

## CHAPTER II

### LITERATURE REVIEW

This study is concerned with the relocation of professional nurses from the public to the private sectors and encompasses the study of the reasons for their relocation. This movement can be described as "Brain Drain". Brain Drain is a phenomenon that can affect many occupation eg. doctor, nurse, pharmacist, dentist, engineer, etc. Within the health care system there is much interest in studying these problems. The retention of nurses within the public health care system is essential for the efficient operation of the public system. At present, the public system is suffering from an ever increasing number of nurses transfer from public to private sector. This phenomenon of Brain Drain is complicated by the interaction between people and their environment, therefore there are many relative factors which include both personal characteristics and the working environment. The researcher studied conceptual, theory, and review of related literatures in order to set up a conceptual framework which indicated a direct association between independent and dependent variables, as detailed below.

#### Conceptual, Theory and Review of related literatures

Working is one of the most important activities in

life and it also provides an important part of the person's self esteem within society. Work satisfaction is essential to a person's needs, both physically and mentally. The persons who are satisfied with their working lives, who feels that they are of value to their employer and enthusiastic and diligent while working, will always attempt to solve the employer problems as they feel part of the company organization, that is a part of a team. However, due to the different needs and expectation of each individual person, it is not always possible for the employee to meet the expectation of all the employees. According to the studies carried out by Abraham H.Maslow, a psychologist, who formulated one of the most widely known content theories of motivation. His theory stressed two fundamental premises. The first is, that "humans are wanting animals whose needs depend on what they already have. Only needs not yet satisfied can influence behavior; an adequately fulfilled need is not a motivator". The second premise is that "people's needs are arranged in a hierarchy of importance. Once a particular need is fulfilled, another emerges and demands fulfillment".

In 1959 Herzberg, Mausner, and Snyderman reported research findings that suggested people have two sets of needs, as animals to avoid pain, and their need as humans to grow psychologically. These findings lead them to advance a "dual-factor" theory of motivation.

Herzberg came to the conclusion that job satisfaction consisted of two separate and independent dimensions.

**Maintenance dimension (dissatisfiers).** Absence of some job conditions can serve to dissatisfy employees. However, presence of these same conditions does not necessarily lead to a high degree of motivation. Herzberg called them *maintenance* (or hygiene) factors, since they are necessary to maintain a reasonable level of satisfaction. He also noted that many of these factors have been perceived by managers to be motivators, but they are actually more potent as dissatisfiers (demotivators) when absent. He concluded that there were ten maintenance factors;

1. Organizational policy and administration
2. Technical supervision
3. Interpersonal relations with supervisor
4. Interpersonal relations with peers
5. Interpersonal relations with subordinates
6. Salary
7. Job security
8. Personal life
9. Work conditions
10. Position status

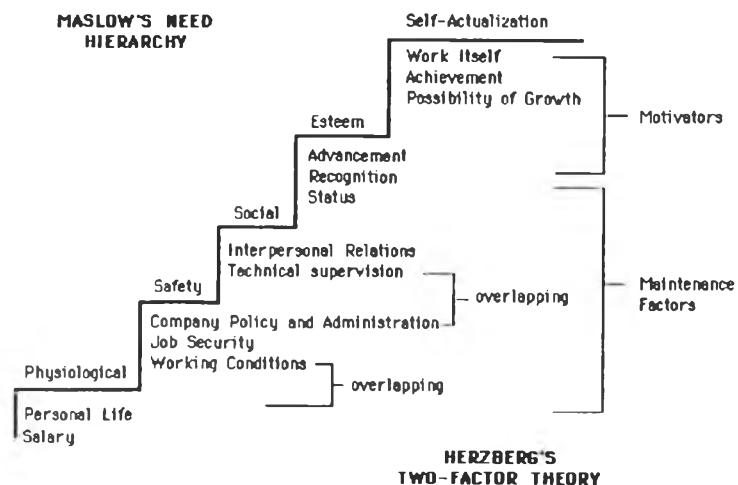
**Motivational Dimension (satisfiers).** There are other job conditions that, if present, tend to build high levels of motivation and job satisfaction. However, if these conditions



are not present, it does not prove to be highly dissatisfying. Herzberg described six of these factors as *motivational* factors or satisfiers:

1. Achievement
2. Recognition
3. Advancement
4. The work itself
5. The possibility of growth
6. Responsibility

When the Herzberg and Maslow models are compared, it can be seen that they both emphasize the same set of relationships. Both are content theories; they look at what motivates human behavior. Maslow looked at the human needs of the individual, while Herzberg focused on how job conditions affect the individual's basic needs Figure illustrates this point.



From the above conceptual and theory make the

scientific research happen in order to explain this phenomenon.

### SATISFACTION AND TURNOVER

Over the years, the concept of work satisfaction has generated considerable interest. The tremendous amount of research conducted on the topic expresses the interest. One of the major reasons for the keen interest in this area is the widely held view that work satisfaction influences such factors as productivity, absenteeism, and turnover, this factors create consequences for organizational effectiveness (Gruneberge 1979). Turnover is a human behavior at work which leads to dissatisfaction especially if the turnover rate is high. Turnover often results in additional costs for recruitment, selection, and training. Wolf (1981) suggests that a hospital may spend more than \$2,500 to replace registered nurses who quit the job. A more important consequence is that turnover may adversely affect the quality of care given to patients (Wolf, 1981). If there is a shortage of nurses, or if the available nurses lack experience, the quality of nursing care may seriously decrease.

Research on work organizations in general suggests that turnover is, for the most part, an outcome of work dissatisfaction. A study by Baron (1986), found that job satisfaction is negatively associated employee turnover,

employees with a high job satisfaction will have lower a turnover rate as compared with those who have a low job satisfaction. This association might not be strength for discussed. It has many factors affecting employee turnover are working condition. convenience in travelling to work, age, work experience, job position, and work performance. Vroom (1964) presented that individuals who have the opportunity for advancement in career, may resign from their jobs and find a better one, but those who are limited in job selection will have to stick with their current job, although they have job dissatisfaction. Employees who have less job satisfaction tend to be burn-out, absent from work, come to work late, have low efficiency, and can affect their mental; state for example frustration, stress and conflict within themselves. Although the majority of studies on work satisfaction have been conducted in business and industry, the field of nursing does contain satisfaction research. Most of the studies done on the nursing profession have attempted to identify the correlates of work satisfaction. Nursing occupation is currently facing problems, nurses are dissatisfied with their job. However, interested individual study the compenent of nursing job satisfaction. The aspects of difference between the profession of nursing job and others leads to job satisfaction among nurses, as nursing different from other occupations. Wolf (1981) states "although some nurses leave their jobs for unavoidable reasons, studies show that the

primary reason is job dissatisfaction". Thus, it is not surprising that work satisfaction among nurses has been a major concern of hospital administrations and the nursing profession alike. The reasons for high turnover among nurses are as follows.

1. Nurses expect high work performance.
2. Poor working conditions and responsibilities are overload.
3. Inadequate supervision and job coordination.
4. Poor system of management.

Nurses can easily look for new jobs, so they do not stick with their current jobs if they are dissatisfied, and it is found that new nurses tend to resign within six months of their job (McClosky 1974).

Falclone (1976) studied the job satisfaction among professional nurses, the significant factors relating to job satisfaction are interpersonal relationship, supervisor, intrinsic factor (eg. work condition), and extrinsic factors (eg. opportunity, advancement, wage, reward, policy and, administration and recognition).

Brief (1976) has studied turnover among professional nurses and found that job dissatisfaction was the cause of resignation. Particularly, such dissatisfaction was mainly due to the unclear distribution of work, less autonomy in

making decision, and the absence of feedback on work performance. Also job descriptions did not relate to the field of studies. Nurses expect that their jobs must be challenging, but within their area of expertise.

Stubbs (1977) studied components of job satisfaction divided into 2 components they are component to job satisfaction, and component to job dissatisfaction. Questionnaire on job satisfaction of Lambertson model, developed by Herzberg was given to 30 new graduated nurses, and the results shows that components of job satisfaction depend largely on job achievement and admiration. The components of job dissatisfaction were workload, coordination, interpersonal relation and work condition.

Weissman et al (1980) longitudinal term studies on job satisfaction among professional nurses. The result found that, determined factors related job satisfaction are age, workload, autonomy, interpersonal relation, recognition, responsibility for the number of dependents and advancement opportunity.

Seybolt (1986) studied about job turnover among nurses, by discriminate sample levels depend on work experience. The results showed that, it can be concluded that dissatisfied nurses with less than a 1 year working period had a high rate of intent to resign.



Dembicki R; Va Ras R; Hammond J (1989) studied on burn nurse retention. The study found that the greatest "satisfiers" are centered around nursing issues such as schedule flexibility, nurse/patient ratio, and the center's reputation and standards. Salary and the physical plant environment were of little importance in comparison.

Chan La; O'Connor FD, Mcadam K; Wasson L (1990) this study to determined factors critical to nursing retention. The nursing retention survey required participants to rank 46 retention factors related to compensation benefits, work environment, amount and type of work, work relationships, availability of support services, management practices, and opportunities for professional growth.

Job satisfaction influences employee retention, worker productivity, and performance quality.[Koelbel PW et al.(1991)] To retain qualified nurse practitioners (NPs), health administrators must identify sources of job satisfaction and dissatisfaction. Herzberg's dual-factor theory of job satisfaction addresses extrinsic and intrinsic work-related factors. Expansion of the model to include global job satisfaction and individual differences provided a broad framework for the assessment of nurse practitioner job satisfaction. The expanded model was used to analyze the job satisfaction. Although the NPs were moderately satisfied with their overall jobs, extrinsic factors were found to be major

sources of dissatisfaction. The optimal combination of variables predicted by regression analysis to influence global job satisfaction were age, number of children, urban locations, achievement, company policies and practices, creativity, independence, and compensation. Implications for health administrators are to improve the work environments of NPs.

Janelli LM; Jarmuz pa (1991) studied the motivational factors which contribute to the retention of reserve flight nurses in aeromedical evacuation flights. Almost all units have experience some difficulty in retaining nurses, and with the reserve program becoming increasingly complex, this problem is likely to become more severe. The motivation maintenance theory developed by Frederich Herzberg contends that two sets of factors can impinge on job satisfaction. Hygiene factors such as salary and working conditions can lead to job dissatisfaction. Motivators, such as job content and professional achievement are job satisfaction factors. The results confirmed the proposed hypotheses that not only were the nurses able to identify motivational factors, but that these factors had more impact on job satisfaction than did the hygiene factors.

Miller S. (1992) said that Brain Drain, the exodus of highly trained professionals from developing countries to better paying jobs in the developed countries, threatens the

structure of community health care in those developing countries.

#### THE RELATED RESEARCH IN THAILAND

The nurse Association of Thailand (1971) has done research on "The reasons why Thai Nurses go to work in a foreign country". This research confirmed the fact that in Thailand nurses got low salary, heavy workload, less opportunity for advancement, lack of medical equipment, lack of recognition and low fringe benefits.

Suthera Ayudhwat (1972) has studied nurses who are planning to work overseas with the shortage of nurses issue. The studies found that the number of nurses were not sufficient to perform their overall operation, lack of medical equipment, lack of social support which creates "burn-out" at work. Co-workers were also irresponsible regarding their duties and seem to have a lack of a positive relationship among themselves.

Suwana Suwanphon (1976) has studied the satisfaction among practical nurses working at Jitavech Hospital in Thailand. The studied was focused on the satisfaction among practical nurses in term of sex, age, work duration and work place. The result showed that job satisfaction for work itself and working condition were at a low level, and practical nurses of an older age seem to be satisfied with

their jobs more than those of a younger age.

Yauwaluk L. (1976) studied a survey of nursing job satisfaction and intention to work or resignation among professional nurse in Bangkok's Hospitals. The results found that nurses had moderate job satisfaction about working condition, policy and administration, supervision, interpersonal relationship and security, but satisfaction with salary, benefit and advancement opportunity decreased.

Vipaporn Karnjanaraj (1980) has examined the ideas among nurses resigning from Siriraj Hospital. A questionnaire was distributed to registered nurses who wanted to resign or transfer to others work places. The results shows that 84 nurses had problems of workload, work itself and shift work. Problems of salary and fringe benefits were inappropriate, low compensation for shift work, and food was not acceptable.

Theera Hejmin (1981) had done a research on job satisfaction among professional nurses working in Bangkok and upcountry. The result found that there was no difference in job satisfaction between these two groups. The factors related to the satisfaction were work stability, fringe benefit such as dormitory, medical plan, management system, pride of profession, and opportunity advancement. Age, education background, working duration, and job position were the elements of individuals which satisfy nurses.

Chuenchom C. (1989) studied attrition rate and working problems among nurses in a university hospital, including factors determining turnover of nursing personnel. Results of the study showed that attrition rate of professional nurses during 1981-1989 was about 5.8% per year. For factors determining nursing turnover, the data showed that the important predictors were rank of civil service position, difficulties in working in the evening and night-shifts, excessive number of patient's bed, to look after problems of working conditions, marital status, sex, monthly income, problems of food quality and recreation, salary and the problem of nurses shortage.