

Factors Affecting Job Retention among Nurses Working in Selected Hospitals, Nepal

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ABSTRACT

Objective: The objective of this study was to explore the factors affecting job retention among nurses in public and private teaching hospitals.

Methods: A descriptive research design was conducted in this study. Hundred nurses were selected using non probability sampling technique from a public teaching hospital and a private teaching hospital. A pretested semi-structured self administered questionnaire was used to collect the data. The collected data were transferred into SPSS and analyzed by using descriptive statistics; frequency and percentage. The analyzed data were presented in the tables.

Results: the majority of respondent from public teaching hospital were motivated with financial factors (62%) and fringe benefits (58%) to retain. The majority of respondents from private teaching hospital were motivated with professional development factors (56%), fringe benefits (54%) and collegial factors (52%).The most (88%) of respondents from both public as well as private teaching hospital felt necessity to have a policy to retain the nurses in their organization.

Conclusion: The nurses working in both public and private teaching are motivated with fringe benefits, interpersonal relationship with colleagues and support from them and job security in retaining in their organizations.

Key Words: Nurses, Job retention, Factors affecting

INTRODUCION

Nurses are the major part of the human resources in the health sector. They play the vital role and are accountable for taking challenging responsibilities in health services. But the most of the hospitals are facing the problem of turnover among nurses.

Excessive staff turnover is costly for any organization. Its impact goes beyond the financial costs inherent in recruitment, selection and new employee training. When a staff member leaves an organization, the knowledge, skill and experience that the person has brought to, and gained at, the organization is lost. Importantly, turnover

results in declined continuity and quality of nursing care.

Moreover, there is no actual data of nurses' turnover rate in Nepal. Adequate number of well-trained, competent nurses is key to the delivery of high quality and safe patient care. The hospitals management must focus on retaining nurses in their organizations. So it is important to understand the factors that motivate nurses to remain working in one specific health organization.

The job stress, excessive demands, poor staffing, and lack of respect are the factors that contribute to unhealthy work environments and implicated them as

significant factors influencing nurse retention. [1] The conclusion from meta-analysis that the factors which influence retention of the nurses included the empowerment, autonomy, the provision of challenges, a sense of community within an organization, the education and peer development, working environment, the flexible working shift and an adequate financial reimbursement. [2]

However there was no research study concerning the motivating factors of job retention among nurses. The objective of the study was to explore the factors affecting job retention among nurses working in public and private teaching hospitals. This study might provide baseline data of the underlying factors affecting the job retention among nurses in the public and private teaching hospitals. The hospitals might be aware of motivating factors and might be able to develop, implement and evaluate retention strategies. Ultimately, this might be able to continue to ensure quality of patient care through successful retention of nurses.

METHODOLOGY

A descriptive research design was conducted in this study. The research settings were 468 bedded Tribhuvan University Teaching Hospital (TUTH), Maharajgunj for public teaching hospital and 500 bedded Kathmandu Medical College, Teaching Hospital (KMCTH), Sinamangal for private teaching hospital. The total number of nurses working in TUTH and KMCTH were respectively 355 and 157. Only 50 nurses who met inclusion criteria of working for at least three years in the same setting, were working in KMCTH at the period of data collection, so convenient sampling was used to select the sample in the hospital. And the same number of sample i.e. 50 nurses who met inclusion criteria were selected from TUTH by using purposive sampling technique. The pre-tested semi-structured self administered questionnaire was used to collect the data. The data were analyzed by using descriptive

statistics in terms of frequency, percentage. The findings are presented in tables.

The permission was obtained from higher authority of the hospitals by submitting the written request letter. Informed verbal consent was taken from the respondents after explaining the purpose of the study to ensure their right to have information. Anonymity of the subjects was maintained by asking respondents not to write their name in the questionnaire.

RESULTS

Forty-eight percent of the respondents from public as well as teaching hospitals were at age group 26-35years. The majority of respondents 56% and 82% respectively from public and private teaching hospital completed PCL Nursing. The majority of respondents 68% from public and only 28% from private teaching hospital had less than 5years working experiences in their current organizations. Sixty percent of respondents of public teaching hospital had permanent appointment where as 88% of respondents of private teaching hospital had 74% of respondents from public and private teaching hospital respectively.

Table 1: Respondents' Motivating Factors in Retaining in their Organization

Motivating Factors**	Public TH* (n=50)		Private TH* (n=50)	
	Frequency	Percentage	Frequency	Percentage
Financial Factors	31	62%	10	20%
Fringe Benefits	29	58%	27	54%
Organizational factors	25	50%	20	40%
Professional development factors	18	36%	28	56%
Collegial factors	11	22%	26	52%
Personal factors	10	20%	17	34%

*Teaching hospital, ** Multiple Responses

Table 1 illustrates that the majority of respondent from public teaching hospital were motivated with financial factors (62%) and fringe benefits (58%) to retain. The majority of respondents from private

teaching hospital were motivated with professional development factors (56%), fringe benefits (54%) and collegial factors (52%).

Table 2: Respondents' Intention to Leave their Current Organization

Intention to leave	Public TH* (n=50)		Private TH* (n=50)	
	Frequency	Percentage	Frequency	Percentage
Yes	10	20	17	34
No	40	80	33	66
Total	50	100	50	100

*Teaching hospital

Table 2 shows that 20% and 34% of respondents respectively from public and private teaching hospital had intention to leave their current organization.

Table 3: Respondents' Reason for planning to leave their Current Organization

Reason	Public TH* (n=10)		Private TH* (n=17)	
	Frequency	Percentage	Frequency	Percentage
Further study	8	80	10	59
Move to another organization	2	20	-	-
Working overseas	-	-	7	41
Total	10	100	17	100

*Teaching hospital

Table 3 shows that the majority (80% and 59%) of respondents respectively from public and private teaching hospital had plan for further study.

Table 4: Respondents' Opinion on Necessity of Retention Policy in their Organization

Need of Retention Policy	Public TH* (n=50)		Private TH* (n=50)	
	Frequency	Percentage	Frequency	Percentage
Yes	44	88	44	88
No	6	12	6	12
Total	50	100	50	100

*Teaching hospital

Table 4 shows that same percentage 88% of respondents from both public as well as private teaching hospital felt necessity to have a policy to retain the nurses in their organization.

Table 5 presents that the opinion of respondents from public and private teaching hospital regarding the areas that are

to be improved in their organization will motivate the nurses to retain in same organization. The majority of respondents from private teaching hospital want a competitive salary compared to other similar organization (94%) and adequate staffing (68%) where as the majority of respondents from public teaching hospital want to get equal opportunity of in-service education and training for all (74%), proper evaluation system of performance (64%), fixed and timely permanent and promotion policy (62%), training on new and advance technology (60%) and free from influence of political environment (58%).

Table 5: Respondents' Opinion to Improve Retention of Nurses in their Organization

	Public TH* n=50	Private TH* n=50
	Percentage	Percentage
Opinion**		
A competitive salary compared to other similar organization	-	94
Opportunity of in-service education and training for all	74	48
Proper evaluation system of performance	64	-
Introduce fixed and timely permanent and promotion policy	62	-
Training on new and advance technology	60	46
Free from influence of politics	58	-
Adequate staffing	38	68
Adequate supplies and equipments	38	40
Reward and recognition for outstanding performance	24	40
Involvement in decision making	24	-
More facilities	26	-

* Teaching Hospital, **Multiple Response

DISCUSSION

The most of the respondents (62%) working in public teaching hospital were motivated with the financial factors which was followed by fringe benefits (58%) in retaining in their organization. The study done in Malawi revealed that low salary was the demotivating factor among nurses in public sector is consistent with this finding. [3]

Only 20% of the respondents working in private teaching hospital took the financial factors as motivator in retaining in their organization. This finding is supported by the finding of the study done in South Africa which showed the nurses

working in private sector were more dissatisfied with their pay. [4] Half of the respondents from public teaching hospital were motivated with the organizational factors (recognized educational institute, social recognition). This finding is similar to the other study findings where the nurses working in public sector were satisfied with social context. [2] Almost all of the respondents (96%) from the public teaching hospital were motivated with a competitive salary. This finding is inconsistent with the study that revealed that the nurses working in public sector were dissatisfied with their pay. [4]

The most of respondents from both hospitals were motivated with interpersonal relationship with peers, subordinates and superiors, and support from colleagues. These findings are supported by the study in Malawi which revealed that the nurses' job satisfaction which increased the retention of nurses was influenced by good interpersonal relationship with colleagues and support from them. [5]

More respondents (50%) from public teaching hospital had job satisfaction than private teaching hospital (44%). This finding is inconsistent with the finding of the study which reported that private-sector nurses were generally satisfied, while public-sector nurses were generally dissatisfied in South Africa. [4] More than three fourth (78%) of respondents from public teaching hospital were motivated with permanent appointment. This finding is supported by the findings that showed that the nurses working in public sectors were satisfied with employment security. [4]

Few respondents from public hospital were motivated with adequate supplies and equipments to work properly (26%), adequate nurses to work properly (22%), and promotion when appropriate (22%). These findings are supported by the findings of the study which revealed that poor resources and lack of promotion were the demotivating factors among nurses in public sector in Malawi. [3]

The respondents from public teaching hospital stated the opinions regarding improvement in their organization includes equal opportunity of in-service education and training for all (74%), more training on new and advance technology (60%) to make them retain more in their organization. Similarly, 48% and 46% of respondents from private teaching hospital gave the opinions about the improvement in their organization respectively for provision of in-service education and training on new and advance technology. These findings are supported by the study that revealed that further education and opportunity to professional development were factors that were positively related to intention of Norwegian nurses to stay in the hospital. [6]

The thirty-eight percent of respondents from public teaching hospital stated the opinions regarding improvement in their organization. These include adequate placement of nurses and sufficient maintenance of equipment to make them retain more in their organization. Similarly, 68% and 40% of respondents from private teaching hospital gave the opinions about the improvement in their organization respectively for adequate placement of nurses and adequate supplies and equipments. These findings are supported by the study which concluded that that nurses could be retained if working conditions were improved in terms of: salary, resources, water, and electricity. [5] Another study revealed that 77.8% nurses gave suggestions for providing adequate equipments and hiring more nurses in their organization to make them retain is similar to this study findings. [7]

Considerable proportion of the respondents (24% and 40%) respectively from public and private teaching hospitals provided the opinions regarding improvement in providing reward, incentives and recognition for outstanding performance. This study finding is supported by the study which reported that 64.8% nurses in South Africa gave suggestion for recognizing and rewarding

for good performance and loyalty.^[7] The finding of this study regarding the respondents' opinion about resources, reward and recognition is consistent with the study which revealed that the study participants recommended that nursing retention could be improved at the hospital by launching the following strategies by nursing management: reducing workload by adequate nurse-patient ratios according to international standards, promoting respect of nurses in front of patients and other staff, rewards and recognition of nurses, simplifying nursing documentation, increasing recreational activities for nurses and empowering nurses and nursing management group.^[8]

Almost all respondents (94%) working in private teaching hospital gave suggestion for providing a competitive salary compared to other similar organization to motivate them to retain in their organization. This finding is consistent with the finding of the study which reported that 88.9% of nurses gave suggestion for providing a competitive salary as the most important factors that influence their retention.^[7]

CONCLUSION

Based on the findings of the study, it is concluded that the nurses working in both public and private teaching are motivated with fringe benefits in terms of medical benefits, leaves and provident fund, interpersonal relationship with colleagues and support from them and job security in retaining in their organizations. The nurses wanted for improvement in salary, opportunity of professional development, supervision, recognition, working environment in terms of adequate staffing and sufficient equipments and policy of permanent and promotion to enhance the retention. The study findings recommend

the hospital administrators to focus on the development and implementation of retention strategies to reduce nurses turnover.

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