CHAPTER – XVI:

SUGGESTIONS

- Inferential Suggestions
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CHAPTER – XVI

SUGGESTIONS (Based on Inferences)

The following are the suggestions that can be made generally from the Findings (observations) of the study conducted in order to study the ‘Human resource issues in the management of hospitals – A study proposed with reference to motivating & retaining nursing staff in the hospitals of Madurai district’. These are the projected inferences drawn from the Findings (observations) of the study.

- Almost 50% (half) of the Respondents are extensively travelling from their respective homes to reach their respective Workplaces and back.
  
  So, arranging a proper transport system for the Nurses to reach the work place and back to the home will have a positive effect on the perception of the employee and thereby improves the emotional attachment with the organization.

- About 45% (close to Half of the respondents) of the respondents who are unmarried are living in their respective Hospital’s Hostels.
  
  This is an indication to HR managers of the respective hospitals that by improving or providing Good Hostel facilities may improve the Quality of Work life of the nurses and there by the work performance of the Nurses.

- About 2/3rds (66%) of the respondents’ fathers are working in Private Sector doing some ‘Private jobs’.
  
  This may give a feeling of ‘insecurity’ in Nurses from their family side. This on the positive side may propel the nurses to remain for long-term with their respective hospitals. On the negative side, this may propel the nurses, to switch jobs faster in search of higher remuneration. So, this is like a watch indicator for the HR managers.

- About 62% of the respondents’ families are Nuclear families.
This may add up to the responsibilities of family running and other family related duties on the home front of these Nurses. Many previous Indian studies have revealed that more responsibilities & family related commitments are hindering the work life performance of Nurses. This may help as an indicator for HR managers.

- About 3/4ths (nearly 75%) of the respondents’ family size is ‘Less than 5’ which means less number of members for sharing the work burden and family related duties.

This may add up to the responsibilities of family running and other family related duties on the home front of these Nurses. Many previous Indian studies have revealed that more responsibilities & family related commitments are hindering the work life performance of Nurses. This may help as an indicator for HR managers.

- About 50% (1/2) of the respondents are having an experience less than 3 years.

This is an indicator to HR managers that more experienced candidates in specialized areas may be unavailable.

- About 50% (1/2) of the respondents are working for more than 8 Hours in a shift which is against the specified rules of labour department for nurses.

This is an indication that about half the Nurse population is working for lengthier hours than specified. This is definitely an unhealthy sign. HR managers need to seriously consider this issue.

- About 60% of the respondents’ preferred Autonomy as a Motivation tool.

This is a watch indicator for HR managers. If the Nurses are given more autonomy to perform & given autonomy in their work, that will motivate them positively. Hence, it is HR manager’s duty to create a conducive atmosphere so as to motivate the nurses positively.

- About 75% (nearly 3/4th) of the respondents’ preferred Responsibility as a Motivation tool.
This is a watch indicator for HR managers. If the Nurses are given more Responsibility to perform & given more Responsibility in their work, that will motivate them positively. Hence, it is HR manager’s duty to create a conducive atmosphere so as to motivate the nurses positively.

- About 88% of the respondents’ rated their own contribution to work as either ‘Poor’ or ‘Very poor’.

  This either could be a reality or may be due to Low self-esteem caused by constant criticism from their superiors. In both the cases, it is HR managers duty to improve the work environment in such a way that the Nurses feel confident of their work.

- About 70% of the respondents’ rated the facilitating factor of their own organizations as either ‘Poor’ or ‘Very poor’.

  This either could be a reality or may be due to organizational pressures. In both the cases, it is HR managers’ duty to improve the work environment in such a way that the Nurses feel facilitating in their work.

- About 70% of the respondents’ rated their own organizations as either ‘Poor’ or ‘Very Poor’ with respect to the holistic care available in their respective hospitals.

  This could be either an infrastructure issue or the issue with the availability of specialized services or specialized care. In both the cases, it is the Strategic decision of the promoters of organizations and HR managers will have a very little or No role at all.

- About 79% of the Respondents felt that their emotions are aroused at work place either ‘Occasionally’ or ‘Very Often’.

  This is a matter of concern definitely for HR managers as aroused emotions will not only spoil the organization climate but reduces the performance of nurses especially when they are on specialized duties. So, HR managers should control the environment in such a way that the workplace emotions are maintained, controlled & balanced.
• About 88% of the respondents’ felt that, the emotional stress is felt either due to Heavy work or due to rigid hospital rules.

In both the cases, it is HR managers’ role to set-right the systems in order for nurses so as not to feel the Emotional stress.

• About 86% of the Respondents are feeling emotional stress either due to Situational Reasons or due to Patients’ misbehaviour.

This is an alarming signal for the HR managers otherwise the entire work environment and the work both, will suffer.

• Almost, one half stands on the ‘YES’ side and the other half stands on the ‘no’ side when it comes to absorbing change without exerting any resistance.

This is usually a general situation across the sectors and across the world mostly. So HR managers need to make strategic moves & prepare their staff well enough before implementing any major changes.

• About 70% of the respondents’ either ‘Strongly Disagree’ or ‘Disagree’ for the statement ‘The hospital is following a Good HR policy in recruiting Qualified People’ shows that many nurses are of the opinion that their respective HR departments are NOT having good recruiting policy and NOT recruiting enough Qualified people in their organizations.

• About 75% of the respondents’ are either ‘Disagree’ or ‘Strongly Disagree’ for the statement ‘Are you getting proper rules and regulations about your hospital before entering into the job’. This says that the Nurses are not getting enough information about the rules & regulations of the Hospital by the time of their joining. A proper transparency with this may improve the perception (Personal satisfaction) of the employees.

• Less than 10% of the respondents only either ‘Agree’ or ‘Strongly Agree’ for the statement ‘The Current working environment in the hospital is very satisfying’. This reveals that majority of the Nurses are NOT satisfied with their current working environment in their respective hospitals. This is a serious issue to be watched out for, by the HR managers.
• About 10% of the respondents only either ‘Agree’ or ‘Strongly Agree’ for the statement ‘There is jovial relationship between you and the immediate supervisor’. This reveals that majority of the Nurses are NOT satisfied with their relationship with their immediate supervisors in their respective hospitals. So, HR managers need to work out on the efficiency of the intra communications inside the organization.

• About 15% of the respondents only either ‘Agree’ or ‘Strongly Agree’ for the statement ‘There is Friendly relationship between you and the duty doctors’. This reveals that majority of the Nurses are NOT satisfied with their relationship with their duty doctors in their respective hospitals. So, HR managers need to work out on the efficiency of the intra communications inside the organization.

• About 15% of the respondents only either ‘Agree’ or ‘Strongly Agree’ for the statement ‘There is cordial relationship between you and your peer group’. This reveals that majority of the Nurses are NOT satisfied with their relationship with their peer groups in their respective hospitals. So, HR managers need to work out on the efficiency of the intra communications inside the organization.

• About 15% of the respondents only either ‘Agree’ or ‘Strongly Agree’ for the statement ‘Top management involves you in decision making which are connected to your department’. This reveals that majority of the Nurses are feeling that they are not being considered in decision making by top management of their respective hospitals even if it is belonging to their own departments. This is a matter of concern for HR managers as this issue has the potential to lower the working morale of Nurses.

• About 17% of the respondents only either ‘Agree’ or ‘Strongly Agree’ for the statement ‘Job safety measures are on fair with standards’. This reveals that majority of the Nurses are NOT satisfied with the Job safety measures of their
respective hospitals. HR managers & the management needs to concentrate on this as this is a priority issue.

- About 17% of the respondents only either ‘Agree’ or ‘Strongly Agree’ for the statement ‘The incentives other than salary is more beneficial to nursing’. This reveals that majority of the Nurses are NOT satisfied with the incentives provided by their respective hospitals. HR managers need to rework their existing incentives programmes.

- About 15% of the respondents only either ‘Agree’ or ‘Strongly Agree’ for the statement ‘There is effective performance appraisal of the nurses’. This reveals that majority of the Nurses are NOT satisfied with their performance appraisal system followed by their respective hospitals. HR managers need to rework on their current performance appraisal systems.

- About 17% of the respondents only either ‘Agree’ or ‘Strongly Agree’ for the statement ‘Salary paid by the hospital is satisfactory to the nursing community’. This reveals that majority of the Nurses are NOT satisfied with the salaries provided by their respective hospitals. This usually is an outcome from the employees irrespective of the sector & field of work when comes to the salary issue. HR managers may look into it based on either need-to-need basis or case-to-case basis.

- About 16% of the respondents only either ‘Agree’ or ‘Strongly Agree’ for the statement ‘Nursing community is satisfied with the promotion policy of the hospital’. This reveals that majority of the Nurses are NOT satisfied with the promotion policy of their respective hospitals. HR managers need to rework on their current promotion policies.

- About 31% of the respondents only either ‘Agree’ or ‘Strongly Agree’ for the statement ‘The hospital maintains a grievance redressal procedure for nursing community’. This reveals that majority of the Nurses are NOT satisfied with the grievance redressal mechanism in their respective hospitals. HR managers need to rework on their existing grievance redressal mechanism.
• About 25% of the respondents only either ‘Agree’ or ‘Strongly Agree’ for the statement ‘Hard work and achievements are recognized appropriately in your hospital’. This reveals that majority of the Nurses are NOT satisfied with the way their hard work and achievements are getting recognized by their respective hospitals. HR managers are suggested to conduct some internal programmes in order to create a feeling in the nurses that their hard work is being noticed, recognized & rewarded.

• About 19% of the respondents only either ‘Agree’ or ‘Strongly Agree’ for the statement ‘The Hospital agrees for Job change / Rotation over of the nursing community for better prospects’. This reveals that majority of the Nurses are NOT satisfied with the job change / Rotation policy in their respective hospitals. HR managers are advised to revisit their job changing / job rotation policy of their organizations.

QUANTITATIVE SUGGESTIONS

(Definitive suggestions Based on the Structural Equation Modelling)

• By improving the transparency in the hospital’s rules and regulations (by letting know the employees even before joining the job) by ONE standard deviation brings a positive change of 95% in the perception of the employees on the Recruitment and Induction procedure.

• By following a transparent recruitment & By recruiting qualified people (Nurses) and thereby improving the variable by ONE standard deviation brings out a positive change of 68% in the perception of the employees on the Recruitment and Induction procedure.

• By maintaining a good discipline for Nurses and thereby improving the variable ONE standard deviation brings a positive change of 77.8% in the perception of the employees on their working environment.

• By creating / maintaining good Social Security facilities such as recreation for Nurses and thereby improving the variable ONE standard deviation brings a
positive change of 75.3% in the perception of the employees on their working environment.

- By improving the Confidence and trust on the hospital, in Nurses and thereby improving the variable ONE standard deviation brings a positive change of 71.7% in the perception of the employees on their working environment.

- By improving / creating social security facilities such as taking care of the Nurses’ children education and thereby improving the variable ONE standard deviation brings a positive change of 71.6% in the perception of the employees on their working environment.

- By improving / creating social security facilities such as ESI facilities for the Nurses and their family members and thereby improving the variable ONE standard deviation brings a positive change of 71.5% in the perception of the employees on their working environment.

- By improving / creating a constructive feedback mechanism such as superiors providing feedback for learning new things and thereby improving the variable ONE standard deviation brings a positive change of 69.9% in the perception of the employees on their working environment.

- By improving / creating social security facilities such as PF (provident fund) and thereby improving the variable by ONE standard deviation brings a positive change of 69.4% in the perception of the employees on their working environment.

- By improving / conducting health education programmes on topics such as Personal hygiene, precaution from infections, etc. for the Nurses and thereby improving the variable ONE standard deviation brings a positive change of 65.2% in the perception of the employees on their working environment.

- By improving / creating amicable, conducive and strategic use of punishments and thereby improving the variable ONE standard deviation brings a positive change of 64.7% in the perception of the employees on their working environment.
By improving / creating a confidence for nurses, over the safety of their jobs at least over the next six months period and thereby improving the variable ONE standard deviation brings a positive change of 62.5% in the perception of the employees on their working environment.

By improving / creating social security facilities such as free (or Deep Discounted) lunches and eatery facilities and thereby improving the variable by ONE standard deviation brings a positive change of 61.9% in the perception of the employees on their working environment.

By improving / creating / maintaining a cordial atmosphere for relationships to grow between the peers especially amongst Nurses and thereby improving the variable by ONE standard deviation brings a positive change of 60.3% in the perception of the employees on their working environment.

By discouraging & By not forcing the Nurses to work over time than their specified duty (Shift) hours and thereby improving the variable by ONE standard deviation brings a positive change of 59.2% in the perception of the employees on their working environment.

By creating / improving the ‘Policy on Promotions’ in such a way that the ablest Nurses always get a preference in giving promotions and thereby improving the variable by ONE standard deviation brings a positive change of 90% in the perception of the employees on the Exit Process.

By creating / improving a structured retirement plan for Nurses and thereby improving the variable by ONE standard deviation brings a positive change of 82% in the perception of the employees on the Exit Process.

By Convincing / Educating the Nurses in such a way that the timing to leave nursing is wrong or in some other way and thereby improving the variable by ONE standard deviation brings a positive change of 71% in the perception of the employees on the Exit Process.

By improving the ‘Salary Increment Policies’ in the hospital’s for the Nurses in such a way that they get periodic increments in their salaries and thereby
improving the variable by ONE standard deviation brings a positive change of 71.3% in the perception (satisfaction) of the Nurses.

- By improving / adjusting the ‘Hospital Timings’ for the Nurses in such a way that they are convenient to the majority of the Nursing community and thereby improving the variable by ONE standard deviation brings a positive change of 70.8% in the perception (satisfaction) of the Nurses.

- By improving the ‘Challenging behaviour of Duty ’ in the hospital’s for the Nurses, by creating standardized procedures and educating the Nurse regarding the same periodically and thereby improving the variable by ONE standard deviation brings a positive change of 69.2% in the perception (satisfaction) of the Nurses.

- By Creating / improving the ‘Opportunities to showcase the talent’ for the Nurses in the hospitals and thereby improving the variable by ONE standard deviation brings a positive change of 68.2% in the perception (satisfaction) of the Nurses.

- By improving / adjusting the ‘Shift Timings’ for the Nurses in such a way that they are convenient to the majority of the Nursing community and thereby improving the variable by ONE standard deviation brings a positive change of 64.8% in the perception (satisfaction) of the Nurses.

- By discouraging / avoiding the Nurses to work overtime than the stipulated time and thereby improving the variable by ONE standard deviation brings a positive change of 64.0% in the perception (satisfaction) of the Nurses.

- By NOT forcing and NOT Compelling the Nurses to do ‘Night Shifts’ and thereby improving the variable by ONE standard deviation brings a positive change of 62.1% in the perception (satisfaction) of the Nurses.

- By creating / improving the hospital work environment for Nurses in such a way that it encourages them positively from their peers and thereby improving the variable by ONE standard deviation brings a positive change of 61.9% in the perception (satisfaction) of the Nurses.
• By creating / improving the ‘Residential facilities’ for Nurses and thereby improving the variable by ONE standard deviation brings a positive change of 59.6% in the perception (satisfaction) of the Nurses.

• By improving the ‘TOTAL WORK ENVIRONMENT’ by ONE standard deviation brings a positive change of 66% in the overall perception of the Nurses regarding their Hospital.

• By improving the ‘TOTAL WORK ENVIRONMENT’ by ONE standard deviation brings a positive change of 65% in the overall EXIT PROCESS of the Nurses from their respective Hospitals.

# END OF CHAPTER #