This factor was statistically significant ( $p < .05$ ). In the government hospital, salary was low in comparison with the private sector.

Another reason for turnover was due to the in appropriate transfer of individuals for promotion to places they did not like to go. Very often, there were no specialty for facilities in accordance with their ability. Another important reason related to the social problem such as children's education and the need to be responsible for their disable parents. Both of these factors were statistically significant (both had the same p value of  $< .05$ ).

Many of the graduate nurses turnovered to private sector to get the higher salary, better fringe benefits,

bonuses. In addition, some of them did not have to do night and evening duties and could spend more of their time for their responsibilities in the households. Further, if they were involved in Project work, the salaries they get could be at least four times as high as the salary they get from the government services.

There were many reasons for some nurses who adhered to the government service. More than three fourth (77.1%) remained in the government hospitals because they were married and many of them belonged to the Hindu Newar group. Others stayed back because of the need to be with their families due to social problems such as responsibility for the disabled parents, households and children. Other important reasons of retaining or adherence in the government hospitals included: job security, respect and high status in the society despite low salary and poor fringe benefits. In addition, those who stayed in the government service could collect some compensation for disability and retirement. In Nepal, about 20 % of the salary of civil servants was retained by the government for the use of individuals during retirement or unexpected hardship. The government deposited an equivalent of money taken from civil servants for the purpose. Civil servants can get loan from the government within the limit of their deposit to cope with the necessity of life such as

investment in homes, business, and unexpected events. These loans were issued without interests. When a civil servant retires, he or she will get the lump sum of money remaining in his or her account. The scheme has been a major attraction for most government officials. Other reasons for adherence include opportunities for higher education and promotion in their due time.

For those who had much experiences such as specialists and managers, many felt that they stayed because of their ability to work and contribute in the units directly relevant to their speciality. This allowed them to be very productive and therefore, they had more chances to be rewarded according to their good work which was evaluated individually (Jona. Vol No.6 June 1988).

Working in specialized Units for a long time could have many advantages. For example, the nurses could have a close working relationships with physicians and other personnel in the health care team. Good teamwork could create a feeling of job satisfaction. Personnel in the team were satisfied if their contributions to solving patients' problems were accepted by other members of the team, including the physicians. The teamwork approaches allowed the nursing activities to be planned and implemented as a joint venture. This notion could result in a good promotion of work. Petricia, Sally and Bowen also emphasized the

importance of the role good relationship between workers and supervisors, which could support the smooth running of the units.

In my experience, in order to maintain good people in their jobs, it is the important to share knowledge, to promote individual respect, to have suitable job assignment which is putting right man in the right job, to create a clear job description and to sustain a favourable working environment in the workplace. Support for subordinates for their advancement such as in education and carrier development in their due time is also crucial for the development good interpersonal relationship.

#### CONCLUSION

The aim of this study was to find out the rate and the reasons for the turnover of graduate nurses in the government hospitals.

After a valid information gathering and evaluation, the reasons for turnover has been formulated. The result can be used to develop appropriate government and institutional policies, design strategic and operational plans to cope with the problem of turnover.

From our data, it is clear that the factors affecting turnover are multiple. This means that dealing

with any single factor in isolation should not be effective in solving the problem. For example, the management team of the Bir Hospital has increase the basic salary of the nurses by 50 %, hoping to reduce the frustration of nurses and thereby reduce turnover. Despite this important measures, complaints have never decreased and the quality of nursing care has remained unchanged. The only change has been a more effective coverage of the Units, particularly in terms of the coverage of evening and night duties. The example clearly calls for the need to tackle problems as a whole and not in parts without seeing the total picture. Effective management requires examination of entire human resource management process.

#### SUGGESTION

##### The Examination of the Entire Human Resource Process:

I strongly suggest here that to cope with the problem of turnover effectively, there is a need to examine the entire human resources management process, job design compensation, supervision, carriers development, work conditions and hospital policy. This suggestion is based on valid information gathered and analysed which showed that the turnover rate was high and the reasons for turnover were multiple.

Since it is possible that the rate and the reasons for

turnover may change over time, therefore, there is a need to built in a mechanism for a regular and systematic diagnosis of turnover.

Any mechanism for regular monitoring of turnover requires a reliable data base. Therefore, I suggest that the nursing Administration Record keeping system needs a little modification. There should be a systematic review of the items being collected routinely. At the moment, too many items are being collected and some important items such as the reasons for turnover have not be recorded. The number of items to be retained should be linked to the purpose of keeping the record. In case the number of items needed for administration are relatively extensive for the purpose of the evaluation of turnover of nurses, it might be possible to transfer only necessary items from the monthly record to a yearly data base which contains only the items needed for turnover assessment. Records are legal documents and should be maintained as accurately as possible.

#### **Provision for increasing incentives.**

As a major cause of turnover was the availability of better opportunity and salary outside the government hospitals, it was strongly suggested that any future modifications of policy and programs need to emphasize both

the monetary and career development opportunities including the provision for higher study, participation in training programs, and appropriate promotion in due time. Another indirect incentive, which would be no extra cost to the government was the inclusion of nursing personnel in the process of human resource policy formulation; ie. at least to consult with the nursing personnel in any modifications of policy and programme measures.

#### **Modification of nursing management concept**

To date, nursing management has not been given due place in hospital management. In the overall management of the hospitals, very minor importance has been given to the nursing management. In some instance, even no separate budget was allocated for nursing. The managers have perceived the need for a proper calculation system to allocate resources to different aspects of strengthening activities in the nursing field well in advance. This will require a long term institutional strengthening plan so that nurses can be prepared for new knowledge acquisition and can adjust their role and responsibility and to make them psychologically prepared for possible in coming difficulties.

The managers have also perceived the need for the establishment of a counseling body which will help to reduce the turnover. Critical reviews of accommodation

facilities, evaluation for promotion, policy about the rotation of nurses within Districts, transportation facilities were also recommended.

The nurses who remained on their jobs should be commended. Their dedication should be used as a good example for the younger generation in the hospital. These nurses should be proud of their experiences. Opportunities should be created for them to share their ideas, experiences, ideology, motivation, successes and failures with new comers. Therefore I strongly the hospital administration take a positive steps towards promotion of good model of nurses for the hospital. In this way the new nurses may learn.

The salary and fringe benefits should be related according to the market situation. The salary scale and fringe benefits in the government service should be able to compete with other Organizations, otherwise there will be a decrease of interest leading to a low percentage of those who wish to remain in their work.

To reduce turnover of graduate nurses depends on the managers or supervisors behavior as well as the hospital climate. The hospital administrator should create a suitable working condition and assign the right man in the right job.

One specific suggestion to reduce the graduate nurses turnover from one hospital to another hospital is to deal effectively with lack of posts for nurses who are promoted. Currently, one may not get an appropriate post in the hospitals where he or she works if promoted. The government does not have enough resources to create such a post. Therefore, the nurse has to be transferred to other hospitals. She or he has to work in an entirely new environment. The family members also need to be adjusted to such a change. The situation is not easy for people to cope with. So, the Unit and staffs can be very dissatisfied with this policy. Therefore, it is strongly suggested that the authority people give more attention to the problem. Even if it turns out that the government has to create more posts and pays more salary to support the posts, this can be beneficial to the country in the long run.

#### **RECOMMENDATION**

The aim of this study is to investigate the rate and reasons for turnover of graduate nurses from the government hospital, why they left the hospital and where they went and what for.

Based on the findings, I recommend that:

1. There should be a systematic examination of the entire human resource process. The Ministry of Health should be charged with such a responsibility with

involvement of all the important stakeholders including the working nurses.

2. There should be a systematic review of the incentive schemes of the country taking into consideration the nature of work, fringe benefits, opportunities for progress. The scheme should link the situations in both the public and private sectors, and not in the public sector alone. The Ministry of Health and the Administration in the hospitals should be responsible for the systematic review where appropriate.

3. At the institutional level, there is a need to modify nursing management concept. Nursing personnel at all levels should be allowed to participate and not only cooperate in the improvement of organizational performance. Participation requires that the personnel have to be involved in problem identification, defining possible alternatives, selecting possible actions, performance monitoring and evaluation, and most importantly, they have to reap the benefit of the good work together with the organization administrators. At the moment, the lower level of personnel are involved only when the administrators want their cooperation. This has led to frustration. The manager of the organization should be charged with the initiation of this idea. The success of the process requires a full participation of all personnel taking into

consideration the benefit of the organization as well as individual benefit. If the hospital management is interested in its employees, past evidences suggest that the problems associated with the shortage of nurses and poor nursing care will be reduced.

4. Since the situations of turnover and the reasons for turnover will change overtime, it is appropriate for the organization and the Ministry of Health to create a mechanism to monitor and evaluate the changing situations and design intervention options to deal with the problem accordingly.

5. As for future study, I recommend that the rate and reasons for turnover should be examined in specific subgroups classified according to duration of experience. In addition, the reasons for turnover could be classified in more details such as individual factors, social factors and opportunity for advancement.