

**Recruitment and Retention of Nurses employed by the private psychiatric
hospitals in Dublin.**

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**Dissertation submission for a Master of Arts in Human Resources
Management**

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Submission date: 29th August 2016.

Word Count: 16,551

ABSTRACT

This research has been conducted with the objective to understand how the shortage of nurses has been managed by the private psychiatric hospitals in Dublin, and whether or not there is a link between the historical high levels of turnover among nursing with the shortage issue. The author also intends to understand if the private sector has more difficulties to recruit and retain nurses than the public sector has.

In order to accomplish realistic results, the researcher will conduct a study involving the three main private psychiatric hospitals in Dublin and using qualitative and quantitative methodologies the researcher intends to successfully gather value information in order to get into a strong conclusion. A survey will be sent out to nurses and interviews will be conducted with high management of these hospitals.

The research intends to use the results of this research supported by the literature used in the course of this study to understand what are the reasons employees aren't being committed to their employer as well as the reason there are so many nurse vacancies that cant be filled. The author also wants to understand why the shortage of nurses has become a very difficult issue to be managed by the healthcare system in Ireland.

The research intends to collect as many answers as possible in order to make value recommendation to help the employers address the issue by implementing an efficient strategy to improve recruitment and retention among nurses employed by the private psychiatric sector.

ACKNOWLEDGMENTS

I would like to take this opportunity to express my gratitude to those people who have supported me throughout these two years of studies, the friendly advises, words of encouragement, the guidance, the patience, the valuable criticism, and language barriers towards this final project.

I express my special thanks to my supervisor Jim Nix, who wisely and patiently guided me throughout this project from the very beginning trough the end.

My special gratitude to my manager Ursula Devitt who has supported me and encouraged at all times throughout my studies and specially this project.

A special thanks to all the nurses who have kindly completed my survey, as well as all the managers who have made themselves available to be interviewed by me.

Thank you.

Sincerely,

Nayla Carpini

DECLARATION

I, Nayla Carpini Barbosa, author of this thesis certify that the content found in this thesis is the result of my own research, and any information, other than my own wording will be properly referenced in the bibliography section.

I also certify that this research was conducted under the National College of Ireland 's ethical guidelines and procedures for research involving human participants, therefore the confidentiality established by the NCI guidelines and also the conditions required by the interviewers were individually respected.

Sincerely,

Signed: _____

Date: 13 / 07 / 2016

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CHAPTER ONE – INTRODUCTION

1.1 General Introduction

The chapter one has the purpose to provide the reader with an initial idea of what the research will be covering, including the background of the organisations taking part of the research, the issue in discussion and how the researcher intends to understand and provide relevant recommendations to improve the current problematic scenario. Furthermore it will be provided an overview of the consequences suffered by the Healthcare industry due to the shortage of nurses.

The researcher intends to show how the relevant literature will be used to support the facts presented in the course of this research, among recruitment, retention, training and development, management and all-important aspects of the nursing, such as migration, recognition of overseas qualifications and registration completion within Nurses and Midwives Bord of Ireland, the INMBI.

The researcher will introduce the structure of the research by providing details in relation to how the study will be conducted:

- How the analysis of the data gathered through the research will be analyzed
- What were the reasons to choose the methodology used
- What were the population and size used in the interviews
- How the researcher was able to measure the ability to gather relevant information from the participants.

The structure of the study also emphasizes how the findings, discussions, final conclusions and recommendations will be shown. The researcher has the intention to provide considerations for further researching, based on the aspects that couldn't be measured by this research for several reasons.

The subject to be studied was chosen by the researcher for two main reasons: the first reason was that the researcher works in the HR department of a private psychiatric hospital in Dublin, and among other attributions the researcher recruits and selects nurses. And the second reason was that the researcher has a special interest to understand the impact of the shortage of nurses, and why this issue has seriously hit Ireland, as well as many other countries worldwide (Kingma, 2006).

Since the researcher has no resources to conduct a worldwide study in relation to this matter, it is believed that conducting the study into the Irish market, specifically in Dublin, where the indices of immigration and shortage are very high, will possibly give a broad idea of where the possible causes of the issue are coming from, and how these Countries providing Ireland with nurses are dealing with the shortage themselves (Mudiwa, 2013). The researcher also would use the findings of this study as a guidance to improve the challenge of recruiting, selecting and retaining nurses among the psychiatric private sector, what in the researcher' opinion could help to establish an effective and stable care system to the vulnerable, long term stay patients that the hospitals attend.

Nursing homes in Irelands have closed down due to the shortage of nurses, which basically means that the lack of staff has left no alternative, other than close down services. As a consequence many elderly people had to go back to the waiting queue to get a place elsewhere (Flanagan, 2015).

The Irish private and public healthcare sector is facing very high indices of turn over and shortage of general and specialized nurses. The current scenario is seriously jeopardizing the quality of the services provided by the hospitals in Ireland.

The researcher believes that this subject it is a matter of public serious worry, since it is directly related to the primary need of a human being, the health. Therefore to research the causes of the nurse shortage may help to improve the current chaotic situation in the Healthcare sector in the Republic of Ireland.

1.2 The organizational background – The psychiatric private hospitals

This research will be conducted within three main psychiatric private hospitals based in Dublin, Ireland. These hospitals share the same structure in relation to size and services provided. The psychiatric private hospitals have an average of 114 beds and are all registered as an approved center with the Mental Health Commission. Mental Health Commission is the body responsible to inspect the standards of the treatment provided to patients with Mental Health diseases. (mhcirl.com) These psychiatric hospitals provide mental health treatment, and care to patients with serious and enduring mental health disorders, complex mental health issues associated with neuropsychiatric disorders and dementia. They employ an average of 230 staffs on their units, including clinical and non-clinical professionals.

One of the hospitals taking part in the research is currently the only one in Ireland to offer a specific program to treat Huntington disease. According to their website with this in place their scope of services has been significantly increased and as a result new units are being opened and the hospital has expanded.

These three hospitals also provide nursing home services, and psychiatric treatment and care to older persons. They are registered with the Health Information & Quality Authority (HIQA). *“HIQUA is an independent authority established to drive high quality and safe care for people using our health and social care services in Ireland”* (hiqa.ie, 2016).

Two of the hospitals are private for profit and one is private for non-profit, registered as a charity. Health Services Executive (HSE) rent beds from the psychiatric private hospitals, which are allocated to long-term psychiatric patients.

Psychiatric hospitals have serious recruitment difficulties due to the shortage of psychiatric nurses, which is greater than the shortage of general nurses. Therefore due to the lack of registered qualified psychiatric nurses, the psychiatric hospitals are hiring general nurses to fill the gap.

The number of applicants who enter training for psychiatric nursing has been declining since 1990's. (Wells, MCELwee and Ryan, 2000).

The pre-registration psychiatric nursing program hasn't been receiving sufficient number of applications to keep the program running. Students haven't shown the

same interest in psychiatry than they have shown for the general practice nursing. There are a few aspects to be considered regarding this decision on choice. The main aspect is that the psychiatric nursing students feel exploited and treated as a second class nurses compared to general nurses. Furthermore, the idea that nursing is a career to be pursued by women has lead to men not choosing a nursing career, although the majority of psychiatric nurses are men. (Wells, MCELwee and Ryan, 2000).

The Recruitment and retention of nurses implied by the psychiatric hospitals in Dublin is proven to be extremely difficult.

1.3 The Research problem

Due to the serious economic resection that hit Ireland very severely in 2008, the Health Services Executive (HSE) has declared the recruitment embargo through its HR circular number 010/2009 on the 30th March 2009 with the intention to control costs (McGrath, 2009). Since then Ireland has lost thousand of qualified nurses to UK, Canada, Australia and Unit Arab Emirates, that were already suffering with a serious shortage of Nurses. Those Countries have identified the large pool of jobless Irish qualified nurses in Ireland and after run a large recruitment campaign, a huge number of Irish nurses were gone. The number of nurses and midwives that have applied for registration abroad in 2015 were as follows: UK 4,270 applications, Australia 3,594 and 1,214 other destinations (Kenny, 2015). See appendices 1 for Certificates of Current Professional Status (CCPS) statistics.

From 2009 the nursing profession has shown to Irish nurses the possibilities of international career, providing them the opportunity to understand and compare the conditions offered in Ireland and in other Countries.

Even though the embargo announced by the HSE in 2009 is the pointed reason of the shortage of nurses in Ireland, there are controversies since there are statistics showing that in 2005, 84% of the new entrants to the Irish nursing registration were foreign national (Goodman, 2013). Based in those facts, the HSE embargo was then the responsible for speeding up the shortage of nurses in Ireland, rather than causing it? It might be a subject for further research.

A few years after the HSE 2009 embargo, Ireland understood that the most of their Irish nurses were gone and were continually leaving, specially the newly qualified nurses. However, whilst a great number of Irish nurses were leaving, the foreign nurses were arriving to supply the demand (Nursing and Health Policy International Council of Nurses Geneva, Switzerland, 2008). With nurses' migration/immigration, an issue has arose and created a new challenging scenario to be managed: the historical high turnover rates found in nursing.

In order to guarantee the quality of the patient care, Human Resources would have to have the strategic view to adjust management towards culture differences, ethics, religious, equality, effective orientation, mentoring and training, understand needs and expectations, language, the nursing knowledge adjustments, diversity etc. The capability to develop a credible Human Resources system well able to manage

changing contexts is crucial to the ability to control the turn over indexes (Smith and Baltruks, 2015).

The difficult to obtain the recognition of the foreign qualification within the nurses and midwives board of Ireland (NMBI) has been a barrier to healthcare providers as an attempt to minimize the issue of the nurse's shortage in Ireland. The system is slow and the delay to complete the registration is huge (Vousden, 2015). The most recent numbers shows that 2,218 applications were waiting to be proceeded, and among those 581 were at advanced stage but not moving anywhere. In 2016 Mary Giffin has been appointed as new chief executive of Nursing and Midwifery Board in Ireland with the mission to address the issue (O'Regan, 2016).

As a result of the shortage of nurses in Ireland and the NMBI's inability to process the nurses' applications in an acceptable time manner, nursing homes have been forced to reduce the capacity and the hospitals haven't been able to deliver efficient care to its patients (Vousden, 2015).

Besides the registration within NMBI, the work permit process has been facing delays in processing new applicants. The employment permit under critical skills is a renewed two years residence offered by the Irish government to highly skilled professionals with the intention to proper functioning of the Irish economy (djei.ie, 2016).

1.4 The structure of the research

This research is divided in six chapters. In chapter one the researcher will provide an overview of the subjects to be enrolled in the course of the dissertation, as well as the background of the organisations where the research has been undertaken, the details in relation to the problem to be investigated and how it is linked with the main question of this research. The researcher will also provide an overall view to the structure adopted to conduct the research.

The chapter two includes the literature review where the researcher focuses in the theoretical best practices of recruitment and retention, training and development, management as well as information related to nursing registration within the nurses and midwifery board of Ireland (NMBI), the globalization of the nursing career and the challenges faced in the recruitment and selection of overseas and Irish nurses.

The chapter three focuses in the Research methodology chosen by the researcher. This chapter will discuss the objectives behind the question being investigated, and what are the findings the researcher is hoping to come across. This chapter will provide details of the criteria used by the researcher in relation to the population taking part of the research, and what kind of ethical considerations were involved. The researcher will also mention the limitations in relation to the research.

The chapter four will highlight the findings collected and what were the criteria adopted by the researcher to analyze the data.

Chapter five will discuss the final results and the final considerations in relation to recruitment and retention. By reaching this point the researcher intends to have the answer for this research question.

And finally the chapter six will provide the conclusion and references drawn from the research. Recommendations will also be proposed.

If the recommendations were implemented as part of the organizational strategic plan, the researcher expects that it would help to address the issue with retention of nurses employed by the private sector in Dublin and consequently, could address the difficult of recruitment.

CHAPTER TWO – LITERATURA REVIEW

2.1 Recruitment best practices

In order to support the Human Resources and management decision in relation what profile is the best fit for a vacancy that arises, several methodologies have been used in the recruitment and selection process, such as: assessment center, psychometrics tests and competency-based interview (Rooney, 2009).

Competency-based interview is used to evaluate the core-competences of the candidates by their ability to demonstrate how they have dealt with a certain situation in the past, by showing the approaches taken. The purpose of the competency-based interview methodology is to predict the candidate's behavior in the future (Rooney, 2009).

The majority of the organisations in US are using competency-based interview as part of their recruitment and selection process since 1990's. In Ireland the methodology became popular in 2009 (Gunnigle, Heraty and Morley, 2011).

The competency-based interview is also known as STAR method: situation, task, action and result. In the interview, the candidates must be able to identify a situation (S) where the fact happened, what were their tasks (T), what were their action (A) to address the issue and what was the result (R) achieved. (Wood and Payne, 1998)

Psychometrics tests are used to identify personality characteristics that's can make a candidate stronger than the other in relation to a job vacancy requirements. There is no such as thing as right and wrong in a psychometric test, however a test can be developed into a competency-based module in order to pick up the personal characteristics that the organisation is looking for. Psychometric tests are often used in EU Countries and Scandinavia (Bateson, Wirtz, Burke and Vaughan, 2014).

The best practices of a Recruitment and Selection process usually involves three stages:

1- Application

The competences required for a particular job can be accessed through the application form, however employers must design their application form in a manner that capture the competences and relevant information they are looking for is realist

possible. Long forms with subjective question can lead recruiters to make assumptions in relation to candidate's competences, and as consequence the level of rejection can be higher. In recent survey, 536 high-volume recruiters stated that 94% of the screenings were made through the application forms and in general 7 candidates out of 10 were rejected.

2- Screening and Interview

The screening is seen as a more informal conversation that usually happens over the phone between recruiter and candidate. However the screening calls are where the recruiters try to access the competences they are looking for, in order to make a decision of whether or not bring that candidate forward to a face-to-face interview.

What the face-to-face interview proposes is to access certain competences as well as aspects of the candidate personality towards several situations presented in the course of the conversation.

3- Assessment center

Assessment centers are required to measure competencies as part of the competency-based selection process; its usually measured trough exercises, simulation or testes within the specific field he organisation is recruiting for. Assessment centers measure aspects such as: analysis, strategy, teamwork, influencing, development, achievement, planning and monitoring (Wood and Payne, 1998).

Controlling the level of turn over, the organisation minimizes costs with recruitment, selection and training. However in order to control the turn over the recruitment process must be efficient with low error indices.

Assessment centers, competency-based interview, psychometric tests are efficient tools used by organisations to ensure that the best caliber of professionals are recruited. However when a particular industry is going through a severe shortage, such as Healthcare sector, employers aren't able to apply all the criteria established in the best practices to recruit the right candidate. The employers don't have options other than recruit the available source as the shortage jeopardizes the business (Kevin, 2010). Therefore since an effective recruitment and selection process

reduces turn over and increases employee morale, how the organisations are planning to control the turn over and improve retention? (Farbham and Pimlott, 1995).

According to the recruitment and selection department of the psychiatric hospitals taken part of this research, general and pediatric nurses have been recruited to work in psychiatric units of the hospitals, due to their difficulty to recruit registered psychiatric nurses. The Human Resources department has stated that even though it goes against the Mental Health Commission standards, it is the only option left to maintain the units opened.

Another aspect to be considered in the recruitment and selection in the Healthcare sector is the decision-making. The department of Human Resources isn't directly involved in the recruitment and selection of new employees, the clinical team is responsible for conducting the interview and to make the final decision, based on the technical knowledge and previous experiences. However, an important point to be made in relation to this, is that it isn't because a candidate has the professional qualifications it means that they are the best fit for a particular post. Line managers are also nurses, therefore with a great clinical knowledge, but very poor understanding of recruitment and selection process, and what aspects must be analyzed in order to choose the right candidate.

Human Resources department has been working for quite a long time towards this issue, by using different tools as described in the beginning of this chapter, with the only purpose to minimize error. The result of the lack of training in this field is the subjective decisions made by clinical managers, causing an increased risk of errors for organizations (Nelson, 1992).

2.2 Retention best practices

The organisation's approach to the management of employee retention is improved when instead of making assumptions of what's causing the problem; the organisation actually decides to understand what is actually causing people's resignations (Taylor, 2002).

Retention can be defined as the rate in which people leave an organisation and can be disruptive and costly (Armstrong, 2009).

As part of strategic management, organisations use best practices benchmarking in order to evaluate various aspects of their processes in relation to their competitors (Anand and Kodali, 2008) however the ability to understand what's happening internally, can reduce significantly the turn over, as once the organisation acknowledges the issue, it gets simpler to address it effectively. Work life balance and career development are pointed as very effective aspects to decrease the turn over and increase retention (Taylor, 2002).

Employee retention is often linked with a great package of pay and benefits, however this statement is not accurate, as the issue is far more complicated.

For many years, researchers have been analysing survey results, in order to try to understand what aspect does employee retention actually involve, however it hasn't been found a solution that could be applicable as a general measure to all organisations, as it varies from groups, sector, cultural, etc. (Gunnigle, Morley, Clifford, Turner, Heraty and Crowley, 1997).

Higher salaries are indeed aspects that encourage people to make a move towards another job, however it's necessary to understand what sort of population is employed by that particular sector, and what is exactly behind the idea of earning a higher salary. Pay-focused professionals are concentrated in certain groups such as teachers, nurses, midwives, telesales, clerical, call-center (Taylor, 2002). These professionals will leave their jobs for a higher pay, even though they may be happy with the conditions offered by their current employers. Another group will accept a new job even though it pays less, but the perspective of development into their careers will eventually lead them to a higher pay. In this case, career development, opportunities, recognition and new responsibilities are factors hidden behind the idea of higher pay. Even though the overall view shows that 75 per cent of the people are unlikely to

leave their jobs only to secure a more generous salary, it's necessary to understand what kind of population that particular organisation has in order to effectively address their retention and turn over issues (Taylor, 2002).

The inability to measure employee's motivation in the workplace is constantly pointed as main reason of management failure in relation to the task of controlling the turn over. The managers who are facing organisation's issues such as absenteeism, high turn over, low morale, job dissatisfaction, poor productivity and performance, are likely to be leading a disengaged and unmotivated team, and shows poor or no ability to address the issues correctly (Gunningle, Heraty and Morley, 2011).

Another effective ways to address lack of engagement and motivation are:

a-Leader's willness to passing on their knowledge in order to develop future leaders and managers

b-Welcoming new ideas and projects to improve process

c- Providing opportunities to further career

d-Exposing the employees to new experiences and projects in order to develop their knowledge

e-Having a performance appraisal in place working effectively

f-Providing employees with a mentor, to help with their personal and professional development within the organisation.

g-Valuing initiative from young professionals and accept new approaches to process (Taylor, 2002).

Much has been said in relation to becoming an employer of choice, a branding exercise has become a powerful strategy to control retention and being able to have access to a pool of talents, that have already made the decision to work with that particular organisation. Being able to build an attractive external image that involves cooperative leadership and management, great communication, possibility of career and personal development, full access to opportunities and responsibility can attract and retain talents (Leary-Joyce, 2008). This aspect has been challenging the private sector in the Healthcare industry, since the most professionals have chosen to work for the public sector, since the Health Service Executive (HSE) is an employer of choice. Besides their ability to offer better conditions of employment, HSE has built its reputation towards stability and recruitment of talented professionals. The employer with a good external image can recruit by word-of-mouth. The turn over of

those employees recruited by word-of-mouth is 30% against 52% of those recruited by conventional methods (Gunnigle, Morley, Clifford, Turner, Hearaty and Crowley, 1997).

In the course of the years, retention has always challenged managers and Human Resources professionals, however it has never affected organisations the way it currently does, since a serious shortage of skilled professionals in specific areas has become a very difficult issue to manage. Losing skilled professionals has never made such an impact in the business. Even though the turn over rates in the nursing field have been historically very high, the Healthcare sector is now seriously affected by the lack of skilled professionals, therefore the inability to retain employees has never cause such a disruption in the ability to deliver quality in the healthcare services (McCarthy, et al, 2003).

2.3 Training and Development

Every project that involves spending the organisation's budget must be clearly able to measure the return on investment. This finance concept has been gaining space in the Human Resources field, but whilst some Human Resources practitioners see the approach as inappropriate, it is shown as the only way to account for the costs by mostly finance practitioners. The real challenge there is to measure the return that training can bring to an organisation, since the most trainings are part of a process that usually involves other actions to accomplish the final result, therefore can't be shown immediately as the time frame can vary according to each project, sector, size of an organisation, issue to be addressed, etc. (Phillip, 2003).

Training can bring significant benefits to the business, such as productivity improvement, quality enhancements, costs reduce, time saving, customer satisfaction, morale and teamwork improvement among others, and Human Resources plays an essential role as a change agent, since the responsibility to establish or maintain a culture towards keeping the development alive and ongoing in an organisation falls into the Human Resources department. Ideally, all levels of management must be involved in the training process, since they should be accountable for developing the people under their supervision (Simonsen, 1997).

In the Healthcare sector some training are mandatory in order to comply with the safety, health and welfare at work Act (2005), others are elective, which means that the employer can or cant not provide it to their employees, however the concern in healthcare is the ability to establish a training planning with the objective to establish a process of learning and development for nurses, rather than only comply with the regulation. Lack of scope for training and career progression, lack of support and leadership, as well as high workload incentive by manager, as a result of the nursing shortage, are pointed as strong reasons of nurses losing their interest for the nursing career and leaving the profession (Smith, Baltruks, 2015).

An efficient training program developed exclusively for clinical management could potentially have a positive contribution towards employee's retention (Megginson, Banfield, Joy-Matthews, 2000).

The process of implementing an effective training and development program varies. Mandatory trainings will meet the requirements of the regulations, however in order to address recurring issues, the employer needs to understand what situations are affecting the organisation, and then to measure if whether the current training that

has been offered is achieving the expected results or not. Training and development has the power to improve a problematic scenario within an organisation, however to ensure that the results can be sustained, the management must change attitudes in the way they manage in order to be realistically committed to a culture change (Palmer, McDowall, 2010).

Meggison, Banfield, Joy-Matthews suggests that the use of surveys to highlight what leading ideas are predominant to an organisation, would help to determine what is important to be focus in the Human Resources training and development plan for the future (Meggison, Banfield, Joy-Matthews, 2000).

Training and mentoring across cultures is another challenge present in the organisations in Ireland. Due to the global interconnection mainly brought by the Dublin-based multinationals and the English schools, a diversity of cultures constant migrates to Ireland from everywhere in the globe. From the past decade, Ireland has become a multicultural Country (O'Dowd, 2013). Besides the multinationals, as discussed in the chapter 2, section 2.4 of this dissertation, the shortage of nurses has also brought a generous number of foreign nationals into the State.

As a main rule to coach effectively in this scenario, management must be capable of recognizing and accepting the differences. According to Palmer and McDowall the aspects to be consider in the process of training and developing different cultures are: sense of power and responsibility, time management approach, identity and purpose, organizational arrangements, territory, communication and modes of thinking (Palmer, McDowall, 2010). Based on that aspect, managers must be prepared to develop an environment of support, building a relationship with employees, considering their own culture orientations and how these orientations could possibly influence on their own way to coach and responds to the differences that arise in the course of the process, and finally how to reconcile the differences, learning and growing from the experience.

2.4 Management

Management can be either factor of retention, when it is effective, or can also be the reason of high turn over within an organisation (Smith, Baltruks, 2015).

Managers are currently facing different scenarios to be managed, due to the shortage of skilled professionals, different generations, different cultures, high demand from talented professionals in certain sectors, etc. The capability to develop a creative and effective strategy to motivate employees is an essential tool to address high indexes of turn over (Gunnigle, Heraty, Morley, 2011).

Managers must be capable to build a relationship of trust with their team and being able to have open discussions about employee's expectations in relation to their roles. It is easier to meet expectations if a manager knows and understand them (Philips, 2003). An effective way to manage is to let employees know how respected they are by their managers and how appreciated their accomplishments are. Mostly managers are very experienced and qualified within their field, therefore being willing to share their knowledge and experiences in order to develop the team skills, is a very valuable strategy to build a relationship of respect and commitment. (Kaye, Jordan-Evans, 2005).

Based on what says the nurse's job description, being a nurse can be a quite challenging and demanding job, since it mainly deals with people' lives, and are constantly working on shift patters. Please see appendices 3 for nursing job description.

Even though the shortage of nurses has been very challenging to hospitals and nursing homes in Ireland, an effective management should guarantee the nurses work-life balance for two main reasons; first is that overloaded nurses wont be able to work on their full potential, therefore the ability to deliver an effective service will be compromised, and second is that to ensure that nurses are provided with good work conditions is an important factor to control the turn over. (Nelson and Tarpey, 2010).

McCabe and Garavan emphasized that visible and credible support from line managers can increase the nurse's motivation and commitment with an organisation (McCabe and Garavan, 2008).

2.5 The globalisation of nursing

Considering that there are 190 Countries in the world, (Wikipedia, 2016), nursing shortage has become a worldwide issue, since 57 countries are currently suffering with critical shortage, with emphasis to developing countries. (Tschudin and Davis, 2008). WHO's report shows that the shortage of nurses and midwives worldwide in 2006 was already 4.3 million (WHO, 2006).

The reasons of the worldwide nursing shortage are still unknown, however the supposed reasons are: the huge number of registered nurses that have opted do not work in their profession due to the poor conditions, a large number of nurse's deaths caused by HIV/AIDS epidemic in developing countries and the possibility of migration in the nursing career.

A large number of nurses, registered and non-registered have decided do not work in their professions anymore due to the lack of decent salaries and acceptable working conditions. Besides this fact, nurses also reported that they are required to perform functions that are not related to their professional training, such as administrative and cleaning tasks. In United States 20% of the registered nurses have chosen to keep their registration up to date, but do not work as nurse due to the poor conditions offered. In Ireland 15 thousand of qualified nurses and midwives have opted to not work in their profession and in South Africa, 35 thousand registered nurses are inactive, due to the same reasons as USA and Ireland as well as the fears in relation their own well-being (Kingma, 2006).

In developing countries the controlling of diseases is very challenging, considering the conditions people live. The Healthcare system in developing countries is problematic, very outdated and precarious; therefore the working conditions offered to nurses are neither attractive nor safe, especially in South Africa, where the AIDS/HIV epidemic level is really high. Between 1997 and 2001: 14% of nurses died as a result of AIDS. Between 1999 and 2005: 17% and by 2008: 40% (Tschudin and Davis, 2008).

Due to the lack of personal safety as well as career development, recognition, and low wages, qualified nurses are immigrating from developing countries to developed countries.

The main destinations are Europe, Canada, North America (nursing shortage of 275 000 in 2010 and estimated shortage of 800 000 for 2020) and Australia (nursing shortage of 40 000 in 2010). (Buchan and Calman, 2004).

Even though the developing countries such as Africa, Ghana, Philippines and South America have been having their healthcare system seriously compromised by the lack of qualified professionals, nurses have chosen to immigrate to developed countries looking for a better life to themselves and their families (Tschudin and Davis, 2008).

Nursing is already seen as a career with global opportunities, considering the pool of options available worldwide. The immigration has brought the need to adopt processes to align best practices in order to guarantee the services would be efficiently delivered. This aspect impacts directly into a prime and very important aspect: the patient safety, since globalization transfers economic, political, religion and social-cultural values across the borders (OiSaeng, 2003).

The language is also a barrier in relation to the ability to deliver proper care, when nurses don't have a considered level of proficiency in the language spoken in the country of migration. The communication with patients, another staffs and families become a barrier and compromises the quality of the services provided.

Even though English speaking countries are the choice of the majority of immigrant nurses, they also try primarily to migrate to a country where the language spoken is the same as theirs, for example Africans Portuguese-speaking nurses would prefer to immigrate to Portugal, as well as African French-speaking would prefer to immigrate to Quebec, Belgium or France. However, the majority of opportunities are based in the English speaking countries (Kingma, 2006).

The need of aligning the best practices applied in the new country has the primarily objective to maintain the quality in care, however the inability to recognize the previous experience and education has become an issue to acquire the registration of a foreign nurse recognized.

2.6 Overseas Nurses Registration

In order to work as nurse or midwife in Republic of Ireland, a nurse needs to obtain a registration within the nursing and midwifery board of Ireland, the NMBI. *“NMBI is the independent, statutory organisation which regulates the nursing and midwifery professions in Ireland”* (nmbi.ie, 2016).

Irish and foreign nurse must go through the same process with NMBI in order to be issue with a PIN number, which is the personal number of a nursing registration.

The nurses trained in Ireland usually are issued with a PIN number after three months of their application, therefore the scenario changes when the nurses are trained outside of Ireland. The foreign nurses have been waiting for over 9 months to get their registration issued by the NMBI (Vousden, 2015).

The NMBI stated that the delays are provoked by the incomplete documentation sent by applicants (Kingma, 2008) however the number of applications and the bureaucratic process are also pointed as major reason for the delays (Vousden, 2015).

If an applicant is a non-English speaker, the candidate must have passed on the international English language testing system (IELTS) test, with 7 as minimum score in all the four sections: reading, writing, listening and speaking, in order to apply for registration with NMBI.

After NMBI's checking of degree, specialization, previous experiences, hours of training in the work placement, division where the nurse has been trained in order ascertain the veracity of the information stated in the applications, the overseas nurses often need to go through an adaptation program in order to get knowledge of the Irish system. The adaptation program requires that the applicant works in a hospital accredited by the NMBI during 6 weeks with no remuneration, however one can wait for a place in the adaptation program for over 6 months due to the high demand of applications. There is no cost involved in the program (NMBI.ie).

In order to speed up the adaptation process, NMBI established a partnership with the Royal College of surgeons in Ireland, the RCSI. The adaptation program within RCSI is called overseas aptitude test. The registration is simple, fast, there is no delay and is all done on line. The tests are held in two days; one day of theoretical test and one day of practical testes. The total cost of the two days tests is 2,800 euro. (rcsi.ie, 2016). NMBI guarantees that after passing the tests, the registration is issued within

10 working days. However, the two days adaptation program cant be used as an alternative for nurses being registered within the psychiatric division.

Overseas nurses coming from outside the EU needs a work permit in order to work legally in the State, therefore after the nurse to be issued with the PIN number, the organisation must apply for work permit. The work permit must be applied by the employer within the Department of jobs enterprise and innovation under the critical skills. The employee must be earning at the least 30,000 per year in order to be eligible to apply. The process costs 1,000 for 24 months employment. (djei.ie, 2016).

The application is bureaucratic and delays have also been registered. Therefore, the entire process to bring over overseas-qualified nurses can take over 12 months and cost a large piece of the organisation's budget.

Despite the crisis faced by the healthcare sector in Ireland, when a supply of 4,500 nurses is urgent needed to address the nursing shortage, this seems to be the reality faced by the healthcare providers.

In July 2015 there were 700 foreign nurses waiting for their registration to be issued, and thirty-five of the applications have been in the system for more than 12 months (Regional Business News, 2015).

Nursing homes Ireland (NHI) has alerted that if the delays don't be addressed in an acceptable timely manner, it could force into beds' closure (Flanagan, 2015). "*Nursing Homes Ireland is the representative organisation for the private and voluntary nursing homes sector*" (nhi.ie).

2.7 The recruitment of overseas and Irish nurses in Ireland

Since the market has become internationally integrated for the nursing career, the migration has considerably increased and nurses began to move around looking for better work conditions. Nurses based in low income Countries are relocating to high income Countries. Employers are very interested in hiring foreign nurses as a valuable source to fill the gaps left by their own nurses. The majority of the foreign nurses motivations to relocate is to have finance stability, as well as being able to send money home to help their families. (Tschudin and Davis, 2008).

The international healthcare market has been primarily conducted by Recruitment agencies, representing healthcare providers looking for registered nurses to relocate. Recruitment agencies are heavily investing a great deal of their time and budgeted into the healthcare sector, since it has been shown as a very profitable business. The Recruitment from developed countries, mainly conducted by the recruitment agencies, has been pointed as unethical as it is depriving the healthcare system in the poorest countries, where the nurses are most needed. Recruitment agencies have started to get involved in the healthcare sector in the 1990's representing domestic employers. Recruitment agencies charge a fee that varies from 10% to 18% of the nurses' annual salary (Aiken et al 2004; Ross et al. 2005).

Whilst foreign nurses are arriving in the Ireland, Irish nurses are leaving attracted by better opportunities offered elsewhere. The statistics show that the work conditions that are attracting foreign nurses to relocate to Ireland are not good enough to make Irish nurses to stay.

The foreign nurses come from everywhere in the globe, however the majority of nurses come from the Philippines, around 50%, whilst 20% come from Canada, 8% from UK and 22% come from all the other sources. Besides the knowledge of the highly qualified foreign nurses, migration is also helping to control the retention, since foreign nurses are able to have a better life in the developed Countries than they would have in their home Countries. In general, foreign nurses have no intention to move back. The retention rate among foreign nurses is 85%. (Scott, 2008). However other sources show that foreign nurses are less committed since they intend to go back to their home Country at some point.

The scenario of different needs shown by foreign nurses and Irish nurses might be well exemplified by the Maslow's hierarch of needs. The hierarch has five levels, where the human being needs are divided: the first level is the physiological; the

second is safety, the third is love belonging, the fourth is esteem and the fifth level is self-actualization (Wikipedia.ie).

The first level is a requirement for the human being survival and it includes breathing, food, water, shelter, clothing and sleep. The second level involves safety needs, personal and financial, which mainly involves a job security.

The majority of foreign nurses relocating from developing countries to developed Countries are mostly looking to fulfill the first needs of a human being by holding a secure and better-paid job. (Buchan and Calman, 2004).

The third level of Maslow's hierarchy of needs involves social acceptance and need of belongings. The fourth level mentions self-esteem and the need to be respected, defined by status, recognition, fame, prestige and attention. And finally the self-actualization level meets the realization of full potential in whatever area it is desirable: family, career, sport, etc. Considering that in order to desire the next level of the hierarchy, an individual must have met the previous needs, the Irish nurses belong to a different group that fits in the third, fourth and fifth level. Since Irish nurses have been born, raised and educated in a developed Country, having access to level one and two of the hierarchy their expectations from a job opportunity are different. Please see appendix 2 for Maslow's hierarchy of needs

2.8 Conclusion

Human Resources department has been making a great deal of effort in order to develop an efficient process to recruit and select new talents. The intention is to minimize errors and eliminate extra costs that go from recruiting, training to integrating new employees into the organisations' culture.

However, due to the shortage of nurses the healthcare sector is currently facing, established recruitment and selection best practices hasn't been applied, as organisations are not longer in a position to choose the best fit to fill a vacant role. Professionals are being taking onboard in order to keep the services up and running, and according to the literature presented in the first chapter, the lack of an efficient recruitment and selection process could cause high levels of turn over, therefore difficulty to retain people.

Chapter two shows that there are several initiatives to be adopted by an employer in order to control the retention indexes, however studies show that an organisation should be willing to explore the reality of its internal environment, and understands what motivates people in that particular sector. There is a discussion among the authors in relation to building an external reputation in order to attract talents, however according to the literature, there isn't such a thing as a general measure to create an employer of choice that works for everyone, an organisation is advised to understand what becomes an employer of choice actually means in their own sector; it is flexibility, training and career development, stability, reward, salary, management or a combination of all of these factors ranked by level of importance?

According to the literature the lack of training and career development as well as poor management are shown as potential reasons to increase the level of turn over, and the inability to build an attractive external image of the organisation, since career development seems to be frequently mentioned when the subject is motivation.

Training is linked with development, which is linked with progress. Training improves job satisfaction, morale and teamwork, as well as keeps the quality of services delivered up to date. The chapter three mentions the lack of training provided (outside of the scope determined by the regulation: HIQA and Mental Health commission), result in the inability to progress and develop their career within the nursing field.

Management has also falls into the criteria of improvement by specific training and development program, in order to be able to cope with the challenge of the nurses shortage combined with the regular management expectations, and the ability to

manage diversity, since a large part of the nurses working in the Republic of Ireland came from outside of the State.

The shortage of nurses faced globally has opened up the international market, and globalisation of the nursing career has begun. The reason of the shortage is unknown, but its believed that a combination of factors has contributed to the general scenario; its believed that poor work conditions has put nurses off of the profession, and nurses from developing Countries have seen this as an opportunity to have a better life in the developed Countries, since their skills were badly needed. An ethical aspect is raised as a concern, since the developing Countries, already in need of resources were left with a serious inability to maintain basics services of healthcare.

Besides the difficulties faced by the foreign nurses in relation to the language, adaptation to a new Healthcare system, and the issues caused by the diversity at work, having their qualification recognized by the Nursing and Midwifery bord of Ireland (NMBI) seems to be the worse barrier faced by the nurses, as it can take over 12 months in some cases. Whilst the Country has been facing a very serious crisis of nurse's shortage, where beds have been closed down due to the lack of staff, the issue seems to be the difficulty to find the balance between keeping the Irish standards, with the ability to address the crisis in the sector by processing the applications quicker.

Actions have been taken and changes have been made, however the efficiency of some actions such as the nomination of the new head of NMBI operations, and the partnership with the Royal College of Surgeons in Ireland (RCSI) to speed up the registration process, haven't yet made an impact to improve the issue. However, the number of nurses recruited from abroad has been increasing since there aren't enough internal resources available within the State, which means that the waiting list for registration will just gets longer.

The employer' ability to understand that culture and diversity should be considered in the strategy adopted to improve retention is fundamental. The expectations from Irish nurses born in a developed Country within access to a greater deal of resources are different than the foreign nurses' needs, born in a different scenario altogether, where not having fully access to basic resources has established needs such as education, safeness, shelter, food, security and stability. Therefore, what are considered great work conditions to foreign nurses aren't probably considered great conditions to Irish

nurses. As a result Irish nurses are potentially looking for opportunities abroad in Countries like Canada, Australia and UK.

CHAPTER 3 – RESEARCH METHODOLOGY

3.1 Structure of the data collecting

The approach chosen by the researcher was based on the nature of the research topic, the time available, the extent of risk and the research audience. In order to have a better understanding of the problematic scenario measuring attitudes, motivations and feelings a qualitative method will be used (Leurer, Donneelly and Domm, 2007, pp310), however in order to gather more information through the numerical data, the quantitative method would be a more appropriate option (Saunders, Lewis and Thornhill, 2009). Therefore in order to give a broader idea of the research problem, a chosen approach to carry out this study was a mix of qualitative and quantitative methodology.

The qualitative method measures behavior used to develop a hypothesis that can be analyzed through the quantitative findings. Studies often show different views of both methodologies and pointed out possible reasons why one should be used over the other as a more efficient way to achieve the expected result. However, the discussion seems to be quite subjective, as the use of mixed methods is often described as an effective way to accomplish a more complete result. (Saunders, Lewis and Thornhill, 2007).

Qualitative method can be an excellent insight to study the participant's meaning and the relationship between them, however the data collection and its analysis can be quite confused and difficult to put together, whilst the quantitative method analysis the statistical techniques asking clear and also unambiguous questions (Manson, 1996).

Based on the nature of the research topic, to conduct only a qualitative method as initial planed by the researcher brought some difficulties, and in order to address them the researcher' has decided to use both methodologies. The first difficulty was to have access to nurses employed by other two hospitals taking part of this research, since the researcher herself is responsible for the recruitment of nurses, the management of the other two hospitals did not feel comfortable to allow private interviews with their nurses. The second difficulty was the fact that the researcher is part of the Human Resources department and works directly with nurses who would be interviewed. For this reason, the researcher felt that nurses wouldn't be comfortable to honestly answer questions in relation to their employment. Therefore in order to guarantee the veracity of the information presented in this research, the quantitative methodology was chosen to support the process in order to accomplish the task successfully.

The questionnaires were sent on line to nurses across the three psychiatric private hospitals in Dublin.

Qualitative method was used in the interviews conducted with the high management. The researcher has used a different questionnaire to interview the managers, however it has covered exactly the same aspects asked to the nurses. The main idea was to understand the managers' opinion in relation to retention, shortage of nurses and high level of turnover, and compare it with the nurses' opinion. The researcher believed it could be an interesting way to measure the efficiency of the communication between managers and nurses, as well as the level of managers understanding in relation to the nurse's expectations.

The interviews will be conducted with the clinical nurse manager (person in charge), the assistant director of nursing, the director of nursing, the head of the Human Resources, and with the chief executive officer (CEO).

The choice of using both quantitative and qualitative methodologies will allow the findings to be more accurate, since the results of the questionnaire will be compared and aligned with the interviews conducted with the management.

3.2 Research question - Objectives

The research question has the objective to understand what are the factors that influence a nurse to remain employed with a certain organisation, and what are the motivations to work in the private psychiatric hospitals.

The questionnaire was designed to capture the expectations from the different age groups and how retention should be strategic planned based on different needs. The questions in relation to recruitment were designed to understand what has changed in the process of recruiting nurses in times of severe shortage. The researcher intends to find alternatives to make recruitment and selection more efficient, even facing a crisis of lack of professionals available in the market.

In the course of this study, the researcher also intends to explore the consequences of the inability to retain nurses within the private sector, and whether or not the shortage of nurses have a direct influence in the current scenario, as well as how Ireland has been coping with the issue and the pressure to have it urgently addressed.

The questionnaire was divided in three sections; the first section had the purpose to collect general details from the nurses, such as age, gender and details of the current employment. The second section had the purpose to collect information in relation to recruitment and selection; among all the options available, what would be the most popular platform to looking for a new job, and what has attracted that particular nurse to work with their current employer. And finally the third section will be focused in collecting information in relation to retention. This section will encourage nurses to rank from 1 to 15 the most important factors of retention according to their opinion.

The questionnaire is composed by a mixed of closed questions with multiple choices, and open questions with the purpose to collect more details of the participants' opinion.

The qualitative research questions were designed in two forms; a central question, which is a broad question that explores the central phenomenon to be investigated, and an associated sub-questions that follows each general central question (Creswell, 2009).

A qualitative questionnaire shouldn't have more than one or two central questions and seven or twelve sub-questions (Dawson, 2009). The researcher has included 5 general questions in relation to the managers background, 2 central questions and 13

sub-questions as the researcher felt it could give a broad idea of the subject being researched (Asmussen and Creswell, 1995).

Its believed that mixed method strategy can counteract the failures of each single method, recognizing the limitations of both methods. (Creswell, 2009).

3.3 Procedures adopted

In order to be a reliable source it's recommended that the questionnaire get tested before to be sent out, as its important that the respondents have fully understanding of what has been asked (Saunders, 2007).

Before to send out the survey to the nurses taking part of this research, the author has request a group of nurses to answer the questionnaire as a pilot testing. The sample was gathered in the author' workplace, and a letter of invitation was sent to the hospital' wards explaining to the groups why the research was taking place, and what were the aims and objectives of the study. The questionnaire was sent to twenty nurses. Twelve have accepted the invite, completed and sent the pilot questionnaire back to the researcher within 2 days.

The pilot testing has identified a few gaps, and the questionnaire was slightly changed. The researcher believes that even though the pilot testing has been conducted in only on hospital, the answers of those fifteen nurses have met the purpose of the test.

The interviews did not have the same process of validation through the pilot testing, however the questionnaire was analyzed and approved by the Human Resources manager. A few changes were requested.

The difference between quantitative method and qualitative method is that qualitative doesn't provide exact percentages or number as an answer for a question, it involves an active reflexivity, interpretation and social explanation to intellectual puzzles (Mason, 1996).

The data collected from the quantitative and qualitative method was merged in order to get into a single conclusion. According to Creswell and Plano Clark, 2007 the qualitative and quantitative data can be merged into a database or being used by side to side to reinforce a theory (Creswell, 2009).

Due to lack of time and resources available, the research couldn't reach every single psychiatric hospital in Dublin and provides a more complete picture of how the shortage of nurses have been influencing in the delivering of the services within the private hospitals. The researcher believes that population who is taking part of this research, will be enough to provide a primary idea of how the shortage of nurses has been reflected in the private hospitals.

3.4 Ethical considerations

In order to comply with the fairness in the recruitment of the population taking part of the research, the researcher carefully invited all the nurses within the three hospitals without discrimination based on sexual orientation, civil status, racial group/ethnicity, age, religion, family status, gender, disability or others (Griffiths, 2009).

The research has emphasis to the participants that the purpose of this research was purely academic and that all the data would be protected and kept in confidential by the researcher at all times. And by the conclusion of this study, all the records, notes and other material will be destroyed (Salkind, 2014).

The researcher compromises to write a clear, open and honest conclusion based only and exclusively in the data collected. Any assumptions not supported by the data and statistics will no be included in the final findings. (Trochim, 2001). The researcher had no influence in the process of completion the questionnaire; their personal opinion was fully respected.

Any possible conflict of interest was eliminated at early stages by the researcher. At any time, the researcher position of power within an organisation has manipulated or obligated a member of staff to take part of this research against their will. All participants have given the choice of taking or not part of this study without any advert effect on their jobs.

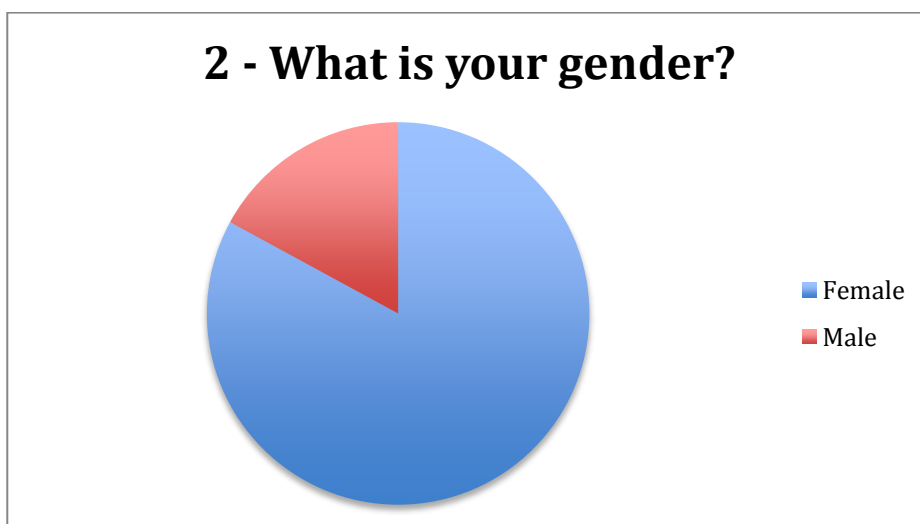
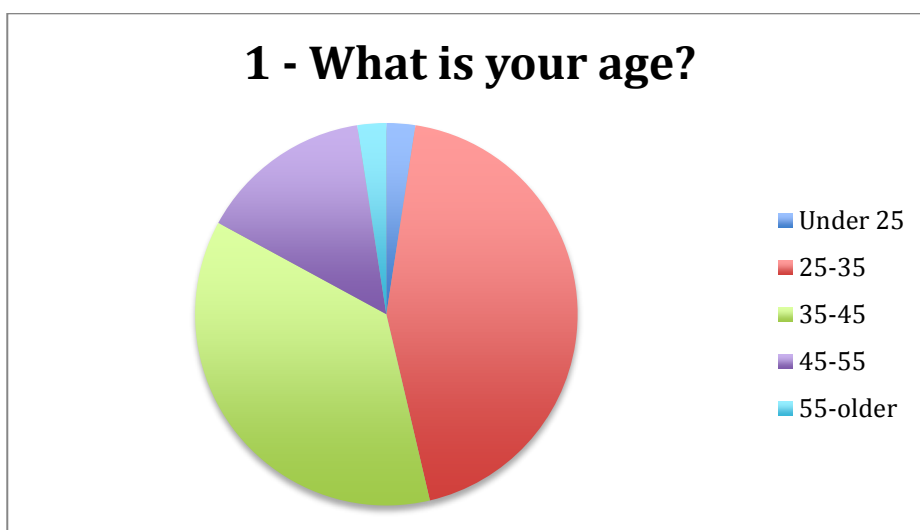
During the interview process with the high management, the researcher has asked all the questions in a respect manner, emphasizing the importance of the confidentiality described in the National College of Ireland' ethical guidelines and procedures for research involving human participants.

Ethical is the ability to distinguish between right and wrong. The application of ethical principles to business research is essential (Quinlan, 2011).

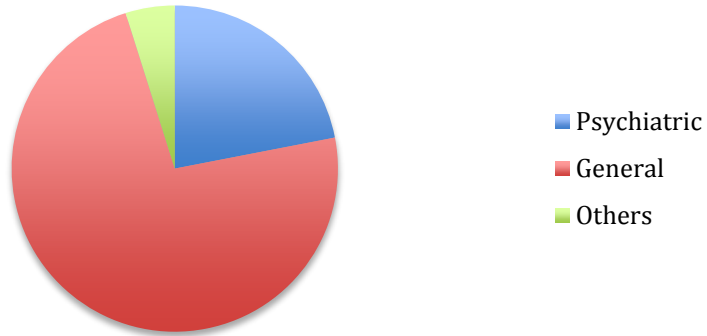
CHAPTER FOUR – FINDINGS

4.1 Questionnaire – collected data

The data presented in this chapter is the result of the survey conducted within general and psychiatric staff nurses who are employed by the psychiatric private hospitals in Dublin. This survey was just taken by nurses that aren't in a management level yet. The idea of conducting a survey with nurses and interviews with managers was understand the difference between the staff nurses and managers point of view in relation to several aspects of the employment and career in nursing. Furthermore, this comparison will show how aligned the managers are with the staff nurses expectations. For full data information in relation to the survey, please see appendix 8. And for full data information in relation to the interviews, please see appendix 9.



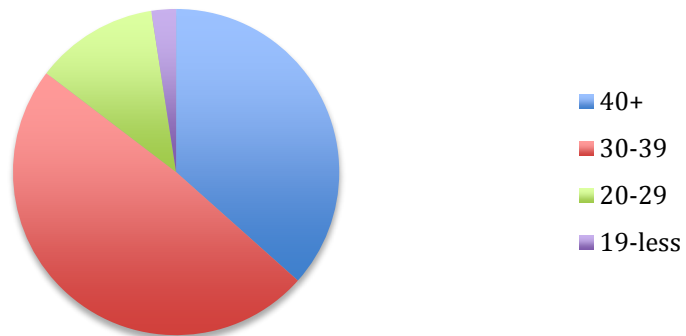
3 - Are you a psychiatric nurse or a general nurse?



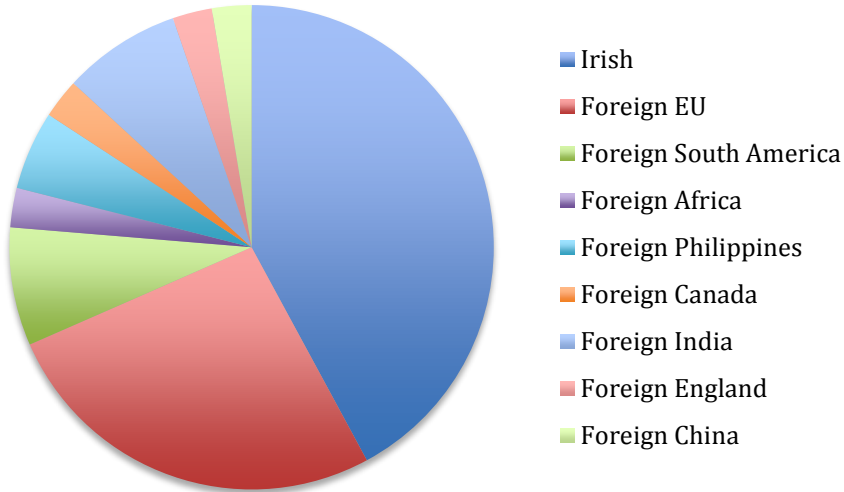
4 - Are you a full time or part time nurse?



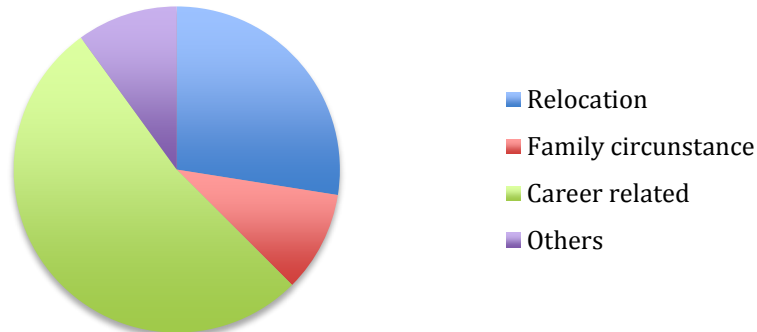
5 - How many hour do you work per week?



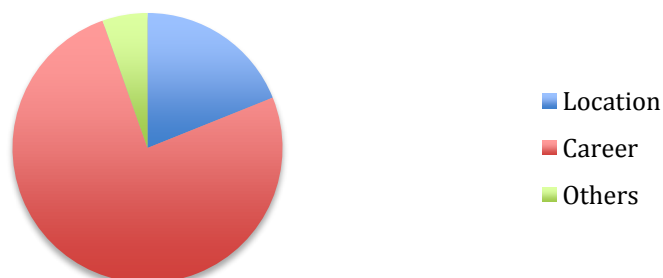
6 - Are you an Irish nurse or are you a foreign nurse? If you are a foreign national, please state where are you from.



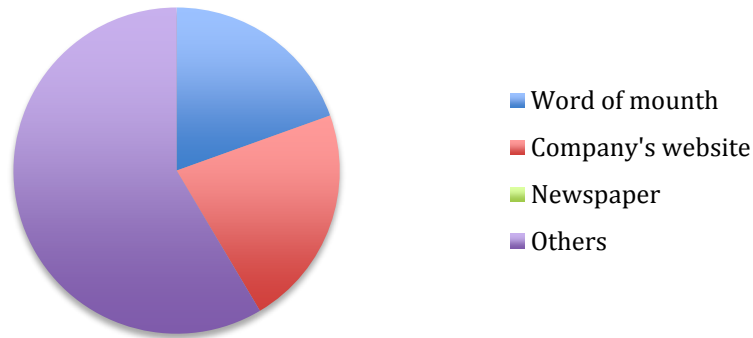
7 - What reason (s) did you leave your previous employment?



8 - Why did you apply for this position with your current employer?

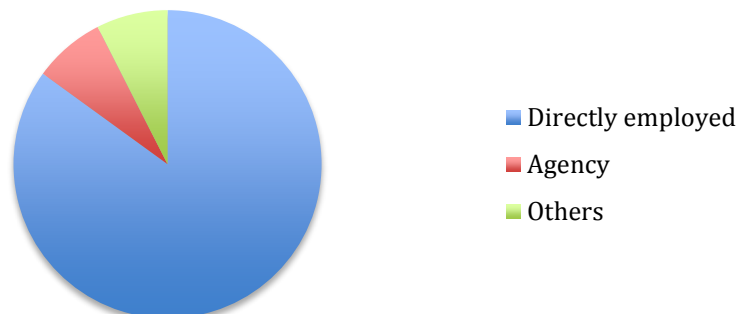


9 - How did you hear about this position?

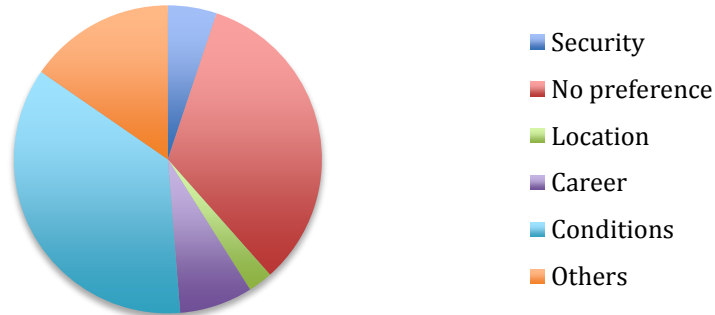


For more details in relation to “others” please see appendix 8.

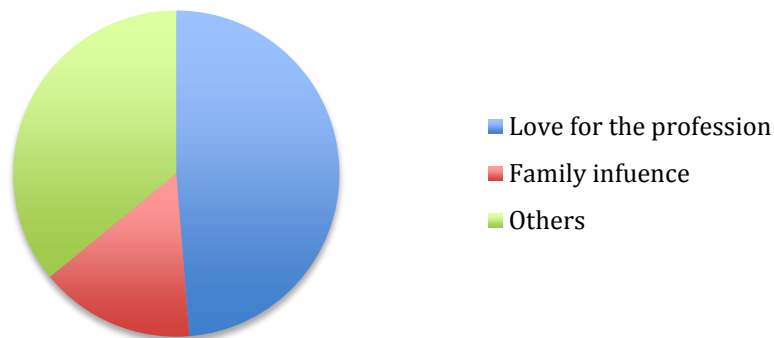
10 - Do you prefer to work for an agency or to be directly employed by an organisation. Please comment with your reasons.



11 - Do you prefer to work for an agency or to be directly employed by an organisation. Please comment with your reasons.



12 - What influenced you in your choice of nursing career?



13 - Please review the following list and rank them in order of preference from 1 to 15, as how they may influence in your decision to stay in a job.

Please see the order the options were ranked by the nurses. For complete chart, please see appendix 8.

- 1- Career development
- 2- Work conditions
- 3- Extra hours
- 4- Recognition for work completed
- 5- Flexible hours
- 6- Training in Development

- 7- Working life balance
- 8- Wages
- 9- Bonus scheme
- 10- Level of autonomy
- 11- Clear and complete communication
- 12- Clear job specification
- 13- Management feedback
- 14- Supportive management
- 15- Holidays

14 – Please give the reasons for ranking the options as you have.

17 nurses have skipped this question, however between those 24 who have answered, the majority has emphasized the importance of recognitions for work completed, career development, training and work conditions offered to nurses, as primary way to reward. For more details in relation to the answers given, please see appendix 8.

CHAPTER FOUR – FINDINGS

4.2 Findings – Survey

The primary majority of the nurses who have taken on this survey are between 25 and 35 years of age, and the second group is between 35 and 45 years of age. Nurses under 25 years of age and over 55 years of age were only 2,44% of the respondents. The majority of nurses were female, 82,93% and only 17,07% were male. Full time employers were predominant in the survey, and they stated that they would work at the least 40 hours per week; there was register of nurses working more than 52 hours per week. They were 29 nurses employed on a full time basis against only 6 employed under a part time contract of employment. Even though the research was conducted in a psychiatric hospital, the majority of nurses who have taken this survey were general trained nurses. They were just 7 psychiatric nurses mentioned in the results. The nationality of the nurses was very diverse, however according to the findings there was a decent balance between foreign nurses and Irish nurses working within the hospitals. 25 nurses who have answered this survey were foreign and 16 nurses were Irish. Foreign nationals came from different parts of the globe and according to the results, it didn't seem to be a concentration of only one community, there was a big mix of nurses coming from Brazil, Philippines, China, Romania, Italy, Nigeria, England, Portugal, Lithuania, Poland, India and Canada. In relation to their reasons to leave their previous employment, several factors were mentioned such as; Brexit, relocation to Ireland, better salaries, family/personal reasons, language issues and starting a family, however the top three options mentioned several times in the answers were aspects related to work-life balance, such as workload and working near home, moreover learning new skills /career development and management.

Although nurses have mentioned better conditions linked to salary and benefits on their reasons to apply for a position with their current employer, the top three reasons showed in the answers were exactly what have made them to leave their previous employment; to work near home and to have opportunity to develop their career, either taking a management post or simply moving from a nursing home to a hospital set in order to be exposed to more challenges and knowledge.

Even though tools such as social media, company's website and word of mouth, job fair, the majority of the nurses are still being recruited by recruitment agencies. Although staff nurses majority prefers to be employed directly by an organisation, rather than be employed by a recruitment agency. According to the collected

answers, even though there is an opportunity to be flexible in relation to hours and shifts, there isn't career development with a recruitment agency, and since it appears to be in the top three retention factors, staff nurses are mainly only recruited by the recruitment agencies.

In relation to the statement made in the beginning of this dissertation about being an employer of choice, and how the HSE has gained the preferences from the majority of nurses doesn't seem to stand after analyzing the answers of this survey, since the staff nurses in general have mentioned that it really doesn't matter if they would be working within the public or private sector, as long as the conditions offered were better.

Career in nursing seems to be a choice of the heart, since the most of the nurses who have taken part of this survey have stated that the reason to pursue a career in nursing was only and absolutely passion for care, the ability to help others has driven their choice. A few examples were mentioned in relation to parent modeling. In relation to the retention aspect mentioned in the survey, the top three were career development, work conditions and recognition for work done. Right after the next three aspects mentioned were extra hours, training and development and flexible hours. Salary was voted as eighth option.

4.3 Findings – Interviews

The interviews were conducted with an experienced management team, including clinical professionals, HR professional and CEO as higher level of management. The intention was to compare the management answers with the staff nurse's answers collected through the survey. The author intended to understand how aligned the management team is with their team, and if the higher management understand what the staff nurses expects from their roles.

The professionals taking part of the interview process were: an assistant director of nursing and a director of nursing from hospital number 1, a clinical manager 2 and a Human Resources manager from hospital number 2 and a chief executive officer from hospital number 3.

Those managers taken part of the interview were managing people at minimum 10 years. The director of nursing and the CEO were the most experience professional with 25 and 30 years of experience in management.

The assistant director of nursing, the director of nursing, the clinical manager and the CEO are all trained nurses with specialization in mental health. They all have stated that the career path was chosen based on their passion for care. The managers interviewed are employed under a full time contract of employment that varies between 35 to 39 hours worked per week.

Discussing strategies to recruit quicker and efficiently, most managers, with exception of the assistant director of nursing understood that an efficient recruitment strategy will include social media, career and job fairs, but also word of mouth has brought many competent staff to their hospitals.

Managers agreed that most nurses prefer to be directly employed by an organisation, rather than be employed by an agency, since there isn't possibility of career progression working within an agency. However, they all emphasized the inability of the hospitals to offer more flexibility toward their shifts. Working within agencies can be more flexible. The CEO stated that to manage the shortage of nurses doesn't give them an option to offer more flexibility, since it is very difficult to manage the place with such a small number of staff nurses available.

When asked in relation to nurses' preference to be employed by the private or public sector, managers also agreed that there isn't a clear preference between private and public sector anymore, it has been in a conception from the past. Now a day, nurses

are looking for better conditions anywhere it is offered. They also believe that private hospitals are able to offer better career opportunities than the public does. The CEO mentioned that the new workforce brought from abroad doesn't really mind if the public or the private sector will employ them. Foreign nurses are looking for a good package including competitive salaries, relocation scheme, registration and adaptation program sponsorship, stability, work permit to them and Visa to their families, etc. The conception of being employed by the public sector is preferable by Irish nurses, however Irish nurses have already understood that the private sector ability to develop their career whilst offering stability and good work conditions is now as competitive as the public sector. The managers stated that what motivate nurses to apply for a job within their organisations is the training development program and the possibility of career progression in a short run.

Clinical managers believe that nurses don't work more than 39 to 40 hours per week, and according to their statement, they are able to manage the overtime really well. The hospital number 1 mentioned that they are using social workers and senior health care assistants to cover shifts, even though it isn't the ideal measure according to regulation bodies. The hospital number 2 and 3 mentioned that they prefer to use agency staff to cover shifts rather than overload their own nurses, even though it's a very expensive option. Besides that the hospital 2 and 3 mentioned the importance of being aligned with regulation bodies. However, the human resources manager mentioned that some nurses, specially the psychiatric ones work more than 50 hours per week.

The hospital 1 and 2 management believes that the number of foreign nurses working in their hospital is superior to the Irish nurses; it's around 70% of foreign and 30% of Irish nurses. The hospital number 3 stated that they believe they have a good balance between foreign and Irish; about 50%/50%.

The majority of the management interviewed believes that the expectations towards the job are different from foreign and Irish nurses. They believe foreign nurses are money driven, they intend to work as much hours as they can, so they either sending it home or investing in their family stability in the Country. Hospital 2 and 3 believes that foreign nurses are less committed, as the majority wants to go back to their home Country at some point. The human resources manager mentioned that is challenging to comply with the work time act in the workplace, as an employee must have 11 hours break between shifts. Even though it's all mentioned in their contract of

employment, foreign nurses take extra hours with agencies or work on a relief contract with other hospitals in order to fill up any spare time they might have. Managers share the same opinion in relation to Irish nurses expectations towards their job, they all believe that Irish nurses are looking for career progression, more benefits such as maternity leave, sick leave and bonus scheme, training and development as well as supporting management.

When the subject spoken on the interview was retention and turnover controlling, clinical management did rank differently but they pretty much had their opinion aligned. The answers were breakdown in two groups as follows: the hospital number 1 ranked as top three: clear job specification, work life balance, bonus scheme and hospital 2 and 3, with exception of the HR manager, ranked as top three: supportive management, clear communication and level of autonomy. Aspects such as: work conditions, flexible hours, career development, recognition for work completed, management feedback, training and development and wages were very low ranked by all clinical managers.

When clinical managers were asked if they could influence an employee to stay in the job, they all stated that it isn't possible to do much more than what have already being done. The director of nursing and the assistant director of nursing stated that if there is an issue in relation to work environment or conflicts, clinical managers needs to make sure its correctly addressed, however developing, implementing an controlling an efficient strategy of retention to control the turnover is entirely Human Resources responsibility.

The human resources manager agrees that both management and HR influences in the decision to stay. Clinical managers by being supportive, sharing their knowledge/mentoring, offering training and development opportunities in order to progress the nurses' career. And HR can influence by seeking for creative ways to attract and retain nurses, such as further education, financially supporting their registration within NMBI, adaptation program, training on site and off site, shifts that provides more work-life balance to nurses, welcome package, relocation package, extra money for nights and weekends shifts, etc. Wages are directly linked to budgets, therefore very difficult to be accessed. However, the HR manager also emphasized the importance of the clinical management working aligned with Human Resources in order to successfully accomplish the defined plan.

Finalizing the interview, the author has asked what are their prospection in relation to the staffing crisis in the healthcare sector in the next 5 year, and the general answers included the improvement of the working conditions offered to nurses, the additional college places and the speeding up of the registration within NMBI. For full details in relation to the interviews, please see appendix 9.

4.4 Analysis of the data collected

According to the survey the majority of nurses were between 25 to 35 or 35 to 45 years of age, and only 2,44% were under 25 years of age, which shows that there was a significantly decrease in the number of young people interested in the nursing career.

Poor work conditions added to high pressure of working in an understaffed or unsafe unit has compromised the work-life balance, resulting in nurse's decision to leave the nursing career. The survey findings show that the workload and the amount of hours worked by a nurse, sometimes over 52 hours per week, is directly linked to the shortage of nurses, since the majority of contracts of employment held by nurses are full time contracts. Therefore work-life balance doesn't seem to be an option available.

Nurses have stated that excess of overtime can lead to serious errors, such as medication error, for example.

The issue raised in the course of this dissertation in relation to the difficulty to recruit specialized nurses over general trained nurses was greater, it is also shown in the survey's results. Psychiatric hospitals are hiring general nurses in order to keep the services opened. By a small number of psychiatric nurses who have answered the survey taken exclusively in a psychiatric facility, is possible to notice the inability to hire specialized nurses, what could possibly cause a deficit in care.

The recruitment abroad actually shows that nurses have been recruited from everywhere in the globe to work in Ireland, and that they are still mainly being recruited by recruitment agencies as stated in this dissertation. Although the recruitment of foreign nurses has been highly explored, the survey results shows that there is still a balance between Irish and foreign nurses working in the hospitals.

A key aspect found in the survey was the expectations nurses have in relation to their career and what they are actually looking for in a job opportunity.

Even though nurses in general are mainly looking for career development/ opportunities and work life-balance, there was a line dividing those expectations that was draw by the age. Analyzing the individual answers, the group from 25 to 35 years old is mainly looking for career opportunity and development, and the older group from 35 to 45 years old is mainly looking for work-life balance.

The main discussion around the salary as being or not the most motivated aspect to persuade a nurse to remain employed, clearly demonstrated by the graphics that salary isn't the most efficient system to control retention, since it was the eighth ranked option.

To be recognized for the work completed, to have opportunities to progress, to be trained and exposed to new experiences and knowledge are among the most efficient system of retention and turnover controlling, according to the survey findings.

Nurses in general have no preference to work in the private sector over the public sector, what the result shows is that the most important aspect is the work condition offered to them. In the course of the survey, some nurses have mentioned that they intend to get experience in the private sector in order to move to the public sector, however the majority is driven basically by the conditions and stability offered.

Although nursing has become a career with broad opportunities, according to the findings, the majority of nurses are still driven by the passion to care, rather than attracted by the pool of option available due to the lack of skilled professionals.

By analyzing the answers of the interviews conducted with the clinical and Human Resources management, the first aspect easily noticed was the discrepancy between the expectations staff nurses have in relation to their job, against the expectation their managers think they have.

By comparing the top three aspects ranked by staff nurses against the top three aspects ranked by management, a clear miscommunication is identified. Management will have difficulties to address the issue with retention if the strategic plan has been established in the wrong direction:

Managers top three voted	Staff nurses top three voted
Clear job description	Career development
Work life balance	Work conditions
Bonus scheme	Recognition for work completed.

Low ranked by managers	Low ranked by staff nurses
Recognition for work complete	Clear job description
Career development	Bonus scheme

Wages were low voted by both managers and staff nurse.

Management and staff nurses agreed on that work conditions offered is more important than being employed by the public or private sector, and that the reasons nurses apply for a job within private sector are:

1- Development / Career progression / training and opportunities

2- Work life balance

Chapter 5 - Discussion

5.1 Final considerations in relation to Recruitment

The findings show that the majority of nurses employed by the psychiatric hospitals in Dublin taken part of this research are general trained nurses, instead to be psychiatric trained nurses. From 41 staff nurses who have answered the survey, only 7 were psychiatric nurses.

According to Farbham and Pimplatt, 1995 an effective recruitment and selection process reduces turnover and increases the employee morale. The information acquired by the interviewers show that the hospitals are using healthcare assistants and social worker as options to cover gaps that should be filled by nurses, even though it goes against the Healthcare regulations. Organisations were left with no option other than to hire nurses without conducting a proper recruitment and selection process, and give jobs to general nurses even though they didn't fill the needs and requirements of the role.

According to the survey results, the most used tool to looking for a new opportunity in the nursing field, besides the company's website and social media, is the word of mouth. It seems to be very effective as when a candidate applies for the job that were refereed to, the decision to join that particular organisation has already being made.

However in order to be refereed to a friend, an organisation must be attractive to its employees, as well as to have an external good image as the ability to recruit and select employees is so important as the ability to retain them.

Recruitment agencies are still a strong competition to In-house recruitment. A great deal of the participants stated to be aware of their job through a recruitment agency consultant.

The key findings in relation to recruitment and selection is the inability the organisations currently have to follow the best practice of recruitment and selection due to the shortage of nurses available to take the vacant posts. Therefore, the risk to increase the turnover rates is higher, as the choice for the wrong professional and unskilled professional has been conscious.

5.2 Final considerations in relation to Retention

The chapter 2, subsection 2.2 of this research mentioned that HSE was able to build an external image and become an employer of choice, however the findings show

that nurses (specially the foreign national which are at the least 50% of the workforce) are more interested in the working conditions offered, rather than the status of working within the public sector.

The interviews and survey results show that management and staff nurses have a communication issue. Managers are working towards a strategy that doesn't address the retention issue simply because manager don't know the real expectations nurses have in relation to their job.

According to Taylor, 2002 management approach improves employee retention when instead of making assumptions of what is causing the problem; they make a decision to understand what is causing the employees resignation. As soon as managers being aware of what's causing the turnover it will be simpler to address the issue.

According to Taylor, 2002 certain groups of professionals are money driven, and it was mentioned that nurses would be considered pay-focused professionals. The findings of this research have shown otherwise. Based on how nurses have ranked the given list of reasons to remain in an employment shows that wage isn't the most important aspect of a job, and that they wouldn't change jobs for higher salaries only. Factors such as: career development, work conditions, recognition for work completed, training and development and flexible hours are the reasons nurses remain committed to their employment.

Among the reasons highly ranked by the nurses, the majority is linked to an efficient management. According to Gunniangle, Heraty and Morley, 2011 the inability to measure the employees motivation is the pointed as management failure in relation to the task to control the turnover.

According to Leary-Joyce, 2008 in order to build an external good imagine to attract qualified candidates, an organization must have cooperative leadership and management, great communications, possibility of career progression, personal development and full access to career opportunities. This statement reflects the result acquired from the retention section in the survey.

The statement collected from the clinical management mentioned that according to their opinion, management wouldn't have much more to be doing towards people' retention, however the survey' result shows that management initiative is essential to control turnover within the organisation in the healthcare sector. Human Resources

department wouldn't be able to deliver a strategic plan without the full cooperation of the clinical managers.

The key findings in relation to retention is the inability of the organisations have to understands their own staff' internal environment, as well as understanding the responsibility management has in relation to controlling the turnover. Working in partnership with Human Resources department in order to develop an efficient strategy specially designed to their work place, would positively impacts in the turnover indexes of that organisation.

Chapter 6 - Conclusion and Recommendations

6.1 Final Conclusion

There is certainly a shortage of nurses at very large extension, affecting mainly Australia, UK, Canada, North America and Ireland. The information is known as a large number of Irish nurses have migrate to those Countries mainly from 2008 when the resection hit Ireland and the HSE has announced its recruitment embargo in the following year.

After having the opportunity to be working abroad, Irish nurses could have access to better work conditions compared to those offered in Ireland. Therefore bringing the Irish workforce back to Ireland has become a challenge to the Irish healthcare system, either for private and public sector.

The crises became so severe in Ireland that nursing homes were closing down beds due to the lack of nurses.

As alternative, Ireland has started to recruit foreign nurses from everywhere in the Globe, mainly through recruitment agencies. The Irish government provided a special Visa, called “critical work skills” that would give the legal right to work and live in the State for 24 months. The Visa can be renewed every two years, until permanent resident being granted (after 5 years).

According to the findings of this research, the number of foreign nurses relocating to Ireland has significantly increased every year from 2008 to date. The foreign national constitute at the least 50% of the workforce in the private psychiatric hospitals in Dublin.

An aspect raised in the interviews with management was the difficulty to get foreign nurses registered with NMBI (nursing and midwifery bord of Ireland). It was mentioned how bureaucratic the process can be, as it can take up to 12 months to be completed. And on top of it, there is the work permit process within the department of jobs, enterprise and innovation, that can take up to 90 days to be issued. Therefore the process to get a foreign nurse in Ireland can take up to 15 months, whilst the healthcare sector is going through the worst crises in its history.

This scenario reflects directly in the hospitals ability to hire nurses, and as a consequence, nurses are hired without a proper process of recruitment and selection.

According to the HR manager interview, the recruitment and selection process includes a single round interview that involves from 5 to 10 minutes conversation with

two members of the clinical management, usually the director of nursing and the assistant director of nursing, where only clinical questions are asked, and the registration with the board is checked. The HR manager stated that the HR department isn't required to be sitting at the interviews, therefore important aspects in relation to the candidate vs. role requirements aren't considered, simply because the clinical team doesn't possess the knowledge to identify them. This is the first aspect that potentially increases the turnover indexes of an organisation.

Another aspect noticed in the results collected from the surveys was that even though the research was conducted in psychiatric hospitals in Dublin, the majority of nurses who have answered the survey were general trained, who have no qualifications or experiences within mental health, what increases the quality of services provided.

The choice to hire those nurses who are the best fit to the role is consciously made by the clinical management with the argument that there is no workforce available in the Country. However mental health trainings aren't offered to general nurses either, before the professionals starting the job.

There was an aspect raised by the management during the interviews when the retention question came up. According to the majority of managers who were interviewed, Irish nurses and foreign nurses don't have the same expectation in relation to the job. Irish nurses would be more interested in career progression, better work conditions, benefits such as maternity leave and sick leave, whilst foreign nurses would be more interested in working as many hours as possible in order to send money home, or to save money to eventually go back to their home Countries. It was mentioned that foreign nurses don't have the same commitment as Irish nurses do.

The statement could be partially true since the third option most voted in the question number 13 of the survey was extra hours (overtime), however according to the survey it doesn't seem to be the reflect of what happens in general, since at the least half of the survey respondents were foreign national and the majority has chosen career development, work conditions and recognition for work completed as main reasons to stay within an employer. Besides this fact, the majority of the nurses have also stated that the reason they have left their previous employment was the excessive overtime. And the reason they have applied for their current job was mainly the

possibility of development and the knowledge gaining in a hospital environment (for those who were working in a nursing home or home care for example).

Another aspect that sustained the theory is that almost 90% of the respondents preferred to be directly employed by an organisation due to stability and possibility of career progression, than being employed by an agency. Even though according to information collected in the survey, agencies offers better salaries than the hospitals, as well as more flexibility, which is another important aspect to nurses that influences directly in the work life balance. However, these agencies wouldn't be able to offer any possibility of career development and stability since nurses would be mainly covering shifts in several different hospitals.

It's believed that before the recruitment embargo, the HSE was an employer of choice from the majority of Irish nurses, as it basically meant stability. After 2008, when the scenario has changed, foreign nurses have also moved into Ireland, the HSE has lost a little of its unshakable credibility. It was where nurses begun to choose opportunities based exclusively in the work conditions offered.

90% of the nurses who have answered the survey including the managers who have been interviewed were nurses, which have stated that their career choice was only based in their passion for caring and helping people.

In the first question of the survey sent out to nurses, its noticeable that only 2,44% were under 25 years of age, which means that the number of young people choosing to go for nursing career has also decreased, as initially suspected. The passion that moved the more experienced nurses, have been replaced by he uncertainty of what a nursing career realistically can offer. Since the work condition, was pointed by managers and staff nurses as main reason of interest loss from the new generation, and also for experienced nurses to decide to leave the profession.

According to the survey, nurses have stated that they don't feel recognized, even though the shortage of nurses has been showing the World that hospitals and nursing homes cannot maintain their services without nurses. Therefore the only way to address the issue, is primarily improving the working conditions offered to nurses, which includes far more than wages improvement. In order to ensure better conditions to nurses, aspects that should be considered by management are:

- Career development

- Recognitions for work completed
- Flexible hours
- Training and development
- Working life balance
- Competitive wages
- Management feedback
- Supportive management
- Benefits (maternity leave, sick leave, bonus scheme, etc.)

6.2 Final Recommendations

The author believes that if these recommendations were taken in consideration and being implemented, the answer to the last question of the interview questionnaire (“Due to staffing crises what do you think is going to happen in the healthcare sector

in the next 5 years?") will have a very different answer that those given by the management during the interviews.

The process of improvement of working conditions offered to nurses won't change the scenario overnight, since the situation is very critical and there aren't enough nurses around to fill the available vacancies, however Irish nurses would go back home, foreign nurses would be more committed to stay on a long term employment, young people would have more interest to pursue a career in nursing. The process to obtain a registration within NMBI wouldn't be very long since the demand wouldn't be very high, and hospitals would have time to wait the process to be completed without closing down beds and compromising the quality of the healthcare services provided to Irish people, as well as to those foreign national who have adopted Ireland as their home.

Please see below the strategy plan that should be adopted by Healthcare management:

NMBI registration / Work permit (process improvement)



Using of best practices of recruitment and selection (including tools designed by HR professionals) / Include HR in the Recruitment and selection process, as well as in the final decision made.



Provide proper training to general trained nurses before starting working in a psychiatric hospital in order to avoid turnover and decrease risks to patients



Understand the nursing expectations in relation to their roles / Understanding internal environment by sending a survey out



Analyzing and discussing results by HR and higher management



Considering a strategic plan developed by Human Resources in partnership with higher clinical management to offer better conditions to nurses, based on what the survey has shown (organisation change process).



Setting up a timeframe to reevaluate the process and results / managing the challenges that arises during the process as a team.



Maintaining clear communication with staff nurses of how the results of the survey were analyzed and what are the strategy to be applicable in relation to the findings in a short, medium and long term / emphasizing that the main objective is to improve their work conditions.



Made adjusts in the process if necessary.



Successfully creates a respected external image to patients, families and healthcare professionals, becoming an employer of choice and as a result attracting high caliber of nurses to fill the vacant positions, and also attracting the young people to reconsider a career in nursing.

As a final consideration, it would be reasonable to organisations to use its budget to make permanent changes; instead to work in a constant recruitment, selection and training that just lead on a low morale increasing. The CEO has mentioned that the organisations don't have available budget to offer the working conditions nurses are looking for, however according to the interview with the HR manager, the costs of training, recruitment and selection, specially as it involves recruitment agencies could actually be the same to implement the needed changes.

6.3 Personal learning statement

The author understood by the results of this research that the crises in the Healthcare sector is more serious than it appeared to be, and it's really compromising the ability of Ireland to deliver regular and efficient services to its citizens. However the author

has also could conclude that there is a lack of communication between all the responsible for addressing the problem, from organisations to government.

Inside the organisations, managers and nurses don't seem to be aligned and working together towards the same goal. Organisations and management are more than aware of everything that's going on in relation to this matter, and understands really well the seriousness of the situation as well as its consequences, since they are majority nurses themselves. However doesn't seems managers are willing to step into a unknown scenario, as to listen to what nurses have to say and establish a strategy based on that clear communication, means to step away of their comfort zone, a zone where issues are known and so are their abilities to manage them. Moving into an unknown scenario scares managers, directors and CEO's as there is a possibility of failing and doesn't being able to control the situation. However by adopting this behavior, the authors can't see any significant progress towards a real solution.

In relation to NMBI registration, work permit application and the vacancies offered in the nursing colleges, the government is failing to establish an efficient strategy to address these issues. The solution for this could easily lead into a great improvement in a short and long term. NMBI registration is bureaucratic and inefficient. It is understandable that the process must ensure that the foreign nurses are aligned with the Irish requirements, however it seems to have discrepancies in the process. For example, IELTS exam (to ascertain the level of English for non English speakers) is a requirement for nurses coming from outside of EU, but isn't for European nurses, which justifies nurses with poor English skills working in hospitals and nursing homes in Ireland. Polish, Italians, Spanish, Germans for example aren't English speakers either, therefore they would have to have IELTS certification as well. There isn't enough employees working within the NMBI to attend the demand, and the only decision taken was replace the head of the NMBI. The adaptation program is also a doubtful process, as the purpose of the adaptation program is to adapt foreign nurses into the Irish system, however since there weren't enough hospitals available to provide the program, and the waiting list was very long, it was created the partnership with the Royal College of Surgeons, where the foreign nurse needs to register for a 2 days adaptation program, which costs 3K. In the course of this research, the author didn't ascertain how a nurse could be prepared and adapted to a whole new system in only 2 days.

The department of Jobs and Enterprise promises to issued a work permit within 6 to 12 weeks, however interviewing Human Resources professionals its understood that the process is longer and also bureaucratic, as well as very difficult to be followed up in case of an issue or discrepancy.

The college placements are also a challenge faced by nursing students, even though the Country desperately needs nurses.

Work conditions are pointed as a main reason of nurses leaving their profession, even though most of the nurses are driven by passion for their career choice. The shortage of professionals thought that without nurses, it isn't possible to deliver efficient healthcare services, however the government has been failing to establish a consist plan that could really makes an impact either in a short or long term. Which means that the scenario in five years time will be worse and many lives will be lost due to the negligence, lack of real initiative and effective communication to deal with the problem.

In the meanwhile, recruitment agencies are earning an imaginable amount of money from the private and from the public services as well. In general their way they work isn't ethical. The money that the public sector has been spending with recruitment agencies comes from the population contribution. In the private sector it's coming from the families who are being charged very high amount of money in exchange for faster and more efficient services for themselves and their families.

The wards of privates and public hospitals as well as nursing homes are understaffed, which means that the possibility of an error is very high, as mentioned by the nurses in the survey. In the course of this research, the author has met with a great deal of nurses in order to discuss the issue with them, and the warnings the author heard directly from the nurses are alarming. A nurse with 20 years of experience in the public sector, now working in the private sector stated: "I would be afraid to end up in hospital myself, nurses can be so tired that they don't know what they are doing anymore, or perhaps they are unprepared to take certain responsibilities that they have to, as there is no one else around do to the job, or even there are foreign nurses in the wards that don't speak enough English to understand how to administer medications, it is scary".

The author concluded that the issue is deeper and far more complex to be addressed, that understanding what nurses are looking for. Before to take the plan suggest by

this research, there are a couple of initiatives that need to be taken by managers, directors, CEO's and governors.

6.4 Further Research Recommendation

The results of this research weren't specific enough to precisely measure if either was or wasn't a difference of expectations in relation to the job between Irish nurses and foreign nurses. The result acquired by the survey and the interviews have shown

both sides with strong arguments. Even though the author has decided to argue that the foreign nurses are also looking for career development, management support and feedback, better work conditions and work life balance, it cant be ignored that the option overtime was third option highly ranked, as reason to stay employed with an organisation.

Realistically a nurse cannot be looking for work life balance and extra hours, (overtime) in the same time. Therefore, the author recommends further specific research to find out if an employer should be looking at retention plan differently to Irish and foreign nurses.

Another aspect that couldn't be measured by this research since it is a very recent event was in relation to how the Brexit will influence in the migration to nurses from and to UK, especially Irish nurses, since the majority of Irish nurses have migrated to UK (283 from 676 nurses). There was one answer in the Survey that referred to the Breexit as a reason to leave a previous employment.

Another aspect to be reanalyzed by further research is the question in relation the HSE being the responsible for the shortage of nurses in Ireland, or if their recruitment embargo announced in 2009 has only speed up the process due to happen anyway. This researcher has showed that there were registers of nursing immigration to Ireland before 2009, however it is unclear if it was a sporadic event, or if it was the beginning of the shortage in the Republic of Ireland.

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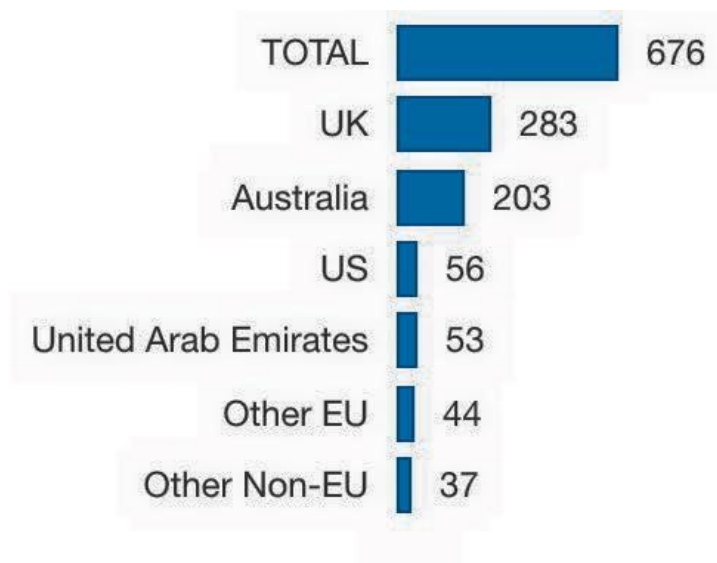
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APPENDICES

Appendix 1 - Certificates of Current Professional Status (CCPS) Statistics



Certificates of Current Professional Status (CCPS)

Requests made by nurses and midwives registered with An Bord Altranais who intend to work abroad

Appendix 2 - Maslow's hierarchy of needs



Irish Nurses → * Love and belonging needs

* Esteem needs

Foreign Nurses → * Safety needs

* Physiological needs

Appendix 3 - Nurse' Job description

STAFF NURSE - JOB SPECIFICATION

JOB TITLE: Staff Nurse

REPORTS TO: Director of Nursing

ACCOUNTABLE TO: Clinical Nurse Manager assigned to work area

QUALIFICATIONS/ EXPERIENCE

Candidates must be Qualified General/Psychiatric Nurses, entered on the Register of Nurses and Midwifery Bord of Ireland (NMBI)

Candidates should have experience of working with older persons and or those with mental health needs

PRINCIPAL TASKS & ACCOUNTABILITY:

1. Be accountable for the provision of an efficient and effective nursing service of the highest standard.
2. Practice nursing in accordance with a) the professional code as laid down by Nurse and Midwifery Bord of Ireland and b) the policies and procedures of the hospital
3. Ensure safe custody, accurate recording and administration of drugs in accordance with established policy.
4. Assess, plan, implement and evaluate individualised patient care programmes within the agreed framework for practice.
5. Adapt a collaborative approach to patient care through the co-ordination of care and interventions provided by other members of the multi-disciplinary team.
6. Participate in clinical induction, teaching & education programmes for support staff.
7. Maintain appropriate and accurate records regarding patient care.
8. Maintain a high standard of professional and ethical responsibility.
9. Follow appropriate rules of authority within the nurse management structure.

10. Take management responsibility for the unit in the absence of the clinical nurse manager.

11. Participate as a team member in all aspects of patient care and delegate work to team members as appropriate.

12. Demonstrate a high degree of motivation and assume responsibility for professional self –development.

13. Maintain good interpersonal relationships with patients, families, visitors & staff.

14. Act as an advocate for the patient and their families to ensure that they are appropriately informed and counselled regarding their care needs.

15. Participate in the setting of professional standards, understand and co-operate with the need to measure and audit the effectiveness of care delivery.

6. Utilise the resources provided in an effective and economic manner. Co-operate in the rostering of nursing and support staff to ensure optimum use of nursing resources.

17. Demonstrate flexibility by assisting in other areas of the service as required.

18. To carry out other duties appropriate to the role as may be assigned by the Director of Nursing or designee from time to time.

GENERAL:

To maintain strict confidentiality with regard to all matters concerning patients/residents, staff and business of the Centre. Information regarding patients/residents, staff or business of the centre may not be divulged or discussed except in the performance of normal duty. Records, documents or correspondence may never be left in such a manner that unauthorised persons can obtain access to them.

SAFETY, HEALTH & WELFARE:

All staff are required to observe the following arrangements:

1- Attend fire lectures and drills periodically and observe fire orders.

- 2- Be familiar with the safety, health and welfare provisions as set out in the Centre's Safety Statement.
- 3- Report all accidents/near misses within the hospital in line with Health & Welfare legislation
- 4- Comply with all Safety Regulations and prevailing safety legislation.
- 5- serve the no-smoking policy that applies within the hospital buildings.

This job description is not intended to be an exhaustive list of duties and responsibilities and may be reviewed from time to time to reflect the needs of the hospital.

Appendix 4 - Letter of Invitation – Nurses

Nayla Carpini

National College of Ireland

Mayor Street, IFSC

Dublin 1

Dublin, 4th July 2016.

Dear Sr./Madam,

My name is Nayla Carpini and this survey is a part of the requirements for completion of my master degree at the National College of Ireland.

The study is titled as: "Recruitment and Retention of Nurses employed by the private psychiatric hospitals in Dublin.

It will take approximately 15-20 minutes to complete all the 15 questions. Your responses will be kept in confidential, and your participation is voluntary and anonymous.

Please assist me in this project by completing the survey by 15th July 2016.

Thank you very much for your time!

I'm looking forward to hearing from you.

Best Regards,

Nayla Carpini

Appendix 5 - The Questionnaire

QUESTIONNAIRE – NURSES

Section 1- General

1- Age:

- a) Under 25
- b) 25-35
- c) 35-45
- d) 45-55
- e) 55-older

2 - Gender:

- a) Female
- b) Male

3- Are you a psychiatric a nurse, a general nurse or other? If other, please state what.

4- Are you a part time or full time nurse?

5- How many hours do you work per week?

6- Are you an Irish nurse or are you a foreign nurse? If you are foreign national, please state where are you from?

Section 2 – Recruitment

7- What reason (s) did you leave your previous employment?

8- Why did you apply for this position with your current employer?

9- How did you hear about this position?

- a) Word of mouth
- b) Company's website
- c) Newspaper
- d) Other, please specify

10- Do you prefer to work for an agency or be directly employed by an organisation.
Please comment with your reasons.

11- Why did you choose to work in the private sector over the public sector?

12- What influenced you in your choice of nursing career?

Section 3 – Retention

13- Please review the following list and rank them in order of preference from 1 to 15, as how they may influence on your decision to stay in the job:

- () Working conditions
- () Management feedback
- () Flexible hours
- () Extra hours (overtime)
- () Career development
- () Training and development
- () Recognitions for work completed
- () Clear job specification
- () Clear and complete communication
- () Level of autonomy
- () Supportive management
- () Wages
- () Holidays

() Bonus scheme

() Working life balance

14- Please give your reasons for ranking the options as you have.

Many thanks for your time.

Appendix 6 - Letter of Invitation Management

Nayla Carpini

National College of Ireland

Mayor Street, IFSC

Dublin 1

Dublin, 8th July 2016.

Dear Sr./Madam,

My name is Nayla Carpini and as part of the requirements for completion of my master degree at the National College of Ireland I would need to conduct an interview with members of the hospital' management.

The study is titled as: "Recruitment and Retention of Nurses employed by the private psychiatric hospitals in Dublin.

The interview will take approximately 20-30 minutes, and your responses will be kept in confidential, and your participation is voluntary and anonymous.

The interviews should be arranged between 12th to 15th July 2016, from 8am to 6pm. Please assist me in this project by letting me know your availability to meet with me by 11th July 2016.

Thank you!

I'm looking forward to hearing from you.

Best Regards,

Nayla Carpini

Appendix 7 - The Questionnaire

QUESTIONNAIRE – NURSING MANAGEMENT

Section 1- General

1- What's your position within the organisation? And how long have you been working there?

2- How long have you been a nurse for? What's your specialty?

3- How long have you been a manager for?

4- Why have you chosen a career in Nursing?

5- How many hours do you work per week?

Section 2 – Recruitment

6-In your opinion what reason (s) nurses leave their employment?

15- In your opinion what attract nurses to apply for a job within this organisation?

16- What kind of recruitment do you think is more efficient?

e) Word of mouth

f) Company's website

g) Newspaper

h) Other, please specify

17- Do you think a nurse prefers to work for an agency or be directly employed by an organisation. Please comment.

18- In your opinion why nurses choose to work in the private sector over the public sector?

Section 3 – Retention

What the average hours a nurse employed on a full time contract works?

12- What is the average percentage of Irish nurses and foreign nurses working in this organisation?

13- In your opinion the expectations towards the job/career are the same from foreign nurses and Irish nurses? Please explain.

14- Please review the following list and rank them in order of preference from 1 to 15, as how they may influence a nurses to decide to stay in the job:

- () Working conditions
- () Management feedback
- () Flexible hours
- () Extra hours (overtime)
- () Career development
- () Training and development
- () Recognitions for work completed
- () Clear job specification
- () Clear and complete communication
- () Level of autonomy

() Supportive management

() Wages

() Holidays

() Bonus scheme

() Working life balance

15- Please give your reasons for ranking the options as you have.

16- Do you believe that there is a shortage of nurses?

17- If you believe so, what are the reasons and what are the possible solutions?

18- Do you think management could influence a staff decision to stay in the job?
Please explain.

19- Do you think HR could influence nurse to stay in the job? Please explain.

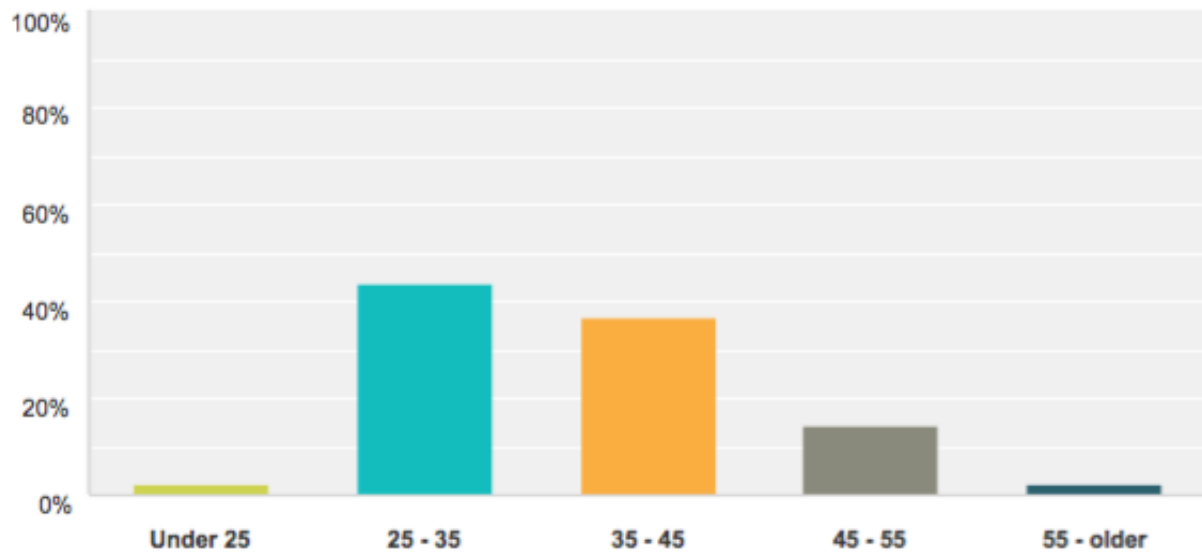
20- Due to the staffing crisis, what do you think is going to happen in the Healthcare sector in the next 5 years?

Many thanks for your time!

Appendix 8 - Questionnaire detailed data

Q1 What is your age?

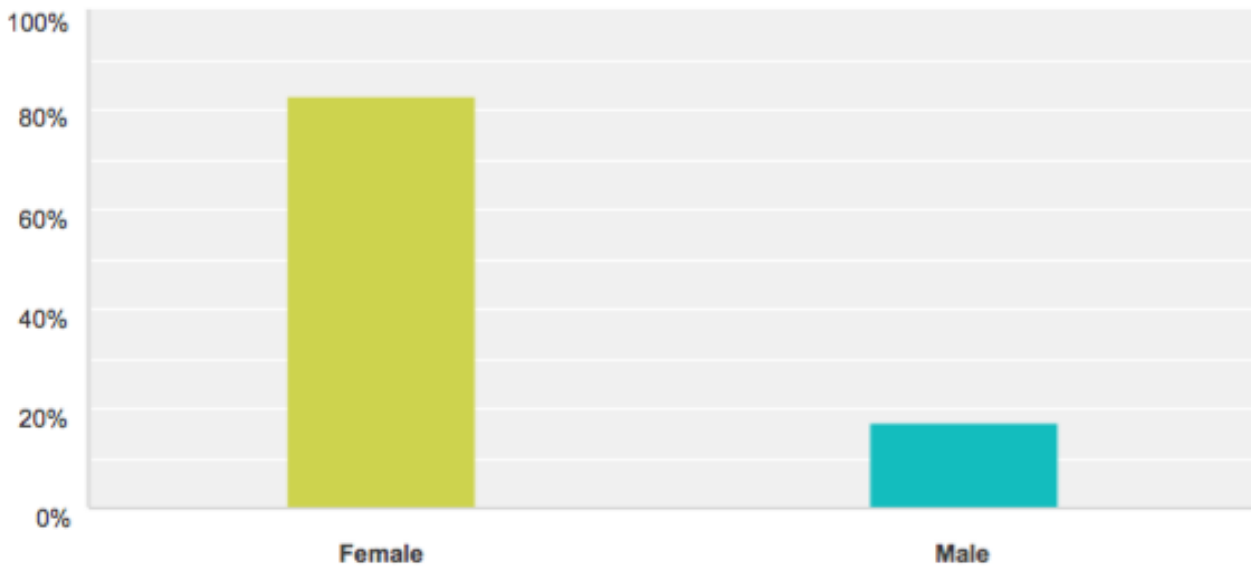
Answered: 41 Skipped: 0



Answer Choices	Responses	
Under 25	2.44%	1
25 - 35	43.90%	18
35 - 45	36.59%	15
45 - 55	14.63%	6
55 - older	2.44%	1
Total		41

Q2 What is your gender?

Answered: 41 Skipped: 0



Answer Choices	Responses	
Female	82.93%	34
Male	17.07%	7
Total		41

Q3 Are you a psychiatric or a general nurse?

Answered: 41 Skipped: 0

1	General nurse	7/14/2016 11:43 AM
2	General nurse	7/14/2016 10:04 AM
3	General nurse	7/14/2016 9:08 AM
4	General	7/13/2016 1:40 PM
5	General nurse	7/12/2016 1:37 AM
6	General nurse	7/11/2016 11:21 PM
7	General nurse	7/11/2016 3:29 PM
8	Psychiatric nurse	7/11/2016 2:32 PM
9	General nurse	7/11/2016 2:30 PM
10	General nurse	7/11/2016 12:11 PM
11	Psychiatric nurse	7/11/2016 12:03 PM
12	General nurse	7/10/2016 12:36 AM
13	General nurse	7/9/2016 9:55 PM
14	General nurse	7/8/2016 11:21 PM
15	General nurse	7/8/2016 10:21 PM
16	Psychiatric nurse	7/7/2016 9:54 PM
17	Intellectual Disability nurse	7/7/2016 8:15 PM
18	General nurse	7/7/2016 5:29 PM
19	General nurse	7/7/2016 12:55 PM
20	General	7/7/2016 10:15 AM
21	Psychiatric	7/7/2016 7:38 AM
22	General	7/7/2016 3:19 AM
23	General	7/6/2016 11:50 PM
24	Intellectual disability nurse	7/6/2016 11:21 PM
25	General nurse	7/6/2016 9:51 PM
26	Psychiatric nurse	7/6/2016 6:22 PM
27	General nurse	7/6/2016 5:15 PM
28	Psychiatric nurse	7/6/2016 4:27 PM
29	Psychiatric nurse	7/6/2016 4:06 PM
30	Psychiatric nurse	7/6/2016 2:50 PM
31	General nurse	7/6/2016 1:50 PM
32	General nurse	7/6/2016 1:31 PM
33	General nurse	7/6/2016 1:26 PM
34	GENERAL NURSE	7/6/2016 11:59 AM
35	Psychiatric	7/6/2016 11:52 AM
36	General.	7/6/2016 11:16 AM
37	General.	7/6/2016 10:00 AM
38	General.	7/6/2016 9:59 AM
39	GENERAL	7/6/2016 9:59 AM
40	General nurse	7/6/2016 9:44 AM
41	GENERAL NURSE	7/6/2016 1:26 AM

Q4 Are you a part time or a full time nurse?

Answered: 41 Skipped: 0

Responses

Date

1	Full Time	7/14/2016 11:43 AM
2	Full time	7/14/2016 10:04 AM
3	part time	7/14/2016 9:08 AM
4	Full time	7/13/2016 1:40 PM
5	Full time	7/12/2016 1:37 AM
6	Full time	7/11/2016 11:21 PM
7	Full time	7/11/2016 3:29 PM
8	Full-time	7/11/2016 2:32 PM
9	Part time	7/11/2016 2:30 PM
10	Full time	7/11/2016 12:11 PM
11	I am a full time nurse.	7/11/2016 12:03 PM
12	Full time	7/10/2016 12:36 AM
13	FULLTIME	7/9/2016 9:55 PM
14	Part time	7/8/2016 11:21 PM
15	full time	7/8/2016 10:21 PM
16	Part time	7/7/2016 9:54 PM
17	Full time	7/7/2016 8:15 PM
18	I'm a full time nurse	7/7/2016 5:29 PM
19	Full time	7/7/2016 12:55 PM
20	Full time nurse	7/7/2016 10:15 AM
21	Part time	7/7/2016 7:38 AM
22	Full Time	7/7/2016 3:19 AM
23	Full time	7/6/2016 11:50 PM
24	Full Time	7/6/2016 11:21 PM
25	Part time nurse	7/6/2016 9:51 PM
26	Full time	7/6/2016 6:22 PM
27	Full time	7/6/2016 5:15 PM
28	Full time	7/6/2016 4:27 PM
29	Full time	7/6/2016 4:06 PM
30	Full Time	7/6/2016 2:50 PM
31	FULL TIME	7/6/2016 1:50 PM
32	Full time	7/6/2016 1:31 PM
33	Full time	7/6/2016 1:26 PM
34	Relief nurse	7/6/2016 11:59 AM
35	Full time	7/6/2016 11:52 AM
36	I'm a full time worker.	7/6/2016 11:16 AM
37	Full time	7/6/2016 10:00 AM
38	Full time	7/6/2016 9:59 AM
39	Full time	7/6/2016 9:59 AM
40	Full time	7/6/2016 9:44 AM
41	Full time	7/6/2016 1:26 AM

Q5 How many hours do you work per week?

Answered: 41 Skipped: 0

Responses

Date

1	40	7/14/2016 11:43 AM
2	40+	7/14/2016 10:04 AM
3	25	7/14/2016 9:08 AM
4	40	7/13/2016 1:40 PM
5	37.5	7/12/2016 1:37 AM
6	39	7/11/2016 11:21 PM
7	36/48	7/11/2016 3:29 PM
8	35	7/11/2016 2:32 PM
9	22 to 33	7/11/2016 2:30 PM
10	37	7/11/2016 12:11 PM
11	I work about 40-48 hours per week.	7/11/2016 12:03 PM
12	40 +	7/10/2016 12:36 AM
13	36	7/9/2016 9:55 PM
14	24	7/8/2016 11:21 PM
15	19.5	7/8/2016 10:21 PM
16	24	7/7/2016 9:54 PM
17	37.5	7/7/2016 8:15 PM
18	I work 36-48 hours per week	7/7/2016 5:29 PM
19	37.5	7/7/2016 12:55 PM
20	39 hours	7/7/2016 10:15 AM
21	35	7/7/2016 7:38 AM
22	52	7/7/2016 3:19 AM
23	40 h	7/6/2016 11:50 PM
24	39	7/6/2016 11:21 PM
25	20 hours per week.	7/6/2016 9:51 PM
26	39	7/6/2016 6:22 PM
27	40	7/6/2016 5:15 PM
28	40+	7/6/2016 4:27 PM
29	36	7/6/2016 4:06 PM
30	36 Hours	7/6/2016 2:50 PM
31	39	7/6/2016 1:50 PM
32	50 hours	7/6/2016 1:31 PM
33	36 hours	7/6/2016 1:26 PM
34	40 hours minimum	7/6/2016 11:59 AM
35	39	7/6/2016 11:52 AM
36	I work an average of 42 hours per week.	7/6/2016 11:16 AM
37	39hrs	7/6/2016 10:00 AM
38	39	7/6/2016 9:59 AM
39	39	7/6/2016 9:59 AM
40	40	7/6/2016 9:44 AM
41	About 40 hours	7/6/2016 1:26 AM

Q6 Are you an Irish Nurse or are you a foreign nurse? If you are foreign national, please state where are you from.

Answered: 40 Skipped: 1

	Responses	Date
1	Irish	7/14/2016 11:43 AM
2	Foreign, Nigeria	7/14/2016 10:04 AM
3	Irish	7/14/2016 9:08 AM
4	Irish	7/13/2016 1:40 PM
5	Portuguese nurse	7/12/2016 1:37 AM
6	Romania	7/11/2016 11:21 PM
7	Foreign nurse from Italy	7/11/2016 3:29 PM
8	England	7/11/2016 2:32 PM
9	Irish	7/11/2016 2:30 PM
10	Irish	7/11/2016 12:11 PM
11	I am a foreign nurse from Lithuania.	7/11/2016 12:03 PM
12	Foreign, Brazil	7/10/2016 12:36 AM
13	IRISH	7/9/2016 9:55 PM
14	Foreign	7/8/2016 10:21 PM
15	Irish	7/7/2016 9:54 PM
16	Irish	7/7/2016 8:15 PM
17	I'm from Poland	7/7/2016 5:29 PM
18	Irish	7/7/2016 12:55 PM
19	Foreign nurse, from Poland	7/7/2016 10:15 AM
20	Irish	7/7/2016 7:38 AM
21	Foreign Nurse from Italy	7/7/2016 3:19 AM
22	Romanian nurse	7/6/2016 11:50 PM
23	India	7/6/2016 11:21 PM
24	I am a foreign nurse.	7/6/2016 9:51 PM
25	Irish	7/6/2016 6:22 PM
26	From Canada	7/6/2016 5:15 PM
27	Romanian	7/6/2016 4:27 PM
28	Irish	7/6/2016 4:06 PM
29	Irish	7/6/2016 2:50 PM
30	Chinese	7/6/2016 1:50 PM
31	Polish	7/6/2016 1:31 PM
32	Foreign. Philippines	7/6/2016 1:26 PM
33	Philippines	7/6/2016 11:59 AM
34	Irish	7/6/2016 11:52 AM
35	I'm a foreign nurse from Brazil.	7/6/2016 11:16 AM
36	Foreign, India	7/6/2016 10:00 AM
37	Foreign, India	7/6/2016 9:59 AM
38	Irish	7/6/2016 9:59 AM
39	Irish	7/6/2016 9:44 AM
40	Foreign nurse, I'm from Brazil	7/6/2016 1:26 AM

Q7 What reason (s) did you leave your previous employment?

	Responses	Date
1	Moved House needed something nearer	7/14/2016 11:43 AM
2	I want to relocated to Ireland, I was living in Finland	7/14/2016 10:04 AM
3	I became a mother	7/14/2016 9:08 AM
4	For a career change	7/13/2016 1:40 PM
5	Due to the Brexit the pound is losing against the euro and that's not good for me	7/12/2016 1:37 AM
6	Looking for more opportunities and new experiences	7/11/2016 11:21 PM
7	Want to improve my skills	7/11/2016 3:29 PM
8	Better facilities	7/11/2016 2:32 PM
9	I changed career	7/11/2016 12:11 PM
10	I moved to different living place.	7/11/2016 12:03 PM
11	Work conditions	7/10/2016 12:36 AM
12	MOVED	7/9/2016 9:55 PM
13	Family circumstance	7/8/2016 11:21 PM
14	Language problem.	7/8/2016 10:21 PM
15	Distance	7/7/2016 9:54 PM
16	12 hour shifts working Sat Sun Mon every second weekend 2 days off and back on. By Mon evening being so Exhausted I was worried that I would make a drug error.	7/7/2016 8:15 PM
17	I leaved my previous employment for better salary.	7/7/2016 5:29 PM
18	Ward was very under staffed	7/7/2016 12:55 PM
19	I have worked in private nursing for 10 years and wanted to learn new skills and develop myself further	7/7/2016 10:15 AM
20	Better job offer	7/7/2016 7:38 AM
21	For family reason	7/7/2016 3:19 AM
22	I left previous job commence my career in nursing	7/6/2016 11:50 PM
23	Personal	7/6/2016 11:21 PM
24	I left my previous employment in a nursing home because I was seeking a job in a Hospital. I had worked in a Hospital for over 10 years I thought It would be better for my patients and my professional life.	7/6/2016 9:51 PM
25	It was part time and I wanted full time hours. Also I wanted to work in psychiatry as opposed to general nursing.	7/6/2016 6:22 PM
26	Moved to Ireland	7/6/2016 5:15 PM
27	Personal	7/6/2016 4:27 PM
28	Logistically	7/6/2016 4:06 PM
29	Better Opportunity	7/6/2016 2:50 PM
30	TOO MUCH OVERTIME	7/6/2016 1:50 PM
31	Long travel distance	7/6/2016 1:31 PM
32	To get a much closer location to where I live	7/6/2016 1:26 PM
33	No flexibility, distance to travel	7/6/2016 11:59 AM
34	Trained in the hospital as well as working there post registration wanted to see what's other organisations we're like	7/6/2016 11:52 AM
35	Elderly abuse was constant and managers didn't act upon it, favoritism and racism among staff members, work team Was always incomplete.	7/6/2016 11:16 AM
36	More hours to work per week, less time to spend with family, comparatively low quality and standard of living.	7/6/2016 10:00 AM
37	Better career options, better remuneration, unprofessional ethics and management by the previous employer	7/6/2016 9:59 AM
38	Moved to Ireland	7/6/2016 9:59 AM
39	First full time employment in nursing	7/6/2016 9:44 AM
40	I would like to learn more.	7/6/2016 1:26 AM

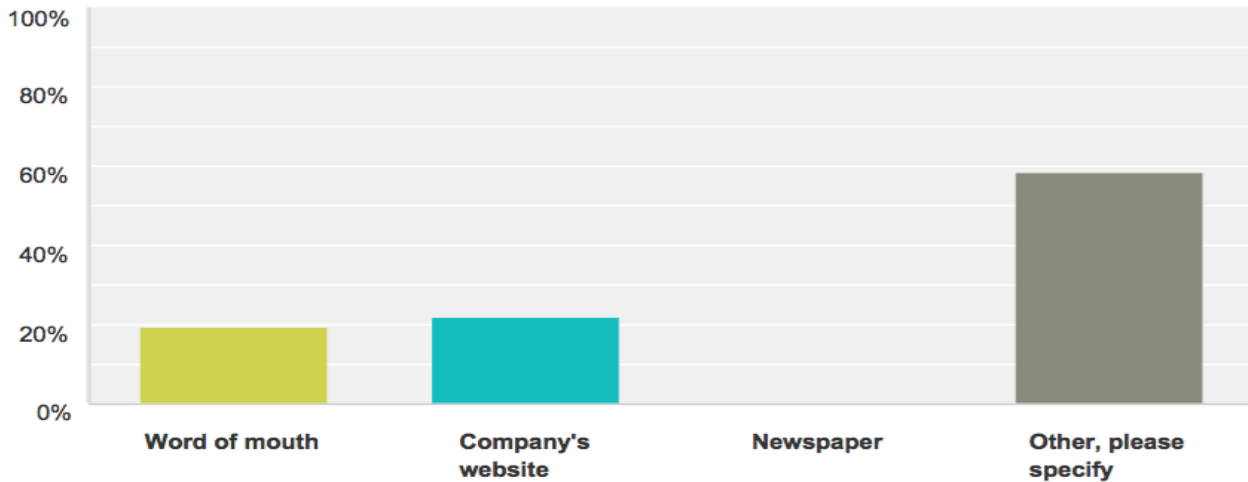
Q8 Why did you apply for this position with your current employer

Answered: 37 Skipped: 4

	Responses	Date
1	Nearer my home	7/14/2016 11:43 AM
2	Because I wanted to move to Ireland	7/14/2016 10:04 AM
3	Location	7/14/2016 9:08 AM
4	Wanted to work in a hospital	7/13/2016 1:40 PM
5	I wanted to work as a nurse and do anything that would make me happy and that is critical care	7/12/2016 1:37 AM
6	Feel empowered at this job, more opportunities Different culture	7/11/2016 11:21 PM
7	Good position in a suitable unite	7/11/2016 3:29 PM
8	New challenge	7/11/2016 2:32 PM
9	Location	7/11/2016 12:11 PM
10	I was looking for a job and I was interested in psychiatry nursing.	7/11/2016 12:03 PM
11	Opportunity to work in a hospital	7/10/2016 12:36 AM
12	HEAD HUNTED	7/9/2016 9:55 PM
13	Return to nursing	7/8/2016 11:21 PM
14	Career progression	7/8/2016 10:21 PM
15	A colleague told me about this hospital and I've decided to apply	7/7/2016 9:54 PM
16	Better shift conditions. 3 x 12 hour days per week. 37.5 hours. Paid breaks. 1000 euro bonus for starting and a further 1000 for every year I stay with the company for 5 years.	7/7/2016 8:15 PM
17	My current employer offered me better working conditions and pay.	7/7/2016 5:29 PM
18	Had previous experience in this area and really enjoyed it	7/7/2016 12:55 PM
19	I always wanted to work in psychiatric hospital to learn how to manage and help people with psychiatric problems	7/7/2016 10:15 AM
20	Better salary + benefits pack with better growth in terms of career development	7/7/2016 7:38 AM
21	For extend my skills	7/7/2016 3:19 AM
22	Better opportunity	7/6/2016 11:21 PM
23	Firstly, because I saw a lot of opportunities to increase my knowledge about Psychiatric nursing. The Human Resources showed me a lot of benefits that would make my carrier much better.	7/6/2016 9:51 PM
24	Because it is a psychiatric hospital.	7/6/2016 6:22 PM
25	So I could do my adaptation	7/6/2016 5:15 PM
26	Management Role	7/6/2016 4:06 PM
27	Better Opportunity	7/6/2016 2:50 PM
28	For a change getting into hospital	7/6/2016 1:50 PM
29	Close my home	7/6/2016 1:31 PM
30	Because its closer to home	7/6/2016 1:26 PM
31	Proximity to my house. Good pay	7/6/2016 11:59 AM
32	Welcoming and positive behavior of recruiters, adequate structure, area of interest, good salary range on comparison To other healthcare institutions, possibilities of professional development.	7/6/2016 11:16 AM
33	As I am interested to work in a psychiatric set up.	7/6/2016 10:00 AM
34	Insight of chance for further studies and career upgrade, better remunerations and working conditions.	7/6/2016 9:59 AM
35	No particular reason	7/6/2016 9:59 AM
36	Opportunity	7/6/2016 9:44 AM
37	Because I want to learn more and this place give to me the opportunity	7/6/2016 1:26 AM

Q9 How did you hear about this position?

Answered: 41 Skipped: 0



Answer Choices	Responses	Count
Word of mouth	19.51%	8
Company's website	21.95%	9
Newspaper	0.00%	0
Other, please specify	58.54%	24
Total		41

Other – Specification:

Source	Data of answer
Agency	7/14/2016 10:04 AM
Agency years ago	7/11/2016 2:30 PM
Internet	7/11/2016 12:11 PM
I received job offer in my email	7/11/2016 12:03 PM
Job Fair	7/8/2016 11:21 PM
Web	7/8/2016 10:21 PM
I was contacted by a recruiter	7/7/2016 7:38 AM
Agency of recruitment	7/7/2016 3:19 AM
HR company	7/6/2016 11:50 PM
Through my friend	7/6/2016 11:21 PM
Social Media	7/6/2016 9:51 PM
Recruitment agency	7/6/2016 5:15 PM
Recruiter	7/6/2016 4:06 PM
Recruiter	7/6/2016 2:50 PM
Previous workmates	7/6/2016 1:50 PM
Recruitment agency	7/6/2016 1:31 PM
Recruitment agency	7/6/2016 1:26 PM
Recruitment agency	7/6/2016 11:52 AM
Social media advertisement	7/6/2016 11:16 AM
Job site	7/6/2016 9:59 AM
Agency	7/6/2016 9:59 AM
Agency	7/6/2016 9:44 AM
One friend told me about	7/6/2016 1:26 AM

**Q10 Do you prefer to work for an agency or be directly employed by an organisation?
Please comment with your reasons.**

Answered: 40 Skipped: 1

	Responses	Date
1	Directly Employed	7/14/2016 11:43 AM
2	Directly employed.	7/14/2016 10:04 AM
3	Directly	7/14/2016 9:08 AM
4	Directly employed more continuity	7/13/2016 1:40 PM
5	Doesn't matter! Agency gives more money but less stability	7/12/2016 1:37 AM
6	Directly to have control of my time and job chosen	7/11/2016 11:21 PM
7	Agency	7/11/2016 3:29 PM
8	Directly employed	7/11/2016 2:32 PM
9	Would prefer to be employed by organisation	7/11/2016 2:30 PM
10	Direct with my employer	7/11/2016 12:11 PM
11	I prefer to have permanent job and be employed by an organisation.	7/11/2016 12:03 PM
12	Directly employed	7/10/2016 12:36 AM
13	Direct employment	7/9/2016 9:55 PM
14	Directly by an organisation due to stability	7/8/2016 11:21 PM
15	Both have advantages and disadvantages, I prefer directly.	7/7/2016 9:54 PM
16	I prefer to be directly employed by the organisation.	7/7/2016 8:15 PM
17	It is good to use the assistance of agencies with job search. Agency helps to find a job suitable to the preferences of The employee. Quickly arrange an interview.	7/7/2016 5:29 PM
18	Organisation as its stable, weekly work.	7/7/2016 12:55 PM
19	I prefer to be directly employed by organisation as I prefer to have one place of work. Working for an agency -probably I Would have to work in different places.	7/7/2016 10:15 AM
20	Organisation. I found the process of dealing directly with organisation clearer and quicker.	7/7/2016 7:38 AM
21	Directly employed	7/7/2016 3:19 AM
22	I've never worked for an agency yet. Working directly employed is a good experience for me. I find it reliable and my Employer is very reasonable and understanding	7/6/2016 11:50 PM
23	Directly employed by organisation	7/6/2016 11:21 PM
24	I would rather being employed directly by an organization indeed. Because I am felling more comfortable when a have a job security, a proper Roster, holidays, getting familiar with my colleagues and management, etc.	7/6/2016 9:51 PM
25	I prefer to work for a company to be guaranteed work and to feel part of a team. Also to know what shifts I will be on for a couple of weeks ahead.	7/6/2016 6:22 PM
26	Agency since I can choose my hours	7/6/2016 5:15 PM
27	Directly	7/6/2016 4:27 PM
28	It depends on the organisation	7/6/2016 4:06 PM
29	Directly employed by an organisation. for Security of employment	7/6/2016 2:50 PM
30	Happy to be directly employed. Staying one place much easier	7/6/2016 1:50 PM

31	Directly employer	7/6/2016 1:31 PM
32	Work directly employed by an organization as it is more stable and secure	7/6/2016 1:26 PM
33	Due to my pension contribution, I would prefer to be employed directly	7/6/2016 11:59 AM
34	Employed by organisation	7/6/2016 11:52 AM
35	I prefer to be directly employed by an organisation due to the fixed work roster, work team and residents being Assisted.	7/6/2016 11:16 AM
36	Employed by an organisation. Due to stability of employment, more involvement and comprehensive care can be Provided.	7/6/2016 10:00 AM
37	Organisation changes for career upgrade and studies more, better commitment and relationship with employer.	7/6/2016 9:59 AM
38	Agency for flexibility Employer for security	7/6/2016 9:59 AM
39	Direct employment for security and routine. Although agency pays better	7/6/2016 9:44 AM
40	Never worked for an agency also I'm happy employed in this organisation	7/6/2016 1:26 AM

Q11 Why did you choose to work in the private sector over the public sector?

Answered: 39 Skipped: 2

	Responses	Date
1	A lot more settled than public Sector	7/14/2016 11:43 AM
2	No specific preference	7/14/2016 10:04 AM
3	Location way key	7/14/2016 9:08 AM
4	More opportunities	7/13/2016 1:40 PM
5	More benefits	7/12/2016 1:37 AM
6	No reason	7/11/2016 11:21 PM
7	No specifics reasons	7/11/2016 3:29 PM
8	No public sector jobs available at time, due to recruitment freeze	7/11/2016 2:32 PM
9	No jobs were available in the public sector	7/11/2016 12:11 PM
10	UI prefer to work in nursing homes and most of nursing home is private.	7/11/2016 12:03 PM
11	No choice really, did happen	7/10/2016 12:36 AM
12	Job available at time	7/9/2016 9:55 PM
13	Because the public sector is a bit too laid back than private.	7/8/2016 11:21 PM
14	Flexibility of hours better in private	7/7/2016 9:54 PM
15	No reason really.	7/7/2016 8:15 PM
16	I got a good offer in the private sector, which is why I decided to work in a private nursing home	7/7/2016 5:29 PM
17	Public sector pay rates have decreased greatly in the past 3 years for my increment scale	7/7/2016 12:55 PM
18	For me never was important in which sector I 'm working, looking for a job I was checking distance to work, getting Opinions where the atmosphere at work could be good etc.	7/7/2016 10:15 AM
19	Private sector usually pays more over public sector	7/7/2016 7:38 AM
20	For the economical reason	7/7/2016 3:19 AM
21	I'm currently working for private sector, but I'd love to try public sector in public.	7/6/2016 11:50 PM
22	Flexibility	7/6/2016 11:21 PM
23	Usually the salary and benefits are better when you work in the private sector.	7/6/2016 9:51 PM
24	It wasn't a conscious decision it was just coincidence that I saw the ad when I was ready to change jobs.	7/6/2016 6:22 PM
25	That was my only option at the time in order to get registered	7/6/2016 5:15 PM
26	Better payment I think	7/6/2016 4:27 PM
27	Given Opportunity	7/6/2016 4:06 PM
28	Better Pay	7/6/2016 2:50 PM
29	Permanent contract	7/6/2016 1:50 PM
30	Better payment in private sector and difficulties to get to a public employer	7/6/2016 1:31 PM
31	This was the only place that hired me	7/6/2016 1:26 PM
32	Good pay.	7/6/2016 11:59 AM
33	Trained and have only ever worked in private sector	7/6/2016 11:52 AM

34	Regardless of being a private or public institution, I accepted the job for I was happy with the working conditions, Benefits and obligations applied.	7/6/2016 11:16 AM
35	Prefer to work in public sector, but no direct recruitment from abroad.	7/6/2016 10:00 AM
36	Better available option at that private at the moment	7/6/2016 9:59 AM
37	I didn't make that choice I am a product of circumstance	7/6/2016 9:59 AM
38	Always worked in the private area. Placements where all private	7/6/2016 9:44 AM
39	They give opportunity the public sector is not to open for it	7/6/2016 1:26 AM

Q12 What influenced you in your choice of nursing career?

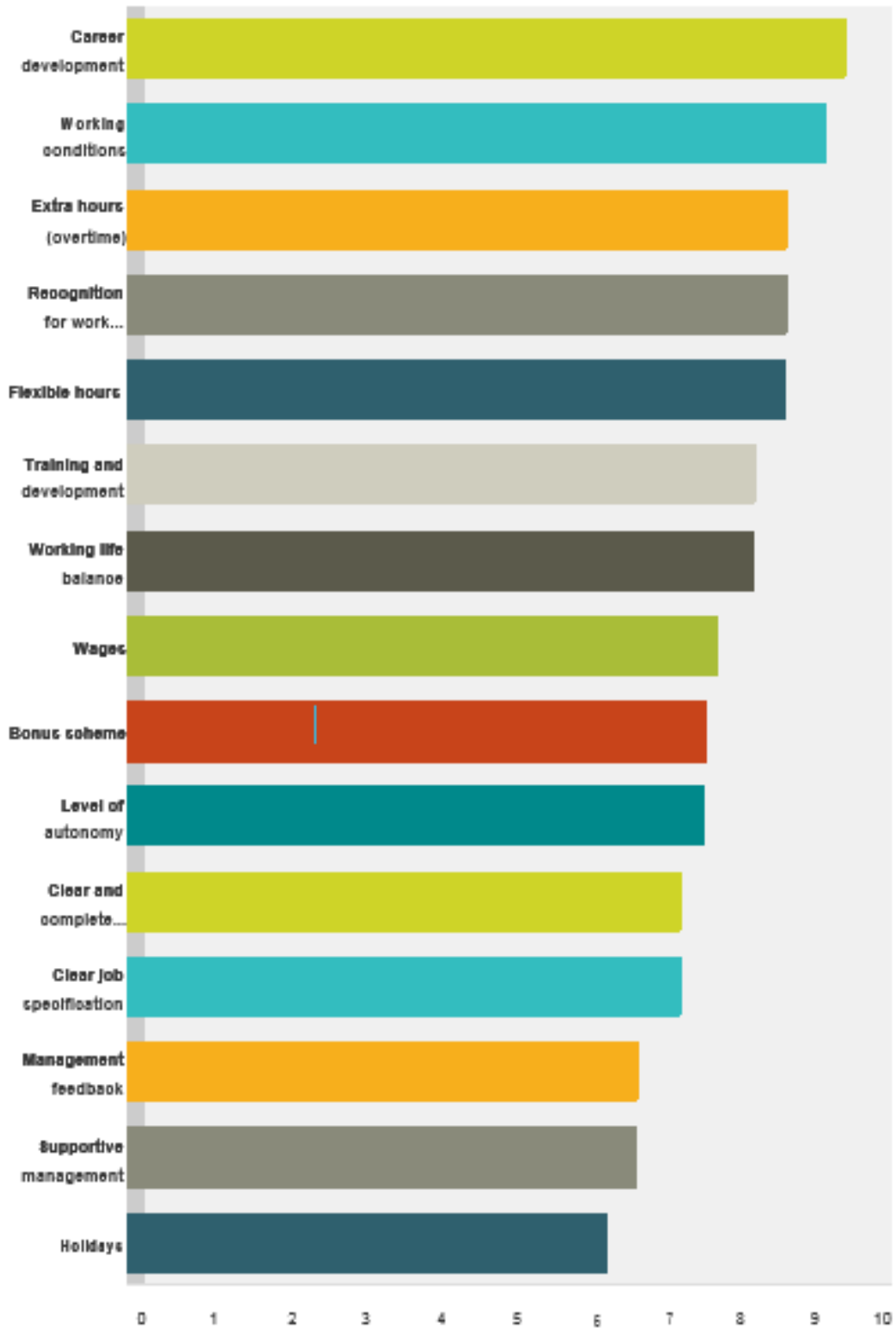
Answered: 39 Skipped: 2

	Responses	Date
1	Helping people and its rewarding career	7/14/2016 11:43 AM
2	I could have a job anywhere in the World	7/14/2016 10:04 AM
3	I have had a drive to be a nurse since childhood	7/14/2016 9:08 AM
4	My aunt	7/13/2016 1:40 PM
5	I was a kid that spend much time in hospitals when I was young so I developed a caring feeling for nurses and always Wanted to be One	7/12/2016 1:37 AM
6	The need to help people	7/11/2016 11:21 PM
7	Influenced by the willing of give the best care to the people	7/11/2016 3:29 PM
8	Career guidance at school	7/11/2016 2:32 PM
9	Spending time in hospital myself	7/11/2016 12:11 PM
10	I like to look after people and help them.	7/11/2016 12:03 PM
11	My mother is a nurse, I like to help people	7/10/2016 12:36 AM
12	Being close to family	7/9/2016 9:55 PM
13	I have always loved to care. I've always believed I'm born to care. It's a vocation.	7/8/2016 11:21 PM
14	Mother	7/7/2016 9:54 PM
15	Can't remember	7/7/2016 8:15 PM
16	I want to gain new experience and skills and deepen education in this direction	7/7/2016 5:29 PM
17	Working with people	7/7/2016 12:55 PM
18	I always wanted to help people, look after them when they not well, I have satisfaction if I see I'm needed	7/7/2016 10:15 AM
19	No specific reason. I started with a short-term course and enjoyed. After that I kept studying and improving.	7/7/2016 7:38 AM
20	My mum	7/7/2016 3:19 AM
21	Helping and looking after others make me happy. I always wanted to make the world a better place if I was given the Chance.	7/6/2016 11:50 PM
22	My caring mentality	7/6/2016 11:21 PM
23	I always admired nurses working in Hospital since I was child. I was certain I could be a great nurse if I had this Opportunity.	7/6/2016 9:51 PM
24	Mental illness in my family.	7/6/2016 6:22 PM
25	I like working with people and I like helping them	7/6/2016 5:15 PM
26	no influence	7/6/2016 4:27 PM
27	Interest in Health care	7/6/2016 4:06 PM
28	My Mother was a Nurse	7/6/2016 2:50 PM
29	Education	7/6/2016 1:50 PM
30	Family background	7/6/2016 1:31 PM
31	I loved nursing since I was a child	7/6/2016 1:26 PM
32	To be the best	7/6/2016 11:59 AM

33	Personal reasons	7/6/2016 11:52 AM
34	My passion for health care and my interest for management/administration.	7/6/2016 11:16 AM
35	Parental modeling, my mother was a nurse, secondly compassion, thirdly better career opportunity	7/6/2016 10:00 AM
36	More control over professional life and private life, ease of job in any country.	7/6/2016 9:59 AM
37	Personal reasons	7/6/2016 9:59 AM
38	The ability to make a difference to people's live regardless of how small the gesture may seem	7/6/2016 9:44 AM
39	I like what I do I'm passion every single day for it.	7/6/2016 1:26 AM

Q13 Please review the following list and rank them of order of preference from 1 to 15, as how they may influence in your decision to stay in a job.

Answered: 39 Skipped: 2



Q14 Please give your reasons for ranking the options as you have.

Answered: 24 Skipped: 17

	Responses	Date
1	They suit my lifestyle and home life	7/14/2016 11:43 AM
2	To have my work recognized is very important to me, as well as career development, management support to achieve Development and knowledge, work conditions, people need to understand that we need to be valuable, and hospitals Don't run without us.	7/14/2016 10:04 AM
3	As a mum its about a work life balance	7/14/2016 9:08 AM
4	Training provided and career development leads to more autonomy and higher salary Anything else will flow within These traits	7/11/2016 11:21 PM
5	It is very important to work with friendly staff members and to have supportive management as nursing job is not an Individual job. It is also important to have flexible working hours as you need to plan your personal life also. Competition is not very beneficial in nursing in my opinion as you can achieve best results working in team.	7/11/2016 12:03 PM

6	I like working conditions and balance so I can give my best while caring.	7/8/2016 11:21 PM
7	I like recognition for what I do well. I need to live well and like to be paid well. Nursing is a skilled job and the nurse Should be continually updating skills.	7/7/2016 8:15 PM
8	Longer holiday (26 days), Bonus for work in Sunday and night shift.	7/7/2016 5:29 PM
9	We have a stable and flexible roster system, which allows us to plan around unsociable hours!	7/7/2016 12:55 PM
10	For me working conditions a very important, when conditions are relevant to hard, responsible job. To have supportive Management in difficult situations	7/7/2016 10:15 AM
11	NA	7/6/2016 11:21 PM
12	All options are such important, they was very well chosen. But I used my own experience and based on my goals. I Will be able to achieve my aim if I would be able to develop my carrier, however if you find a balance between working And quality of life it must be perfect.	7/6/2016 9:51 PM
13	Money important as I'm main earner. Supportive management important to feel safe and happy. I must say that no sick Pay is big big turn off.	7/6/2016 6:22 PM
14	They are very flexible with the holidays and with your shifts. But I do not feel appreciate for the work we do. They do Have a lot of opportunities for career development and training, which I do appreciate. and they always have overtime if You want it.	7/6/2016 5:15 PM
15	As of this time the above are the most accurate responses I can give.	7/6/2016 4:06 PM
16	They rank the reasons to stay in my job.	7/6/2016 2:50 PM
17	-	7/6/2016 1:31 PM
18	This is how I perceived my current job	7/6/2016 1:26 PM
19	My opinion.	7/6/2016 11:59 AM
20	I do believe that I'm more than just "a nurse". I'm a human being with other priorities/necessities that require free time And fixed rosters. As a professional, to have my work and competence recognized includes gratifications, training and Development, a fair salary, etc. Of course, I can only show my full potential if I have autonomy to act. However, this all Becomes impossible/terrible if I have to deal with an obnoxious/preposterous/authoritarian management team.	7/6/2016 11:16 AM
21	My personal opinion	7/6/2016 10:00 AM
22	Interest to go for job is of prime importance to me which depends on the working condition, should have a chance to Upgrade myself with attractive salary and flexible hours to have management over working life and personal life	7/6/2016 9:59 AM

- 23 Good working environment make for happier staff and makes it a nicer place to work. It's important to be able to feel
Like you can talk to your manager if there is a problem that needs addressing. It's nice to be able to update your career
And feel that you are improving your craft over the years. Therefore training and development are important. Lack of
These and people begin to feel stuck in a rut with no way forward. 7/6/2016 9:44 AM
- 24 I'm happy at work for sure we always need some more help but that's depended of the time. 7/6/2016 1:26 AM

Appendix 9 Interviews - Questionnaire detailed data

QUESTIONNAIRE – NURSING MANAGEMENT

In a hospital, the structure of hierarchy is defined as follows: staff nurse, nurse specialist, clinical manager I (CNM1), clinical manager II (CNM2), clinical manager III (CNM3), assistant director of nursing (ADON) and director of nursing (DON), as a higher position a nurse can reach in nursing career.

The first interview was conducted with an ADON (assistant director of nursing)

Section 1- General

1- What's your position within the organisation? And how long have you been working there?

Answer: Assistant director of nursing. I have been working in this hospital for the past 5 years.

2- How long have you been a nurse for? What's your specialty?

Answer: I have been a nurse for 20 years. I'm specialist in mental health.

3-How long have you been a manager for?

Answer: 11 years.

4-Why have you chosen a career in Nursing?

Answer: I worked as a Health Care Assistant for a summer and I enjoyed it so I decided to pursue a nursing degree.

5- How many hours do you work per week?

Answer: 39

Section 2 – Recruitment

1-What kind of recruitment do you think is more efficient?

- a) Word of mouth
- b) Company's website
- c) Newspaper
- d) Other, please specify: newspaper

2-In your opinion what attract nurses to apply for a job within this organisation?

Answer: training opportunities, promotion opportunities

3- Do you think a nurse prefers to work for an agency or be directly employed by an organisation. Please comment.

Answer: I think it depends on the nurse's circumstances, but if the company offers flexibility, they generally prefer the consistency of working for an organisation.

4-In your opinion why nurses choose to work in the private sector over the public sector?

Answer: Greater promotional opportunities.

5-What the average hours a nurse employed on a full time contract works?

Answer: 39

6-What is the average percentage of Irish nurses and foreign nurses working in this organisation?

Answer: 60% Irish vs. 40% foreign

Section 3 – Retention

1-In your opinion the expectations towards the job/career are the same from foreign nurses and Irish nurses? Please explain.

Answer: No, some foreign staff are looking for a shorter commitment and an opportunity to make money and save. Irish nurses (dependent on age) are looking for benefits such as maternity leave and sick pay, but that is a very general rule and cannot be applied across the board

2- Please review the following list and rank them in order of preference from 1 to 15, as how they may influence a nurses to decide to stay in the job:

- (2) Working conditions
- (7) Management feedback
- (3) Flexible hours
- (1) Extra hours (overtime)
- (6) Career development
- (4) Training and development
- (5) Recognitions for work completed
- (13) Clear job specification
- (12) Clear and complete communication
- (11) Level of autonomy
- (10) Supportive management
- (8) Wages
- (9) Holidays
- (14) Bonus scheme
- (15) Working life balance

3-Please give your reasons for ranking the options as you have.

Answer: I think work life balance and good working conditions are the most important in the long term for people

4-In your opinion what reason (s) nurses leave their employment?

Answer: Lack of opportunity, inflexible working hours, poor benefits and conditions

5-Do you believe that there is a shortage of nurses?

Answer: Yes, I do.

6-If you believe so, what are the reasons and what are the possible solutions?

Answer: Poor working conditions, better opportunities abroad.

7- Do you think management could influence a staff decision to stay in the job? Please explain.

Answer: Yes, sometimes, if this reason for leaving is directly influenced by the work environment and you have the ability to change that issue

8-Do you think HR could influence nurse to stay in the job? Please explain.

Answer: Yes, it could, offering flexibility.

9- Due to the staffing crisis, what do you think is going to happen in the Healthcare sector in the next 5 years?

Answer: I don't see much change occurring unless the terms and conditions are improved and the number of nurse training places is increased.

The second interview was conducted with a Clinical Nurse Manager (CNM2)

Section 1- General

1- What is your position within the organisation? And how long have you been working there?

Answer: I'm clinical nurse manager II

2- How long have you been a nurse for? What's your specialty?

Answer: I have been a nurse for 25 years.

3-How long have you been a manager for?

Answer: I have been a manager for 8 years

4-Why have you chosen a career in Nursing?

Answer: My mother was a nurse and she though how special was being nurse and looking after people.

5- How many hours do you work per week?

Answer: I work 35 hours per week.

Section 2 – Recruitment

1-What kind of recruitment do you think is more efficient?

- a) Word of mouth X
- b) Company's website X
- c) Newspaper
- d) Other, please specify: Social Media

2-In your opinion what attract nurses to apply for a job within this organisation?

Answer: We offer a great training program and career development opportunities.

3- Do you think a nurse prefers to work for an agency or be directly employed by an organisation. Please comment.

Answer: I believe most nurses prefer to be directly employed.

4-In your opinion why nurses choose to work in the private sector over the public sector?

Answer: I think it doesn't matter anymore, now nurses make their decision based on the better offer.

5-What the average hours a nurse employed on a full time contract works?

Answer: 39 hours per week (average)

6-What is the average percentage of Irish nurses and foreign nurses working in this organisation?

A: 50% Irish vs. 50% foreign

Section 3 – Retention

1-In your opinion the expectations towards the job/career are the same from foreign nurses and Irish nurses? Please explain.

Answer: I think they are different, foreign nurses are interested in working long shifts to earn more money. Irish nurses are looking for career progression, benefits, and better conditions.

2- Please review the following list and rank them in order of preference from 1 to 15, as how they may influence a nurses to decide to stay in the job:

- (2) Working conditions
- (3) Management feedback
- (4) Flexible hours
- (13) Extra hours (overtime)
- (5) Career development
- (12) Training and development

- (9) Recognitions for work completed
- (1) Clear job specification
- (10) Clear and complete communication
- (11) Level of autonomy
- (6) Supportive management
- (14) Wages
- (8) Holidays
- (15) Bonus scheme
- (7) Working life balance

3-Please give your reasons for ranking the options as you have.

Answer: I think nurses are looking for better salaries, training and development, a certain level of autonomy, possibility to earn more money through overtime (extra paid), benefits such as holidays, bonus scheme, etc.

4-In your opinion what reason (s) nurses leave their employment?

Answer: for a better opportunity and because the market offers them several options, due to the shortage.

5-Do you believe that there is a shortage of nurses?

Answer: Yes I do.

6-If you believe so, what are the reasons and what are the possible solutions?

Answer: To offer better salaries and better benefits, so Irish nurses could come home and foreign could be more committed to an employer. Young people could be more interest to pursue a nursing career.

7- Do you think management could influence a staff decision to stay in the job? Please explain.

Answer: Yes, if there is an issue in the units, management can address it efficiently. And also if the staff nurses have a supportive manager, with other factor, it could influence them to stay.

8-Do you think HR could influence nurse to stay in the job? Please explain.

Answer: Yes, I do. HR can develop plans to control the retention and turnover. HR also could give more flexibility to nurses and being supportive towards difficult times.

9- Due to the staffing crisis, what do you think is going to happen in the Healthcare sector in the next 5 years?

Answer: If better salaries, benefits and more flexibility don't be offered to nurses, the issue tends to get bigger, and I clearly can see nurses being replaced by senior health care assistants, what's chaotic.

The third interview was conducted with a Director of Nursing

Section 1- General

1- What's your position within the organisation? And how long have you been working there?

Answer: I am a director of nursing and I have been working within this organisation for the past 5 years.

2- How long have you been a nurse for? What's your specialty?

Answer: I have been a nurse for 40 years.

3-How long have you been a manager for?

Answer: I have been a manager for 27 years

4-Why have you chosen a career in Nursing?

Answer: I always wanted to be a nurse since I was a child. I thought and I still think that being a nurse is special.

5- How many hours do you work per week?

Answer: I work 30 hours per week.

Section 2 – Recruitment

1-What kind of recruitment do you think is more efficient?

- a) Word of mouth X
- b) Company's website
- c) Newspaper
- d) Other, please specify: Social media

2- In your opinion what attract nurses to apply for a job within this organisation?

Answer: We do have career opportunities, welcome package, great training program and hour salary is aligned with the Health Services Executive.

3- Do you think a nurse prefers to work for an agency or be directly employed by an organisation. Please comment.

Answer: I think they generally prefer to be directly employed.

4-In your opinion why nurses choose to work in the private sector over the public sector?

Answer: I think they chose the better work conditions.

5-What the average hours a nurse employed on a full time contract works?

Answer: 78 hours fortnightly

6-What is the average percentage of Irish nurses and foreign nurses working in this organisation?

Answer: 30% Irish vs. 70% foreign

Section 3 – Retention

1-In your opinion the expectations towards the job/career are the same from foreign nurses and Irish nurses? Please explain.

Answer: pretty much the same. They all are looking for better conditions and some of them career opportunities, even though foreign nurses would be more interested in working long shifts.

2- Please review the following list and rank them in order of preference from 1 to 15, as how they may influence a nurses to decide to stay in the job:

(15) Working conditions

(5) Management feedback

(7) Flexible hours

- (6) Extra hours (overtime)
- (8) Career development
- (9) Training and development
- (1) Recognitions for work completed
- (10) Clear job specification
- (11) Clear and complete communication
- (4) Level of autonomy
- (12) Supportive management
- (14) Wages
- (2) Holidays
- (13) Bonus scheme
- (3) Working life balance

3-Please give your reasons for ranking the options as you have.

Answer: salary and work conditions satisfy people in a long term.

4-In your opinion what reason (s) nurses leave their employment?

Answer: Lack of opportunities, better salaries.

5-Do you believe that there is a shortage of nurses?

Answer: Yes I do.

6-If you believe so, what are the reasons and what are the possible solutions?

Answer: Poor work conditions is the reason. And as a possible solution: better salaries and benefits, more flexibility, more autonomy and clear job specification. More places available for nurses in hospitals and colleges.

7- Do you think management could influence a staff decision to stay in the job? Please explain.

Answer: Yes I do, by helping them to solve conflicts/issue. Offering trainings and promotion.

8- Do you think HR could influence nurse to stay in the job? Please explain.

Answer: HR is essential to influence a nurse to stay by developing strategies to control the turnover and retention. Offering training and development, career progression, efficient policies and procedures and more support to line manager to help the job to be done properly in a clinical point of view. Dealing with issues quicker and efficiently.

9- Due to the staffing crisis, what do you think is going to happen in the Healthcare sector in the next 5 years?

Answer: If the work conditions offered to nurses don't change, I just can see the situation getting worse. The healthcare system in Ireland would be about to collapse.

The fourth interview was conducted with the Head of the Human Resources

Section 1- General

1- What's your position within the organisation? And how long have you been working there?

Answer: Head of Human Resources and 12 years.

2-How long have you been a manager for?

Answer: 15 years

Section 2 – Recruitment

1-What kind of recruitment do you think is more efficient?

- a) Word of mouth
- b) Company's website
- c) Newspaper
- d) Other, please specify: X
 - Recruitment fairs
 - Career days at colleges
 - Social Media

2- Do you think a nurse prefers to work for an agency or be directly employed by an organisation. Please comment.

Answer: As the majority of nurses I have worked with are employed by the organisation, I believe this is the preferred option for most nurses. However, quite a number of nurses work through agencies as they like the level of flexibility it offers them. In addition, I am aware that there is a significant number of nurses who do both as they can earn additional income by working extra hours with an agency.

3-In your opinion why nurses choose to work in the private sector over the public sector?

Answer: It is my experience the nurses choose the private sector over the public sector as they feel that they can have better opportunities.

4-What the average hours a nurse employed on a full time contract works?

Answer: 78 hours per fortnight

5-What is the average percentage of Irish nurses and foreign nurses working in this organisation?

Answer: 50%- 50%

6-In your opinion the expectations towards the job/career are the same from foreign nurses and Irish nurses? Please explain.

Answer: Yes. I believe the majority of nurses wish to progress to other nursing roles such as nurse manager, nurse specialist.

Section 2 – Recruitment

1- Please review the following list and rank them in order of preference from 1 to 15, as how they may influence a nurses to decide to stay in the job:

- (4) Working conditions
- (7) Management feedback
- (5) Flexible hours
- (6) Extra hours (overtime)
- (9) Career development
- (14) Training and development
- (10) Recognitions for work completed
- (13) Clear job specification
- (12) Clear and complete communication
- (11) Level of autonomy
- (15) Supportive management

- (1) Wages
- (2) Holidays
- (8) Bonus scheme
- (3) Working life balance

2-Please give your reasons for ranking the options as you have.

Answer: I believe that the majority of nurses wish to maximize their earnings and take on additional training in order to be in a position to enhance their career prospects, which in turn improves earnings, working hours and flexibility.

3-In your opinion what reason (s) nurses leave their employment?

Answer: Better opportunities, better management, better work conditions.

4-Do you believe that there is a shortage of nurses?

Answer: Yes.

5-If you believe so, what are the reasons and what are the possible solutions?

Answer: Lack of college places during the economic downturn between 2008 and 2014. The requirement from inspectorate bodies to increase nursing complement. The availability of nursing opportunities abroad, which is very attractive to young nurses in particular.

6- Do you think management could influence a staff decision to stay in the job? Please explain.

Answer: yes with supportive management, knowledge sharing, mentoring and opportunities of career development.

7-Do you think HR could influence nurse to stay in the job? Please explain.

Answer: Yes. With improvements in pay and condition, creative ways to attract and retain nurses. Additional training and career opportunities is very attractive to nurses.

8- Due to the staffing crisis, what do you think is going to happen in the Healthcare sector in the next 5 years?

Answer: I think additional college places will help but a greater help would an improvement in the registration system of NMBI. There are approximately 3000 nurses (I can't recall my source of this information) in Ireland who are qualified as nurses but have extreme difficulty in obtaining registration in Ireland. I believe that speeding up this process would provide Ireland with a significant number of the nurses we need right now.

The fifth interview was conducted with the CEO

Section 1- General

1- What's your position within the organisation? And how long have you been working there?

Answer: I'm the Chief Executive Officer (CEO). And I have been working within this organisation for the past 4 years.

2- How long have you been a nurse for? What's your specialty?

Answer: I have been a nurse for the past 40 years.

3-How long have you been a manager for?

Answer: I have been a manager for 30 years

4-Why have you chosen a career in Nursing?

Answer: My mother was a nurse and my father got sick when he was only 47, we all have learnt how to look after him, and I've understood that was exactly what I wanted to for living.

5- How many hours do you work per week?

Answer: I work 30 hours per week

Section 2 – Recruitment

1-What kind of recruitment do you think is more efficient?

- a) Word of mouth
- b) Company's website X
- c) Newspaper
- d) Other, please specify: Social Media

2- In your opinion what attract nurses to apply for a job within this organisation?

Answer: Career opportunities, training, our structure and area of specialization (psychiatry).

3- Do you think a nurse prefers to work for an agency or be directly employed by an organisation. Please comment.

Answer: I think the most of nurses prefer the stability to be directly employed.

4-In your opinion why nurses choose to work in the private sector over the public sector?

Answer: I think theses days a nurses is looking for career opportunities, and after the HSE recruitment embargo, nurses understood that private sector can be a stable option as well, since it offers stability and career progression. I have worked within the public sector myself for quite a few years before 2008, and I can clearly see how the idea of being employed by the private sector isn't as attractive anymore as it used to be in the past.

5-What the average hours a nurse employed on a full time contract works?

Answer: Average 39 hours per week.

6-What is the average percentage of Irish nurses and foreign nurses working in this organisation?

A: I would say in our organisation it is 50% Irish vs. 50% foreign.

Section 3 – Retention

1-In your opinion the expectations towards the job/career are the same from foreign nurses and Irish nurses? Please explain.

Answer: I think their expectations are different. It isn't a rule, but the most of foreign nurses have different goals, I believe they aren't looking for a career, but for as many hours as possible in order to save money and eventually go back to their home Countries. Irish nurses are more interested in career

development. However, we have foreign nurses working here for over 10 years, and are already Irish citizen.

2- Please review the following list and rank them in order of preference from 1 to 15, as how they may influence a nurses to decide to stay in the job:

- (15) Working conditions
- (6) Management feedback
- (5) Flexible hours
- (10) Extra hours (overtime)
- (9) Career development
- (11) Training and development
- (4) Recognitions for work completed
- (13) Clear job specification
- (14) Clear and complete communication
- (5) Level of autonomy
- (8) Supportive management
- (12) Wages
- (1) Holidays
- (7) Bonus scheme
- (6) Working life balance

3-Please give your reasons for ranking the options as you have.

Answer: I think training and development, management feedback, flexibility is important, but what really make nurses to remain on an employment are wage, benefits, clear communication, autonomy and extra hours, basically the work conditions.

4-In your opinion what reason (s) nurses leave their employment?

Answer: Better opportunities: working conditions, as mentioned above.

5-Do you believe that there is a shortage of nurses?

Answer: Yes I do.

6- If you believe so, what are the reasons and what are the possible solutions?

Answer: The resection, the HSE recruitment embargo and the lack of available places in the nursing colleges in Ireland were the main reasons. To improve the nurses working conditions would be the first step to improve the shortage, however it isn't as simple as it appears to be, since it involves unaffordable high costs, especially for the private sector. An option to address the problem immediately would be speeding up the process to bring over foreign nurses to Ireland.

7- Do you think management could influence a staff decision to stay in the job? Please explain.

Answer: Yes, I do, by offering support to the nurses, training and opportunities to improve their knowledge.

8-Do you think HR could influence nurse to stay in the job? Please explain.

Answer: Yes, I do. HR is fundamental agent of changes in an organisation. HR must develop strategies to address turnover, to attract and retain nurses, as well as to work in line with management to get the best of "every world".

9- Due to the staffing crisis, what do you think is going to happen in the Healthcare sector in the next 5 years?

Answer: If the working conditions don't improve and if the Irish government doesn't make a decision in relation to registration of foreign nurses within NMBI, I can see small hospital and nursing homes closing down. The healthcare services will lose the ability to deliver basic services.

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