

MANAGING PEOPLE – ASSIGNMENT 2

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Executive Summary

In the below mentioned context, the burnout of nurses and the causes, theory behind it is discussed. The intrinsic and extrinsic factors and the conservation theory on this burnout are detailed explained here. The Monetary and non-monetary retention policies is discussed. Besides that, some recommendations are also suggested here for new implementation of policies.

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1. Introduction

Nursing is an inseparable part of the health industry. Doctors only diagnose diseases and give medicines. But taking care of patients even in critical conditions - is the ultimate job of a nurse. Patients are heavily dependent on them. But the problems of the nurses are less highlighted. They work in a tiresome way but in the end, they get ignored. So, dissatisfaction results in burnout of nurses. Now analysing these situations in UK health sectors, the factors, and theories behind this are identified and discussed here. Besides that, the monetary and non-monetary welfare policies for the nurses are also explained here. Implementing such policies and some other ideas by National Health Service or NHS in the UK may get rid of this situation.

2. Main Body

2.1. Cause and Effect of Employee Action

So, the scarcity of nursing employees in the healthcare system of any country is a grave threat to society. From some recent reports and surveys, it is found that nos. of nurses in various healthcare centres in the UK is decreasing vastly. In 2022, as identified by Buchan *et al.* (2019), more than 40,000 active nurses left their jobs. Analysing the previous statistics, it is also found that the rate of nurses' attrition is the highest this year. A well-known theory explaining this situation is the "Conservation of Resource Theory". This theory explains that if 4 types of resources which are condition, objects, energy and personal characters are threatened, it could affect the performance of the nurses. So, with the help of the National Healthcare Services or NHS, an analysed report found where many reasons for this nursing attrition hidden (Smith-Wacholz *et al.*, 2019). Those causes or factors can be divided into two main categories which are Extrinsic Factors and Intrinsic Factors. Now some of the extrinsic factors are discussed here –

Professional decorum: In current days, as per the view of Hill (2020), people only concern themselves with earning money. They do not try to learn anything deeply. In the nursing sector, good behaviour with patients as well as with their families is very essential. Besides that, rules and regulations of hospitals, and time management should also be learned. But now, the nurses don't have much knowledge of office decorum.

Poor communication skills: Most people come to this profession just for a good salary, and a stable job. Some of them don't have sound educational backgrounds. This results in being less communicative with the patients and their families (Hamshire *et al.*, 2019).

Lack of technical skills: Maintaining various apparatus and using them as per requirement is a crucial job for a nurse. How to operate a CT scanner or BP monitor - should be in the grip of a nurse. But lack of proper training, results in the suffering of patients.

Low Confidence level: As identified by Senek *et al.* (2020), if any person does not have sound knowledge of anything, he or she feels less confident. The same is happening with current-day nurses. As they don't get properly trained, they become confused even when taking blood samples or pushing injections to the patients.

Financial Problems & family burden: Nursing is a job where deep attention is essential but family and financial problems of those who came to this job for money hamper the patients' services. According to Costello *et al.* (2020), sometimes they do not get paid for overtime which results in severe financial conditions that forced them to discontinue the job.

In the case of intrinsic factors, the following reasons were found –

Work Pressure Load: With the lack of nursing trainees, the work pressure load is increasing day by day. So, nurses are losing interest in carrying forwarding this job.

Overtime: Due to the handling of some critical patients, sometimes nurses have to continue the task beyond their shift. But they don't get ample money against this overtime (Fasbender, Van der Heijden and Grimshaw, 2019).

Work Recognition: The junior trainees are not as many recognitions as the senior employees even though they work hard during the shift. Sometimes, it is also found that senior employees get much more recognition and facilities compared to junior ones. Such indiscrimination give negative impacts on this job.

The attrition or turnover of nurses results in a huge effect on the healthcare system in the following ways –

Excess workload on remaining staff: As per the view of Bimpong *et al.* (2020), due to the scarcity of nurses and to provide service from time to time, the staffs of the hospitals have to take extra workload even to do some overtime.

Hamper in Daily Routine Procedure: Arranging daily routines like transferring patients to different units, taking their tests, and making Operation theatre ready are get hampered as one person has to do more than one job at a time.

Complaints from patients and their families about poor service: If the patients do not get proper treatment or service even after giving all the service charges, they lodge complaints (Evans *et al.*, 2020). Lack of time-to-time treatment, and other hygienic facilities – are the main complaint issues.

Increasing sickness of nurses due to heavy workload: As the nurses are doing the job of 2-3 manpower, they get easily sick and the situation in hospitals is getting worse.

Wastage of resources: As the new joiners do not have proper training in handling equipment and knowledge of medicines, a huge waste of stored medicines, and equipment are found.

According to Benzaghta *et al.* (2021), relating those extrinsic factors with the conservation theory, conditions and personal characteristics are not properly built up in the nurses. Along with that intrinsic factors like excess workload, and non-recognition of hard work related to the drainage of energy of the nurses. So nurse burnout become frequent in the UK.

2.2. Monetary and non-monetary existing retention schemes used by NHS

The Monetary and Non- monetary Retention Policies for the Nurses is there to reduce nurses' turnout. In this sector, as opined by Bhaduri (2021), the National Health Service of the UK or NHS is focusing on their retention policies to attract the staff to that jobs. Here some monetary and non-monetary policies are discussed below –

Monetary Policies

Giving Lucrative Salary Packages: People always work for the financial benefit. If they don't get a proper salary in any job they try to leave it. So, according to Shah *et al.* (2021), NHS has

started a good CTC package for new joiners in the hospitals giving various benefits and bonuses. As all know, the salary situation in the corporate sector is much higher than in the health sector. To match this difference, NHS is trying to implement a new pay commission with a huge basic salary hike.

Overtime Bonus: The main problem faced by the NHS is the overtime issue. As there is a scarcity of staff nurses in the UK, the remaining staff has to do some extra hours of work. So, as stated by Fasbender, Van der Heijden and Grimshaw (2019), they should be paid an ample amount of remuneration. NHS installed a new scheme on this overtime. They make a chart of hourly wages. The overtime payment will be given to them with their monthly salary.

Give Travel Allowance, House Rent Allowance: The employees may be given the travel allowance and house rent allowance who live in rents near the hospitals. As the monetary inflation is increasing all over the world, this extra allowance will give the staff a safeguard from this highly changing economy. As a result, the tendency of quitting will be lower (Buchan *et al.*, 2019).

Flexible Retirement and Pension Scheme: National Health Services is going to implement a flexible retirement and pension scheme where staff can take retirement after the age of 45 years by giving considerable reasons. Besides that, as stated by Hill (2020), NHS also ensures the pension for that employee which will help them after retirement planning. NHS is encouraging the staff and also the hospital management to contribute more to the pension savings scheme for a better and safe future for the employees.

Medical Insurance: Sometimes people who are working in the healthcare sector, do have not a good amount of medical insurance for the treatment of critical diseases. The whole medical coverage of the employee along with their nearest family members will give the employee a big support. This financial safety will encourage them to join more in the healthcare system.

Non-monetary Policies

Flexibility of work time: As per the view of Costello *et al.* (2020), NHS may start flexible working hours to adjust to the staff scarcity. Though the hospitality sector does not have specific time management as it depends on the critical conditions of the patients. Still, NHS may give

opportunities to their staff for flexible working hours. It may result in better output from the nurses.

Development and career planning: Helping the new trainee in developing a new career may be an opportunity to keep them stable in their profession. Giving financial aid, and ample leaves will help them in the development of new careers, and studying new topics (Bimpong *et al.*, 2020).

Extra Leave: Nurses always work with extra responsibility. Such tough situations always make a person physically sick. In such a situation, giving extra leaves will motivate the staff to engage in the job deeply. For giving extra leave facility in this low staff atmosphere, proper shifting and allotment are essential.

Giving appreciation and awards: According to Benzaghta *et al.* (2021), every employee wants proper appreciation for his/her job. Giving recognition for their jobs will bring more motivation and more energy to the work. Some awards and time-to-time promotions will engage people in this profession. NHS may implement a proper promotion policy and arrange some awards to encourage their staff.

Time for voluntary service: Giving some space to nurture hobbies may make the staff more attentive to their work. As stated by Shah *et al.* (2021), encouraging employees to continue their services also makes some good impacts on society like social services.

2.3. Recommendations

There are many possibilities and scopes present in the healthcare sector to fight against this nurse's burnout –

- Give the nurses monetary benefits.
- Allow for some non-monetary benefits as per their requirement and situation.
- Immediate changes in the employees' policy and making it employee friendly may concur with the situation.
- New recruitment drive offering a fresh salary structure must be initiated.

- The pension scheme and VRS scheme should be installed properly (Bimpong *et al.*, 2020).
- Install new types of equipment and train nurses to handle those is essential to reduce the manual workforce.
- Systematic schedule of time management may help the employees to get a work-life balance.

3. Conclusion

If this whole report is studied, the main reasons behind the scarcity of nurses in the UK are the improper healthcare structure. Analysing the situation through SWOT analysis tools some Strengths and opportunities along with threats and weaknesses were pointed out. As per the view of Smith-Wacholz *et al.* (2019), the strength of this healthcare system is to provide free treatment to its nurses and allows them to learn more in this field. Taking the current situation, NHS has ample ways of making the structure better by giving monetary and non-monetary benefits to the employees. Monetary benefits like overtime, salary hike, insurance coverage to staff families and non-monetary benefits like extra leaves, flexible work schedules or appreciation of hard work are the best opportunities for NHS to attract a new generation to this profession. Now, discussing the weakness of this sector is no proper job schedule and hampering work-life balance. The scarcity of staff and taking extra workload by existing employees is a great threat to this system.

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