

BA (Hons) Business Management

Managing People- LCBB5004 - Assessment 2

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INTRODUCTION.....	3
CAUSES AND EFFECTS	3
Monetary and non-monetary metoth	4
RECOMMENDATION.....	7
CONCLUSION	8
REFERENCES.....	9

INTRODUCTION

Every job has its role, but there are areas where the number of employees makes a difference. In the healthcare system, facing staff shortages can be a battle between life and death.

Unfortunately, in recent years, Nursing Industry in the UK is experiencing a massive number of resignations among nurses. According to articles and studies based on the NHS, retirement is not the main reason for staff shortages, as the latest research shows that younger people, up to the age of 45, are leaving the workplace of their own accord. In terms of qualifications, the UK has invested and wanted its staff to be qualified and competent. However, vacancies for nurses are increasing every year, even though skilled and international labour has been brought in.

In this study I will find and critically analyse the causes and effects of the shortage of health workers.

CAUSES AND EFFECTS

Among the most important reasons why employees decide to leave their jobs, regardless of the field, is the lack of salary satisfaction.

Although the reasons why nurses decide to leave their jobs are vaguely mentioned, the low pay relative to the level of work may be one of the most important and real reasons. Given the large number of nurses under 45 years of age, it can be concluded that young people prefer to occupy better paid or equally paid positions, but in fields that offer them more psychological comfort.

The effect of low pay may be a domino effect; this can be seen in the percentage of nurses who have left the system in one year (one in six nurses).

The work done in the aftermath of the covid-19 pandemic, the accumulated fatigue, the lack of understanding and compassion among nurses, and the suffering of patients have created

discomfort among NHD employees, who have not been motivated and have not been sufficiently rewarded financially. The low pay strategy can also lead to much weaker recruitment, where the emphasis is not on knowledge and skills, but on accepting lower pay for less work. Poorly qualified staff discourages good and dedicated nurses from finding motivation and job satisfaction.

Another reason why nurses may leave the workplace is the toxic working environment. Clutter, unmaintained devices and equipment, and the mood you can get into in the healthcare system are all reasons to leave the workplace. NHS staff is negatively impacted by patients' stories and experiences, but they can also be abused, discriminated against and ignored by colleagues at work. All these stressful conditions disturb the mood and create anxiety among staff. In such an environment, the only escape seems to be to get out of there and change work place.

In the case of nurses, although they can train continuously and learn constantly, there is no ladder to climb. Unfortunately, for a nurse, the lack of growth opportunities is one reason why nurses, especially young ones, decide to pursue another career that offers them more chances for advancement.

Torrington, Derek (2014) say "Given the importance of quality in a healthcare setting, productivity improvement can be expressed as higher quality from the same inputs (i.e. workforce): there is a general lack of published work on good practices in workforce planning, and no examples of fully integrated workforce planning models were found... workforce planning is essential for the NHS as a long lead time is required for training; wage adjustments are influenced by market forces; patient needs must be met; and taxpayers' money should not be wasted by training too many staff." (Torrington, 2014, p.68)

Monetary and non-monetary metoth

In order to maintain the NHS it is necessary to apply certain attractive methods to stop staff migration, models can be both monetary and non-monetary.

In his book, Amstrong (2014) say “***Money seems to provide the carrot that most people want.***”

Financial wellness is the best way to retain employees. Among the monetary methods that NHS77 England also proposes are national discounts and facilities such as: Blue Light Card, which is a way to benefit from online discounts at several partner stores, including ASDA (which offers 10% discount for Blue Light holders). The Blue Light Card has several advantages, its holders can benefit from discounted fuel at Esso stations by purchasing the Esso loyalty card.

One way to save money is through discounts and special packages for health services for healthcare staff. In order to save people, nurses need to be healthy and have the best medical care, but also the easiest to access, so Nursing packages, cashback methods and dedicated vouchers provide both financial and personal support.

Among the ideas presented by NHS77 England, Fleet Home Electronics in conjunction with Curry`s allows healthcare staff to benefit from the purchase of a range of electrical products and household appliances, with payment being made in 12 or 24 monthly instalments, depending on the buyer`s preferences.

In addition to national discount programs, employers should also pay more attention to the comfort of their employees while travelling to and from the workplace. Transportation should be provided, which would induce safety in the minds of nurses even after tiring shifts. Going home from work would not be so difficult. Secondly, this method would increase the chances of hiring nurses from other cities and fill vacancies faster.

At the same time, the focus should be on national wage growth, which would attract both national and international labour, but maintain the current workforce and there would not be so many resignations. An increase in salary would give nurses the comfort they need to want their job for the long term without having to think about other alternatives.

It is not only financial satisfaction that helps to retain healthcare staff, but also non-monetary methods, which are based on: attention to employees, staff engagement, attention to NHS satisfaction, recognition of merits and achievements and a pleasant working environment.

In " Human Resource Management " several research studies on the NHS workforce are studied, including combating stress among employees. Nurses have noticed that the stress they face at work is their biggest enemy and one of the useful non-monetary methods is to combat it. Too much work and too few staff at peak times is one of the demotivating factors, and a surplus of staff would help reduce stress among employees. Another reason for stress is unmaintained equipment; if it were maintained regularly health care staff would have a better working environment and thus the rate of resignation among them would decrease.

Another beneficial method is the Employee Assistance Program where free therapy sessions are offered to combat mental health issues, concerns caused by death or discrimination. Employees have the availability to be helped 7 days a week also by : "Better Health - Every Mind Matters" offers support and useful tips to get through the problem and find your well-being, which will then reflect in your professional life.

Also a method based on the psychological state of the employee is the spare time he/she has away from work, so that he/she can refresh and relax and come to work full of energy. The extra days off can make nurses eager to work in healthcare and can motivate them.

For the retention of nurses, they should be rewarded and publicly appreciated for their merits. Management should be concerned with validating nurses and appreciating them through employee or nurse of the month status, and the appreciation should come publicly.

One of the most important non-monetary methods of retaining nurses is suggesting, implementing and understanding the importance of their work. Once nurses understand the importance of their work, it will be much harder for them to leave the position of rescuer they are in. Doctors' work is dependent on the presence of nurses.

RECOMMENDATION

From my point of view, nurses are the bedrock of the NHS and their absence will lead to instability in the healthcare system. First of all, there should be a greater and more thorough focus on tackling vacancies, which can be helped by good staff planning.

“Workforce planning provides a basis for a systematic approach to assessing the number and type of people needed and, having taken into account information on the supply of labour and environmental scanning, for the preparation of recruitment, retention, management succession and talent management plans. Workforce planning is important because it encourages employers to develop clear and explicit links between their business and HR plans and to integrate the two more effectively.” (Torrington, D, 2014, p.223)

At the moment, the high number of jobs, although worrying, does not have an impact on patients yet, but in the long term, without planning and without combating them, things can get worse and the whole health system can be affected.

For starters, I would emphasize a friendly workflow that keeps current employees on the job and I would provide ongoing professional training so they can develop and understand the importance of their job. At the same time, increased communication among employees could help to loosen up the working environment and relax staff.

In the long term, I would initiate all NHS staff to participate in a questionnaire where they freely express what they like and dislike about their job. Through the responses collected, it is possible to create a strategy not only for retention, but also for attracting people to employment.

One of the most important questions is "what influences nurses to stay in their job and what makes them leave", so that the focus can be on why they stay in the healthcare system and can be promoted among NHS workers. Related to the first questions, the questionnaire would also focus on vocational training and the depression that can be caused by abandoning a job for which one has studied and trained for years. Emphasis should also be placed on a scale of 1 to 5 on satisfaction with the pay received for work done. Depending on the percentage, a decision

on salary changes can be made. A sensitive issue among employees is the amount of holiday leave they take and their satisfaction with the number of eligible days in a year - depending on the answers, methods can be implemented to reward employees with extra leave days.

Given the increasing number of vacancies among nurses, the focus will be not only on employee dissatisfaction, but also on their methods of improving the system.

In the end, more emphasis should be placed on the satisfaction that should be the purpose of their work, that they are the basic help in treating people in pain. In order to be strong when facing the pain of the people being treated, NHS staff need to be listened to, motivated and supported so that the emotional burden of patients' health problems does not affect them, so that they leave the job they trained for.

CONCLUSION

For there to be balance in the NHS, there should also be a greater focus on staff recruitment, not just on those who decide to leave the field. However, it is worth mentioning that by applying staff retention strategies and methods, patients can enjoy care from qualified and experienced staff. In other words, management should pay attention to the needs of the staff, identify them and combat them. At the same time, it is necessary to integrate newly recruited nurses and recent graduates and to address retention strategies before discontent among newcomers can emerge.

In conclusion, in order to decrease the number of resignations among nurses, the psychological and financial needs of the staff should be taken into account through planning, organisation and increased attention to staff.

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