

Dissertation

**IMPACT OF RECRUITMENT ON RETENTION:
THE CASE STUDY OF COMMUNITY NURSES
IN THE NHS**

Mixed Methods Study



Student ID:

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Abstract

This work is based on evaluating the effect of recruitment practices on the retention rate of an organisation. The study focuses on the health sector on NHS and analyses the reason for the high turnover rates of the NHS nurses. Thus, the report is dedicated to the analysis of secondary qualitative and quantitative in finding the effect of the recruitment practices on retention rate in NHS nurses. The report shows the recruitment practices of NHS and the possible reasons for their high turnover. The study has allowed evaluation of the recruitment and selection practices that have an impact on the retention of the community nurses in the NHS. The reasons of increasing employee turnover or lack of retention as found in the research are; poor recruitment planning, the wrong expectation of job roles and responsibilities, ineffective communication of job roles, and lack of use of technology to express the company's culture, norms, and facilities. The high turnover rate is linked to the recruitment practices using the literature review of the past studies. The study found a difference in the actual practices and advertised practices of National Health Services. This is one of the many reasons the NHS nurses are dissatisfied in their workplaces. In the NHS, internal recruitment effectiveness is a primary driver of motivation of nurses and consequently to their retention. The study suggests areas for improvement in the recruitment practices in terms of addressing diversity, regional shortcoming, technology usage, internal recruitment effectiveness, national and international recruitment, and demographic balance.

Keywords:

NHS, Retention, Recruitment, Turnover Rate, Stability Index, Nurses retention rate, Retention rate, NHS Recruitment practices, National Health Services, Employee Motivation

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List of Abbreviations Used:

NHS: National Health Service

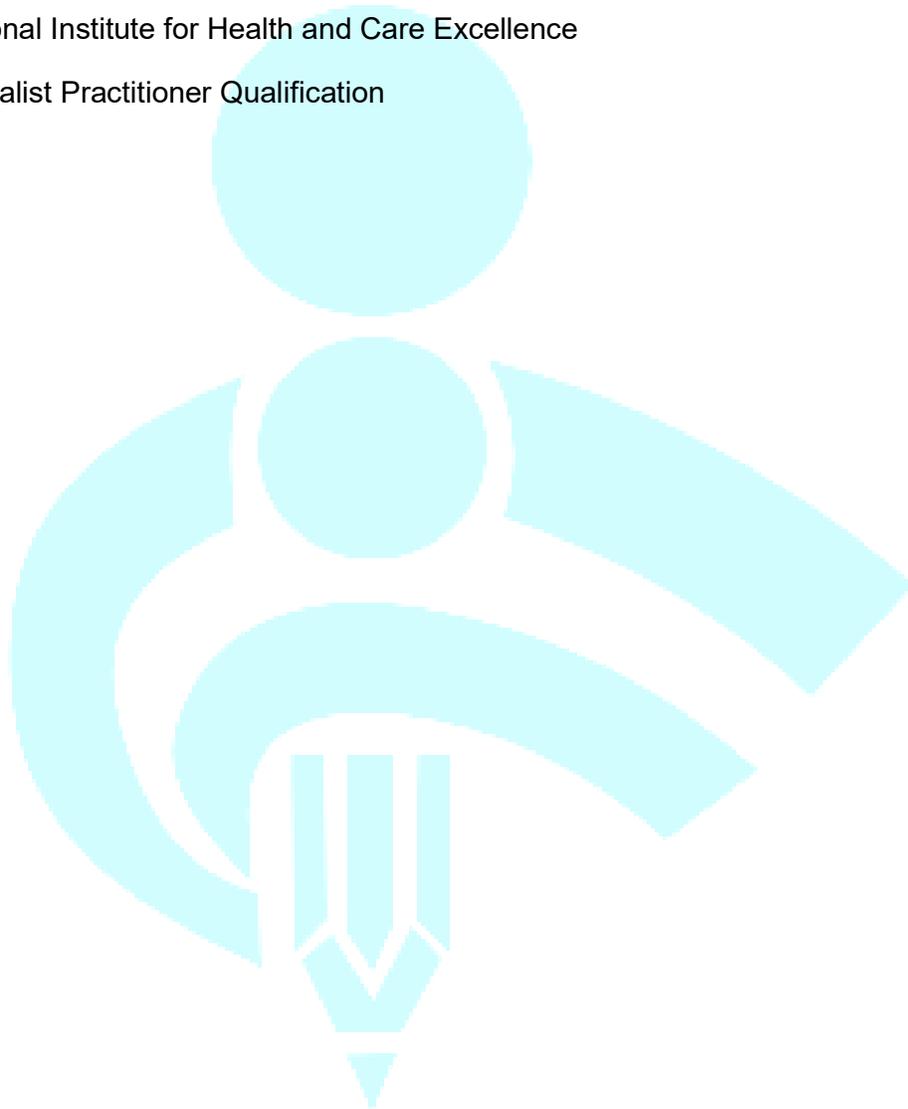
RCN: Royal College of Nursing

HRM: Human Resource Management

CCG: Clinical Commissioning Group

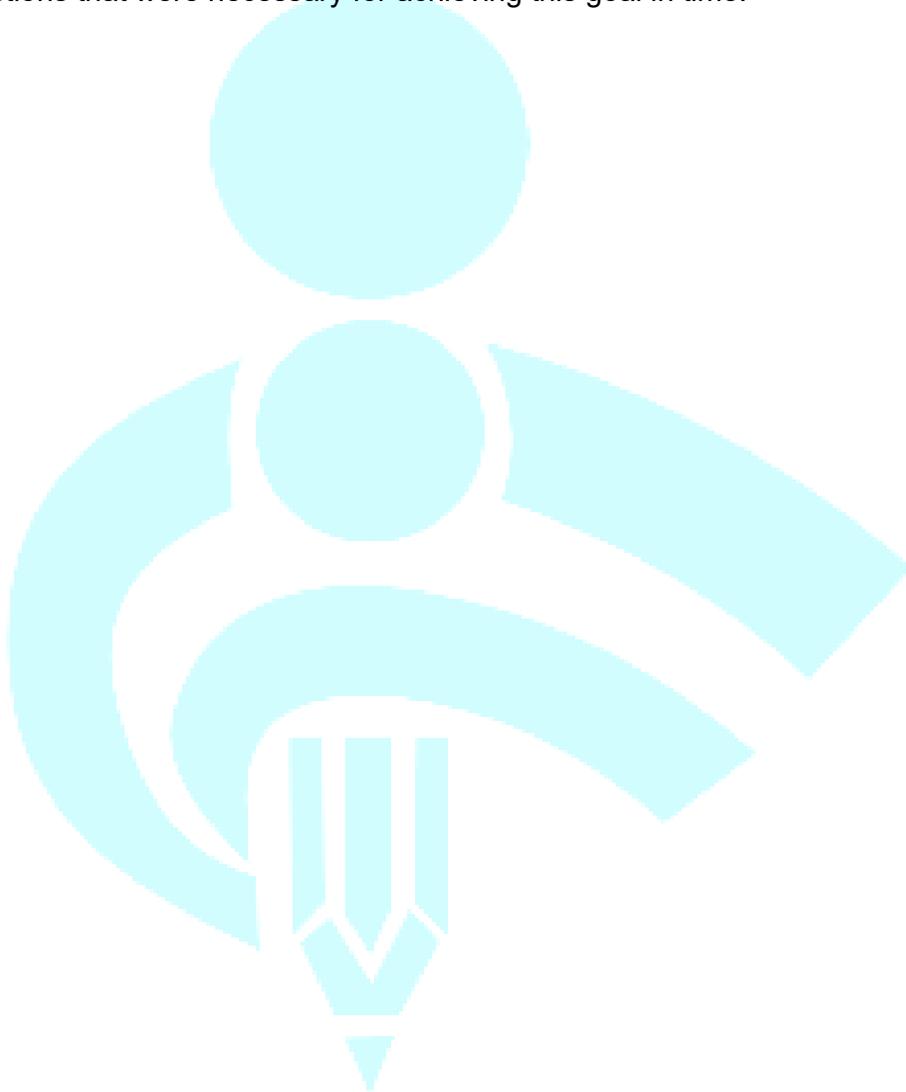
NICE: National Institute for Health and Care Excellence

SPQ: Specialist Practitioner Qualification



Acknowledgement Letter

I would like to extend my deepest admiration to all of those who provided me with this opportunity of carrying out the project. Special gratitude is expressed for the manager of my final year project, _____. Without _____'s contribution and encouragement, I would not have been able to work on this project with success. He / she not only made it super easy for me to ask for guidance, but also gave me the confidence to trust my judgements. I thank _____ for stimulating the right suggestions that were necessary for achieving this goal in time.



Chapter 1

Introduction

1.1 Background of the study

In the contemporary health care market, every organisation needs to improve health delivery to enable customer loyalty and satisfaction and meet different goals and objectives. However, to achieve these goals and objectives, the company must have to improve its internal business process including recruitment and selection. Modern organisations have taken different initiatives to improve the recruitment process and create a positive impact on employee retention. Employee recruitment is the primary driver of employee retention in the health care industry. National Health Service has some issues with its current recruitment process, and it wants to improve the retention of the best employees.

In England, the ageing workforce along with the drive to provide health and care services at home or near-settings reinforces the pivotal role of community nursing. According to the Royal College of Nursing (RCN), community nurses are specialist nurses with post-graduate qualification and is involved in complex, acute and end-of-life care in a non-hospital setting for the NHS (Wilson, Seymour and Seale, 2016).

According to the Royal College of Nursing (RCN), the number of community nurses has fallen by 40%, which is adding pressure on health and care services resources in the NHS. The recruitment and retention of community nurses are important because a shortage of staff has a series of consequences. To give some examples, it includes increased workload; dissatisfaction among existing staff that compromises service delivery. Recent statistics published by the Health and Social Care Information Centre highlights that there were 13,000 community nurses in England in 2000, which a decade later has dropped to 7,500. The massive decrease in the number of nurses and the growing population has led to unavoidable hospital admissions and additional pressure on A&E and ambulance services (Murray, 2017). Moreover, in a community setting, the vacancy level of community nurses is 21% on one hand while more nurses are leaving the profession than joining it on the other. The turnover leaves very high with one in five nurses each year, and more than 50% of leavers were under 40 years of age (Triggle, 2018).

A recent King's Fund study concluded that 'community nurses are leaving the job and there is more leaving than joining because there is recruitment and retention

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problem for community nurse in the NHS (Wakefield, 2017). Therefore, the massive decline in the number of community nurses, low intake percentage and attraction of new candidates is evident that there must be problems associated with retention which the present study intends to investigate. This research study revolves around the current and possible future recruitment process. It is a fact that the employee turnover (NHS nurses) has been increased with the passage of the time. Now, it is the best time to improve the recruitment process and streamline the impact on retention. Reduction of the employee turnover after changing or adjusting the recruitment process can be a useful measure, which can be used for further evaluation.

1.2 Purpose of research

Cascio (2015) discussed that the human resource capacity of an organisation defines its strength and helps to maintain a competitive advantage. The impact on recruitment on employee retention is in the limelight. In the internal business environment, the management of the company always intends to make effective recruitment strategies, which can create a positive impact on employee retention. Retaining employees through active recruitment is an appropriate way in an organisation. The purpose of this study is to examine the recruitment process and its impact on retention. The emphasis of this research study is on community nurses in the NHS, as these nurses have been retained effectively by the company. It seems unusual to observe the motivation of nurses in the recruitment process, which can drive to retention. Deriving relevant insights regarding this possible retention due to recruitment is the purpose of the study.

1.2.1 Research questions and objectives

To investigate, the following objectives are set.

- To explore the impact of recruitment on retention in the NHS
- To evaluate the existing recruitment practices that drive the retention of NHS nurses
- To make appropriate recommendations for effective recruitment practices that contribute to the retention of community nurses in the NHS.
- To achieve the research objectives, the following research questions are set:
- RQ1: What are the recruitment practices for community nurses in the NHS?

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- RQ2: How the existing recruitment practices are relevant to employee retention on NHS focus?
- RQ3: Which of the best recruitment practices should NHS adopt that retain in the NHS?

1.3 Rationale of research

The rationale of the research is based on improving the recruitment process for NHS to increase the retention of nurses. The research will contribute to the knowledge of the Human Resource practices that went into the recruitment system resulting in the declined retention of the NHS nurses. The study will also help in analysing the current recruitment process for NHS nurses to identify possible weaknesses. It will help not only in the identification of the problem with the current recruitment process for NHS nurses but also aid in finding the solution to improve it. Furthermore, the study will also help in identifying the specific recruitment practices which are relevant to the retention of the employees. After analysing the problem areas with the current recruitment process, the study will look at the best practices in terms of the recruitment process of the NHS nurses.

Chapter 2

Literature review

2.1 Human resource management

According to Bratton and Gold (2017), Human Resource Management (HRM) involves planning, directing and controlling (managing) of the function of employing, developing and utilising human resources in organisations. The function of HRM is based on four principles. The first principle is to consider human resource as an asset of the company. The second principle is goal congruence which means that the attitude of the employees should be aligned with the mission of the organisation. The third principle of HRM is that the organisational values influences on the environment of the firm. The last principle states that all the employees should work together to develop a common sense of purpose. The purpose of HRM to achieve four operational functions which are hiring (staffing), motivation, training and development and maintenance as shown in the diagram below (Bailey et al., 2018).

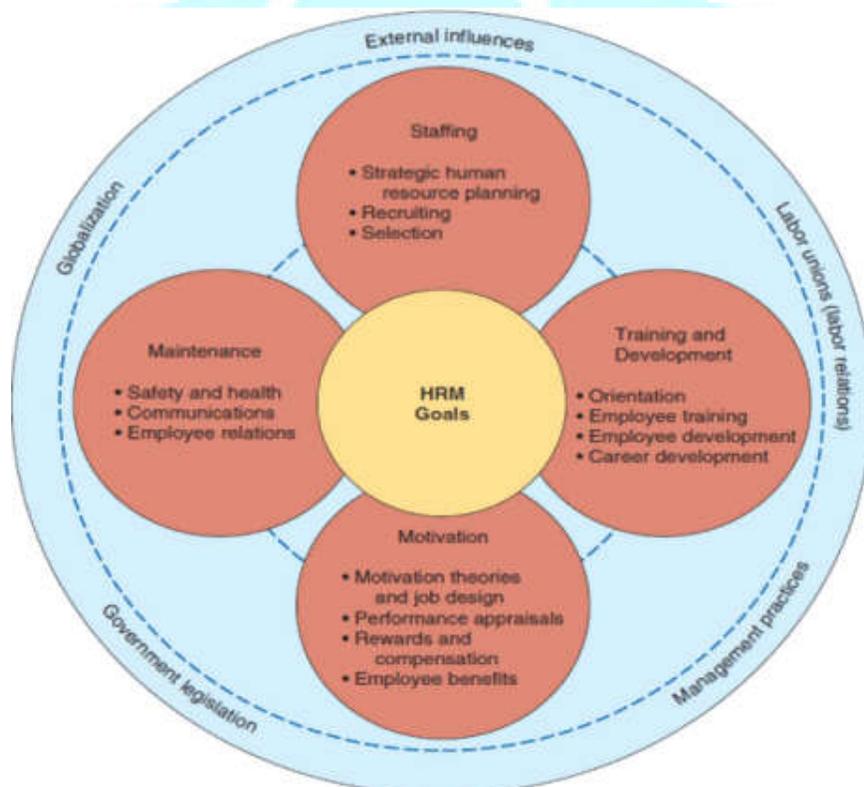


Figure 1: HR functions and goals

Source: Bratton and Gold (2017)

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Brewster, Chung and Sparrow (2016) explained that human resource management presents a holistic perspective of employee productivity because it considers employees' satisfaction and their well-being in totality to be productive. According to employee motivational theories, an employee should not be considered as a production factor by the employer, but they should be provided with better working conditions to be productive. The working conditions include recognition of performance, safe working environment, the well-being of employees, flexible working arrangements and the right tools to perform the jobs (Albrecht et al., 2015).

2.1.1 Recruitment

According to Goldstein et al. (2017), recruitment is a process that encloses sequential steps to source and employ the right candidate. It is important that the organisation decides on recruitment techniques to attract the best candidate. Recruitment encloses activities and actions of an institution to attract suitable individuals who can help the organisation to achieve its mission and goals. Moreover, Farndale, Nikandrou and Panayotopoulou (2018) explained that recruitment and selection involve matching the skills and capabilities of the potential employee against the demands in a given job. Russell and Brannan (2016) explained that recruitment encloses activities undertaken by an organisation with the primary purpose of identifying a desirable group of applicants, inducing them as employees and retains them to achieve the mission of the organisation. here are numerous studies which have also evaluated the relationship between the recruitment process of a firm and its retention rate of the employees. One of these was conducted in Sri Lanka in which the large apparel firms were studied. The relationship was found to be significantly positive. The study revealed that the recruitment strategies and policies of the company are positively correlated with employee retention (Chandrasekara and Perera, 2016). Likewise, another study showed similar results by evaluating the effects of recruitment process on the turnover and profitability of the company in financial companies of Bangladesh. The study showed that several factors for employee turnover could be controlled during the recruitment process eventually helping the firm in reducing employee turnover (Hossain, Rahman and Labony, 2015). A similar study was conducted in Kenya as well. In this study, the researchers sought to analyse the effect of the employee

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recruitment strategies on the retention rate of Equity Bank of Kenya. The results showed a positive and significant effect of employee recruitment strategies on the retention rate (Karemu, Kahara and Josee, 2014). Another study conducted in Indonesia showed that a good recruitment strategy would aid in increasing the commitment of the employees, consequently helping in increasing the quality of work and their performance. It subsequently aids in the retention rate of the employees. The study showed a significant positive relationship between these two variables (Sutanto and Kurniawan, 2016).

2.1.2 Retention

Saridakis and Cooper (2016) stated that retention is defined as employer efforts to keep the desirable employee to meet the objectives of the business. The retention involves initiatives and actions of management to keep an employee with the organisation and prevent them from leaving the organisation. For this purpose, the employer needs to constantly work on making its company desirable for the employees as well. It implies that the company needs to work on keeping its employees in its organisation along with achieving the strategic organisational goals. Marko, Goran and Marijana (2018) discussed this in their study. They stated that a company needs to attract, retain, and motivate its employees for ensuring their high satisfaction level to ensure the achievement of the strategic goals. For this reason, employee recruitment practices have found to have a positive impact on the employee satisfaction level (Slavkovic, Pavlovic and Simic, 2018).

2.2 Recruitment process

Organisation advertises the vacant position to attract suitable candidates, once applications are received; employers apply selection criteria to choose the best candidate who fits with the demand of the job. The important elements of recruitment are candidate matching against job demand, a partnering process between employees and employers and selection of an appropriate candidate from the pool of applicants (Aladwan, Bhanugopan and D'Netto, 2015). According to Banfield and Kay (2012), the recruitment process is complex and can be divided into stages as shown in the diagram below.

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Figure 2: Recruitment process

Source: Adapted from Banfield and Kay (2012)

The first stage involves the identification of objectives of recruitment, and this provides the basis for recruitment strategy development. The recruitment objectives are important to secure certain standards and facilitate the recruitment process. The range of questions includes who, when and where to recruit. Moreover, it involves deciding on recruitment sources and what message needs to be communicated. Once the recruitment strategy is made, the organisation can start recruitment activities such as recruitment sources. The implementation of the right strategy results in the desired pre-hire and post-hire outcomes. The pre-hire outcomes can be the number of the applicants for a position, quality of these applicants, their diversity, and the number of applicants receiving the job offer. Similarly, the post-hire outcomes can be; job satisfaction of the new hires, fulfilment of the psychological contract between the employee and organization, first-year retention rate of new employees, initial job performance, recruitment costs, number of individuals hired, speed with jobs are filled, and diversity of the hired employees (Breaugh and Starke, 2000). Furthermore, the intervening variables enable the employer to understand the relationship between the activities of recruitments and its outcomes (Martin, 2013). Thus, the recruitment strategy ensures that the organisation has matched the demand and supply of the workforce in an organisation that shows that the company has a sufficient number of employees for carrying out its operations effectively.

2.2.1 Sources of recruitment

Collings, Wood and Szamosi (2018) defined recruitment sources as a way of making the individual aware of the vacancy, and it should choose best practices where the candidates can be reached. The sources of recruitment can be alienated into internal and external recruitment source as shown in the diagram below.

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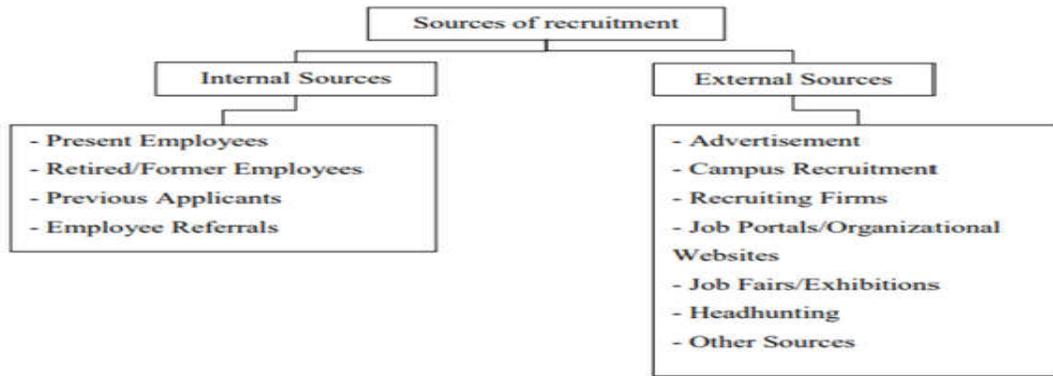


Figure 3: Sources of recruitment

Source: Collings, Wood and Szamosi (2018)

Kumar and Panday (2018) discussed that there is a need to decide about whether an organisation will recruit internally or externally and how they advertise the vacant position and attract suitable candidates. Internal recruitment involves filling vacancies internally before searching for the potential candidate outside the organisation. The internal recruitment method is cost effective as it saves hiring cost and saves training cost associated with specific functions. The advantage of internal resources is better utilisation of employees; the better motivation of employee increases loyalty and reliable than external recruitment (Muscalu, 2015).

On the other hand, external recruitment involves attracting a board range of potential employers through media advertisement, professional contacts and external agencies. With changing demographics and diverse candidates as well as social networking sites has increased the complexity of hiring (Banfield and Kay, 2012). The advertisement is a commonly used a source of recruitment and can be done through newspapers, television, online advertising and professional sources. The campus recruitment is useful to find candidate when the organisation required precise and specific skills. The recruitment agencies provide access to a larger pool of employees and selection of right is important. The job portals are useful to attract a large number of applicants and effective for mass recruitment. The job exhibitions are useful to attract employees in specialised fields and enable mass recruitment (O'Meara and Petzall, 2013).

To conclude, the internal recruitment methods benefits the retentions in the organisation while external hiring is involved in high cost. The internal recruitment sources help in organisational commitment and job satisfaction of the employees.

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These variables consequently are found to have a positive correlation with the lower employee turnover rates. Thus, the internal sources of recruitment indirectly help reduce employee turnover (Bernardin, 2007), and external sources require additional time and resources to motivate the employee through training and other rewards.

2.2.2 Methods of recruitment

According to Gravili and Fait (2016), in passive recruitment approach, employers use Wait and See a strategy to fill the vacant position. The organisation waits until potential employees send the application without advertisement. Employees are active to find the job and employers received a large number of applications in this method. The passive recruitment strategy is associated with an informal approach to hiring. Candidate approaches the organisation themselves or recruited by word of mouth have greater satisfaction than those finding jobs from other sources.

On the other hand, Wilkinson and Johnstone (2016) explained that in active recruitment, employers are more active than an employee and aggressive advertisement of vacant positions as well as the use of recruitment agencies is common. The employer uses social media, head-hunting, career fairs and recruitment events to fill vacant positions. The active recruitment method is associated with formal recruitment approach and employer advertises jobs in the different form of media. The formal recruitment approach attracts a large number of potential candidates and increases transparency and diversity (Gerxhani and Koster, 2015). To summarise, the passive recruitment approach is a source of satisfaction for people looking for a job, and they are likely to stay with the organisation. The candidates through formal recruitment methods are more likely to switch jobs.

2.2.3 Recruitment challenges

According to Sissons and Green (2017), there are two types of challenges organisation face when recruiting for the vacant position. First, the uncertainty associated with the demands of the job. Second, it relates to uncertainty in term of the applicant's ability to perform the job. In the context of uncertainty about job demand, job analysis is important, and it involves gathering information about necessary skills, duties, responsibilities, work environment and outcomes and align job with the structure of the organisation. A job analysis defines the well-being of the

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organisation, and it elaborates the duties and requirement of the job (Thompson, 2016).

On the other hand, uncertainty about the ability of the applicant, the organisation introduces criteria when filling the position. The selection process allows evaluating the skills and experiences of candidates and matching the candidate with job requirements. Another major challenge is the lack of linkage between recruitment and selection policies. The lack of alignment of recruitment policies with human resource strategy minimises the effects of recruitment (Agarwal and Qouyatahi, 2018). To conclude, retention ensures that existing candidates stay with the company and avoid the cost of replacement. The existing employees can meet job retention and allows the organisation to avoid job demand and analysis challenges.

2.3 Selection practices

According to Banfield and Kay (2012), once the organisation decides on appropriate recruitment approach through which they recruit a potential candidate. At this stage, it is critical that multiple organisational approaches maximise their chance of hiring a suitable candidate that best match with the demand of the job. The various selection practices include an application form, interviews, reference check and assessment centres. The selection process consists of six steps as shown in the diagram below (Bach and Edwards, 2012).

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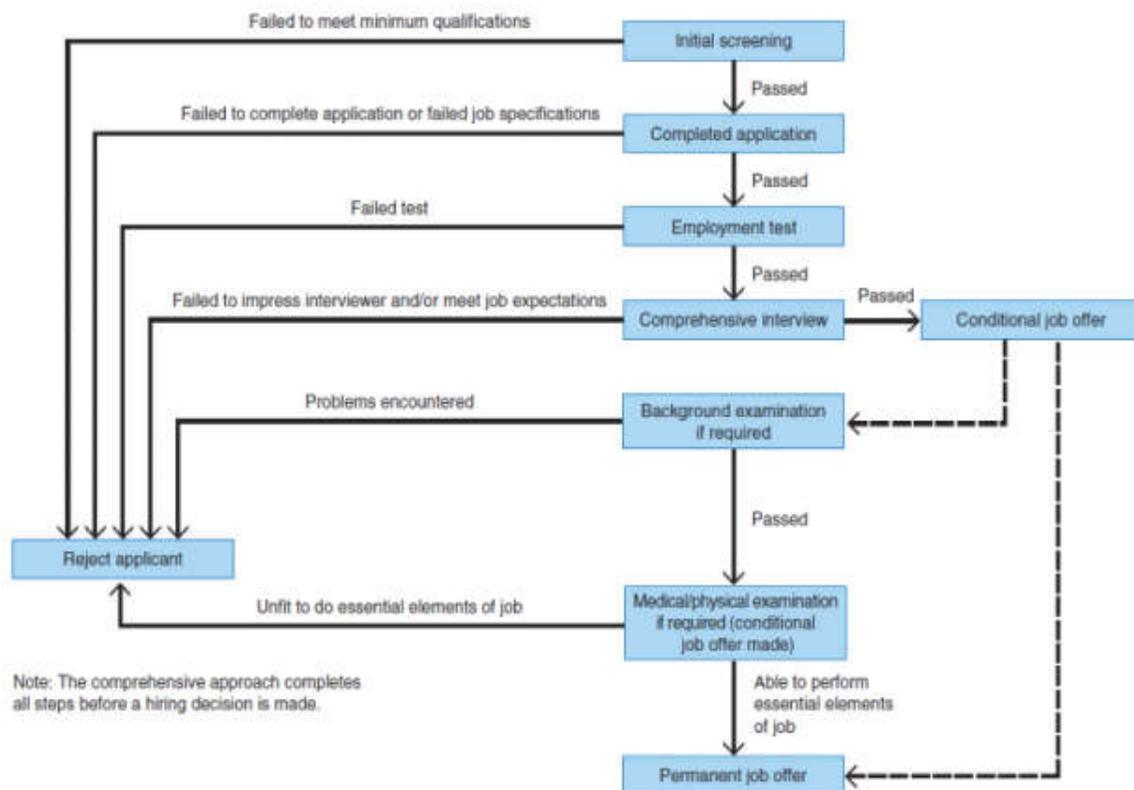


Figure 4: The Selection process

Sources: Bach and Edwards (2012)

2.3.1 Initial screening and application form

At this first stage, the unsuitable candidates are eliminated and collect information from the candidates. An application form is mean of information about the candidate and serves as a decision-making document on whether candidates' minimum requirements of jobs advertised and compare the strength and weakness of individuals of a potential candidate. In the application form, candidates answer various questions and enable the employer to assess the technical and intellectual capabilities of potential candidates. The best solution is to design a separate application form for each vacancy to get customised and relevant information (Cook, 2016). Generally, the rigorous screen allows identifying the past employment behaviour that how many job candidates have switched, and skills fit with job demand. It would impact retention as a candidate with the longer tendency of working with the single organisation is less likely to switch the job as well as

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candidates with right skills would cope the job pressure and thus, likely to stay with the organisation.

2.3.2 Assessment centres and psychological testing

Cook and Cripps (2015) explained that an assessment centre allows the organisation to conduct a standardised evaluation of the candidate to assess the behaviour of an employee through various test and stimulation. The assessment centre enables the HR managers to evaluate personality traits, skills and experiences and select the right person for the job. The assessment centre is useful to assess the job-related competencies of employees. Moreover, psychological testing allows measuring the technical, personality and psychological traits of a potential candidate to perform the job tasks (Ballantyne and Povah, 2017). To conclude, the psychological traits would offer insights on interpersonal and interpersonal characteristics of employee and allow the organisation to understand whether candidates likely to deliver performance under pressure and stay with the organisation.

2.3.3 Interview

Baker (2016) highlighted that the purpose of the interview is to analyse and determine the applicant's ability to perform the job and determine whether a candidate will succeed in the job. The interview allows determining whether the candidate will fit with the needs of the organisation. The interview is a useful selection technique and enables the employer to determine a person's job performance based on oral responses (Baker, 2016). Overall, the body language and response of the candidate during the interview process would allow understanding person capabilities and strengths and interviewers can use analysis, whether candidates would continue in the job for a long time.

2.4 Employee turnover

According to Hom et al. (2017), employee turnover depicts the percentage or number of workers leaving an organisation and replaced by new employees. The employee turnover results in a high cost to business due to human capital costs such as training, skills and knowledge. In an organisation, the main reasons for high turnover are poor personnel policies, poor leadership practices, poor grievance procedures, and lack of motivation and above all poor recruitment policies (John,

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2016). This highlight that lack of policies on personnel matters, no proper management practices, and promotion policy not communicated and lack of grievance procedures result in employees decides to leave the organisation (Tarigan and Ariani, 2015).

Management should invest in employees because they are a long-term investment and should encourage task autonomy, job redesign, task identity, task significance, empowerment and recruitment and selection should be done strategically to retain employees and reduce turnover (Azeez, Jayeoba and Adeoye, 2016). Furthermore, Mathieu et al. (2016), the high turnover is caused due to inadequate compensation, unhappiness with work, unhealthy and unsafe conditions, inappropriate tools or processes, dissatisfaction with job-scope, unrealistic expectations, and lack of career opportunities, conflict with management and poor screening of candidate. Park and Jung (2015) elaborated that a predictable work environment motivates the employee to stay and the unstable organisation has a high degree of employee turnover.

2.5 Employee retention factors

Saridakis and Cooper (2016) stated that retention is defined as employer efforts to keep the desirable employee to meet the objectives of the business. The retention involves initiatives and actions of management to keep an employee with the organisation and prevent them from leaving the organisation. The following are retention strategies which an organisation can use to retain employees.

2.5.1 Compensation, reward and recognition

According to Akafo and Boateng (2015), pay rise has a negative impact on turnover, but few organisations used it strategically. The organisation should strategically use salary and benefits policies to improve motivation, reduce turnover and achieve targets. Salary is a employee retention technique and a motivator, and it is a critical factor to reduce manager turnover and improve commitment. Akhter et al. (2016) discussed reward known as something that the organisation gives to employees in response to performance and enhances loyalty. Likewise, recognition is important for workers because they want to listen that their work is appreciated and recognised. Reward and recognition give employee impression that they valued by the organisation (Hendijani et al., 2016).

2.5.2 Promotion and work-life balance

Deery and Jago (2015) highlight the positive relationship between promotion and satisfaction of employee and improves employee retention. Career development is a predictor of employee commitment, and the employee wants career growth opportunities to raise the career ladder. The promotion, advancement plans and career previews provide motivation and improve retention of employees. Work-life balance is an important factor of employee engagement and retention (Bui, Liu and Footner, 2016). Furthermore, Hughes, Kinder and Cooper (2019) analysed that work demand, interventions into the personal lives of the individual result in emotional and stress among the employees. For instance, the flexible and teleworking increases productivity, participation and reduce costs (Sankar, 2015)

2.5.3 Training and development

Saks (2015) analysed that training and development of employee are an important retention factor. The organisation invests in employees in the form of training and development so they want to get a return on their investment. The training and development of employee improve the skill portfolio, which can enable the organisation to retain competitive advantage. Osburn, Hatcher and Zongron (2015) explained that in today's changing environment, it is essential that the employee learn new skills and knowledge to meet the challenges of the marketplace. The assimilation of knowledge and innovation is essential to meet the challenges of the work environment.

2.6 Job motivation and satisfaction

Job satisfaction is a combination of psychological and work environment circumstances, which cause a person to satisfy with the job. On the other hand, Job motivation is complex phenomena which are determined and influenced through a range of factors such as working environment, salary, communication, and autonomy and organisation's commitment (Lane et al., 2010).

2.6.1 Job characteristic model

According to the model, the design of the job affects work performance, level of motivation and job satisfaction. It enables the management to identify the characteristic of the job and its effect on outcomes of jobs. The five core job characteristics are skills identity, skill variety, skill significance, autonomy and

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feedback. The five core job characteristics affect the critical psychological states which include experienced meaningfulness of the work, the experienced responsibility of outcomes and knowledge of work activities. The expected outcomes include high growth satisfaction, job satisfaction, work motivation and work effectiveness. According to theory, workplace motivation is related to three psychological states which are responsibility, meaningfulness of work and knowledge of the outcome (Blanz, 2017).

2.6.2 Herzberg motivation theory

Herzberg (2017) proposed theories of employee motivation based on hygiene and motivation factors. The hygiene factors include factors such as organisational policies, leadership, working conditions, salary, interpersonal relationships and job security. Hygiene factors do not improve the level of motivation, but the absence of these factors result in dissatisfaction. On the other hand, motivation factors such as recognition, achievement, advancement and growth motivate the employees. The employer should ensure hygiene and motivation factors are carried out simultaneously. The employer should treat employees with respect and reduce dissatisfaction and stress at work (Herzberg, 2017).

2.6.3 Job satisfaction and employee retention

According to Chieh, Gursoy and Neale (2016), job satisfaction is a combination of psychological and work environment circumstances which cause a person to satisfy with the job. Job satisfaction is a positive or pleasurable state resulting from the appraisal of job experience. It depicts overall feelings or positive effect that an individual has towards the job demands. Coetzee and Stoltz (2015) explained that job satisfaction is a combination of both positive and negative feelings for work environment. In the context of motivation theory, when an employee joins an organisation, he/she brings desires, needs and experiences expectation of the job. Kossivi, Xu and Kalgora (2016) discussed that job satisfaction is linked to the behaviour of the individual and highlights the extent to which award matches expectations. Job satisfaction is complex phenomena which are determined and influenced through a range of factors such as salary, working environment, communication, and autonomy and the organisation's commitment. The three factors impact employee working efforts which are job pride at the workplace, how much job

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is interesting and meaningful and recognition for work and benefits from work accomplished (Memon, Salleh and Baharom, 2016).

To conclude, the intrinsic motivation refers to job contents and tasks such as autonomy, variety, self-fulfilment, skill utilisation and self-growth and reduces staff turnover. The job satisfaction directly affects the level of performance, absenteeism, commitment and productivity and improves employee retention. Job satisfaction not only reduces the cost of hiring new employees but improves the retention of employees. The satisfied employees be likely to be creative, productive and committed to organizations and thus, reduces turnover and improve retention for the organisation.

These factors of the employee retention show that making improvements in the factors can improve the retention of the employees. The studies mentioned above described how the recruitment process influences these factors as well. It means that an effective recruitment process will aid in employee satisfaction, and consequently in the reduction of the employee turnover.

In terms of the NHS nurses, it is evident that the NHS Employers are responsible for the implementation of the Code of Practice for the UK for the healthcare organisations that are involved in the recruitment of the healthcare professionals. The Code of Practice of the UK shows the benchmarks and principles as set by the World Health Organization Code of Practice. It encourages voluntary practices in the ethical recruitment of healthcare professionals. It shows that the NHS Employers have been following the world benchmarks for the recruitment of the nurses (NHS Employers, 2018).

This chapter shows that Recruitment and retention process from the Human Resources management perspective. The chapter reviewed the sources of recruitments, its methods and the challenges that arise during its process. The selection practices used by companies are also shown in detail. The association of the employee recruitment practices with the employee turnover as evident in the literature is analysed in depth. The factors of employee retention are also discussed in detail.

Chapter 3 Research methodology

3.1 Introduction

Research involves controlled, systematic, critical and empirical investigation with the aim to explain a phenomenon logically and objectively based on empirical evidence(s) (Patten and Newhart, 2017). The purpose of this research is to identify how effective recruitment and selection practices impact among the community nurses in the NHS.

3.2 Research design and approach

According to Walliman (2017), the research design encloses special structure, plan and strategy for an investigation which helps to answer the research problem. It encloses the complete plan and information from hypothesis and ending with data analysis. Research design depicts a whole research picture and answers the research questions. The three types of research are exploratory, explanatory and descriptive research (Schutt, 2018).

Descriptive	Exploratory	Explanatory
It involves analysing and portraying a phenomenon and aim to answer what, who and when questions.	It is useful for finding the current situation and explore the problem from different angles. It is flexible but needs focus and direction.	It clarifies the cause-effect relationship and elaborates variables connection.

3.2.1 Descriptive research

This research is descriptive because it aims to evaluate the impact of recruitment and retention of the community nurses. It is useful to describe the characteristics of phenomena population and when the researcher has control over the variables. In this research, the researcher uses secondary data to evaluate the recruitment and selection practices impact among the community nurses in the NHS.

It is the kind of research which is used for obtaining information that is used in the devising of hypothesis and proposing the links between variables. Descriptive

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research usually involves a well-focused research question (Monsen and Horn, 2007).

3.3 Research approach: Inductive vs deductive

Furthermore, a research approach can be divided into inductive-deductive, and abductive. The inductive approach does not involve hypotheses formulation but contributes to the appearance of new theory through three steps which are observation, pattern and theory (Maxfield and Babbie, 2010). On the other hand, the deductive approach involves examining the hypotheses based on theory through three logical steps of theory, hypothesis and test (Rubin and Babbie, 2013). Finally, the abductive approach overcomes the weaknesses of inductive and deductive approaches and adopts a pragmatic perspective. The abductive approach starts with observation and explains the problem. This research uses both inductive and deductive approaches to answer the research question (Sekaran and Bougie, 2016). The researcher used mixed methods to analyse the recruitment and selection practices and the impact on retention of the community nurses. Moreover, the triangulation approach is used to integrate the data and develop in-depth perspectives (Cassar and Kiger, 2005). The triangular or mixed methods refers to the use of the multiple techniques for collecting of the data in one study (Cassar and Kiger, 2005).

3.4 Research methods

Morgan (2013) highlighted qualitative and quantitative approach. The quantitative research allows the researcher to develop a deeper perspective of motivation, reason and motivations. On the other hand, qualitative research is useful to explore opinion, perception and thoughts and study social event. The mixed methods research involves both qualitative and quantitative within a single study. The mixed methods are used for this study because these allow integrating both approaches for data collection and analysis (Creswell and Clark, 2017).

Concurrent triangulation design

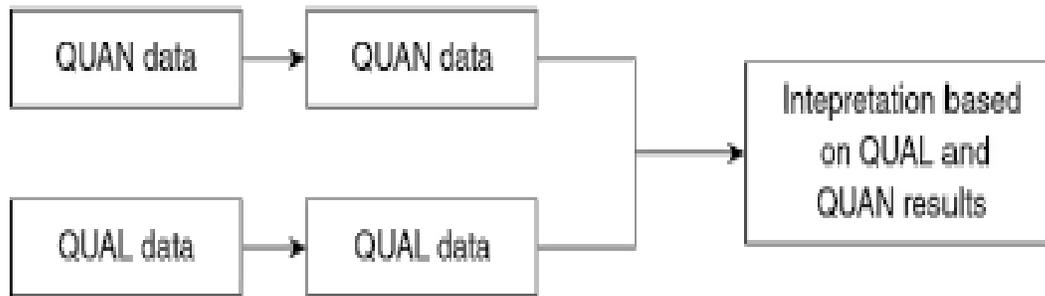


Figure 5: Concurrent research design

Source: Creswell (2014)

To develop deeper insights on recruitment and retention practices of community nurses in the NHS, the researcher applied a mixed-methods approach. According to Swain (2016, p. 205), the concurrent mixed methods approach based on triangulation is useful to strengthen and ensure data accuracy (Dang, 2015). The mixed methods design allowed capturing the in-depth perspective of complex issues and developing complete case study analysis on recruitment and retention in the NHS. The advantage of a triangulation approach is that it allows selecting multiple data sources to examine the same object (Teddlie and Tashakkori, 2009).

3.5 Research strategy

To answer the research questions, the research used case study (Yin, 2009) based on mixed methods within the context of NHS identify on how effective recruitment and selection practices impact on among the community nurses in the NHS. For this study, a case study aims to develop an in-depth understanding of the case. The strength of the case study is that it allows the readers to develop their petite generalisation. The limitation of the case study is that the findings cannot be generalised from one case to the larger population (Yin, 2017). Case study enables the researcher to conduct a comprehensive analysis and in-depth assessment impact of recruitment and retention strategies of community nurses in the NHS (Denicolo, Long and Bradley-Cole, 2016). Case Study is one method while there are other methods as well including surveys, experiments, and histories, the case study is the most appropriate one for this study. The case study method is preferred when

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there is a “how” or “why” question and the focus are on any existing trend within a real-life context (Yin, 2009).

3.6 Data collection and sources

The qualitative and quantitative data (multiple data) sources are the strength of case study research, and this study case uses multiple data sources. The qualitative and quantitative data sources are used as a way to triangulate the reliability and credibility of the findings (Salkind, 2010). The use of multiple data sources allows searching of different meaning and interpretation of the case. To understand the recruitment and retention practices in the NHS, the secondary qualitative and quantitative data are collected. The qualitative data that has been collected includes the research reports, surveys, and other publicly available published data. The quantitative data includes the secondary sources of data for figures, ratios and other information published online. For quantitative data, the researcher is not able to collect primary data for this because of the elusive nature of study people, and thus, research relies on secondary data. The researcher collected both quantitative and qualitative secondary data. Secondary data is low cost and easy to collect on a research problem (Tashakkori and Teddlie, 2010).

3.6.1 Study population

The secondary data has its advantages as well. For instance, it is published for other purposes, and thus, the researcher has little control over the quality of data. The researcher intended to collect data from 2010 to 2018. The quantitative data collected from statistics published in ‘NHS digital’ and government publications. On the other, qualitative data are collected from articles and interviews of NHS official published in different types of media (MacInnes, 2016).

Type of Data	Data Sources
Quantitative Data	NHS Digital, Government Publications
Qualitative Date	Research Articles, NHS Official Interviews, NHS review articles, Journals and other publications

3.7 Data analysis

According to Flick (2018), in triangulation, the multiple methods are used to study single event and can be used in four ways which are; (1) researcher triangulation, (2) data triangulation, (3) methodological triangulation, and (4) theory triangulation. In this research, methodological triangulation is used in which the weaknesses of one method is overcome through the strengths of other methods. The methodological triangulation comprises multiple quantitative and qualitative methods to analyse the issue. In this study, both qualitative and quantitative data were used to establish validity and improve the accuracy of data (Flick, 2018).

To explore the recruitment and retention practices in the NHS, the researcher applied a mixed method approach that allows exploring statistics published from multiple sources as well as integrate the qualitative data from available in various publications. These publications include the NHS Digital, various Research Journals, the NHS website, NHS England website, The King's Fund, NHS Improvement, and The Health Foundation. The descriptive data analysis limits the generalisation of the results to a particular group and no conclusion drawn beyond this group. The descriptive data analysis provides summaries and estimates; highlight variability in data and highlights unexpected observations and patterns (MacInnes, 2016).

The descriptive analysis provides a summary of statistics (quantitative) on recruitment and retention based on secondary data (Wetcher-Hendricks, 2014). Moreover, graphical aid is used to present the data in an understandable form. Moreover, document analysis is used to analyse the qualitative data from interviews and statements published in different media. Document analysis involves the systematic reading of images, text and symbolic matter from the user or author's perspective (Bauchner, 2014). The diagram below enclosed the data collection and analysis framework used for this study.

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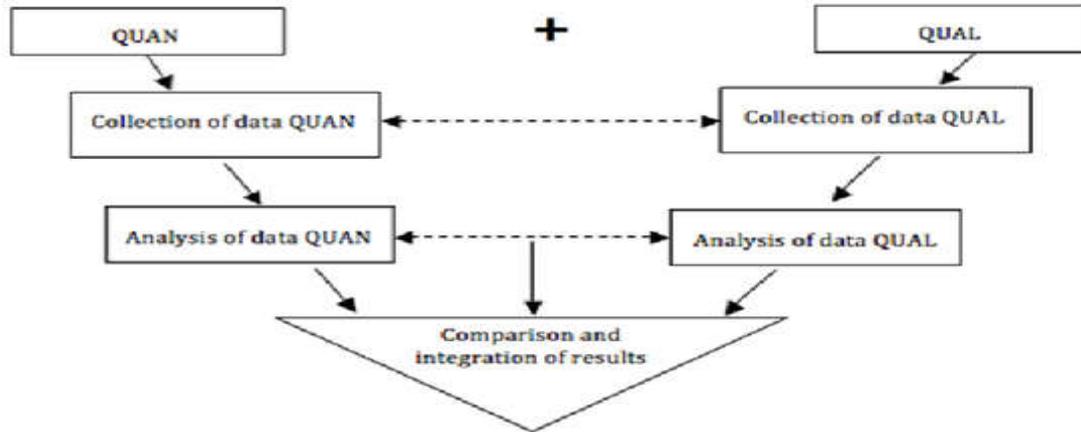


Figure 6; Research design

Source: Adapted from Creswell (2014)

The data was analysed using the Qualitative Data Analysis technique which refers to the process of analysing the data and providing some level of interpretation and explanation. This kind of data analysis usually occurs along with data collection. The understanding occurs slowly over time in a non-linear way as the project progress. The qualitative, as well as the quantitative data, is analysed using this technique (CIRT, 2019).

Chapter 4 Data collection, presentation, findings and analysis

4.1 Introduction

This chapter presents the data collection process, which can drive the results of the research study. The data have been collected to demonstrate the possible impact of recruitment on employee retention. The information has been collected in the context of NHS nurses, as this nursing community streamlines some essential numbers to support this whole research study. The secondary data is collected from national databases which include clinical commissioning group (CCG), NHS digital, and Care Quality Commission, journal articles, National Institute for Health and Care Excellence (NICE) and Department of Health and Social Care. This chapter shows the current practices of the NHS recruitment process. The second section presents the quantitative data, and the third section encloses qualitative data regarding the impact of recruitment on retention in the NHS community.

4.2 Community nursing expectations framework

The diagram below depicts the expectations of National quality board in terms of community nurse's recruitment and its impact on the retention.

Safe, Effective, Caring, Responsive and Well- Led Care		
Measure and Improve -patient outcomes, people productivity and financial sustainability- -report investigate and act on incidents (including red flags) - -patient, carer and staff feedback-		
-implement Care Hours per Patient Day (CHPPD) - develop local quality dashboard for safe sustainable staffing		
Expectation 1	Expectation 2	Expectation 3
Right Staff evidence based workforce planning professional judgement compare staffing with peers	Right Skills mandatory training, development and education working as a multi- professional team	Right Place and Time productive working and eliminating waste efficient deployment and flexibility efficient employment and minimising agency

Figure 7: Community nursing expectations framework

Source: National Quality Board (2017)

In the recruitment process, it has been revealed that management (HR) always intends to meet the expectations of community nurses in the recruitment process. The company tries to ensure that nurses will be facilitated at the company to provide

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extraordinary services to the community. In the recruitment process, the management has to depict the internal environment, culture, and different possibilities for these nurses to grow. These are some critical expectations of nurses when working for the NHS. If the company meets these expectations or ensure some promising returns, the retention can be observed. The clinical commission group (CCG) is responsible for community services and aim to provide nursing service to communities and older people based on GP register or geographical location. Specialist Practitioner Qualification (SPQ), advocating, coordination, leadership, and collaboration are some essential skills, which are to be utilised. However, this execution is possible if nurses are retained (Uws.ac.uk, 2019). The expectations as discussed in the framework showcase the factors of retention of employees. If these expectations are not fulfilled, then these would convert the employee to leave by making it dissatisfied. Thus, the expectations that are set during the recruitment process needs to be fulfilled by the company to retain them.

4.3 Quantitative data

4.3.1 Community nurses as a proportion of the total workforce

The community nurses made 12% of the total NHS workforce, which is equivalent to 37,000 employees as shown in the diagram below (NHS, 2018). Thus, it seems a big challenge for NHS to retain all these employees, and of course, the prominent step is recruitment effectiveness.



Figure 8: Community nurses as a proportion of the total workforce

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4.3.2 Demographics of community nurses

The diagram below shows the demographics of community health nurses. It highlights that 21% of the workforce is aged 19-20, 18% is 21-24, 17% of nurses aged 25-29 and 39% of the workforce is aged over 30% old. Thus, the demographics of the community depict that a huge number of employees are over the age of 30 years.

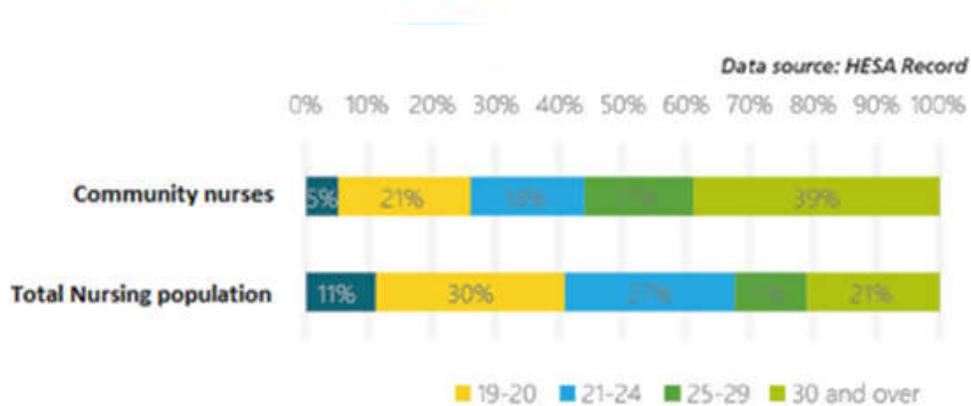


Figure 9: Demographics of community nurses

Source: National Institute for Health and Care Excellence (NICE)

4.3.3 Workforce statistics and shortfalls of community nurses

The diagram below encloses the monthly workforce statistics and highlight the demand and supply gap in terms of demand and supply of community nurses. It shows that there are -4,985 nurses' shortfall of community nurses along with depicts in a vacancy rate of 11% in the NHS. This shortfall is due to poor recruitment practices by the NHS, as the perception in the initial recruitment process has been impaired. On the other hand, the number of applicants is increasing, and it creates an impact on an increase in turnover as well (Neville, 2018)

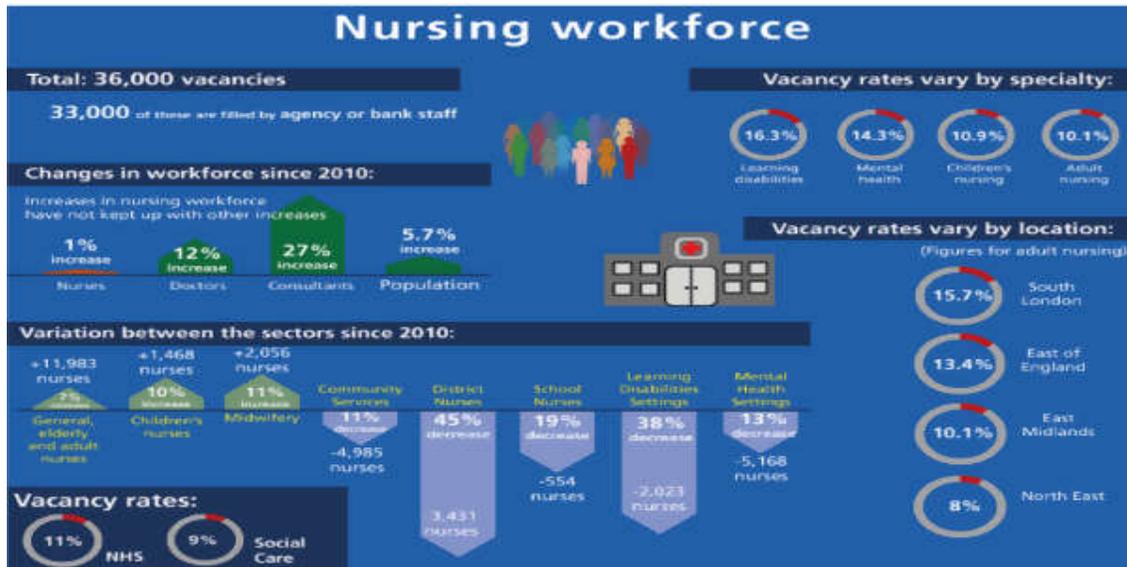


Figure 10: Nursing workforce statistics

Source: NHS digital (2018)

The diagram shows that most of the 36,000 vacancies are being filled by the agency or the bank staff. Thus, the recruitment process of the agencies and banks would have to be analysed in this respect. Furthermore, the nurses have seen only 1% increment in their workforce since 2010. From these, the community service, district, school, learning disabilities, and mental health services nurses have witnessed a decline in their workforce with increments visible only in midwifery, children and elderly nurses. The recruitment process of the agencies and banks are visibly failing in increasing the workforce of nurses.

4.3.4 Percentage change in community nurses

The diagram below shows the periodical change in terms of district nurses, and it streamlines an unconstructive trend in terms of employment and demand for the nurses. The trend overall has been declining. However, the sector witnessing the most decline in health visitors and learning disabilities. The turnover for health visitors and learning disabilities declined significantly in 2014.

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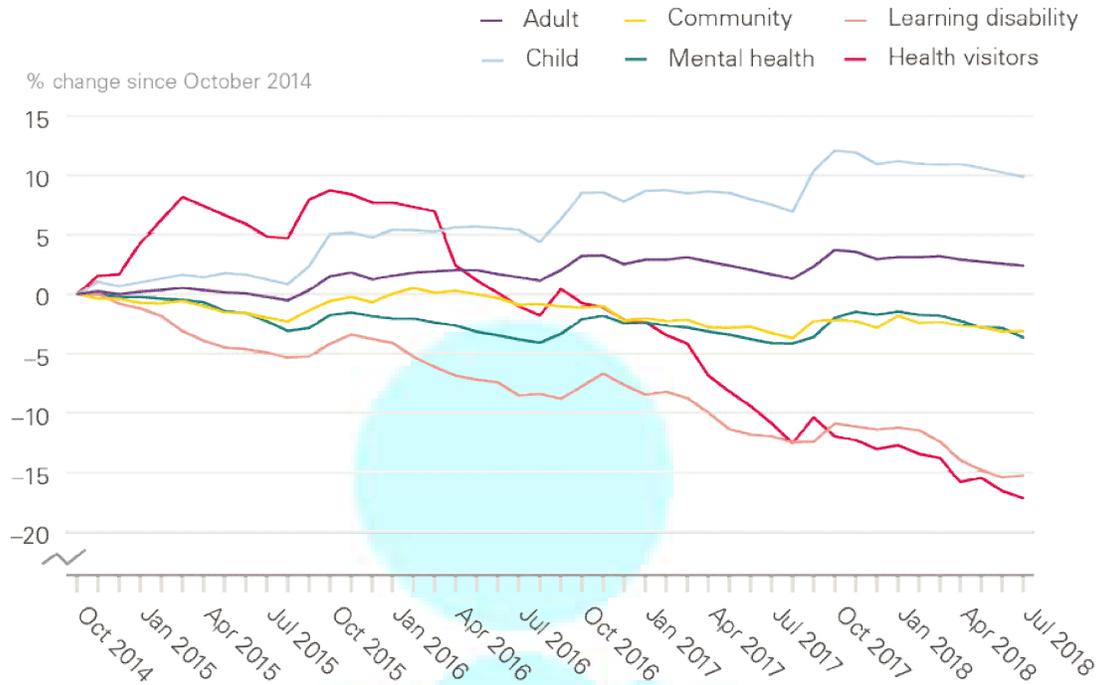


Figure 11: Percentage change in community nurses

Source: NHS digital

4.3.5 Joiner and leaver of community nurses

Figure 12 depicts the number of trends in terms of community nurses joining the NHS. It highlights that the participants joining the NHS have dropped below 200 every month and nurses are leaving the NHS has jumped to 4000 in the last two years.

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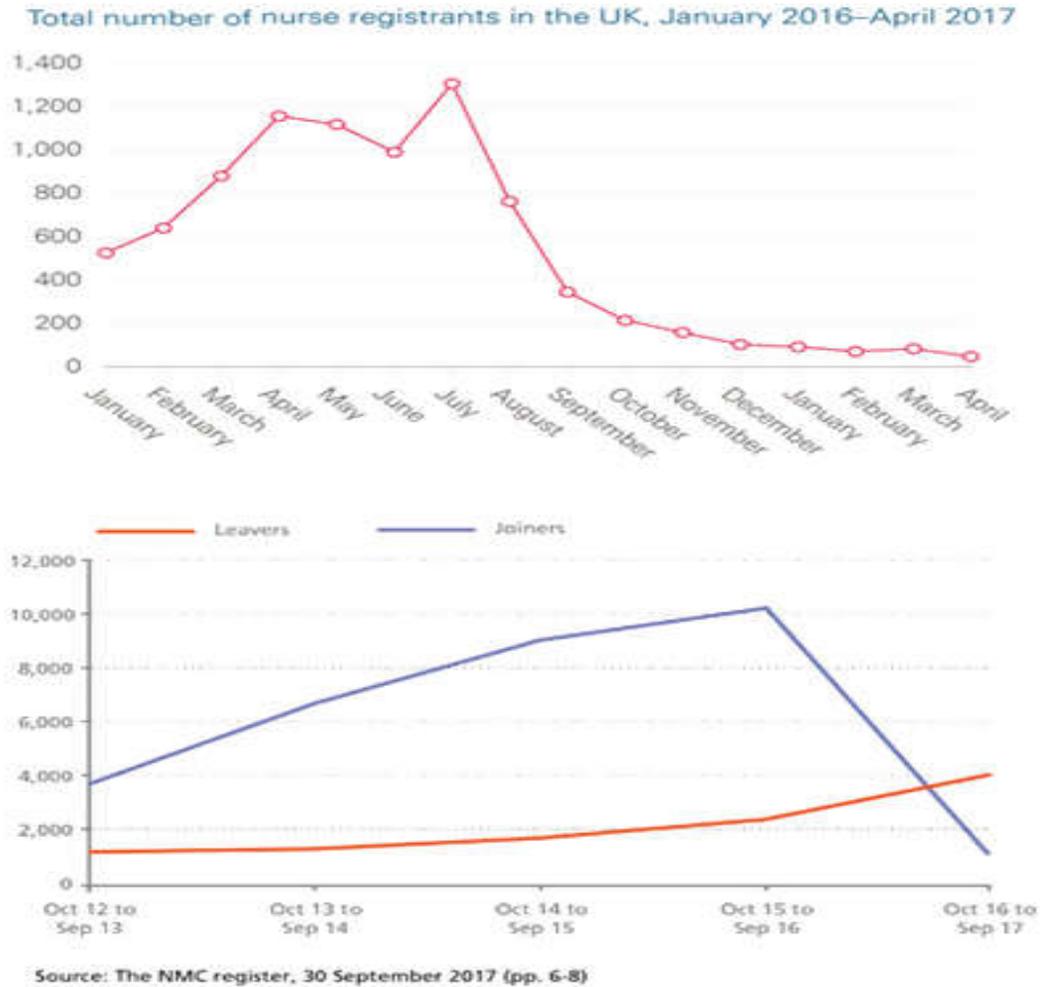


Figure 12: Joiner and leaver community nurses

Source: Department of Health and Social Care

4.3.6 Turnover rate for community nurses

The turnover rate for the community nurses has seen a decline. However, the interesting fact is that it is varying for different age groups.

The pie chart below shows the different age groups of participants in terms of turnover. It shows that as many as 17,000 leavers are under the age of 40 and 9,400 are aged between 40-54 years.

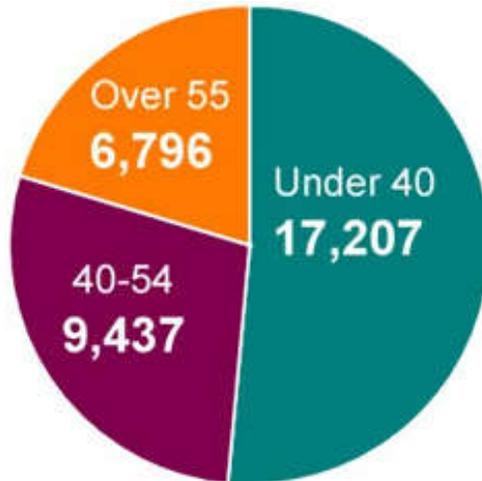


Figure 13: Turnover rate for community nurses

Source: National Institute for Health and Care Excellence

The community nurses have a high turnover rate is highest at nearly 15%, which is above the national turnover rate for nursing as shown in the diagram below



Figure 14: Comparative Turnover rate for community nurses

Source: National Institute for Health and Care Excellence

4.3.7 Workforce nationality and overseas employees

The largest portion of the NHS workforce is UK nationals and international migrants. The diagram below shows that only 22% of nurses are outside of the UK and 78% of the staff is the UK nationals.

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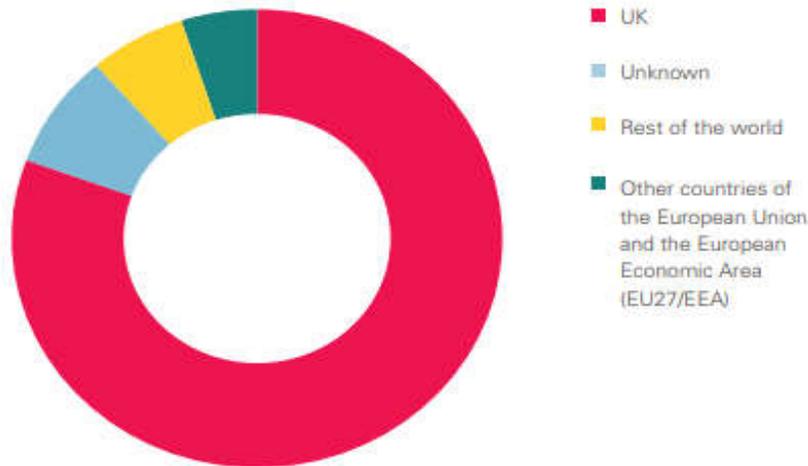


Figure 15: Workforce composition

Source: NHS digital workforce statistics (2018)

4.4 Qualitative data

4.4.1 HR planning context

Currently, in the NHS nursing community, diversity is quite visible. If the firm plans to recruit or hires nurses, it has to streamline the diverse environment, which may offer several possibilities for nurses. Thus, in the HR planning context, nurses are to be hired to retain in the internal business environment. In the human resource planning process, the NHS must have to attract new applicants through attractive pay. NHS contains the capability to shape its environment and salary structure, which can become motivation drivers (Morris, 2016). As mentioned, motivation is a prominent element in the recruitment process, which may compel people to stay and work for the organisation. In the contemporary business era, it has been revealed that people leave for more pay and flexible working environment. Thus, the NHS has restrained its employees or nurses from moving due to differentiating or attractive pay structure and working environment. Also, the responsibility of nurses is an exciting aspect. In the recruitment process, job description, including responsibilities must be shared with applicants. Employees do not want more responsibility, as they want to be flexible. All these aspects are to be cleared in the recruitment process. Ultimately, it can motivate nurses and enable retention (May and Askham, 2005).

4.4.2 Recruitment and selection practices

The recruitment and selection process can be evolved or improved to retain employees. The management of the company has to identify different factors, during practising the recruitment and selection process, which can ensure the retention. Instead of using the traditional recruitment model, NHS intends to streamline the role of the recruitment team. Retaining employees or nurses in the NHS through an effective recruitment team has become a part of the recruitment practice. For Instance, when hiring or recruitment new nurses' in the organisation, it is necessary to use current employees. NHS makes a team of recruitment by gathering current nurses. These senior and skilful nurses can depict the nature of work, benefits, roles, responsibilities, possible rewards, and goals. The recruitment team can portray how new nurses can meet their own career goals in the NHS. Making them work for the company for a long run to achieve personal and organisational goals or objectives is a right approach, which is possible through this recruitment practice (Newman, Maylor and Chansarkar, 2002).

In the recruitment process, the NHS usually uses its current employees (Nurses) to evaluate new applicants. For Instance, NHS usually gives voice to its nurse department to examine the behaviour of new nurse applicants. Evaluation of new candidates and shaping appropriate strategies for recruitment and work environment is a way to retain the best talent. In the NHS, experienced and skilful nurses or related stakeholders can identify the best people and streamline their needs in the workplace. They can make retention possible. Some key activities trigger the current recruitment and selection process. These activities are input, outputs, targeted groups, and different outcomes. For Instance, recruitment fairs, catering, refreshments, and recruitment advisors are some key inputs, which can help to create the perception about NHS culture and possibilities. Thus, it motivates new candidates, and willingness to work for it increases, and it goes in favour of the company as well (Newman and Maylor, 2002).

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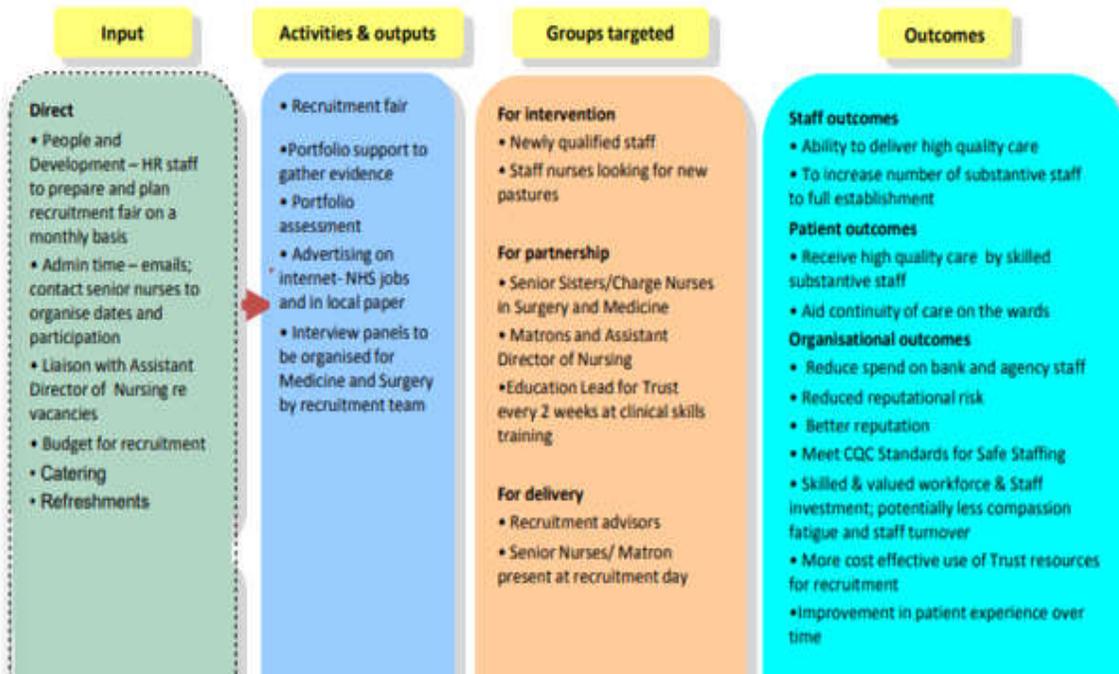


Figure 16: Recruitment and selection practices at NHS

Source: clinical commissioning group (CCG)

It is important information in your research. List down the practices here because the chart is not eligible.

Overall, the recruitment practices, lack recruitment trackers, lack value-based recruitment, lack branding and diversity.

4.4.3 Retention practices and Rate at NHS

Since NHS has nurses' shortage, and retention is considered as important factors for improvement in staff numbers. The retention in NHS is measured as stability indices, and it has decreased between 2010/2011 and 2017/2018 and median indices has decreased from 89% and 79%, and NHS reply on temporary staffing and stability has not improved. There has been a growing gap between the best and worst as shown by the curve in the diagram below. Likewise, the regional variation graph highlights that North-East has less retention problem and London and North-Central have the lowest stability index of 79%.

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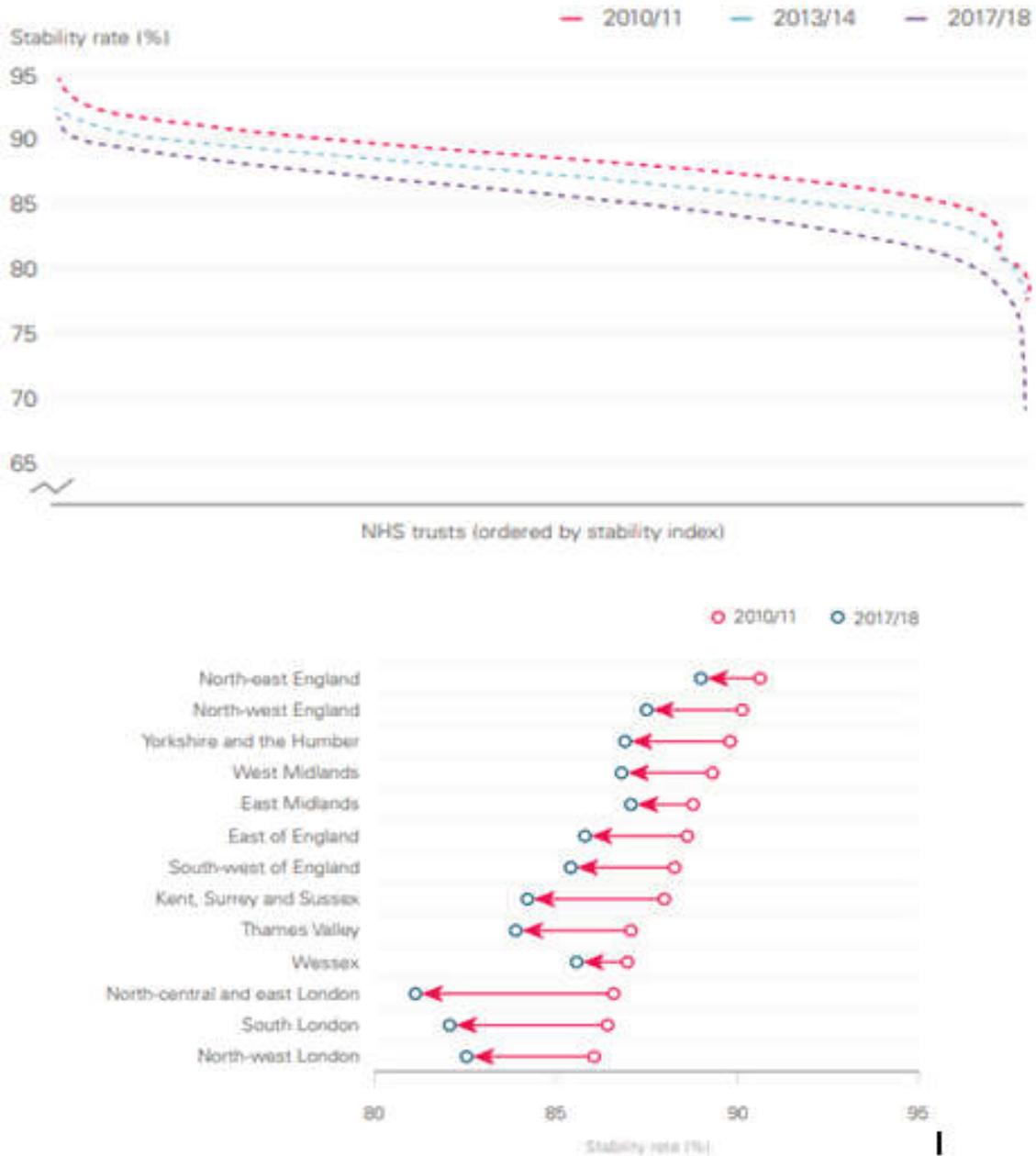


Figure 17: Stability rates of NHS -- 2010/11 to 2017/18

Source: Health Foundation analysis

Generally, the London regions are witnessing higher leaver rates which are even well above the England average and are higher than the north of England as well. The rate difference can be attributed to the difference in the labour market conditions. Other than this, the type of trusts, the skill mix, the workforce profile, and management culture also play a vital role in this variation of stability rate (Buchan et al., 2017).

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4.4.3.1 Retention issues and challenges for community Nurses NHS

It has been shown in the NHS report for its workforce that the NHS has failed to retain nurses in different regions, and there are many factors behind it (Buchan et al., 2019). For Instance, currently, poor pay structure, working environment, poor infrastructure, and people's mobility in the United Kingdom are some prominent elements, which are contributing to the increasing employee turnover. The wrong expectations that are set for the nurses during the recruitment process provide the basis for the employees to become unsatisfied and demoralised at the workplace. Unfortunately, the NHS has failed to reshape its recruitment process, as some key elements, described above, have not been implemented effectively. The NHS team failed to portray some possibilities to improve working conditions (improved work conditions would help in increasing the employee satisfaction level consequently increasing the retention rate) and overcome all issues, which have been observed in the current workplace. Only those candidates are willing to work, which need immediate financial resources to meet their needs. However, interestingly, they work for a while to find another opportunity. Disillusionment of quality is also a prominent factor, which is in the limelight, as far as the impact on recruitment on retention is concerned. For Instance, in the recruitment process, the management of NHS elaborates some key quality measures and support for nurses for pertinent delivery. However, practically, it seems rare. It demotivates nurses in NH because they have expectations in the current workplace. It starts from the recruitment process, as things are not delivered as promised, and it justifies the impact of recruitment on retention, especially in the National Health Service. Addressing the importance of location to provide health services is an important aspect. The NHS recruitment team failed to depict the importance of location, and it made nurses leave the company (Gray, Wilde and Shutes, 2018).



Figure 18: Retention issues and challenges

Source: Care Quality Commission (2017)

All the issues that are discussed show how the NHS is facing retention problems. The lack of flexibility, pay, pressures of work, lack of ongoing education and training opportunities leads a worker towards leaving. The work board and staffing levels, if not explained ahead in the recruitment process, can cause demoralisation in the staff. Similarly, the change in personal circumstances, without notifying them ahead in the recruitment process does the same thing. The disillusionment of the quality of care is another such factor which is used in the recruitment of the talent can lead to dissatisfied employees causing reduced retention rate.

Chapter 5

Result and discussions

5.1 Introduction

This chapter presents the analysis and discussions of data collection. In the first sections, it analyses and summarises the finding qualitative findings and the second section evaluate the limitations and weaknesses associated with existing recruitment and retention practices at the NHS.

5.2 Summary of quantitative and qualitative findings

The quantitative findings highlight that

- Community nurses represent 12% of the total NHS workforce, but there are demographic imbalances.
- 39% of the total community nurse workforce is over the age of 30 years. Moreover, there is a shortfall of 4,500 community nurses and the vacancy rates remain unfilled is 11%.
- Since 2014, there has been widening the gap in terms of demand and supply of community nurses, and it currently stands at -5%.
- There has been a significant decrease in terms of new joiners and turnover rate is highest among the nurses under the age of 40%, and community nurses have the highest turnover rate.
- There is a lack of diversity among the workforce, and most of the workforce is made of the UK nationals.
- The qualitative data has helped to obtain different insights regarding the impact of the recruitment process on employee retention.

The qualitative analysis has shown that

- Employee motivation is a critical element in the employee retention process.
- Pay structure, rewards, benefits, working environment, and many other factors are restraining people from working for this organisation in the long run.
- The high motivation of employees can only be achieved if the employees are not given any false hopes of high standard healthcare, rewards and benefits.

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- It is a fact that the current recruitment and selection practices have been impaired, and people want to leave the company to integrate with better job opportunities.
- NHS has thus failed to integrate with modern recruitment trend, which can motivate employees to meet the health goals of the community.
- Poor working condition, the disillusionment of quality of care, poor pay and benefits, lack of development opportunities and lack of flexibility are several causes of increasing turnovers.
- Interestingly, qualitative research has shown its direct relation with the recruitment process, as these elements have not been addressed, communicated or improved.

Different stability indices have been used in this research to indicate some possible shifts regarding employee retention. The employee recruitment process is the primary driver of these possible shifts. For Instance, employee retention has been decreased by 89% to 79% from 2010 to 2018 (Buchan et al., 2019).

No doubt, technology can play a vital role in developing the recruitment process, but some practical implication must be considered in the recruitment to enhance the visibility of attraction. Use of technology can aid in the improvement of the recruitment process and consequently in the improvement of the employee retention. In the recruitment process, the NHS has to treat new applicants like customers, as possible workplace services are to be streamlined to make the difference.

5.3 Evaluation and discussion of results

According to derived insights regarding the recruitment process and its impact on employee retention, it is observed that the NHS's recruitment process is not designed for retention purpose. It seems traditional in this contemporary business era. For Instance, just hiring and terminating employees is not enough, as some critical strategic considerations such as work planning, job roles, responsibilities, and work environment must be part of the recruitment planning.

It is a fact that both candidates and company contain some expectations. Nurses in the NHS are to be hired to meet the health needs of the communities and accomplish organisational goals and objectives. On the other hand, applicants also want to interact with the recruitment team to know about some possible facilities to meet these goals. Unfortunately, as the analysis of the NHS employment and

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recruitment practices has shown, the current recruitment process does not meet the expectations of new applicants, and it causes the turnover. The role of the local or regional managers (current employees) in the recruitment process cannot be ignored. Geographic proximity and staff knowledge requirement are missing, which can restrain the recruitment team from defining the job role or responsibilities effectively (Joshua-Amadi, 2003).

Job design can also be a part of the recruitment process at NHS. The recruitment team may include current experienced or skilled nurses to identify the need for the new position along with some essential working needs. Thus, according to observations, job design is not a part of the recruitment process, and it increases the confusion when participating in the interview process. First National Health Service has to overcome critical challenges or causes and then conduct the recruitment process. Well directed recruitment can show the potential of the company to take care of employees, and it can make employees retained for the long run (Shen, Cox and McBride, 2004).

Even in the expectation framework, expectations in the recruitment process have not been met effectively. For Instance, in the recruitment process, NHS usually fails to express the required skills, which are to be practically executed in the health delivery process. Or it shows the wrong quality standards that are followed in the health care sector. The recruitment process helps to find pertinent employees, but they may leave due to the extra skill required when working in the workplace. Thus, possible falsification can hit employee retention in national health Services as well. Moreover, the recruitment process has not been integrated with the perfect placement of new nurses. Based on the culture, health needs, and community expectations, placement should be done. In the NHS, a recruitment team lacks this placement, and it creates a negative impact on employee retention (Dasgupta, 2014).

Chapter 6

Conclusion and Recommendations

6.1 Introduction

This chapter revolves around some definitive statements and possible recommendation or strategies, which can help National Health Service to increase employee retention. All definitive comments and suggestions are based on research findings or results.

6.2 Conclusion

In the end, it is to conclude that research objectives are met successfully. The research study successfully articulates the information regarding the recruitment process at NHS and its impact on retention. Interestingly, the research emphasised on both positive and negative impacts on the retention of employees. Some objectives, which are met in the research study as below

- To elaborate recruitment and retention process along with the possible impact on the employee retention
- To examine the current recruitment practice of National Health Service along with some key drawbacks and possibilities to improve or increase employee retention

The analysis of secondary qualitative and quantitative has allowed exploring and evaluating the recruitment and selection practices that have an impact on the retention of the community nurses in the NHS. Primary causes of increasing employee turnover or lack of retention are poor recruitment planning; recruitment planning includes a work planning, job roles and responsibilities, effective communication, and use of technology to express the company's culture, norms, and facilities. There is a difference between advertising job positions and practical implications in National Health Services. In the NHS, internal recruitment effectiveness is a primary driver of both motivation and retention. Motivation and retention are interrelated with each other, and active and well-directed recruitment is a primary driver in this regard. There is a need to improve recruitment practices which can address diversity, regional shortcoming, technology usage, internal recruitment effectiveness, national and international recruitment, and demographic balance.

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The finding the research study expressed the increase rate of employee turnover or lack of retention. This trend is increasing among new employees, as the NHS in the recruitment process has not met their expectations. The new starter can face many challenges in the National Health Service due to different interventions. These possible interventions are logistics, poor working conditions, and lack of support and ineffective rewards or returns, including pay structure. Current employees or nurses are leaving the organisation to find better career opportunities. On the other hand, the NHS is intending to meet its organisational needs by hiring new nurses. Thus, in the recruitment process, priorities and preferences are one-sided, and it has restrained people from working for this organisation. The most important thing about the National Health Service is to influence the satisfaction level and make them assets of the organisation in the long run. Recruitment process must be evolved, and pertinent legacy must be sustained to meet employee, organisation, and community goals and objectives.

6.2 Recommendations

The third objective of the research is to make appropriate recommendations for effective recruitment practices that contribute to the retention of community nurses in the NHS. NHS management must aim to retain its staff through improved recruitment. Some strategic considerations or recommendations to enable a positive impact on employee retention are below.

The first recommendation to ensure the retention in the NHS is to improve the recruitment process by providing a specific purpose to new employees (Nurses). The original purpose can be a combination of both employees and organisational goals and objectives. The recruitment process can allow new employees or candidates to predict their roles and career development as well. It seems a motivational factor that can lead the employee retention (Dean, 2018).

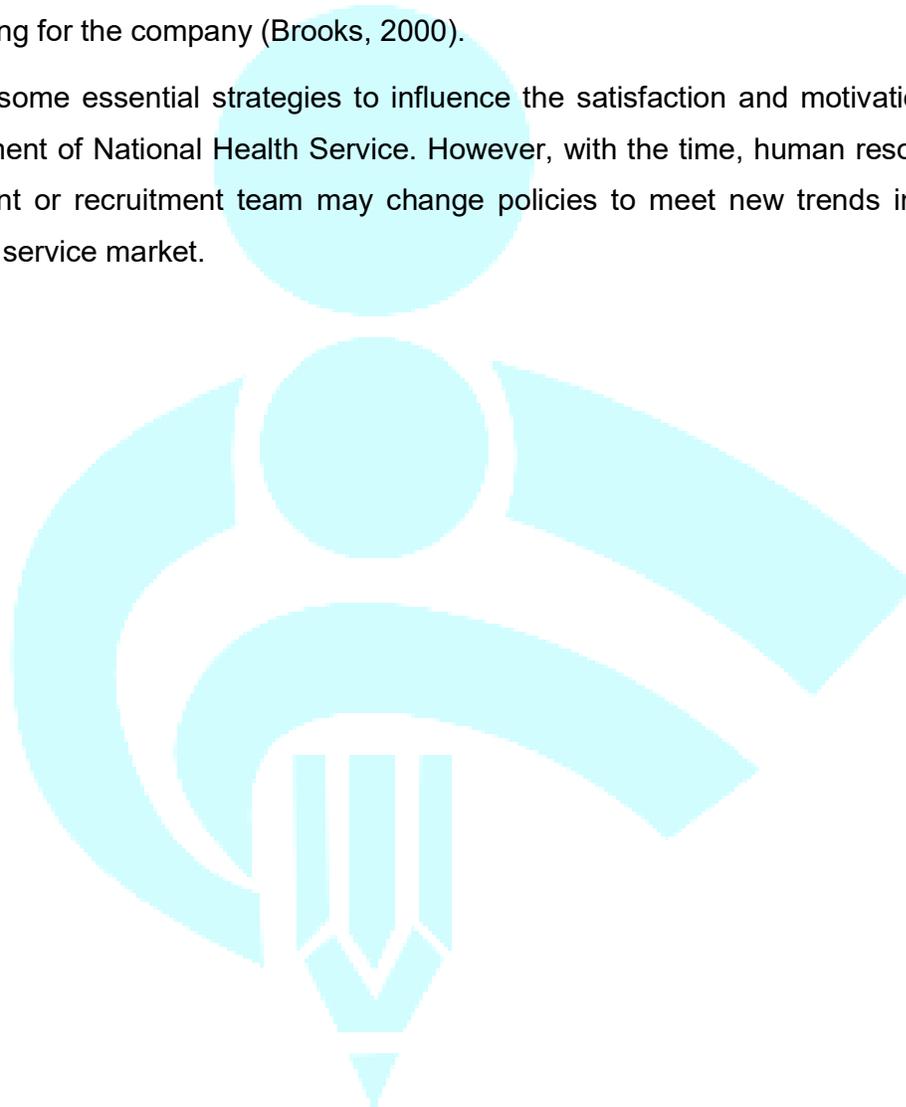
The management of the company must interact with HR experts to reshape the work planning and highlight it in the recruitment process. For Instance, if a company wants to hire a nurse, the recruitment must express the need for position, clear roles and responsibilities, working environment, and some possible challenges. Increasing maximum communication with the new candidate in the recruitment process can help the candidate to understand or identify the required skills and his role along with

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some key benefits. Thus, it can be a prominent driver to stay in the National Health Service (Evans, 2017).

The third recommendation is to improve employer branding. As mentioned before, the company must treat its employees as customers. The National Health Service must have to portray what it can give to new candidates. The branding can be improved through mentioning possible support and facilitation for new candidates when working for the company (Brooks, 2000).

These are some essential strategies to influence the satisfaction and motivation in the recruitment of National Health Service. However, with the time, human resource management or recruitment team may change policies to meet new trends in the health care service market.



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