



**Perceptions of Nurses about Human Resource Management  
Practices Affecting the Performance of Nurses at King Edward  
Hospital, eThekweni**

**By**

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11/05/2020

**Date** \_\_\_\_\_

## DECLARATION

I Mbali Victoria Mbhele hereby declare that the work presented in this dissertation is my work and findings and all other material and knowledge used are in every respect referenced to the best of my knowledge.

11 May 2020

Mbali Mbhele

## **DEDICATION**

I would like to dedicate this thesis to my children, my dearest daughters Silindokuhle, Lerato and my dearest son Mngqobi Mbhele, for encouragement and support, and to my dearest mother Berlinah Nzuza who is now 89 years old. Her encouragement and her words of wisdom that she imparted to me will always reside in me – I am strong and courageous because of this wonderful soul; I will always be so grateful to her.

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- To my lovely nieces Ayanda and Kufanelesibonge Nzuza, thank you so much for believing in me and encouraging me to do the best.
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## **ABSTRACT**

The aim of the study was to explore the perceptions of nurses about human resource management practices affecting the performance of nurses at King Edward Hospital of eThekweni Municipality, Durban, South Africa. Since employees are among the organisation's most important resources, there is a need to maintain a work environment that satisfies the needs of individual employees and management, to improve employee morale and convey expectations in order to cultivate a motivated and productive workforce.

The role of nurses is to assist sick people in hospital by nursing them and helping to restore them to sound health. Additionally, nurses are required to be devoted to their work and display courtesy and empathy as they deal with people who may be affected both physically and emotionally. However, very few of the patients are concerned about the conditions under which the nurses operate, including human resource practices. Human resource practices such as recruitment and selection, training and development, compensation, performance management, and public relations affect the performance of nurses.

Data for this study were collected using a quantitative methodology in order to understand the factors that affect nurses and their performances in King Edward Hospital, Durban. Self-administered questionnaires were used for data collection and were formulated based on findings from the literature review.

The study recommended that management should work hard to uproot corruption and nepotism in the recruitment and selection process so that ideal applicants are recruited and employed; develop a compensation system that is market related; and other strategies that can lead to the retention of talented employees. Performance appraisal systems need to be transparent, and political or personality differences should not influence the process.

# TABLE OF CONTENTS

DECLARATION.....	iii
DEDICATION .....	iv
ACKNOWLEDGEMENTS .....	v
ABSTRACT .....	vi
TABLE OF CONTENTS .....	vii
LIST OF FIGURES.....	xiii
LIST OF TABLES .....	xiv
LIST OF ANNEXURES .....	xv
LIST OF ABBREVIATIONS.....	xvi
CHAPTER 1: INTRODUCTION.....	1
1.1 Introduction.....	1
1.2 Context of the Research.....	1
1.2.1 Human Resources Management and Performance Management .....	2
1.3 Research Problem and Aims .....	4
1.4 Aim of the Study .....	5
1.5 Study Objectives .....	5
1.6 Research Questions.....	5
1.7 Significance of the Research.....	5
1.8 Format of the Study.....	6
1.9 Conclusion.....	6
CHAPTER 2: LITERATURE REVIEW .....	7
2.1 Introduction.....	7
2.2 Employee Performance within Public Institutions/Private Businesses.....	7
2.2.1 Importance of Performance Management.....	9
2.2.2 Performance Management Process .....	10
2.2.3 Objectives of Performance Management.....	11
2.3 Job Performance .....	12
2.3.1 Task Performance .....	13
2.3.2 Routine Task Performance .....	13

2.4	Adaptive Task Performance .....	13
2.4.1	Key Performance Indicators (KPIs).....	14
2.4.2	Use of Key Performance Indicators .....	14
2.5	Nursing Ethics .....	15
2.6	Employee Motivation .....	16
2.6.1	Motivation in Nursing Performance .....	17
2.6.2	Performance Appraisal .....	18
2.6.3	Objectives of Performance Appraisal.....	18
2.6.4	Positive Working Environment .....	19
2.6.5	Reward and Recognition.....	19
2.6.6	Involve and Engage the Workforce.....	20
2.6.7	Develop Workers' Skills and Potential .....	20
2.6.8	Evaluate and Measure Job Satisfaction.....	20
2.7	Staff Retention.....	21
2.7.1	Retention Strategies .....	21
2.7.2	Competitive Salaries and Other Financial Benefits.....	22
2.8	Nursing Management Process .....	24
2.8.1	Organising .....	24
2.8.2	Staffing .....	24
2.8.3	Directing.....	25
2.9	History of Nursing.....	25
2.10	Definition of Nursing .....	27
2.11	Nursing Qualifications and Ranks as Factors in Work Performance .....	28
2.11.1	Registered Nurses (RN).....	28
2.11.2	Advance Practice Registered Nurses (APRN) .....	29
2.11.3	Certified Nurse-Midwife (CNM) .....	29
2.11.4	Clinical Nurse Specialist (CNS) .....	29
2.11.5	Psychiatric Nurses (PN).....	30
2.11.6	Emergency Room Nurse (ER) .....	30
2.11.7	Critical Care Nurse (CCN) .....	31
2.11.8	Certified Registered Nurse Anaesthetics (CRNA).....	31
2.12	Competence as a Factor in Nurses' Performance .....	31
2.12.1	Stress as a Factor in Nurses' Performance .....	31



2.12.2	Types of Stress.....	32
2.12.3	Sources of Stress .....	33
2.12.4	Causes of Stress in the Nursing Environment .....	33
2.12.5	Environmental Stress as a Factor that Impacts on Performance .....	34
2.12.6	Chronic Work-related Stress as a Factor in Nurses Performance .....	34
2.13	Bad Human Resource Practices .....	34
2.14	Negative Effects of Poor Human Resource Management Practices .....	35
2.15	Impact of Human Resource Practices on Performance .....	35
2.16	Conclusion.....	36
CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY .....		37
3.1	Introduction.....	37
3.2	Rationale for the Methodology.....	37
3.3	Research Design .....	38
3.3.1	Descriptive Research Design.....	38
3.4	The Research Philosophy .....	39
3.4.1	Quantitative Research .....	39
3.4.2	Combined Research .....	39
3.5	Research Strategies .....	40
3.5.1	Positivist Research Strategies .....	40
3.5.1.1	Survey Research Strategy .....	40
3.6	Population/Target Population .....	40
3.7	Sampling Method .....	41
3.8	Measuring Instrument.....	41
3.9	Questionnaire Administration .....	42
3.10	Data Analysis .....	42
3.11	Data Presentation.....	42
3.12	Validity and Reliability.....	43
3.13	Limitations of the Research .....	43
3.14	Elimination of Bias .....	44
3.15	Pilot Study .....	44
3.16	Ethical Considerations.....	44
3.16.1	The Researcher should do no Harm.....	45
3.16.2	Informed Consent of Participants.....	45

3.16.3 Confidentiality, Privacy and Anonymity .....	45
3.16.4 Ensuring that Permission was Obtained .....	45
3.17 Conclusion.....	46
CHAPTER 4: RESULTS, DISCUSSION AND INTERPRETATION OF RESULTS ..	47
4.1 Introduction.....	47
4.2 Analysis of Questionnaires Returned .....	47
4.3 Section A: Biological Data .....	48
4.3.1 Age of Respondents at their Last Birthday.....	48
4.3.2 Gender of Respondents.....	49
4.3.3 Nursing or Professional Qualifications .....	49
4.3.4 Department in which Respondents are Located .....	50
4.3.5 Working Experience at the Hospital.....	51
4.3.6 When Respondents were last Promoted since being Employed.....	52
4.3.7 Membership of Respondents in any Trade Union.....	52
4.4 Section B: Perceptions of Human Resource Practices Currently Employed at King Edward Hospital .....	53
4.4.1 Recruitment, Selection and Induction are Done Well.....	53
4.4.2 Employee Training and Development Procedures well Executed.....	54
4.4.3 Performance Management Well Done .....	55
4.4.4 The Compensation System Motivates Nurses .....	56
4.4.5 Employee Benefits and Services Are Market-Related .....	57
4.4.6 Employee Relations Support Nurses' Performance .....	58
4.5 SECTION C: Perceptions of Bad Human Resource Practices Currently Employed by the Management at King Edward Hospital.....	59
4.5.1 Employees have no Access to Personal Data (Over-Confidentiality) – Employees are Unsure if the Management Decisions are Based on Correct Information .....	59
4.5.2 Lack of Clarity on Deliverables – the Absence of a Well-Defined Job Description.....	61
4.5.3 Employee Development without Worker Involvement.....	62
4.5.4 Rusting Talent – Long Tenures in the Same Position with no Avenues for Job Rotation.....	63

4.5.5	Retaining Performers – the Company’s Schemes to Reward Performance are Inadequate .....	64
4.5.6	Lack of Transparent Communication – the Employer does not Follow Clear Communication Channels .....	65
4.6	SECTION D: General Questions .....	66
4.6.1	Other Reasons why some Workers may be Leaving King Edward Hospital to go and Work in other Private Hospitals or Organisations.....	66
4.6.2	The Challenges being Encountered by the Authorities at King Edward Hospital in Implementing Good Human Resource Practices in order to Promote Good Performance by Nurses and Retain Quality Employees	66
4.6.3	Guidelines on how King Edward Hospital Authorities can do to Motivate Nurses to Perform Better Retain Quality Employees .....	67
4.7	Conclusion.....	67
CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS .....		68
5.1	Introduction.....	68
5.2	Findings from the Literature Review .....	68
5.2.1	Employee Performance within Public Institutions/Private Businesses ...	68
5.2.2	Importance of Performance Management.....	68
5.2.3	Job Performance .....	69
5.2.4	Key Performance Indicators (KPIs).....	69
5.2.5	Employee Motivation .....	69
5.2.6	Motivation in Nursing Performance .....	69
5.2.7	Factors Promoting Good Performance of Nurses .....	70
5.2.8	Nursing Qualification, Ranks and its Factors in Work Performance .....	70
5.2.9	Conclusion .....	70
5.3	Findings and Conclusions from the Primary Research.....	71
5.3.1	Participants’ Views on Human Resource Management Practices Currently Employed at King Edward Hospital .....	71
5.3.1.1	Conclusion.....	71
5.3.2	Participants’ Views on Bad Human Resource Management Practices Currently Employed by the Management at King Edward Hospital.....	71
5.3.2.1	Conclusion.....	72

5.3.3 Other Factors that Led to High Employee Turnover at King Edward Hospital.....	72
5.4 Recommendations .....	72
5.5 Areas for Further Research .....	73
5.6 Conclusion.....	73
LIST OF REFERENCES .....	74
ANNEXURES.....	84

## LIST OF FIGURES

Figure 2.1: Factors influencing compensation .....	22
Figure 2.2: Human resource practices affecting employee performance .....	36
Figure 4.1: Participants based on age (n = 160) .....	48
Figure 4.2: Participants based on gender (n = 160) .....	49
Figure 4.3: Participants based on qualification (n = 160) .....	49
Figure 4.4: Participants based on departments (n = 160).....	50
Figure 4.5: Respondents by years of working experience (n = 160) .....	51
Figure 4.6: Participants based on last promotion (n = 160) .....	52
Figure 4.7: Participants based on trade union membership (n = 160).....	52
Figure 4.8: Recruitment, selection and induction of staff is well done (n = 160).....	53
Figure 4.9: Employee training and development (n = 160).....	54
Figure 4.10: Performance management (n = 160) .....	55
Figure 4.11: Compensation (n = 160).....	56
Figure 4.12: Employee benefits and services (n = 160) .....	57
Figure 4.13: Employee relations (n = 160) .....	58
Figure 4.14: Employees have no access to personal data (n = 160).....	60
Figure 4.15: Lack of clarity on deliverables (n = 160).....	61
Figure 4.16: Employee development without worker involvement (n = 160) .....	62
Figure 4.17: Rusting talent (n = 160).....	63
Figure 4.18: Retaining performers (n = 160) .....	64
Figure 4.19: Lack of transparent communication (n = 160) .....	65

## **LIST OF TABLES**

Table 3.1: The sample population within the hospital was chosen as follows .....	41
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## **LIST OF ANNEXURES**

ANNEXURE 1: LETTER OF PERMISSION TO CONDUCT RESEARCH.....	84
ANNEXURE 2: LETTER OF INFORMATION.....	86
ANNEXURE 3: QUESTIONNAIRE (QUANTITATIVE STUDY) .....	88
ANNEXURE 4: APPROVAL TO CONDUCT RESEARCH, GATEKEEPER LETTER .....	92

## **LIST OF ABBREVIATIONS**

KZN	KwaZulu-Natal
KPI	Key performance indicators
SANC	South African Nursing Council
RN	Registered Nurse
APRN	Advance Practice Registered Nurse
CNM	Certified Nurse Midwife
CNS	Clinical Nurse Specialist
PN	Psychiatrist Nurse
ER	Emergency Room Nurse
CCN	Critical Care Nurse
ICU	Intensive Care Nurse
CRNA	Certified Registered Nurse Anaesthetics



# CHAPTER 1: INTRODUCTION

## 1.1 Introduction

Nursing is one of the most important services for citizens all over the world and history reveals that it was formally founded in 1850 by Florence Nightingale (Biography.com, 2014). The role of nursing is to assist sick people in hospital by nursing them and helping to restore them to sound health. Additionally, nurses are required to be devoted to their work and display courtesy and empathy as they deal with people who may be affected both physically and emotionally. However, there are many instances of allegations against almost all the 18 government hospitals in Durban, KwaZulu-Natal (KZN), including allegations and lawsuits for wrongful death, wrongful procedure, negligence in particular instances e.g. during birth, etc. Bearing this in mind, Vilakazi (2018) argues that nurses are human beings before they are nurses. This study, therefore, seeks to explore factors that may affect nurse's performance in one of these public hospitals in Durban. This study posits that because nurses are working under great stress due to the terminal and dying patients they deal with every day, there is a need to examine the relationship between human resource management practices towards nurses in the context of stress and their performance.

## 1.2 Context of the Research

Data for this study were collected using a quantitative methodology in order to understand the perceptions of nurses about human resource management practices affecting the performance of nurses at King Edward Hospital, eThekweni. Data collection instruments used were document analysis and self-administered questionnaires which were formulated based on findings from the literature review. Arising from the findings, recommendations have been provided regarding the factors that are affecting nurses with the aim of enhancing nursing performance.

### **1.2.1 Human Resources Management and Performance Management**

According to Armstrong and Baron (2012: 1), performance management is a process which contributes to the effective management of individuals and teams in order to achieve high levels of organisational performance. Human resources management deals with managing people effectively through doing performance appraisal, developing competencies that promote individual and organisational performance, increasing the innovation and creativity necessary to promote competitiveness, applying new approaches to work design and career development, and managing the implementation and integration of technology through improved staffing, training and communication. Thus, this department of the organisation deals with the administration of human resources and if it fails to strategise and execute departmental functions properly, it could lead to a work environment that is not productive enough for the smooth running of the organisation. Human resource practices are the link through which the human resource personnel can develop the firm's workers through developing training courses and motivational programmes (Huselid, 1995: 1). According to Simmons (2012), if employees do not feel like they can communicate effectively with management a lot of problems and issues will never come to light.

The performance of employees within any organisation plays a major role in the survival of that organisation and its reputation and image. The performance of nurses in KwaZulu-Natal hospitals have been criticised by many people. For example, Sithole (2018: 7) reports that nurses in Mahatma Gandhi Hospital refused to treat a seriously injured patient who died as a result of not being treated. The KZN Health Minister Dr Sibongiseni Dhlomo stated that the essence of rendering an effective and efficient health care service in KZN hinges on the calibre of nursing personnel that serves in healthcare facilities (Motha, 2016: 5). Offering health services to the community of South Africa is one of the major objectives that are to be achieved by public hospitals. Ngidi (2012: 16) argues that it is the responsibility of all government institutions, irrespective of whether they are in the national, provincial or local sphere, to render services by taking into consideration the needs of the people.

One of the issues in KZN hospitals, and which is a major concern of this study, is the public perception of the services rendered. It is generally assumed that public hospitals are not as well known for efficient services compared to private hospitals, though public hospitals have highly advanced technology and have acquired special equipment and drugs to treat some rare diseases that private hospitals cannot. Performance of nurses determines the continuance of utilisation of the hospital thus encourages patients to recognise the importance of getting treatment from public hospitals. According to Armstrong and Baron (2012: 24), a high-level performance that meets the needs of all stakeholders is more likely to be achieved if it is purposeful and is in accordance with an agreed set of core values. This study intends to evaluate the performance of nurses in King Edward Hospital to ascertain whether it is in line with the purpose, values, and objectives of the hospital.

Retention of professional nurses within government hospitals is another issue in KZN hospitals. Identifying reasons why professional nurses seek better opportunities elsewhere may help to retain staff. According to Buhlman (2016), the need to improve the nursing environment is a worldwide issue. In the United States the task of improving hospital nursing environments rests primarily with the hospitals themselves. Evidence confirms the relationship among positive work environment, positive nurse outcomes of job satisfaction, and retention and positive patient outcomes (Buhlman, 2018). Hence, an environment that is not conducive for nurses to perform at their best level may lead to job dissatisfaction and high staff turn-over.

According to Stanz and Greyling (2010), the South African nursing profession is in a crisis as scores of professionals seek alternative employment or opt to leave the country in search of lucrative work overseas. Strategies that assist nurses in coping with the demands of their jobs and strategies that motivate nurses to see the importance of their profession within the country should be incorporated in government hospital management plans. According to Louw and Mhlanga (2018: 1), the increase number of patients is placing doctors and nursing staff under increased pressure. Shortage of resources and labour influence performance as nurses may develop stress due to work overload. According to Gandi (2011: 1), nurses' empathy for and connection with patients demonstrate core professional values which are essential but,

consequently, attract certain factors capable of including stress. Hospital management needs to ensure staffing within the hospital is adequate to meet performance expectations.

King Edward Hospital is the biggest hospital in Durban and is a referral hospital. Nurses employed within this hospital attend to huge numbers of seriously ill patients every day. According to Armstrong and Baron (2012: 337), one aspect of performance management is the provision of support to employees. Support can take the form of mentoring, coaching and the removal of any barriers that may prevent excellent performance. The performance of an employee is not only motivated by remuneration, but also through mentoring, coaching, counselling and following Batho Pele principles. According to Ngidi (2012: 21), the Batho Pele principles emanated from the realisation that the government should transform service delivery and government hospitals should make use of these tools.

### **1.3 Research Problem and Aims**

This study examined the perceptions of nurses about human resource management practices affecting the performance of nurses, identifying strategies that assist nurses to cope with the demands of their work and encourage them to understand the value of nursing as a profession, ultimately improving their performance. The declaration and promises made by nurses after completion of nursing training should play a major role in the performance of nurses in public hospitals. The performance requirements within the health industry and ethics that are to be followed by nurses should enhance the performance of nurses. Nevertheless, there are media reports of nurse negligence. In public hospitals the focus is mostly directed towards patients and the positive image of the hospital. Nurses are expected to promote the image of the hospital with expectation of delivering a high quality of service to the large number of patients within the public hospital is more likely to have an impact on nursing performance. Investigating and identifying factors that impact nurse professionalism whether positive or negative will provide King Edward Hospital management with better information so that they can identify nurses who are physically, psychologically and emotionally affected by their work. This study will provide a better understanding of

organisational behaviour and also provide an awareness of the reasons for staff turnover and so contribute to the enhancement of prevention measures.

#### **1.4 Aim of the Study**

The aim of the study was to explore the perception of nurses about human resource practices affecting the performance of nurses at King Edward Hospital, eThekweni.

#### **1.5 Study Objectives**

The objectives of this study were as follows:

- To investigate the perceptions of nurses about the human resource management practices affecting the performance of nurses at King Edward Hospital, eThekweni.
- To identify the human resource management practices which affect the performance of nurses at King Edward Hospital, eThekweni.
- To provide recommendations on how management can adopt and implement human resource management practices that promote good performance of nurses.

#### **1.6 Research Questions**

1. What are the perceptions of nurses about human resource management practices that affect the performance of nurses at King Edward Hospital, eThekweni?
2. What are the human resource management practices which affect the performance of nurses at King Edward Hospital, eThekweni?
3. How can organisations employ and sustain human resource management practices that promote effective performance of nurses?

#### **1.7 Significance of the Research**

Human resource practices are strategic in nature and represent a vital guidance system that coordinates organisational plans. This study contributes by providing insights into how hospitals and other organisations can formulate, implement,

maintain, and sustain human resource practices that are suitable for employee retention and organisational development. The results of the study will indicate to hospitals the limitations, strengths, and weaknesses of human resource practices and indicate which leadership competencies need to be addressed.

## **1.8 Format of the Study**

Chapter 1 of the study covered content on the research background and problem, the aim of the study, the research questions and objectives and the significance of the study.

Chapter 2 surveys the existing literature pertaining to factors affecting the performance of nurses.

Chapter 3 presents the research design, methodology, paradigms and strategies. It also discussed sampling strategy, data collection instrument and data analysis.

Chapter 4 Four discusses and interprets the results of the research after results analysis.

Chapter 5 presents the discussions, conclusions and recommendations of the study.

## **1.9 Conclusion**

Chapter 1 dealt with the research context and problem, research questions and objectives, and, the significance of the study. Chapter 2 focuses on the literature review regarding factors affecting the performance of nurses.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1 Introduction**

The human resources department of an organisation deals with administrative functions and if it fails to strategise and execute departmental functions properly the work environment may not be productive enough to keep the organisation running smoothly. Human resource practices are the link through which human resource personnel can develop the firm's workers through the practice of developing training courses and motivational programmes (Huselid, 1995 1).

Performance of employees is a core value and is fundamental to the survival of any business or institution whether the business is in the private or public sector survival of businesses depends on good performance of employees and should be monitored effectively by top management in order to address challenges that employees may encounter, and to establish and close the gaps within the performance of employees. This chapter explains the factors that may affect nurses' performance while performing their duties and the impact on nurses within public hospitals.

### **2.2 Employee Performance within Public Institutions/Private Businesses**

Survival of service delivery businesses, whether in government institutions or in private companies that are producing products with the aim of making a profit, is dependent on employee performance. The government of South Africa has realised this and set out guidelines for all public institution employees such as the Batho Pele principles. Private companies develop standards and targets to be achieved by employees when producing or selling products. This calls for monitoring of performance of all employees within public institutions and private businesses. Cook (2008: 3) observes that competition has become more global and more intense and many organisations have realised that they cannot compete on price alone but by providing superior customer care which then differentiates their products and services. Cook (2008) further argues that today's customers are increasingly sophisticated, educated, confident and

informed. They have high expectations of the service they want to receive, and they want greater choice and will not be manipulated.

According to Potter *et al.* (2013: 5), the consumer movement has increased the value and costs of products and services. The consumer movement influences health care by appealing for new kinds of health care agencies, such as health maintenance organisations, demanding culturally sensitive care. Potter *et al.* (2013: 5) agree with Cook (2008: 3) by stating that consumers are more knowledgeable about health and illness and are becoming more vocal in their desire for high quality care.

Cook (2008: 6) emphasises the importance of customisation and individualisation as a key to customer retention. Government also has an obligation to deliver quality service to the community of South Africa. As a developing country South Africa is striving to meet the standard of first-class service delivery hence the importance of customer customisation and individualisation within government sectors plays a vital role. Public sectors such as hospitals are also challenged by competition from private hospitals. According to Booyens (2008: 118), one trend in competition, specially noted among the private hospitals, involves giving the hospital a hotel-type atmosphere whereby patients enjoy the privilege of private wards, the allocation of specialised doctors, and a food menu to choose from, whereas in public hospitals one doctor treats a high number of patients, there is a shortage of space and beds due to the high volume of patients admitted, and there is no food menu to choose from.

Private hospital design original was intended to reduce fear of being in the hospital and promote comfort to patients while receiving treatment from the hospital. However, the private hospital design setting of a hotel-type atmosphere is now used as a marketing strategy to differentiate private hospitals from public hospitals. Patients seek better services within public hospitals and unlike before, patients nowadays exercise their rights by voicing their dissatisfaction either via print media, mass media or social media or by just following the principles of Batho Pele where they demand a redress of their complaints from hospital management failing which the complaint is escalated even to the Minister of Health. The goal of customisation and individualisation is dependent on adequate staffing of well-trained nurses.



Makhubu (2016) reported that nurses within public hospitals often leave to seek better opportunities and better working conditions in private hospitals thus contributing to staff turnover within public hospitals. Nurses who are left behind are then frustrated due to long hours at work thus contributing to stress and burnout.

Lack of promotion in nursing leads to frustration and as a result nurses are experiencing stress. Gwangwa (2017) reported that nurses under the umbrella of the Democratic Nursing Organisation of South Africa marched on the streets of Pretoria protesting over the cancellation of examinations, so marching is one of the ways that nurses show frustration. According to Gwangwa (2017), education in nursing is a means for getting better pay.

### **2.2.1 Importance of Performance Management**

Goals and objectives of the organisation are realised by effective managers and dedicated employees. According to Fallon, Begun and Riley (2013: 2), managers apply principles of management in order to address basic organisational needs and it is their duty to organise, plan, implement and control all organisational activities including the performance of employees. According to Callaghan (2005: 2), performance management is the process of defining clear objectives and targets for individuals and teams and regular review of actual achievement and eventual rewarding for target achievement. Armstrong (2015: 1) agrees by defining performance management as a process which contributes to the effective management of individuals and teams in order to achieve high levels of organisational performance.

Makhubela, Botha and Swanepoel (2016: 3) are of the view that performance measurement and management systems are the key elements in improving government performance and accountability. Makhubela, Botha and Swanepoel further states that the ultimate goal of a performance management process is to align individual performance with organisational performance and should indicate to employees the organisations' goals, priorities and expectations and how they are expected to contribute. Callaghan (2005: 2) agrees by saying that performance

management is a key process in any organisation and should assist management and employees in focusing on the key issues and business objectives for organisation stability. Callaghan (2005) also emphasise the importance of employees knowing what is expected from them when performing their tasks.

According to du Plessis *et al.* (2015: 170), performance management is a continuous planned process and is an exchange relationship to align organisational, individual and team expectations, expressed as objectives. Du Plessis *et al.* (2015) elaborate further by saying that performance management ensures that corporate core values are reached. Performance management encourages and supports employees in executing their tasks according to organisational objectives and develops them to achieve their capacity. Investopedia (2019) describes performance management as a corporate management tool that helps managers to monitor and evaluate employees' work. Investopedia further states that its goal is to create an environment where people can perform to best of their abilities and produce the highest quality most efficiently and effectively. According to Investopedia, formal performance management program helps managers and employees to see eye-to-eye about expectations, goals, career progress, including how individuals work aligns with the company's overall vision, and, lastly, that performance management usually views individuals in the context of the broader workplace system.

The role of performance management is to eradicate ambiguity within employees' function that may lead to uncertainty and frustration which consequently leads to demotivation of employees. For nurses in public hospitals to perform at their best levels, factors that may have an effect on performance standards in nursing practice should be outlined and addressed.

### **2.2.2 Performance Management Process**

Performance management can be used to:

- Communicate and reinforce the organisations' strategies, values and norms;
- Integrate individual and corporate objects;
- Increase motivation and commitment of employees; and

- Focus attention on the attributes and competency required to perform effectively and what should be done to develop them (Armstrong 2015: 3).

Armstrong (2015: 21) emphasises the importance of performance management and that the absence of performance management means that the objectives of the organisation cannot be achieved.

### **2.2.3 Objectives of Performance Management**

The objectives of performance management are to provide quality service to the public, and to improve accountability and responsiveness which includes ensuring the effective and efficient use of public resources. It seems that the performance of nurses in Durban hospitals has been negatively affected. According to De Keyrel (2016) certain nurses are showing signs of exhaustion due to the high volume of patients who are suffering from various ailments which are resulting in nurses being on duty for long hours. Continuity of evaluation of performance for each individual in Durban hospitals is of vital importance so that nurses who show signs of exhaustion can be offered assistance. Stress management programmes can play a vital role. According to Makhubu (2016: 1), staff turnover and stress are major problems in health care in South Africa. These problems are due to job dissatisfaction. Well-trained nurses are taking their skills and knowledge to countries abroad for better working conditions and better opportunities. Zoo media group (2019) point out that some of the outcomes of stress on an organisation can include employee job dissatisfaction, employee turnover, absenteeism, reduced performance and lack of productivity and efficiency.

Durban public hospitals are challenged by staff shortages, which means that patients suffer delays to their treatment thereby endangering their lives. Strategies that will enhance and motivate good performance among the nurses in Durban hospitals and prevent nurses from taking their skills to neighbouring countries or abroad should be developed and implemented. According to Reynolds (2012: 59), rivalry for patients has also increased due to competition in the health sector since the introduction of managed care. Hospitals introduce new expensive services and technology in an attempt to differentiate themselves in order to survive. Hence, skilled and highly experienced nurses in Durban public hospitals are attracted by private hospitals for a

better working environment, better conditions of service and better incentives. Though Durban public hospitals are operating as non-profit organisations, it is vitally important that their services are of world standard so that sponsorship can materialise, and relationships can be formed with other countries.

### **2.3 Job Performance**

Performance management should be conducted together with the employee while they are executing tasks. The involvement of the employee during performance appraisal allows the employee to pick up mistakes during their job performance and to learn from their mistakes. According to Colquitt, Le Pine and Wesson (2009: 37), job performance is the value of the set of employee behaviours that contributes, either positively or negatively, to accomplishment of the organisational goal. Subsequently, the behaviour of an employee within the organisation may contribute to the image of the organisation positively or negatively. The image of certain government hospitals is not very attractive to the public because of the negative behaviour of employees that has been publicised in newspaper Pijoos (2017). For this reason, the job performance of each employee should be monitored carefully so that negative behaviour can be addressed at the early stage and remedial methods implemented.

Although public hospitals are not profit-orientated, there is a set of goals in place to be achieved, and achieving those goals cannot be accomplished in isolation, therefore the performance of nurses plays a vital role in achieving hospital goals. Carney (2007: 124) agrees by saying that the articulation of clearly defined organisational goals that align the performance expected from individuals with its strategy starts the process of changing the organisation's negative culture. Carney argues that when an individual's purpose and mission are intertwined with the organisation's purpose and mission, synergies lead to increased motivation to implement the organisation's purpose and mission. According to Awases (2006: 1), the performance of a health organisation depends on the knowledge, skills, and motivation of individuals working within it.

### **2.3.1 Task Performance**

According to Colquitt, Le Pine, and Wesson (2009: 38), task performance includes employee behaviours that are directly involved in the transformation of the organisation resources into goods or services that the organisation produces. Colquitt, Le Pine, and Wesson (2009) argue that task performance is the set of obligations that an employee must fulfil to receive compensation and continue employment. Apart from nursing being a calling, nurses also work for compensation for services they have rendered. They are required to fulfil their obligation which is to provide the best service to patients entrusted into their care to the best of their abilities with the aim of maximising the minimal resources available to them to perform their duties with a positive attitude.

### **2.3.2 Routine Task Performance**

Colquitt, Lepine and Wesson (2009) state that routine task performance involves well-known responses to demands that occur in normal routine or otherwise predictable ways. Employees tend to act in more or less habitual or programmed ways that vary little from one instance to another.

## **2.4 Adaptive Task Performance**

According to Colquitt, Lepine, and Wesson (2009: 38), adaptive task performance involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable. Nurses encounter unpredictable tasks in their daily performance, for instance, patients who are regarded as responding to treatment often go into a life-threatening state which means that a nurse's performance has to adapt to the new situation of a patient by acting to the best of their ability to save the life of the patient. In a scenario like this, a nurse's performance changes from the routine task of nursing patients back to health to the emergency situation of saving a patient from death. Therefore, factors that may affect nurses' performance should be detected at an early stage so that intervention plans may take place to assist nurses who are not meeting required standards of performance.

### **2.4.1 Key Performance Indicators (KPIs)**

According to Apollo (2019: 2), a key performance indicator (KPI) is a term used to measure or monitor performance against an agreed goal, Apollo nursing further state that performance indicators are usually nationally or locally agreed by achieving certain rates of screening or delivering certain interventions within the specific period of time.

Roubtsova E and Michell V (2014:128) agrees by stating that key performance indicators are the measures that are translated to both the strategy and the business process. The purpose of using KPIs is to help businesses evaluate their success at reaching specific targets.

The key performance indicators assist nursing managers to understand whether there is continuous improvement on the goals of the hospital and the satisfaction of patients has been achieved, key performance indicators also assist in identifying employees that require training.

### **2.4.2 Use of Key Performance Indicators**

Key performance indicators identify synergies of employees within medical facilities that operate in a similar organisation for nursing management, and identify whether the units within the organisation have a common goal of achieving identified goals of the organisation and areas that require improvement by facilitating team building within the organisation.

Medical organisations such as hospitals require commitment of employees such as nurses who must be vigilant when handling critical issues of patients. As a result, KPIs promote accountability within the nursing staff. KPIs promote a relationship between organisations who execute similar tasks within the area of operation, such as nearby hospitals, in order to share scarce resources such as linen and medication. KPI's assist managers by identifying areas that require specific investigation.

## **2.5 Nursing Ethics**

The South African government sets out a code of ethics in terms of the Nursing Act 33 of 2005 (South Africa, Department of Health, 2005) which is the foundation of ethical decision-making. This code is aimed at informing nursing practitioners about moral principles applicable to nurses when performing their duties and is a declaration by nurses that they will always provide due care to the public and healthcare consumers to the best of their ability while supporting each other in the process. However, reports about the performance of nurses reveal that the performance of nurses is not monitored properly within the structures of government hospitals in order to ascertain whether the performance of all nurses are adhering to the standards of the Nursing Act 33 of 2005. Mbonambi (2013: 1) also reported that the sheer volume of claims raises serious concerns of the quality of medical care offered to patients reliant on state health care.

Reynolds (2012: 3) defines ethics as a set of beliefs about right and wrong behaviour within society. Ethics is a priority in all companies and public sectors; for businesses to survive in a competitive market it must set out ethics, rules and standards that need to be adopted by employees. Ethics influence performance as employees with ethics strive to do good when performing their duties. Mbatha (2005: 16) agrees with Reynolds (2012) and states that ethics can be seen as a system of moral principles that are based on values relating to human conduct, to the rightness or wrongness of certain actions, and the goodness and badness of the motives of such actions. Hence, ethics are laid out by the South African Nursing Council (SANC) to make sure that nursing professionals are not practising only for personal gain but to serve without self-interest but the best interest of patients.

Morton and Fontane (2009: 1) mention that in the nursing profession ethical decisions should take into consideration the patient's best interests, the health care providers' professional and personal values, institutional values, personal feelings, moral principles, and legal issues. According to the code of conduct set by the Nursing Council of New Zealand (2012: 1) nurses' code of conduct is the means of setting out the standards of behaviour they are expected to uphold in their professional practice. The code also advises nurses and tells the public what they can expect of a nurse in

terms of the professional role. The new code of conduct (2012: 1) further states that the code provides a yardstick for evaluating the conduct of nurses. However, for nurses to adhere to nursing ethics and code of conducts, provincial hospitals should establish a healthy and good environment for nurses to perform within. According to Moustaka and Constantinides (2012), the working environment is one of the most important sources of occupational stress. Moustaka and Constantinides (2012) further state that during the previous decade there has been an increase in the stress experienced by hospital nursing staff. Moustaka and Constantinides (2012) also mention that nurses are subjected to general stress which arises from the physical, psychological, and social aspects of the work environment.

## **2.6 Employee Motivation**

It is well known that the performance of employees is motivated or demotivated by certain factors that occur within the company. For organisations to achieve their goals and objectives it is essential for human resources managers to make sure that employees are motivated while doing their work so that stress and burnout are eliminated as much as possible.

Human resources management should strive for strategies that promote staff retention. According to Makhubu (2016: 1), hundreds of thousands of well trained and highly skilled professional nurses are working in countries such as the United Kingdom, Canada and Arab countries due to their better working conditions, therefore leaving government hospitals with a huge shortage of skilled professional nurses. For organisations to achieve their goals and objectives successfully it is imperative that nursing management have a strategy in place to retain skilled nurses.

Du Plessis *et al.* (2015: 104) define motivation as a force that propels employees to behave in a way the employer wants them to. Lambrou, Kontodimopoulos and Niakas (2010: 1) define motivation as a process that accounts for an individual's intensity, direction and persistence of effort towards attaining a goal. Intrinsic motivation is a motivation that comes from within the individual, for example, the individual is motivated to be a nurse because he or she has compassion for sick people and loves to assist people who are sick and the only reward they look for is a thank you for a job



well done. Du Plessis *et al.* (2015: 105) describe intrinsic motivation factors as those related to psychological rewards such as the opportunity to use one's abilities, a sense of challenge and achievement, receiving appreciation, positive recognition, opportunity for advancement, and being treated in a caring and considerate manner. Du Plessis *et al.* (2015: 135) explain that extrinsic motivation is situated outside the individual; certain external things motivate the individual to become or to do something. For example, the employee is motivated to be a nurse because of the remuneration that nurses receive, the working environment, co-workers, job attributes and achievements. Extrinsic motivation factors are related to tangible rewards such as salary and other financial benefits, job security, interpersonal relationships at work and company policies (du Plessis *et al.*, 2015: 137). Vlachos (2009: 1) states that there is a link between an organisation's performance, human resources practice, job security, selective hiring, self-managed teams, compensation policy, extensive training and information sharing.

### **2.6.1 Motivation in Nursing Performance**

Organisations and companies have the task of motivating employees with the intention of establishing a long-lasting employment relationship. It is a well-known fact that a number of nurses from South Africa have migrated to other countries intending to get better salaries (Makhubu, 2016). In order to retain nurses and to achieve the goals and objectives of public hospitals, nursing management should implement motivation strategies that will retain qualified nurses. Booyens, Jooste, and Sibiya (2016: 17) argue that managers often use threats and rewards to motivate their subordinates. They use power and control strategies such as enforcing policy, mandates and contracts, and only derive a sense of self when acting as a gatekeeper; however, employees that are motivated to understand the sense of purpose and are given the opportunity to participate in decision making develop a good relationship and trust with their employers. The forms of motivation that motivate employees are explained below.

### **2.6.2 Performance Appraisal**

Performance management is an approach to performance which accentuates the use of management tools including performance appraisal, rewards, job design and job satisfaction, leadership and training to ensure the goals and objectives of the organisation are reached successfully. According to Paile (2012: 20), performance appraisal is a process that provides an analysis of a person's overall capabilities and potential, allowing informed decisions to be made for particular purposes. A performance appraisal is a management tool that promotes job satisfaction in the workforce. According to du Plessis *et al.* (2015: 68), a performance appraisal is an annual or bi-annual process where a manager evaluates an employee's performance relative to the requirements of their job and uses the information to show the employee where improvements are needed and why. Apart from the knowledge imparted to nurses during nursing training, it is important that their performance be evaluated annually by nursing managers and then they be provided with feedback whether positive or negative. Feedback enables the employee to understand what is required of them and to ensure that they are in line with the objectives of the organisation.

### **2.6.3 Objectives of Performance Appraisal**

Du Plessis *et al.* (2015: 176) outline the objectives of a performance appraisal as follows:

#### **➤ Administrative evaluation objectives**

- To determine an employee's salary.
- To make compensation decisions such as employee bonuses and merit increases.
- To make staffing decisions such as demotions, promotions, retrenchments, layoffs, transfers, and terminations.
- To make evaluation decisions for selection, recruitment, and placement.

#### **➤ Documentation objectives**

- To document human resources management decisions.
- To ensure that legal requirements are met by the organisation.

➤ **Organisational maintenance objectives**

- To plan for human resources management.
- To determine organisational training needs.
- To evaluate goal achievement.

➤ **Development objectives**

- To provide performance feedback such as strengths and weaknesses of performance.
- To determine the direction of performance and outline the steps to improve performance.
- To identify skills, training and development needs of employees on the job or away from the job.

#### **2.6.4 Positive Working Environment**

The nature of employment in nursing requires nurses to spend long hours on duty at the hospital and it is imperative for nursing managers to provide a positive and conducive atmosphere and environment for nurses while they perform their duties. Botha, Smit and Cronje (2002) argue that a positive working environment requires management to go beyond the call of duty in providing for the needs of employees, for instance, adequate restrooms for nurses on duty so that they can rest properly during break periods and encourage the healing process for legs which might have incurred stress during long working hours.

#### **2.6.5 Reward and Recognition**

Though the nursing profession is associated with a calling (as represented by the founder of professional nursing Florence Nightingale), nurses are human beings with feelings who need to be recognised and rewarded when they have done well. This will not only boost their morale but will also encourage them to do their best when performing their duties. Rewards are not monetary only but can also be in the form of a pat on the shoulder – a “thank you” and “well done” goes a long way and should be encouraged among nursing management. Random rewards in the form of bonuses will mean a lot to nurses and will motivate them and encourage them to improve their performance. According to du Plessis *et al.* (2015: 23), rewards also include

healthcare plans such medical, surgical, hospital and mental care healthcare coverage as well as cover for prescription drugs and optical products and services.

#### **2.6.6 Involve and Engage the Workforce**

Nurses operate as a team from the top nursing ranks to the lowest, and all nurses in all ranks have one objective which is to meet the needs of their patients by nursing them back to health. However, to achieve this objective the importance of involvement and engagement of all nursing staff especially those in lower ranks should be realised because this will encourage a sense of ownership and belonging. Nurses should be listened to and their ideas should be taken into consideration which will then inspire them to do their best in their work.

#### **2.6.7 Develop Workers' Skills and Potential**

Employees who perform similar tasks every day may tend to be stereotyped, bored and demotivated. However, today's nursing involves a lot of innovation such as the use of computers. Previously most duties of nurses were registered by hand, but now most modern public hospitals use technology. Botha, Smit and Cronje (2002) state that training and education motivates people and makes them more productive and innovative. The authors state that well-trained employees are more capable and willing to assume more control over their jobs, and that well-trained employees require less supervision, and this assists management by relieving them from their supervision task. Nurses who display potential and willingness to learn and display willingness to do more should be observed and be inspired to engage themselves in further training. Nurses should be in touch with new technologies so that public hospitals are in line with public hospitals in other well-developed countries Botha *et al.* (2002).

#### **2.6.8 Evaluate and Measure Job Satisfaction**

Evaluation is a means of identifying problem areas with the aim of addressing and correcting those identified areas and setting up measures that may enhance job satisfaction. According to Botha *et al.* (2002), the primary purpose of an evaluation is

to measure progress and determine what needs to be improved. Lack of evaluation and measure of job satisfaction leads to absenteeism and contributes to burnout.

## **2.7 Staff Retention**

Public hospitals in South Africa are faced with huge nursing staff turnover, with highly skilled nurses taking their skills to countries abroad for better opportunities. According to Mokoka (2015: 1), nursing managers are faced with the massive task of managing different generations of nurses with different values, work ethics, characteristics and personalities. Mokoka (2015: 2) emphasises the importance of retaining the services of nurses. It is important to understand that employees are not always motivated by salaries, and the work environment such as collegiality between colleagues plays a vital role in staff retention. Mokoka (2015: 2) states that the absence of collegiality can be a source of workplace conflict.

Du Plessis *et al.* (2015: 111) define retention as a deliberate move by the organisation to create an environment which engages employees for the long term. Du Plessis *et al.* further say that the purpose of retention is to prevent the loss of competent employees from the organisation.

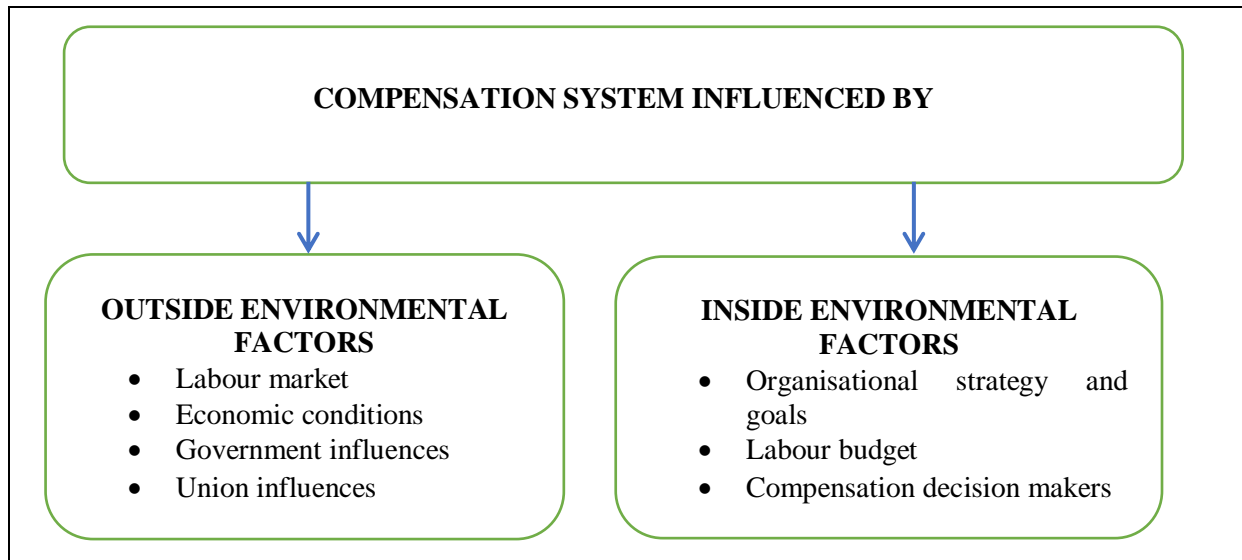
According to Mokoka, Oosthuizen, and Ehlers (2010: 1), South Africa is experiencing a serious shortage of nurses in health care. Mokoka, Oosthuizen, and Ehlers (2010: 6) further state that nurses are changing their work environment due to dissatisfaction with their work. Nurses are seeking better opportunities within the health industry, including outside the country. Neighbouring countries compete in attracting professional nurses, offering attractive benefits in order to gain their services. Hospital management should be acquainted with factors that may exacerbate the migration of skilled and talented nurses.

### **2.7.1 Retention Strategies**

Every entity, whether it is private or public, recruits employees with the aim of achieving the objectives and goals of the business. Companies place employment advertisements with the aim of attracting applicants with skills that will bring value to

the company and intend to retain them within the company for a long period. Attracting and retaining skilled employees can be only be achieved through attractive benefits that will persuade and motivate employees to remain within the organisation.

### 2.7.2 Competitive Salaries and Other Financial Benefits



**Figure 2.1: Factors influencing compensation**

Source: Adapted from Nazir (2010: 2)

Nazir (2010: 3) explains the internal and external environmental factors (Figure 2.1) that influence compensation as follows:

- The supply and demand of labour have an impact on the levels of pay depending on the availability of skilled employees on the labour market.
- The ability of an organisation to pay high salaries is affected by the level of competitiveness.
- Minimum wage and overtime pay are controlled and guided by the laws in each nation.
- Through entering negotiations with company management, workers' organisations influence levels of compensation.
- The compensation model adopted by a company should assist in the effective implementation of the firm's strategy.
- The quantity and quality of financial and material resources available for workers during a given period within an organisation.
- The top management and employees of an organisation.

Although motivation is divided into two categories (intrinsic and extrinsic) employers cannot ignore the fact that salary is the primary extrinsic motivation that motivates employees to remain within the service of the employer for a long period of time. According to du Plessis *et al.* (2015: 112), employers who offer the most attractive financial packages experience lower turnover rates than those who offer less. Salaries also determine the value of employee within the organisation; employees who earn high salaries regard salaries as being an acknowledgement of their value within the organisation which then meets their needs within the hierarchical structure of needs. Johnson *et al.* (2017: 1) states that in Maslow's theory, people are motivated to achieve certain needs and that some needs take precedence over others. It is a known factor that people seek employment to receive salaries to fulfil their needs within the hierarchical structure of needs.

Quality employees can be attracted, motivated and retained in any organisation if management designs and implements a good compensation and benefits plan. According to Nazir (2010: 2), such a plan will benefit the organisation through employee job satisfaction, motivation, low absenteeism, and low turnover.

Employees are happier with their jobs if they get market-related salaries. A payment plan that matches or exceeds workers' expectations is likely to motivate and persuade them to do their duties in the desired way. Employees are more likely to be regularly present at work if they get market-related salaries and have a good working environment. Workers are less likely to consider going to work at other organisations if they get rewards that exceed their expectations. If the compensation and benefits are satisfactory, the workers will increase self-confidence and have peace of mind.

Private hospitals offer better salaries to attract professional nurses to leave the public hospital, furthermore, countries abroad utilise the same strategy to attract professional nurses to work for their countries. Subsequently, nursing managers should revise their strategies pertaining to nurses' salaries. Though employees are mostly motivated to stay within the company by extrinsic factors such as competitive salary, intrinsic factors also play a major role as well in motivating employees to stay within the

organisation such as job satisfaction, working conditions and relationships between employees and their management.

Du Plessis *et al.* (2015: 112) agree by stating that there are other powerful ways of motivating and retaining quality employees such as freedom, empowerment and flexibility in performing tasks and growth opportunities within the organisation. According to du Plessis *et al.* (2015: 112), challenging and meaningful work, high manager integrity, and new opportunities strongly motivate employee retention.

## **2.8 Nursing Management Process**

Health care services realise their goals and objectives through the nursing management process by applying management activities within the unit. The nursing management process involves planning, organising, staffing, directing, controlling and evaluation.

### **2.8.1 Organising**

According to Booyens *et al.* (2016: 15), organising in a nursing unit refers to the orderly structuring of functions or responsibilities in order to ensure the smooth running of activities and establish order in the unit. Vera (2012: 1) agrees by stating that organising determines what task is to be done, who is to do the task, how the task is to be grouped, who reports to whom and what decision is to be made.

Each organisation has a framework of delegation within the structure. Ambiguity in organising leads to confusion and frustration, therefore managers in the nursing unit should define and outline procedures to be followed during the execution of tasks and assigned responsibilities so that there is accountability.

### **2.8.2 Staffing**

To achieve the goals and objectives of the organisation it is imperative that adequate and qualified employees are employed. Booyens *et al.* (2016: 15) emphasise the importance of recruiting, selecting, appointing, orientating and promoting personnel



development and conducting performance development in order to accomplish the goals and objectives of the organisation or unit. Vera (2016: 1) defines staffing as a process of assigning competent people to fulfil designated roles through recruitment, selection, induction and orientation of new staff to the goals, vision, mission and philosophy of the organisation.

Hospitals are challenged by nursing staff turnover which leads to staff shortages. Media reports reveal that nurses seek employment in other countries due to better working conditions and better salaries there. Human resources personnel should always ensure the availability of staff within their units and that vacant positions are filled with the right employees with the right qualifications, adequate experience and right attitudes. It is the responsibility of line function management to inform and advise human resources management regarding the calibre of nursing personnel that is required within each section.

### **2.8.3 Directing**

Employees are human beings who are liable to make mistakes and without proper guidance it is difficult for them to execute their tasks in line with the objectives of the organisation. To avoid ambiguity within the unit it is the managers' responsibility to give direction to employees including supervision, motivation and empowerment of those performing under their authority. According to Booyens *et al.* (2016: 15), directing ensures that healthcare professionals work towards specific goal and objectives and it also ensures that employees understand what the organisational plans are. Vera (2012: 1) agrees by defining directing as the act of issuing orders, assignments and instructions to accomplish organisational goals and objectives. In nursing practice, all nurses work under the supreme direction of the nursing manager who delegates to senior sisters who thereafter delegate to the lower nursing levels.

## **2.9 History of Nursing**

History reveals that professional nursing was founded in 1850 by Florence Nightingale who is often called the mother of modern nursing. Florence Nightingale helped revolutionise the world of nursing and set the standards for the profession

(Biography.com). In the evening Nightingale moved through the dark hallways carrying a lamp while making her rounds ministering to soldiers who were patients. The soldiers were both moved and comforted by her endless supply of compassion and nicknamed her as “the lady with the lamp” (Biography.com, 2014). The lamp came to symbolise nursing and continues to do so today. According to Mellish and Paton (1999: 11), nurses light a lamp as a tradition and take a pledge of service on their entry into the professional ranks which suggests that nurses themselves are the lamp of patients who are seeking help within the hospitals. The lamp symbolises that the nurse must be a light along the path for those who are experiencing dark and difficult days as a result of breakdown in health. The lamp symbolises a pledge to give service with human understanding to those who need it; that the nurse as an individual will be a light of hope to the unique person to whom care is given in the course of nursing practice. Mellish and Paton (1999: 12) write that the lamp also stands for the light of knowledge and science that is fundamental to the practice of nursing.

The light of knowledge must not be allowed to become dim; it must be kept alive by practice, reading, updating, and research, continuing to learn and to grow as a profession. The lamp also stands for the light of faith in religious principles, faith in what the nurse is doing and faith in the meaning of life. The light of faith underlines the overall caring element of the nursing profession (Mellish and Paton, 1999: 12). According to Mellish and Paton (1999: 42), nurse training was introduced in South Africa by Sister Henrietta Stockdale in 1877 and the first training course was a year in duration. Nurses were trained in Kimberley hospital much like the Nightingale nurses in Britain. Within that century various hospitals trained nurses in South Africa such as Volks Hospital in Barberton in 1877 and Frontier Hospital in Pretoria in 1890.

By the end of the nineteenth century, there were 18 hospital training nurses and the South African Medical Council was responsible for recognition of the certificates issued and registration of nurses granted by various medical councils. After the period of struggle for professional control by nurses, in 1944 the SANC was established and took the responsibility of examination and registration or enrolment of nurses. The SANC is also responsible for discipline in nursing and is responsible for registering nurses for practice after studying at universities.

## 2.10 Definition of Nursing

The American Nurses' Association (2019: 1) describes nursing as the protection, promotion, and optimisation of health and abilities, prevention of illness and injury, facilitation of healing, alleviation of suffering through diagnosis and treatment of human response, and advocacy in the care of individuals, families, groups, communities, and populations. Mellish and Paton (1999: 12) define nursing as a service to humankind which enables people to attain and maintain good health and to prevent illness, or, when illness occurs, to help and support them so that they may overcome their illness and regain full health. Potter *et al.* (2013: 5) point out that nursing is an art and a science; the art of compassion, caring and respect for each client's dignity and personhood, and the science of knowledge that is continually changing with new discoveries and innovation. Nurses provide excellent and quality service when their training is integrated with science and the art of nursing. However, change for the sake of it, and new discoveries and innovation and performance expectations from the government and from patients may lead to exhaustion and burnout.

Like any business, patients are regarded as clients in the world of medicine and are at the centre of nursing practice. Clients include individuals, families and/or communities (Potter *et al.*, 2013: 5). Potter *et al.* (2013: 5) emphasise the importance of providing a specified service according to accepted standards of practice and to follow a code of ethics as prescribed by South African Nursing Act 33 of 2005. The Act states that nursing is a caring profession practised by a person registered under section 31 of the Act who supports, cares for and treats a patient to achieve or maintain health and when this is not possible, cares for the patient so that he or she can live in comfort and with dignity until death. Ethics is the science relating to moral actions and is concerned with motives and attitudes and the relationships of these attitudes to the good of the individual (Booyens *et al.*, 2016: 19).

According to Booyens *et al.* (2016: 20), healthcare professionals are governed by several laws and ethical rules. The laws are found in the constitution, statutes, the common law and the ethical codes of the profession. Healthcare service managers are obliged to ensure that optimal healthcare is delivered within legislative parameters.

Booyens *et al.* (2016: 19) argue that if the delivery of healthcare does not meet the required standards, medico legal risks will occur that could be detrimental to the patient, healthcare profession and the organisation. Booyens *et al.* (2016: 20) also emphasise that officials in healthcare services cannot function in isolation. They must execute their duties according to legislation at national and provincial level as well as according to their local authorities' by-laws. Healthcare professionals must always be aware that patients are citizens and have certain rights (Booyens *et al.* 2016: 31).

## **2.11 Nursing Qualifications and Ranks as Factors in Work Performance**

To enable proper job delegation in nursing practice, levels of nursing practice were formulated. Nurses' duties are differentiated by ranks and rank differentiation provides the organisation with the advantage of benefiting from different types of specialisation in the field of nursing. According to Fallon *et al.* (2013: 89), differentiation occurs when workers develop extensive knowledge and experience around one particular task or activity. They also emphasise that the economies of scale and synergies emerge in differentiated units when workers of the same type, doing similar work, are able to back each other up by cross-training each other, educate co-workers, and understand each other. It adds quality and value to the services being offered. The nurses' ranks are described below.

### **2.11.1 Registered Nurses (RN)**

Nurses at this level are registered in a register for nursing. Their qualification means they have a general qualification in nursing. They wear distinguishing emblems called epaulettes on their shoulders to indicate their capacity or rank in nursing – epaulettes for RN nurses are maroon in colour. RN nurses:

- Perform physical exams and health histories.
- Provide health promotion, counselling and education.
- Administer medication, wound care, and numerous other personalised interventions.
- Interpret patient information and make a critical decision about needed actions.
- Coordinate care in collaboration with a wide range array of health care professionals.

- Direct and supervise care delivery by other healthcare personnel.
- Conduct research in support of improved practice and patient outcomes.

A RN is capable of practising in all healthcare facilities such as hospitals, nursing homes, prisons, private and public organisations, community health centres, clinics. Nurses who have this qualification can lead teams, delegate duties as well as to conduct disciplines. They are highly stressed when there are staff shortages within hospital wards because as leaders they are compelled to stand in for vacant shifts and work long hours thus leading to exhaustion and burnout.

### **2.11.2 Advance Practice Registered Nurses (APRN)**

Nurses registered as an APRN have been trained for more than 3 years in nursing practice and their clinical practice is beyond basic nursing education and licensing required for RN and they are divided into different categories that are:

### **2.11.3 Certified Nurse-Midwife (CNM)**

They provide women with gynaecological and low-risk obstetrical care in hospitals, in birth centres and homes. They are distinguished from other nurses by their maroon epaulettes with a green bar. These nurses work long hours and in a noisy environment as expecting mothers scream during childbirth. Midwife nurses are also on their feet for long hours to prevent pregnant women and newly born babies from falling. As a result, nurses working in labour wards are frustrated and have troubles with their feet thus affecting their health and their performance, which may lead to frequent sick leave.

### **2.11.4 Clinical Nurse Specialist (CNS)**

These nurses are also called community nurses and they work in hospitals, clinics, nursing homes, private offices, and community-based settings. They handle a wide range of physical and mental health problems and also work as consultants, and in research, education and administration. Their epaulettes are maroon with a yellow bar. Community nurses are compelled to learn about different cultures and religions as

they work with different communities with different beliefs and backgrounds. During their normal routines in hospitals they make sure that patients of different cultures and religions are catered for according to their needs. They are prone to criticism, for example, Muslim patients have to be catered for with halaal foods and patients who fall under the Nazareth church will not eat hot food on Saturdays hence this means a community nurse must make sure that the Nazareth patients are provided with food that was prepared the day before the Sabbath. It is a known factor that patients who are Jehovah's Witnesses do not accept a blood transfusion, as a result, the community nurse is required to make sure that these particular patients receive platelets instead of blood hence community nurses with a busy schedule will always be working under constant stress trying to satisfy patients of diverse groups thus impacting on their performance.

#### **2.11.5 Psychiatric Nurses (PN)**

Nurses with this kind of qualification cater for psychiatrically ill patients and they are distinguished from other nurses by their maroon epaulettes with a black bar. Their focus is mainly on mental health patients from all walks of life who are seeking treatment within hospitals. Media reports reveal that psychiatric nurses have been attacked by mental health patients while on duty. Umraw (2016: 1) reported that a female nurse was assaulted by a male psychiatric patient in the hospital ward, as a result of which the nurse was badly hurt. This behaviour from patients contributes to nursing anxiety, frustration and staff turnover as nurses seek better hospitals with better security.

#### **2.11.6 Emergency Room Nurse (ER)**

These nurses work in emergency rooms within the hospitals and their duties are wide-ranging from children to adults, also from very sick patients to injured patients. They are required to be vigilant at all times. Their job also involves standing during the duration of their shifts.

### **2.11.7 Critical Care Nurse (CCN)**

These nurses also are known as intensive care nurses (ICU). They deal with trauma and very sick and dying patients and are required to be sympathetic to the families of the deceased.

### **2.11.8 Certified Registered Nurse Anaesthetics (CRNA)**

These nurses are advanced nursing specialists and they administer more than 65 percent of anaesthetics given to patients each year, they work in theatres and assist surgeons. Anaesthetic nurses are required to be accurate and vigilant to avoid administering incorrect doses to patients.

## **2.12 Competence as a Factor in Nurses' Performance**

Achievement and accomplishment of tasks are dependent on the competency of the person executing the task. Different levels of training in nursing practice are conducted to enhance the nurse's competence while they are performing their duties. Fallon *et al.* (2013: 3) define competence as an effective application of knowledge, skills, attitudes, and values in a complex situation. Knowledge, skills and personal attributes contribute and enhance the performance of employees and result in organisational success.

### **2.12.1 Stress as a Factor in Nurses' Performance**

Occupational stress is known to be associated with loss of productivity, increases in the risk of diseases and occupational accidents, inadequate working space, unsafe working conditions, and noise. Spending long hours on duty may lead to exhaustion and fatigue thus impacting on nursing ethics when performing their duties. Burnout and mental exhaustion lead to ethics violations as professionals perform under stress which leads to poor performance. According to Armstrong (2015: 1), the aim of performance management is to establish a culture in which individuals and groups take responsibility for the continuous improvement of business processes and of their own skills and contributions.

Morton and Fontane (2009: 18) define stress as a situation that exists when an organism is faced with any stimulus that causes disequilibrium between psychological and physiological functioning. The high volume of sick patients seen by nurses, working long hours and poor work environment lead to stimulation of the body's stress response by activating the hypothalamic pituitary adrenal pathway which as a result increases catecholamine, glucocorticoid, and mineralocorticoid levels leading to a cascade of physiological responses.

According to Booyens (2008: 145), nursing is a stressful occupation; on a daily basis nurses are interacting with people who are sick, in pain and sometimes dying and this kind of environment can lead to stress thus impacting on performance.

According to Goosen (2015: 1), nurses need to work together to realise the goals of patient care needs, improved outcomes, and patient safety. Goosen (2015) emphasises that the job of caring becomes more efficient and easier if teamwork is present in nursing. Teamwork in nursing plays a major role in eradicating stress – the burden of interacting with a volume of sick patients becomes lighter if nurses work as a team.

### 2.12.2 Types of Stress

Haas (2010: 1) identifies seven types of stress

- **Physical stress:** This kind of stress is normally caused by intense exertion, manual labour and lack of sleep.
- **Chemical stress:** A normal cause of this stress is drug abuse, consumption of too much alcohol, caffeine, nicotine and environmental pollutants such as cleaning chemicals.
- **Mental stress:** This stress is associated with perfectionism, worry, anxiety and long working hours.
- **Emotional stress:** This is associated with anger, guilt, loneliness, sadness and fear.
- **Nutritional stress:** This is caused by food allergies and vitamin and mineral deficiencies.



- **Traumatic stress:** This kind of stress is normally caused when a person is involved in injuries or burns, surgery, illness, infections and extreme temperatures.
- **Psycho-spiritual stress:** This is caused by troubled relationships, financial or career pressures, challenges with life goals, spiritual alignment and general state of happiness.

### 2.12.3 Sources of Stress

In the society where, human beings live there are many cataclysmic situations that are stressful such as caring for a very sick person, death of a loved one, crime, women abuse, child abuse, poor economy, loss of jobs, diseases, and divorce. In the work environment, sources of stress are disorientation in teamwork, long working hours, staff turnover, absenteeism, management style, organisational culture, dealing with difficult customers, and lack of resources. As members of society nurses also experience these catastrophes in their daily lives and are more likely to be working in a stressful working environment (Booyens, 2008).

### 2.12.4 Causes of Stress in the Nursing Environment

According to Booyens (2008: 146), there are many variables that may contribute to stress and burnout in the nursing environment, such as:

- **Job task as a factor in nurse's performance:** When nursing tasks are not clearly defined, and not enough information is supplied, this will affect nurses' confidence thus impacting on nursing performance. Conflicting tasks, task assignment for which the nurse feels inadequately prepared or experienced, and unclear or insufficient information regarding what is expected of a task assignment creates stress impact on nurse performance.
- **Management style as a factor in nurses' performance:** The management style and behaviour of the supervisor who has an authoritative, punitive and controlling style of management create much stress. Change of instructions, policies and procedures may contribute to stress.

### **2.12.5 Environmental Stress as a Factor that Impacts on Performance**

The rapidly changing environment of health care such as the introduction of new technology and advancement, liability issues and increased pressure for efficiency due to competition among institutions makes the role of nurses more difficult (Booyens, 2008: 146). Nurses are surrounded by patients who are screaming and cursing due to unbearable pains. Noise from hospital equipment and phones ringing, doors banging and alarms sounding in a confined space such as medical wards can elevate stress levels on nurses on duty thus impacting on their performance.

### **2.12.6 Chronic Work-related Stress as a Factor in Nurses Performance**

Booyens (2008: 147) states that having too much to do in too little time and experiencing decisions or changes that affect ones' work without having any knowledge about them and without being involved in them can cause stress. Nurses also experience difficulties in hospital systems when trying to communicate their views about the condition and symptoms of patients to doctors. Booyens (2008: 148) argues that married nurses have multiple roles which can be a source of stress. Booyens (2008: 148) further states that nurses experience conflict when they have to make the role shift from working as a professional in the hospital and then coming home and play the role of being a mother, housekeeper, lover, spouse and parent. Another strain is working rotating shifts which is exhausting because an individual's biorhythms are constantly needing to adjust with shift changes.

## **2.13 Bad Human Resource Practices**

Examples of bad human resource practices are:

- Workers have no access to personal data (over-confidentiality) and are uncertain if the management decisions are based on correct information about them (Warman, 2009: 2; Keenan, 2012: 1).
- The organisation may lack a well-defined job description leading to lack of accountability and loss of focus and interest (Matuson, 2010: 1).

- The organisation may not give workers the opportunity to communicate their views on development needs. This would be a wasteful effort, both in terms of time and money (Warman, 2009: 3).
- Long periods in the same position with no opportunities for job rotation make workers rusty and relaxed, leading to routine, monotony and boredom (Keenan, 2012: 1).

#### **2.14 Negative Effects of Poor Human Resource Management Practices**

- A decline in productivity will develop if the section does not execute steps that promote leadership training and boost workplace morale (Matuson, 2010: 1).
- The integrity of the workforce may be adversely impacted if there are no clear and up-to-standard employment procedures leading to the hiring of unqualified and inept workers (Warman, 2009: 2).
- Poor human resource management can lead to an increase in worker turnover (Matuson, 2010: 1).
- Poor planning of the legal aspects of the workplace can negatively impact an organisation's good standing and reputation (Keenan, 2012: 1).

#### **2.15 Impact of Human Resource Practices on Performance**

Performance is the achievement of the organisation in relation to its set goals, and focuses on outcomes achieved, or accomplished through the contribution of individuals or teams to the organisation's strategic goals. According to Nda and Fard (2013: 91), productivity is the efficiency pertaining to how items are being manufactured, and worker productivity pertains to the output or outcomes (Figure 2.2).



**Figure 2.2: Human resource practices affecting employee performance**  
Source: Alnaqbi (2011: 43)

The impact of human resource practices on performance includes the following:

- Employees can effectively complete their tasks, elevate their working skills and teamwork and confidence if they receive relevant training and development at the workplace (McNamara, 2016: 2; Nda and Fard, 2013: 91).
- Performance evaluation that is devoid of corruption and favouritism motivates workers to work harder and complete given tasks well (Hassan, 2016: 3).
- An effective human resource compensation strategy will enhance employee's will to work effectively and efficiently. Thus, compensation practices heavily influence employee recruitment, turnover, and productivity (Hassan, 2016: 3).
- Involving workers in decision making contributes to the success of the organisation and reduces conflicts (Nda and Fard, 2013: 91).
- Planning the career development of workers can motivate them to work effectively and efficiently in order to achieve the goals of the company.

## 2.16 Conclusion

Chapter 2 listed and discussed the human resource practices affecting the performance of nurses. The following chapter (Chapter 3) is on Research Design and Methodology.

## CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

### 3.1 Introduction

This chapter of the study focuses on the research methodology. The researcher explains and justifies the methodology used to collect data on factors that affect nurses' performance. It also dealt with the research design and strategies, population sample, data collection instruments and method of data analysis. The reliability and validity of the research instruments were also discussed in the study. Ethical issues pertaining to the study principles were also discussed.

### 3.2 Rationale for the Methodology

The research methodology comprises the research methods and rationale behind the methods to be used in a research study and an explanation as to why such a technique is being employed in the research study. Kothari (2011: 8) defines research methodology as a systematic way to solve the research problem. Babbie (2010: 4) defines it as the science of finding out of procedures for scientific investigation. The study used deductive theory and quantitative research methodology. Bryman *et al.* (2014: 376) describe deductive theory as an approach that focuses on the relationship between theory and research in which the latter is carried out with reference to hypotheses and ideas inferred from the former. Qualitative research is deductive, is established to test theory, and can be used to make generalisations to test hypotheses.

A quantitative research approach involves gathering and analysis of numeric and statistical data. According to Bryman *et al.* (2014: 31) and Maree (2010: 145), quantitative research is a process that is systematic and objective in its ways of using numerical data gathered from a selected sub-group of a population to generalise the findings to the population being studied. Quantitative research aims to collect evidence to formulate laws that govern human behaviour. It views reality as consisting of phenomena that can be observed and measured (Kothari, 2011: 3). Thus, it is

concerned with the cause and effect of social phenomena and uses data that is based on empirical observation and their critical interpretation.

A quantitative method was used to collect data through questionnaires that were completed by nursing staff within the hospital. Nurses were selected based on their rank, experience and years of services in both private and public hospitals. Quantitative data was also collected from management, including senior management, that is nursing managers, and hospital matrons.

### **3.3 Research Design**

Welman *et al.* (2005: 46) define research design as being a plan to obtain research participants or subjects and collect information from them. The research design refers to methods used to collect data and strategies to be used in analyses and should be aligned with the objectives of the research. This study employed a quantitative method in order to explore, identify and understand the performance of nurses in one hospital in the KZN area of South Africa. The study intended to unravel what affects nurses while they are performing their duties, and their behaviour traits, among others. According to DeFranzo (2011: 1), the purpose of quantitative data collection is to quantify the problem by way of generating numerical data or data that can be transformed into usable statistics. It is used to quantify attitudes, behaviours, opinions, and generalised results from a large population.

Welman and Kruger (2011: 52) suggest that research designs may be classified in terms of their purpose such as causal-comparative, correlational, explanatory, descriptive, and exploratory research design.

#### **3.3.1 Descriptive Research Design**

The study used a descriptive research design approach. This seeks to discover answers to questions relating to the fundamental characteristics that define the research. When a descriptive research design uses a survey for data collection, it gives a broader view of the information and statistics about an event. Furthermore, it aims to describe phenomena through narrative-type descriptions and seeks accurate

observations. It also focuses on the reliability and validity of the observations and the representativeness of sampling (Cooper and Schindler, 2013: 140). However, descriptive research design may reflect a certain level of bias and may not be repeatable.

### **3.4 The Research Philosophy**

The three research paradigms commonly employed by researchers include the positivist (quantitative) research, phenomenological (qualitative) research and combined research approach. Researchers have to weigh the advantages against the disadvantages of each research paradigm before making a suitable choice.

#### **3.4.1 Quantitative Research**

Positivist (quantitative) research involves the use of numerical measurements and statistical analyses of measurements to examine social phenomena. Kothari (2011: 3) states that quantitative research is based on the measurement of quantity or amount and is applicable to phenomena that can be expressed in terms of quantity. It also views reality as consisting of phenomena that can be observed and measured. Positivist research places a great premium on objectivity and reliability of findings and encourages replication (Bryman *et al.*, 2014: 382). It is predominantly used as a synonym for any data collection technique or data analysis procedure that generates or uses numeric data.

#### **3.4.2 Combined Research**

Cohen, Manion, and Morrison (2011: 23) state that this is a combination of the quantitative and qualitative research methods to enable the researcher to increase the reliability and validity of the findings. Mixed methods or approaches work beyond quantitative exclusivity or affiliation and in a pragmatist paradigm that draws on, and integrates, both numerical and narrative approaches and data. The weaknesses of one method are balanced by the strengths of the other method incorporated in the same study.

### **3.5 Research Strategies**

#### **3.5.1 Positivist Research Strategies**

Quantitative research strategies are the experiment and survey. The study used the survey strategy.

##### **3.5.1.1 Survey Research Strategy**

Bryman *et al.* (2014: 384) state that the survey research strategy uses a cross-sectional design in which data is mainly gathered by questionnaires or by structured interviews. It involves collecting data by putting a group of pre-formulated questions in a predetermined order in a structured questionnaire to a sample of individuals.

This study used a survey research strategy and questionnaire to collect data from the large number of respondents involved. Fox and Bayat (2010: 87) state that survey research involves collecting data by putting a set of pre-formulated questions in a pre-determined sequence in a structured questionnaire, to a sample of individuals drawn so as to be representative of a given population. The researcher chose the survey strategy because it is relatively inexpensive, useful in describing the characteristics of a large population, can be administered in many modes and its anonymity allows respondents to answer the questions more candidly (DeFranzo, 2012: 1).

### **3.6 Population/Target Population**

According to Fox and Mohamed 2014 (2014: 52), a population is any group of individuals, events or objects that share a common characteristic and represent the whole or sum total of cases involved in a study. The authors elaborate on this by saying that separate individuals or objects belonging to the population are called the elements of that population. Goddard and Melville (2001: 34) define population and sample as any group that is the subject of research interest. There are 18 public hospitals in Durban, KZN. The study was conducted in one selected hospital that was used as a case study. The hospital selected deals with large volumes of patients, is a referral facility and investigates rare cases.



### 3.7 Sampling Method

According to Meyer, Naude and van Niekerk (2004: 272) sampling is the process whereby a sample is selected from the accessible population. According to Goddard and Melville (2001: 35), samples must be representative of the population being studied, otherwise, no general observations about the population can be made from the findings of the study. Probability sampling is where each member of the population is randomly selected (Riley *et al.*, 2000: 74). In probability sampling, each member of the population has a known and equal chance of selection (Cooper and Schindler, 1998: 219). In non-probability sampling, on the other hand, the probability of selecting the population element is unknown and members of the population do not have an equal chance and sometimes have no chance of being included in the sample (Saunders, Thornhill, and Lewis, 1997: 127). The study used probability sampling (random sampling) to select a sample that was representative of the population to avoid bias and to give each individual an equal chance of being selected. The sample was selected from one hospital, namely, King Edward Hospital.

**Table 3.1: The sample population within the hospital was chosen as follows**

<b>Level of Management</b>	<b>Designations</b>	<b>Number of groups</b>	<b>Number of respondents</b>
Senior management	Nursing Managers/ Matrons	2	20
Middle management	Senior sisters/sirs	4	50
Line management	Staff nurses/ Assistant nurses	4	90
<b>TOTAL</b>			<b>160</b>

### 3.8 Measuring Instrument

This research utilised open unstructured questions and closed structured questions according to the quantitative method, with respondents choosing from alternative answers. Questions were directed to nursing managers, professional nurses and enrolled nurses in order to have their perceptions about human resource management practices affecting the performance of nurses. The measured human resource practices were as follows: Recruitment, selection and induction; employee training and

development; performance management; compensation, employee benefits and services, and employee relations. The language used in the questionnaire was English because it was common to most participants. All other official languages could not be used because of time constraints.

### **3.9 Questionnaire Administration**

Questionnaires were distributed to the nursing manager's office so that nursing sisters distribute them to nurses who were working under their delegation. After a month of dissemination of questionnaires, the researcher was informed by the nursing manager to collect returned questionnaires for analysis.

### **3.10 Data Analysis**

The collected data from respondents via questionnaires was sifted, conceptualised, recorded and interpreted. Data is assessed using analytical and logical reasoning to examine each item of the data obtained. Thus, gathering and analysis of data using quantitative techniques includes understanding the relationships among variables making use of descriptive or inferential statistics. During data analysis the instrument used was statistical Package for Social Sciences (SPSS) for Windows version 10. The data is presented in the form of tables, figures, percentages, graphs, and charts. Maree (2010: 191) states that the advantage of graphically representing data is that the main characteristics of the distribution can immediately be observed.

### **3.11 Data Presentation**

The following Likert scale items were used to analyse each variable data gathered: Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1). However, questions collecting regarding biological data used numerical ranges. Percentages are used to highlight the distribution of each variable in relation to the total sample. Percentage pie-charts are used to show the proportion of participants' responses for each type of categorical data for greater clarity.

### 3.12 Validity and Reliability

- **Validity** refers to the extent to which a test measures what one wishes to measure. Validity is important when analysing appropriateness and meaningfulness of the research method (Cooper and Schindler, 1998: 166). According to Goddard and Melville (2001: 41), the term reliability means that the instruments are consistent and validity means that the measurements are correct.
- **Reliability** refers to the extent to which the obtained scores are likely to be repeated on different occasions and with different groups. Without reliability, one will not be able to determine whether the evidence is reliable regarding whether the hypotheses or experiments are significant or not. This is because with different results of data for research one could not find correlations and trends and patterns hence to avoid bias when conducting interviews, the researcher was guided by the questionnaire that consists of similar questions.

In order to ascertain validity and reliability in the study, an extensive survey of the literature was carried out to pick out the variables that should be included in the research instrument. The construction of the questionnaire ensured that all three objectives of the study were covered. The results of the pilot study were used to make changes to the final version of the questionnaire in line with the aim, topic, and research objectives of the study. Thus, the usability of the research instrument was put to the test during the pilot study.

### 3.13 Limitations of the Research

The study has been limited or confined to nurses of King Edward Hospital in Durban, due to budgetary and time constraints. On sampling, the researcher had limitations on the choice of participants based on age, gender and work experience.

### **3.14 Elimination of Bias**

Cook (2013: 3) states that bias is any systematic deviation from the truth that affects the conclusions one makes on his/her data. Thus, bias in research is a distortion in the collected data so that it does not represent reality, and this will affect the validity and reliability of findings, be this either qualitative or quantitative research. While bias is inevitable, the researcher tried to eliminate bias by staying away from generalisations, being aware of her own biases, avoiding pronoun pitfalls and watching out for assumptions or gender stereotyping, avoiding the use of insensitive language and acknowledging sources of information. The researcher also eliminated bias by ensuring that the research respondents were independent and treated with respect so that they were protected from exploitation and allowing respondents enough time to answer questionnaires (Cook, 2013: 4).

### **3.15 Pilot Study**

Cohen, Manion, and Morrison (2011: 402) recommend that the researcher should have a pilot study and modify the pilot questionnaire based on the feedback. It is vital to conduct a small-scale pilot study so that challenges can be identified before the researcher starts on a large-scale project. Fox and Bayat (2010: 103) confirm that conducting a pilot study makes it easy to correct areas of misunderstanding or confusion without wasting time or money. Problems or challenges identified at this stage can be dealt with, with more precision. Ten respondents from Crompton Hospital in Pinetown were utilised for a pilot study of the research. As a result of the pilot study, some of the questions were modified.

### **3.16 Ethical Considerations**

According to Saunders, Lewis and Lewis (1997: 109) ethics refers to the appropriateness of one's behaviour in relation to the rights of those who become the subject of one's work. Cooper and Schindler (1998: 108) define ethics as norms or standards of behaviour that guide moral choices about one's behaviour and one's relationship with others. The anonymity and confidentiality of individuals participating in the research were important in order to protect their dignity.

### **3.16.1 The Researcher should do no Harm**

Respondents participating in a research study were not involved in any circumstance or situation which could harm them. Furthermore, the researcher made sure that the participants were not emotionally, physically, or psychologically harmed during the research process (Ravitch and Carl, 2015: 67).

### **3.16.2 Informed Consent of Participants**

Participants were informed about the nature of the study and that they would not be forced into taking part in the research. Babbie (2010: 66) states that subjects need to base their voluntary participation in research projects on a full understanding of the possible risks involved. This is achieved by clarifying the aims and objectives of the study to the respondents. Participants were given the opportunity to accept or decline participation in the research. In addition, it was made clear that there were no penalties attached to not taking part in the study.

### **3.16.3 Confidentiality, Privacy, and Anonymity**

The researcher ensured that no identifying information about individuals or groups was and will be revealed in any form. The privacy of the participants was respected while conducting this research. Any information that was obtained and recorded from the research participants was and would be kept strictly confidential (Panter and Sterba, 2011: 367). No other person besides the researcher had access to the information supplied. Any material obtained during and after this study was not be divulged or made public. It remained confidential and anonymous.

### **3.16.4 Ensuring that Permission was Obtained**

Permission to carry out the study was obtained from the authorities using the formal procedures. Permission to access various regions and offices of eThekwin Municipality and to conduct research among respondents was also obtained from the relevant authorities. The application for permission indicated clearly who the researcher was going to collaborate with, where, when and how in order to protect

their identity and confidentiality (Creswell, 2014:135). The copy of the permission was attached.

### **3.17 Conclusion**

This chapter discussed the main aspects of the research methodology of the study which include the research methods, target population, sample population, research instruments, research credibility and compliance with ethical considerations. Chapter 4 presents the results, discussion and interpretation of the findings of the study.

## **CHAPTER 4: RESULTS, DISCUSSION, AND INTERPRETATION OF RESULTS**

### **4.1 Introduction**

The results of the data analysis and interpretation of the results in accordance with the objectives of this study are presented in this chapter. For the objectives of the study to be addressed adequately, the results are presented in graphical form or using tables. The questionnaire was divided into Sections A, B, C, and D.

To identify the majority view of respondents with regard to the Likert scale approach to the development of the questionnaire items, the evaluation of mean was used. This was done for items in Sections B, C, and D. Section A solicited participants' biological data.

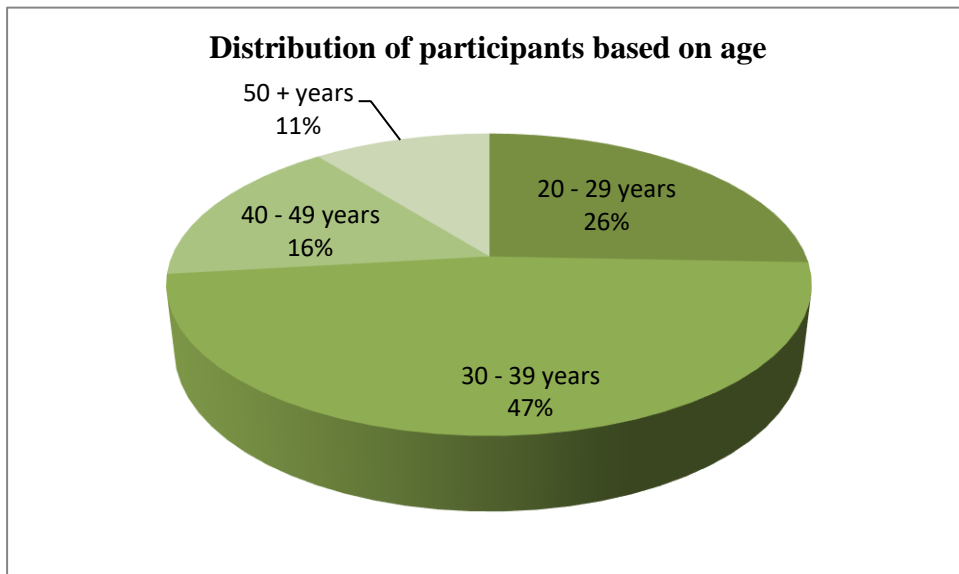
### **4.2 Analysis of Questionnaires Returned**

The researcher wrote a letter to potential participants outlining the purpose of the study, inviting them to participate in the study. Confidentiality was ensured. A letter of consent was signed by each individual who volunteered to participate in the research process. Questionnaires were distributed to Nursing Managers' office so that nursing sisters distribute them to nurses who were working under their delegation. After a month of dissemination of questionnaires, the researcher was informed by the nursing manager to collect all questionnaires for analysis.

A sample of 160 respondents was randomly selected for the study. The questionnaire was hand-delivered to the 160 participants and collected upon completion. A return of 100% was achieved because 160 questionnaires were returned.

## 4.3 Section A: Biological Data

### 4.3.1 Age of Respondents at their Last Birthday

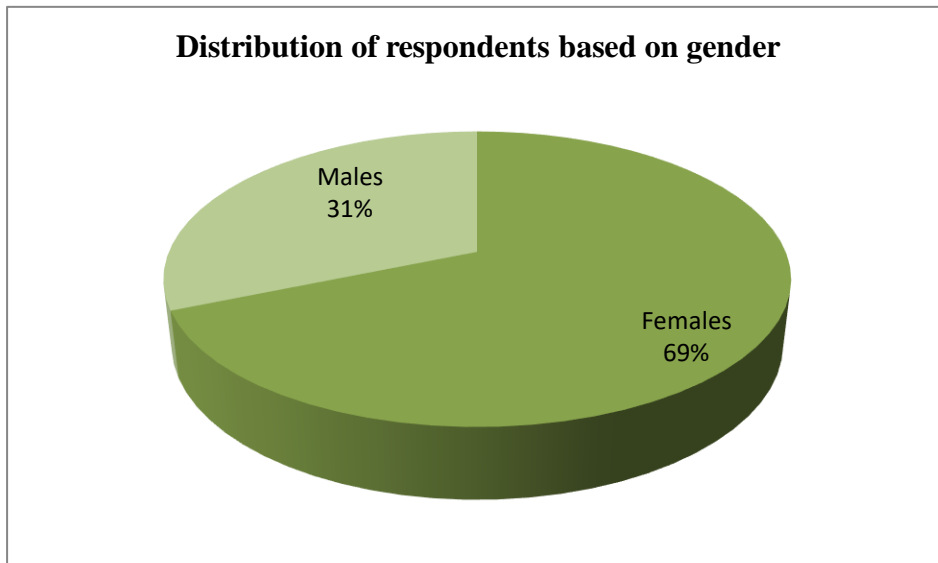


**Figure 4.1: Participants based on age (n = 160)**

Figure 4.1 shows the distribution of respondents based on age. A total of 47% of the respondents were in the age category of 30 – 39 years. A total of 26% of the respondents were in the age category of 20 – 29 years, 16% in the category of 40 – 49 years and 11% were in the age category of 50 years and above. Nearly all age groups were represented in the study because those under the age of 20 were not represented in the study.



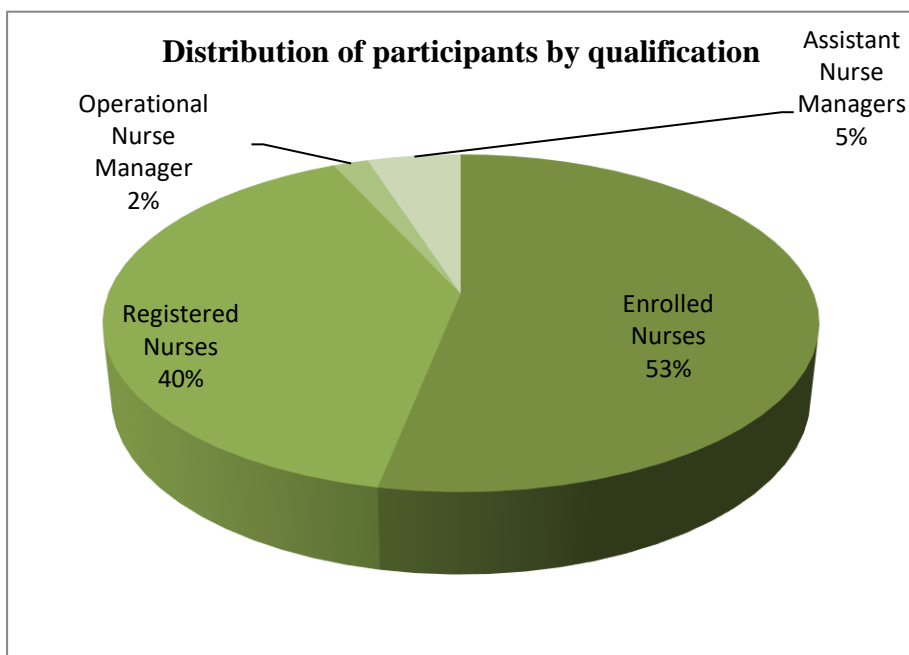
### 4.3.2 Gender of Respondents



**Figure 4.2: Participants based on gender (n = 160)**

Figure 4.2 shows the distribution of participants based on gender. A total of 69% of participants were females and 31% were males. The distribution reflects that there are more female nurses than male nurses at King Edward Hospital.

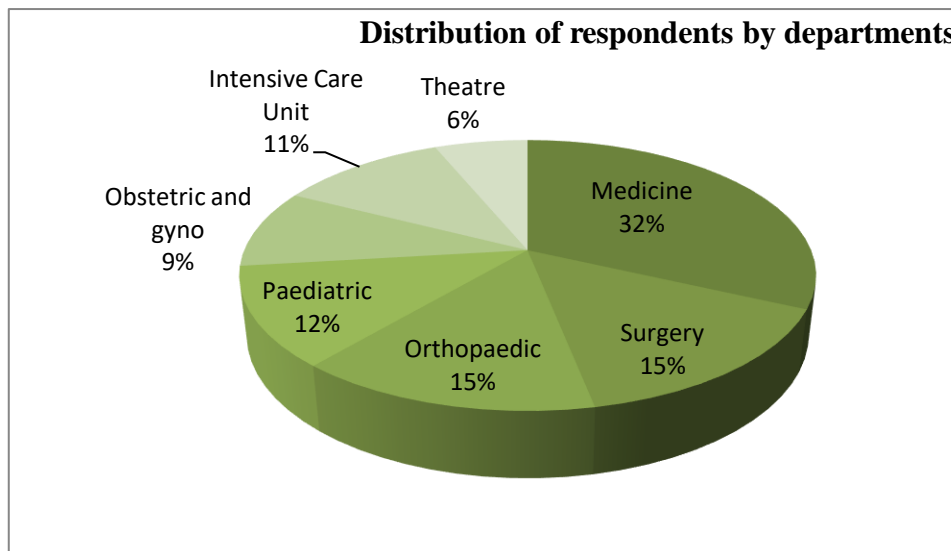
### 4.3.3 Nursing or Professional Qualifications



**Figure 4.3: Participants based on qualification (n = 160)**

Figure 4.3 shows the distribution of participants based on qualifications. A total of 53% of the respondents were Enrolled Nurses, 40% were Registered Nurses, 5% were Assistant Nurse Managers and 2% were Operational Nurse Managers.

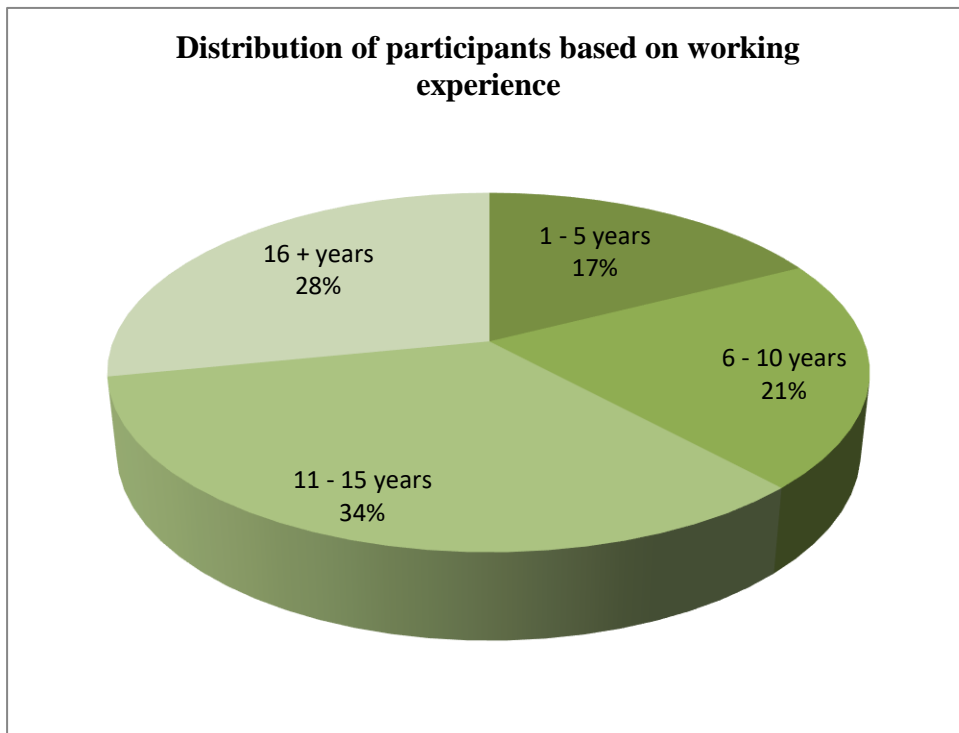
#### 4.3.4 Department in which Respondents are Located



**Figure 4.4: Participants based on departments (n = 160)**

Figure 4.4 shows the distribution of respondents according to the departments they worked at in King Edward Hospital. A total of 32% of the research participants were from the medicine department, the orthopaedic and surgery departments had 15% each, 12% were from paediatrics, 9% were from obstetrics and gynaecology, 11 were from the intensive care unit and 6% were from the theatre department.

#### 4.3.5 Working Experience at the Hospital



**Figure 4.5: Respondents by years of working experience (n = 160)**

Figure 4.5 shows that a total of 17% of the respondents were in category 1 – 5 years of working experience at the hospital. A total of 21% of the employees were in the category 6 – 10 years, 34% on the category 11 – 15 years of experience and 28% of the respondents had 16 or more years of working experience at King Edward Hospital. Thus, the hospital comprises nurses with good working experience who can, in turn, assist the new and less experienced employees.

#### 4.3.6 When Respondents were last Promoted since being Employed

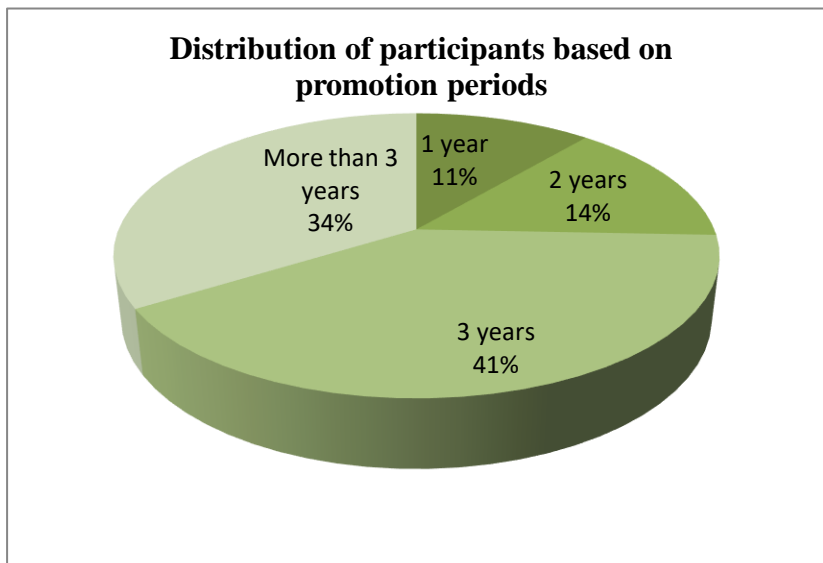


Figure 4.6: Participants based on last promotion (n = 160)

Figure 4.6 shows the distribution of participants according to the number of years since they were promoted to another level within the hospital. A total of 41% of the research respondents were last promoted 3 years prior to the current research, 34% more than 3 years, 14% 2 prior to the study, and 11% were promoted in the previous year.

#### 4.3.7 Membership of Respondents in any Trade Union



Figure 4.7: Participants based on trade union membership (n = 160)

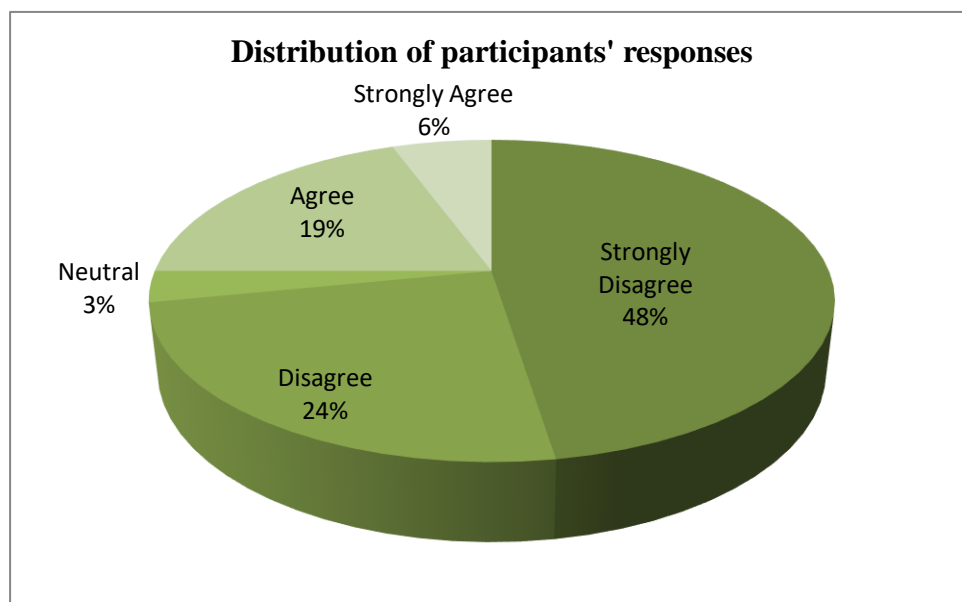
Figure 4.7 shows the distribution of research respondents based on their affiliation to a trade union. A total of 92% of the participants were members of health-related trade unions and 8% were not members of any labour movement or union.

#### **4.4 Section B: Perceptions of Human Resource Practices Currently Employed at King Edward Hospital**

In this section a list of human resource practices was presented to participants, who were asked to indicate if these are well followed or adhered to by their employer to their satisfaction to promote good performance of nurses.

##### **4.4.1 Recruitment, Selection and Induction are Done Well**

This item explored respondents' perception comments of how the recruitment, selection and induction procedures were being implemented by the management at King Edward Hospital, and whether these were being followed and promoted the good performance of nurses. Transparent recruitment and selection procedures impact positively on the performance of nurses.



**Figure 4.8: Recruitment, selection and induction of staff is well done (n = 160)**

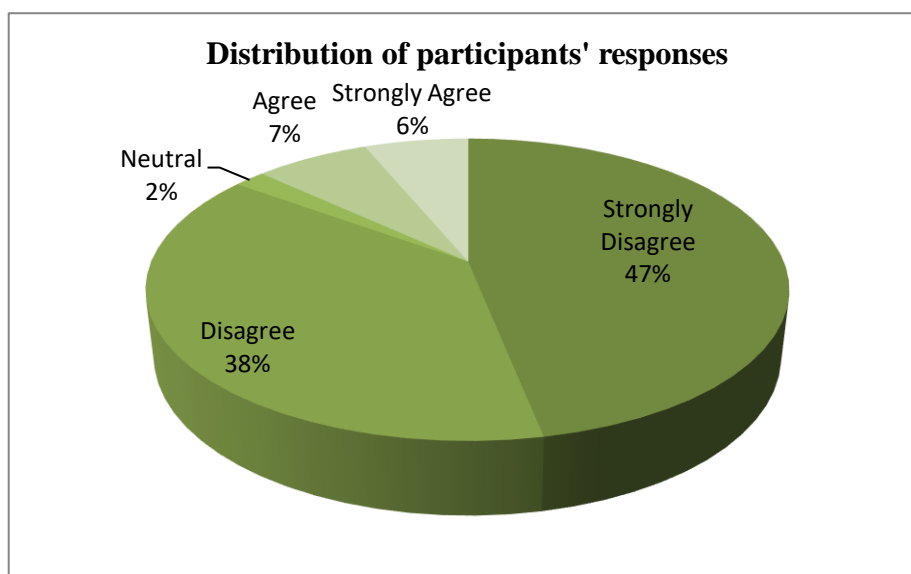
Figure 4.8 shows that a total of 48% strongly disagreed, 24% disagreed, 3% were neutral, 19% agreed, and 6% strongly agreed with the statement that recruitment,

selection and induction were well done at King Edward Hospital. The results show that there was more disagreement with the statement ( $48\% + 24\% = 72\%$ ) than those that agreed with the statement ( $19\% + 6\% = 25\%$ ). The above analysis shows that most of the participants disagreed with the statement that recruitment, selection and induction procedures were well executed at King Edward Hospital. To achieve the goals and objectives of the organisation it is imperative that adequate and qualified employees are employed.

Booyens, Jooste and Sibiya (2016: 15) emphasise the importance of recruiting, selecting, appointing, orientating and promoting personnel development and conducting performance development in order to accomplish the goals and objectives of the organisation or unit. Corruption or favouritism in the recruitment and selection process will lead to the employment of wrong candidates and lead to misunderstanding among the nurses.

#### 4.4.2 Employee Training and Development Procedures well Executed

This item explored respondents' perception of how the training and development opportunities and procedures were being implemented by the management at King Edward Hospital, and whether these were being well followed and promoted the good performance of nurses. Training and development that is up to date with the current medical developments positively affects the performance of nurses.



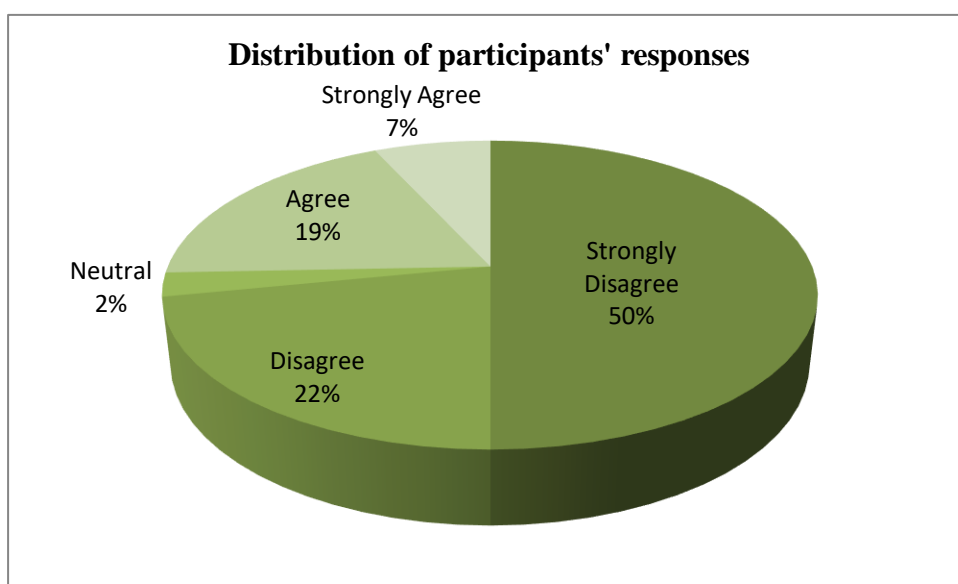
**Figure 4.9: Employee training and development (n = 160)**

Figure 4.9 shows that a total of 47% strongly disagreed, 38% disagreed, 2% were neutral, 7% agreed, and 6% strongly agreed with the statement that training and development processes were well implemented at King Edward Hospital. The results show that there was more disagreement (47% + 38% = 85%) than agreement (7% + 6% = 13%) with the statement. The above statements show that more participants disagreed than agreed with the statement.

According to the literature, training and development provides specialised technique and skills to employees and assists them to modify deficiencies in employee performance (Das and Baruah, 2013: 11). According to Irshad (2016: 90) employee training and development helps to improve employee performance and lowers the turnover rate.

#### 4.4.3 Performance Management Well Done

This item explored respondents' perception of how the performance management procedures were being implemented by the management at King Edward Hospital and whether these were being well followed and promoted the good performance of nurses. Transparent and progressive performance evaluation procedures encourage nurses to perform better.



**Figure 4.10: Performance management (n = 160)**

Figure 4.10 shows that a total of 10% strongly disagreed, 35% disagreed, 33% were neutral, 19% agreed, and 3% strongly agreed with the statement which stated that the performance management process was progressive and transparent. The results show that there was more disagreement ( $50\% + 22\% = 72\%$ ) than agreement ( $19\% + 7\% = 26\%$ ) with the statement. The above statements show that the participants were not in agreement with the statement which stated that performance management was well executed at King Edward Hospital.

According to Paile (2012: 20), performance appraisal is a process that provides an analysis of a person's overall capabilities and potential, allowing informed decision to be made for particular purposes, and is a management tool that promotes job satisfaction among the workforce.

#### 4.4.4 The Compensation System Motivates Nurses

This item explored respondents' perception of how the compensation system was being implemented by the management at King Edward Hospital and whether this were being well followed and promoted the good performance of nurses. Good compensation motivates nurses to put maximum effort into their duties.

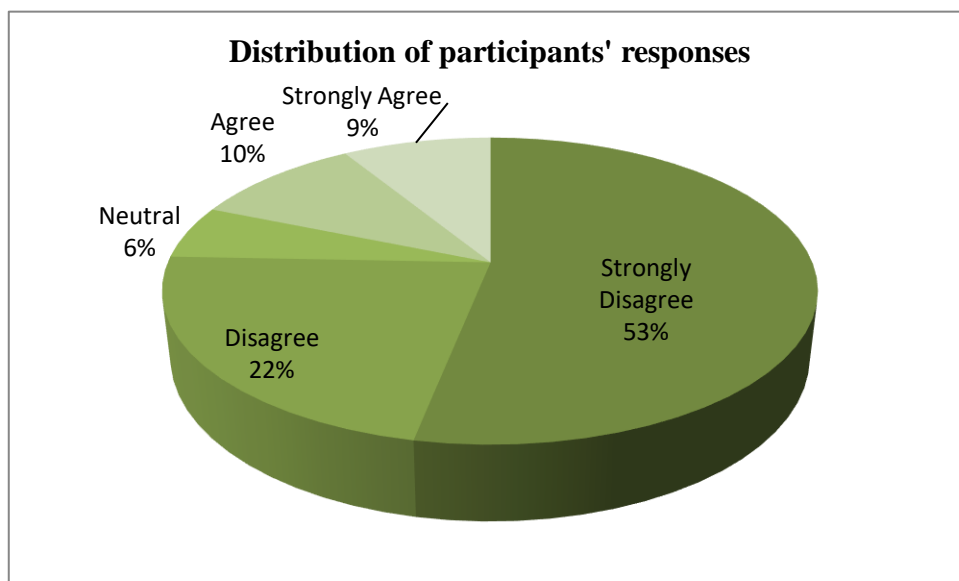


Figure 4.11: Compensation (n = 160)

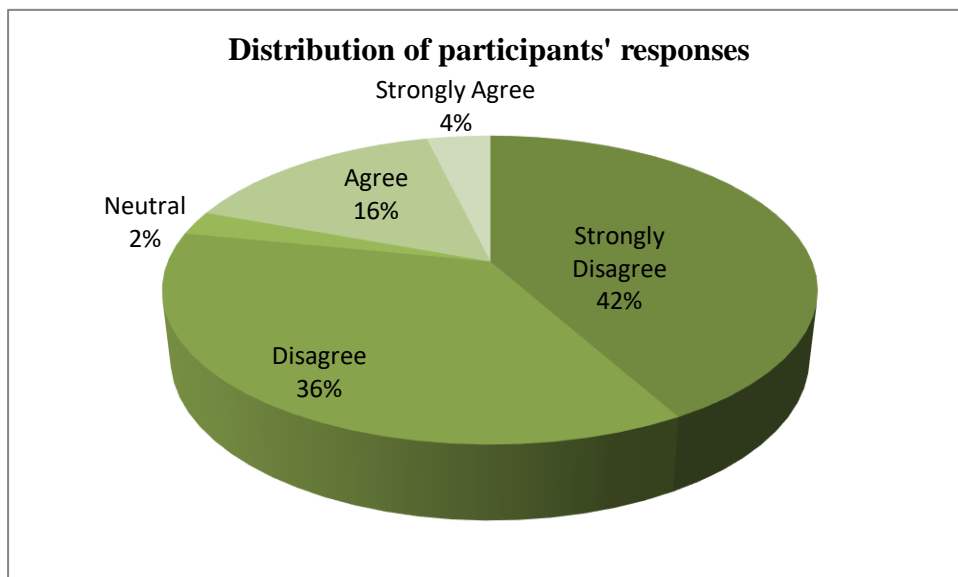


Figure 4.11 shows that a total of 53% strongly disagreed, 22% disagreed, 6% were neutral, 10% agreed, and 9% strongly agreed with the statement that the compensation system at King Edward Hospital was good and market related. The results show that there was more disagreement (53% + 22% = 75%) than agreement with the statement (10%+9% = 19%). The above statements show that the participants were not in agreement with the statement that the compensation system for nurses at King Edward Hospital motivated the employees.

According to the literature, compensation is a vital factor in the performance of employees because it plays an important role in attracting, motivating and retaining good employees (Irshad, 2016: 87).

#### 4.4.5 Employee Benefits and Services Are Market-Related

This item explored respondents' perception of whether the employee benefits and services as implemented by the management at King Edward Hospital were market related and whether these were being well followed and promoted good performance of nurses. Nurses would be able to perform better if they get market-related benefits and services.



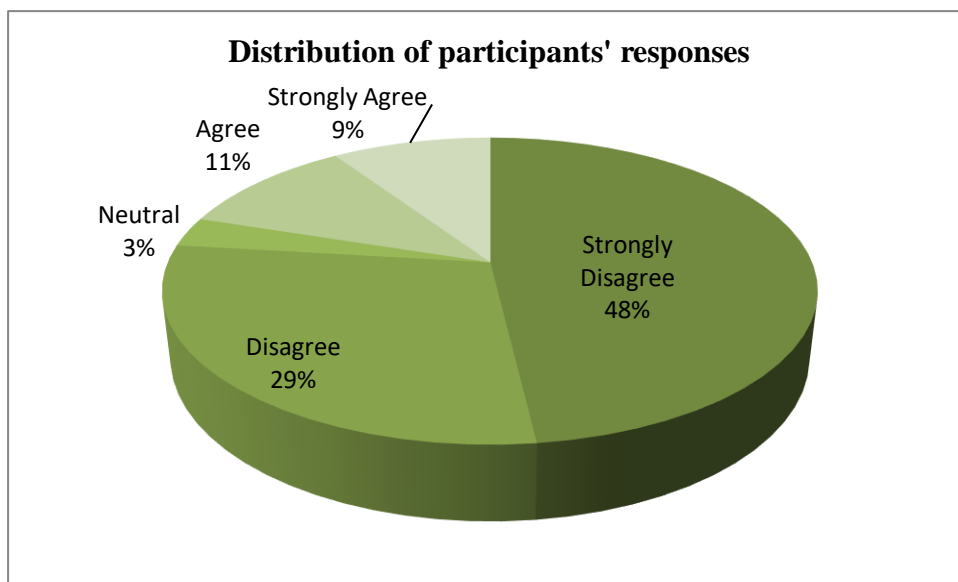
**Figure 4.12: Employee benefits and services (n = 160)**

Figure 4.12 shows that a total of 42% strongly disagreed, 36% disagreed, 2% were neutral, 16% agreed, and 4% strongly agreed with the statement that nurses were given market-related benefits and services. The results show that there was more disagreement (42% + 36% = 78%) than agreement with the statement (16% + 4% = 20%). The above statement shows that most of the participants were not in agreement with the statement which stated that employees at King Edward Hospital were given market-related benefits and services.

According to du Plessis *et al.* (2015: 112) employers who offer the most attractive financial packages experience lower turnover rates than those who offer less. Salaries also determine the value of the employee to the organisation.

#### 4.4.6 Employee Relations Support Nurses' Performance

This item explored respondents' perception of the employment relations as implemented by the management at King Edward Hospital and whether these were being well followed and promoted the good performance of nurses. Good employer-employee relations encourage nurses to put more effort into their duties.



**Figure 4.13: Employee relations (n = 160)**

Figure 4.13 shows that a total of 48% strongly disagreed, 29% disagreed, 3% were neutral, 11% agreed, and 9% strongly agreed with the statement that employee

relations at King Edward Hospital were good and promoted good performance of nurses. The results show that there was more disagreement ( $48\% + 29\% = 77\%$ ) than agreement ( $11\% + 9\% = 20\%$ ) with the statement. The above analysis shows that the participants were not in agreement with the statement that employee relations at the hospital were good and supported good performance of nurses.

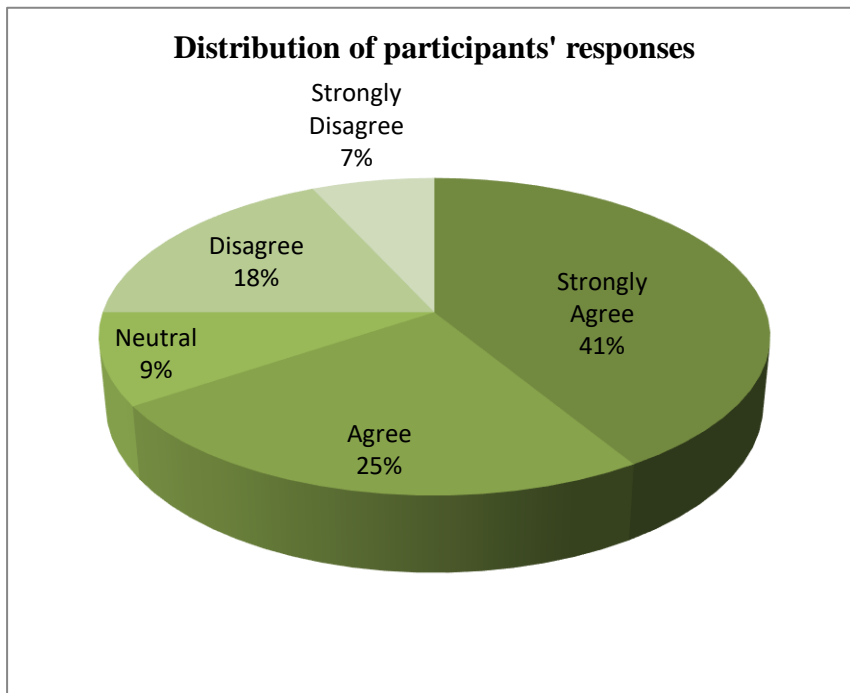
According to the literature, the relationship between supervisor and worker plays a very important role in employee performance and turnover. Thus, the leadership style of an organisation affects employee performance and retention (Irshad, 2016: 91).

#### **4.5 SECTION C: Perceptions of Bad Human Resource Practices Currently Employed by the Management at King Edward Hospital**

This section contained a list of bad human resource practices and respondents were asked to indicate if these are were practised by their employer to their dissatisfaction and did not promote employee retention.

##### **4.5.1 Employees have no Access to Personal Data (Over-Confidentiality) – Employees are Unsure if the Management Decisions are Based on Correct Information**

This item explored respondents' perception of the issue of over-confidentiality as implemented by the management at King Edward Hospital, and whether this promoted employee retention.



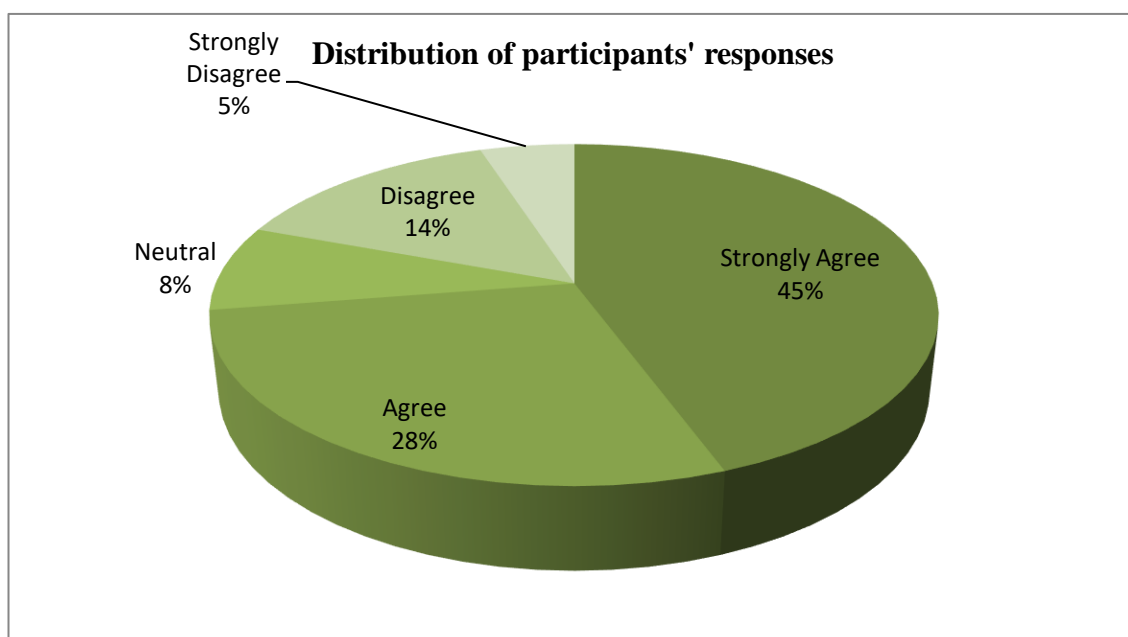
**Figure 4.14: Employees have no access to personal data (n = 160)**

Figure 4.14 shows that a total of 7% strongly disagreed, 18% disagreed, 9% were neutral, 25% agreed, and 41% strongly agreed with the statement that the nurses at King Edward Hospital were unsure if the management decisions were based on correct information due to over-confidentiality. The results show that there was less disagreement ( $7\% + 18\% = 25\%$ ) than agreement with the statement ( $25\% + 41\% = 66\%$ ). The above analysis shows that the majority of participants were in agreement with the statement that there was over-confidentiality at King Edward Hospital, and so did not promote employee retention.

According to Moustaka and Constantinides (2012: 78), the working environment is one of the most important sources of occupational stress. If nurses are not sure of the information used by management for promotions or allocation of tasks, then suspicion is created, and this negatively affects nurses' performance.

#### 4.5.2 Lack of Clarity on Deliverables – the Absence of a Well-Defined Job Description

This item explored respondents' perception of the lack of clarity on deliverables because of the absence of a well-defined job description as implemented by the management at King Edward Hospital, and whether this promoted employee retention.



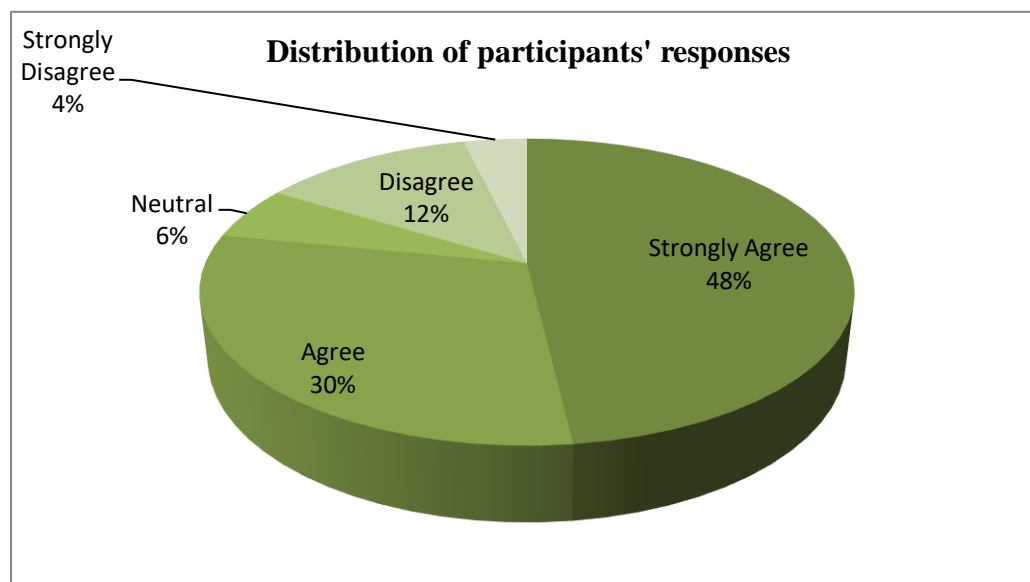
**Figure 4.15: Lack of clarity on deliverables (n = 160)**

Figure 4.15 shows that a total of 5% strongly disagreed, 14% disagreed, 8% were neutral, 28% agreed, and 45% strongly agreed with the statement that there is an absence of well-defined job descriptions at King Edward Hospital. The results show that there was less disagreement ( $5\% + 14\% = 19\%$ ) than agreement with the statement ( $28\% + 45\% = 73\%$ ). The above analysis shows that the majority of participants were in agreement with the statement that a well-defined job description is absent at the hospital, and this can negatively affect the performance of nurses and does not promote employee retention.

According to Booyens (2008: 146), when nursing tasks are not clearly defined, and information insufficiently supplied, this affects nurses' confidence thus impacting on their nursing performance. Conflicting tasks, task assignment for which the nurse feels inadequately prepared or experienced, and unclear or insufficient information regarding what is expected of a task assignment creates stress and impacts negatively on nurse performance.

#### 4.5.3 Employee Development without Worker Involvement

This item explored respondents' perception of the issue of employee development without workers' involvement as implemented by the management at King Edward Hospital, and whether this promoted employee retention.



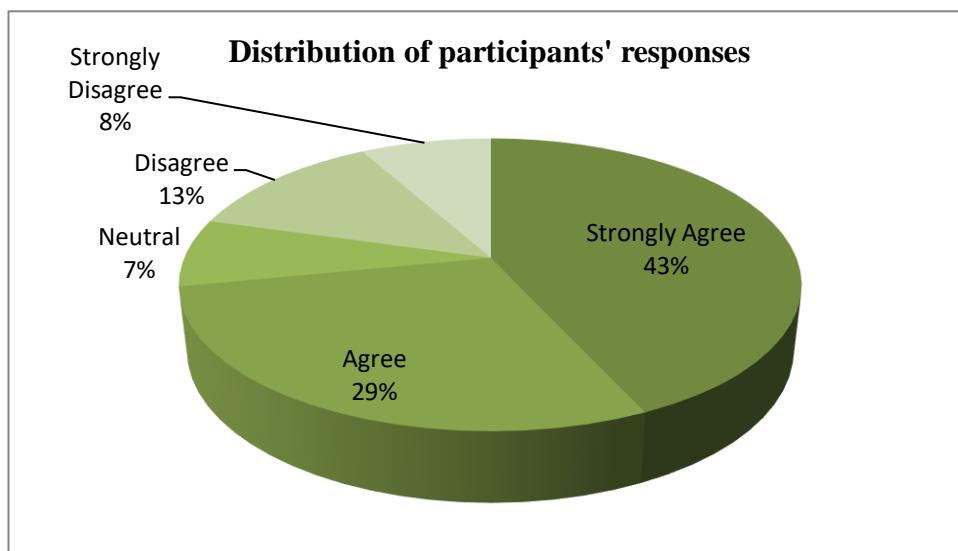
**Figure 4.16: Employee development without worker involvement (n = 160)**

Figure 4.16 shows that a total of 4% strongly disagreed, 12% disagreed, 6% were neutral, 30% agreed, and 48% strongly agreed with the statement that there is employee development without their involvement. The results show that there was less disagreement ( $4\% + 12\% = 16\%$ ) than agreement ( $30\% + 48\% = 78\%$ ) with the statement. The above analysis shows that the majority of participants were in agreement with the statement that nurses were not consulted when their training and development programmes were planned.

This can demotivate nurses and affect their performance and does not support employee retention. According to the literature, employee involvement in decision-making helps to create a sense of belonging within the employees, and this then helps to create a good working environment and promotes the building of good employer-employee relationships (Das and Baruah, 2013: 11).

#### **4.5.4 Rusting Talent – Long Tenures in the Same Position with no Avenues for Job Rotation**

This item explored respondents' perception of the issue of long tenures in the same position with no avenues for job rotation as implemented by the management at King Edward Hospital, and whether this promoted employee retention.



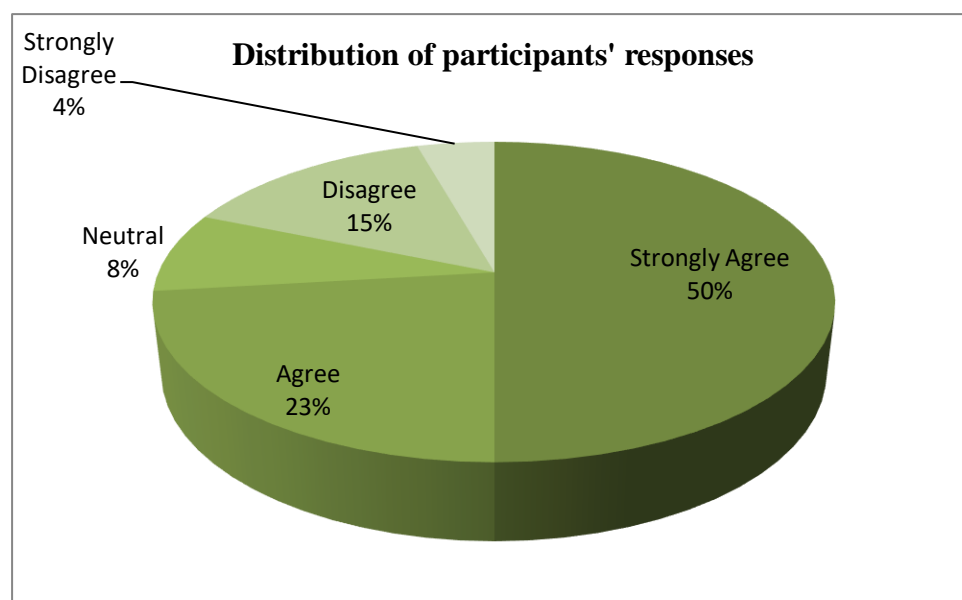
**Figure 4.17: Rusting talent (n = 160)**

Figure 4.17 shows that a total of 8% strongly disagreed, 13% disagreed, 7% were neutral, 29% agreed, and 43% strongly agreed with the statement that nurses spent long tenures in the same position with no avenues for job rotation and promotion. The results show that there was less disagreement ( $8\% + 13\% = 21\%$ ) than agreement with the statement ( $29\% + 43\% = 72\%$ ). The above analysis shows that the majority of participants were in agreement with the statement that there were no avenues for job rotation at King Edward Hospital. Such an environment can negatively affect the performance of nurses and does not promote employee retention.

According to literature, internal career development, internal promotions and job flexibility are incentives for employees and promote employee performance and retention (Irshad, 2016: 90).

#### 4.5.5 Retaining Performers – the Company's Schemes to Reward Performance are Inadequate

This item explored respondents' perception of the issue of the hospital's failure to retain talented nurses as implemented by the management at King Edward Hospital, and whether this promoted employee retention.



**Figure 4.18: Retaining performers (n = 160)**

Figure 4.18 shows that a total of 4% strongly disagreed, 15% disagreed, 8% were neutral, 23% agreed, and 50% strongly agreed with the statement that the hospital's schemes to reward performance were inadequate. The results show that there was less disagreement ( $4\% + 15\% = 19\%$ ) than agreement with the statement ( $23\% + 50\% = 73\%$ ). The above analysis shows that the majority of participants were in agreement with the statement that the reward performance of King Edward Hospital was inadequate.

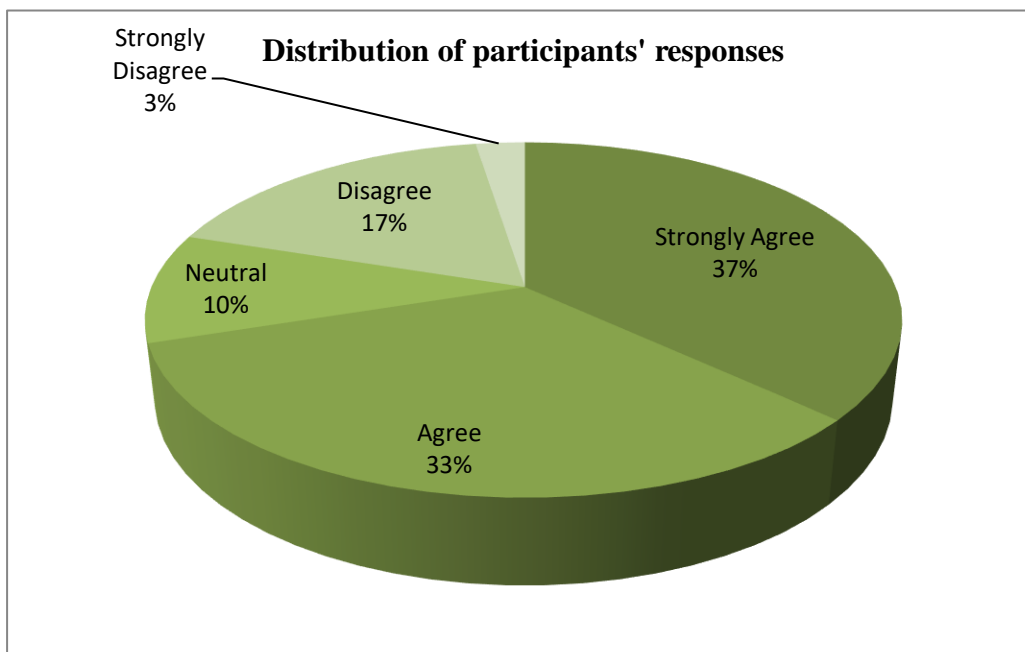
This scenario can negatively affect the performance of nurses and does not promote employee retention. According to literature, there is a linkage between rewards and



employee performance and retention, because well thought out and broadly implemented reward practices help to promote good performance, talent retention and management of workers (Irshad, 2016: 89).

#### 4.5.6 Lack of Transparent Communication – the Employer does not Follow Clear Communication Channels

This item explored respondents' perception of the lack of transparent communication as implemented by the management at King Edward Hospital, and whether this promoted employee retention.



**Figure 4.19: Lack of transparent communication (n = 160)**

Figure 4.19 shows that a total of 3% strongly disagreed, 17% disagreed, 10% were neutral, 33% agreed, and 37% strongly agreed with the statement that the employer does not follow clear channels of communication. The results show that there was less disagreement ( $3\% + 17\% = 20\%$ ) than agreement with the statement ( $33\% + 37\% = 70\%$ ). The above analysis shows that the majority of participants were in agreement with the statement that management at King Edward Hospital does not follow clear communication channels with the nurses.

This can negatively affect the performance of nurses and does not promote employee retention. According to literature, if the management style and behaviour of the supervisor are authoritative, punitive and over-controlling this creates excessive stress and impacts negatively on the performance of nurses.

#### **4.6 SECTION D: General Questions**

This section comprised open questions where participants wrote their answers.

##### **4.6.1 Other Reasons why some Workers may be Leaving King Edward Hospital to go and Work in other Private Hospitals or Organisations**

Respondents were asked to state and explain the reasons they perceived were leading to the resignation of nurses from King Edward Hospital. About 90% of the respondents listed the following reasons:

- Environmental stress caused by overcrowded hospital wards;
- Poor management or leadership styles;
- Nurses not being elevated from their grades after improving their professional and academic qualifications;
- Poor remuneration; and,
- High level of corruption experienced when promotions are done.

##### **4.6.2 The Challenges being Encountered by the Authorities at King Edward Hospital in Implementing Good Human Resource Practices in order to Promote Good Performance by Nurses and Retain Quality Employees**

Respondents were asked to state and explain some of the challenges they perceived were being encountered by the management at King Edward Hospital in their efforts to promote good performance by nurses and retain quality employees. About 85% of the respondents stated that the biggest challenge was corruption and political leaders' involvement in the recruitment and selection of candidates to be promoted or to go for training and development. Some candidates are promoted because of their political affiliation, not on merit.

#### **4.6.3 Guidelines on how King Edward Hospital Authorities can do to Motivate Nurses to Perform Better Retain Quality Employees**

Respondents were asked what they thought King Edward Hospital authorities could do to motivate nurses to perform and to retain quality employees. About 80% of respondents stated that the hospital needs to change the way the human resource department is being administered, root out corruption and make sure promotions are based on merit because talented, skilled and hardworking employees are the vehicle for the overall growth of an organisation. Thus, an organisation needs to develop and implement human relations practices that can reduce employee turnover and increase employees' level of performance. Failing to pay attention to motivate and retain committed employees can prove to be fatal for the survival of an organisation because employee turnover can lead to an increase in direct and indirect expenses through continuous recruitment and training processes (Haider *et al.* 2017: 3).

#### **4.7 Conclusion**

Chapter 4 of presented data collected from respondents in graphical format using pie charts. The data that were gathered and converted into information was vital to the research and assisted the researcher greatly in achieving the aims and objectives of the research. The following chapter presents conclusions and recommendations.

## **CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter focuses on the overall findings, conclusions and recommendations based on the objectives of the study. It provides a summary of the findings and conclusions from the literature review, primary and secondary research. This chapter also presents recommendations for consideration by the management of King Edward Hospital as well as other stakeholders. These recommendations are based on conclusions emanating from the collected, analysed and interpreted information.

### **5.2 Findings from the Literature Review**

#### **5.2.1 Employee Performance within Public Institutions/Private Businesses**

Survival of businesses in the service delivery sector; whether in government institutions or in private companies, is dependent on employee performance (Cook, 2008: 3). The government of South Africa has realised this and set up statutes that are used as guidelines for all public institution's employees such as the Batho-Pele Principles.

#### **5.2.2 Importance of Performance Management**

The goals and objectives of an organisation are realised by effective managers and dedicated employees. According to Fallon *et al.* (2013: 2), managers apply principles of management in order to address basic organisational needs and it is their duty to organise, plan, implement and control all organisation activities including the performance of employees. The role of performance management is to eradicate ambiguity within employees' function that may lead to uncertainty and frustration which consequently leads to demotivation of employees. For nurses in public hospitals to perform at their best levels, factors that may have an effect on performance standards in nursing practice should be outlined and addressed.

### **5.2.3 Job Performance**

Performance management should be conducted together with the employees while they are executing their tasks. The involvement of the employee during performance appraisal allows the employee to pick up mistakes during their job performance and learn from their mistakes (Colquitt, Le Pine and Wesson, 2009: 37). Job performance is the value of the set of employee behaviours that contribute, either positively or negatively to accomplishment of the organisational goal. The behaviour of employee within the organisation contributes to the image of the organisation positively or negatively (Carney, 2007: 124).

### **5.2.4 Key Performance Indicators (KPIs)**

Key performance indicators (KPIs) measure performance by showing trends to demonstrate that improvements are continuously being made, and this enables hospitals to manage, control and achieve patient satisfaction. KPIs also measure performance by comparing results against standards of other hospitals. This helps the hospital to improve the service being provided by identifying where performance is at the desired level, and where improvements are required (Oberlo, 2019).

### **5.2.5 Employee Motivation**

It is a known factor that performance of employees is motivated or demotivated by certain factors that occur within the company, and these motivators can be in a form of intrinsic and extrinsic motivation (du Plessis *et al.*, 2015: 104). For organisations to achieve their goals and objectives, it is essential for managers to make sure that employees are motivated while doing their work so that stress and burnout is eliminated as much as possible.

### **5.2.6 Motivation in Nursing Performance**

Organisations and companies have the task of motivating employees with the intention of establishing a long-lasting employment relationship (Booyens *et al.*, 2016: 17). Nurses in South Africa are frequently migrating to other countries with the aim of getting better salaries. In order to retain nurses and to achieve goals and objectives of

public hospitals, nursing management should implement motivation strategies that will retain qualified nurses.

#### **5.2.7 Factors Promoting Good Performance of Nurses**

A positive working environment, good reward and recognition, involvement and engagement of the workforce, developing workers' skills and potentials, and proper evaluation and measurement of job satisfaction are some of the factors that promote the good performance of nurses. According to du Plessis *et al.* (2015: 112), employers who offer the most attractive financial packages experience lower turnover rates than those who offer less. Salaries also determine the value of employees within the organisation; employees who earn high salaries regard salaries as the acknowledgement of their value within the organisation also it meets their needs within the hierarchical structure of needs.

#### **5.2.8 Nursing Qualification, Ranks and its Factors in Work Performance**

To facilitate job delegation in nursing practice, levels of nursing practice have been formulated based on types of nursing, qualifications, levels and responsibilities. Nurses' duties are differentiated by ranks and rank differentiation provides the organisation with the advantage of benefiting from different types of specialisation in the field of nursing (Fallon *et al.*, 2013: 89). Each of the ranks has its own challenges, which can have an impact on the performance of nurses.

#### **5.2.9 Conclusion**

The literature review found out that good human resource management is the key to good performance by nurses. Failure to have good leadership or management within the health facility has negative effects on the performance of nurses.

### **5.3 Findings and Conclusions from the Primary Research**

#### **5.3.1 Participants' Views on Human Resource Management Practices Currently Employed at King Edward Hospital**

This item explores respondents' perceptions of the human resource management practices prevalent at King Edward Hospital, and how these practices promote good performance of nurses.

Most of the participants (72%) disagreed that the recruitment and selection process was well done at the hospital and promoted the good performance of nurses. This may be because applicants recruited were not suitable for the posts advertised, or because of corruption in the hospital. Furthermore, most participants (85%) disagreed that training and development procedures were well done, that there was transparency in the performance management system (72%), that the compensation system was well done (75%), and that the benefits and services offered by the management at the hospital were well done (78%). Regarding employee relations, most respondents (77%) disagreed that the hospital's employee relations supported nurses' performance.

##### **5.3.1.1 Conclusion**

Primary research found that the management of King Edward Hospital did not follow good human resource management practices, and this does not promote employee retention. This could result in nurses being demotivated to carry out their day-to-day duties effectively, leading to poor service to the patients.

#### **5.3.2 Participants' Views on Bad Human Resource Management Practices Currently Employed by the Management at King Edward Hospital**

Most participants agreed that the following bad human resource management practices were being employed by the authorities at King Edward Hospital and these did not promote employee retention:

- Over-confidentiality (66%);
- Absence of well-defined job descriptions (73%);

- Employee development without worker involvement (78%);
- Long tenures in the same position without avenues for promotion and job rotation (72%);
- Lack of strategies for retaining quality employees (73%); and
- Lack of transparent communication (70%).

#### **5.3.2.1 Conclusion**

The primary research found that the above mentioned bad human resource management practices did not support the performance of nurses and employee retention.

#### **5.3.3 Other Factors that Led to High Employee Turnover at King Edward Hospital**

This section of the questionnaire asked respondents to write about factors that they perceive to contribute to the high turnover of nurses at the hospital. Most respondents identified corruption, nepotism and poor leadership as the major factors that contributing to high employee turnover and stress at the hospital.

### **5.4 Recommendations**

Respondents were asked to make recommendations regarding what the King Edward Hospital authorities could do to promote good performance by nurses and retain quality employees. Most of the respondents mentioned the following:

- Work hard to uproot corruption and nepotism in the recruitment and selection process so that ideal applicants are recruited and employed. This will mean that the hardworking nurses will not be overworked.
- Develop a compensation system that is market related and other strategies that can lead to the retention of talented employees.
- Performance appraisal systems need to be transparent and political or personality differences should not influence the process.



## **5.5 Areas for Further Research**

This study was initially undertaken with the purpose of evaluating the impact of human resource management practices on the performance of nurses at King Edward Hospital. A further research study should investigate the implications of workplace inter-relationships on employee performance in hospitals.

## **5.6 Conclusion**

The study explored the effects of human resource management on the performance of nurses at King Edward Hospital in eThekweni Municipality, Durban, South Africa. The data of the study were collected by quantitative research methods. A survey questionnaire provided the data on the effects of good or bad human resource management practices on employee performance. Pie-charts were used to display the information gathered.

Chapter 5 provided the overall findings of the study based on the objectives of the study. It summarised the findings from the literature review and the field research, as well as presented recommendations drawn from the study.

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# ANNEXURES

## ANNEXURE 1: LETTER OF PERMISSION TO CONDUCT RESEARCH



Faculty of Management Sciences  
Department of Public Management & Economics

Dear Nursing Manager

Letter of consent to participate in a research study

I hereby wish to request your permission to conduct an academic study in your organisation. I am currently a master's degree student in Public Management at DUT, the title of research is **Human Resources Management and the performance of nurses at King Edward Hospital**.

The study focuses on exploring human resources management and factors that may affect professional nursing performance within King Edward Hospital. The study aims seeks to understand how human resource practices may affect nurse's performance at the hospital.

Participants will have to complete questionnaires and completed questionnaires will be collected from Nursing Managers' office, participation in this study is voluntarily and confidential and no names is required to be divulged, participates are also free to withdraw from the study at any time and no payments will be made to participants.

If you require more clarity regarding this request kindly do not hesitate to contact me on 0826523973 or email me on mvmbhele@hotmail.com or my supervisor Dr Rufus Adebayo.

Your Sincerely

Mbali Mbhele

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Student

Contact Details: 0826523973

Email: mvmbhele@hotmail.com

Dr Rufus Adebayo

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Supervisor / Promoter

Contact Details

rufusa@dut.ac.za

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Co-Supervisor/Co-Promoter

## ANNEXURE 2: LETTER OF INFORMATION



**Title of the Research Study:** Exploring the effects of Human Resource Practices on the performance of nurses at King Edward Hospital.

Dear participant

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My name is Mbali Mbhele, I am currently conducting a research project as a part of completing my studies on a Masters' degree of Technology in Public Management.

The purpose of the study is to explore the effects of human resource practices on performance of nurses at King Edward Hospital. The study also aims to give guidelines on how hospitals can improve their human resource practices in order to motivate and retain good and talented employees.

As a participant you will have to complete questionnaires that will be distributed through hospital nursing managers and through senior nursing sisters. The completion of questionnaires is anticipated to take 45 minutes and nursing managers will participate in interviews that are anticipated not to take more than 1 hour.

The information provided will not be divulge and will be used solely for research purposes and your identity will be kept confidential, as a participant you will be participating voluntarily and may withdraw from participating in this study at any time.

Kindly please note that there will no monetary payment to those participating on this study.

If you need more information in this regard, please feel free to contact me or email my supervisor Dr R. Adebayo to [rufusa@dut.ac.za](mailto:rufusa@dut.ac.za) or 0742007979

Your participation will be highly appreciated

Yours Faithfully

MV Mbhele

0826523973

[mymbhele@hotmail.com](mailto:mymbhele@hotmail.com)

### ANNEXURE 3: QUESTIONNAIRE (QUANTITATIVE STUDY)



#### QUESTIONNAIRE FOR QUANTITATIVE STUDY

**Title:** Exploring the effects of Human Resource Practices on the performance of nurses at King Edward Hospital.

**1INTRODUCTION:** The personal information will not be used in any way to identify the respondent. Please place a tick in the appropriate block or fill in the appropriate words, figures and information to complete the statements below.

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#### SECTION A: DEMOGRAPHIC INFORMATION

##### 1. Your age at your last birthday

- 20 – 29 years
- 30 – 39 years
- 40 – 49 years
- 50 years and older

##### 2. Gender

- Male
- Female

##### 3. Your Nursing/Professional Qualification

- Enrolled Nurse
- Registered Nurse
- Operational Nurse Manager
- Assistant Nurse Manager



**4. Which Department are you allocated?**

Medicine

Surgery

Orthopaedic

Paediatric

Obstetrics and Gynaecology

ICU

Theatre

**5. How long have been employed at this hospital?**

1 - 5 years

6 – 10 years

11– 15 years

16 years and above

**6. When last you were promoted since you have been employed?**

1 Year

2 Years

3 Years

More than 3 years ago

**7. Are you a member of any workers union?**

Yes		No	
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**SECTION B: COMMENT ON HUMAN RESOURCE PRACTICES CURRENTLY EMPLOYED AT KING EDWARD HOSPITAL**

**INSTRUCTIONS:** A list of human resource practices is presented below. Please indicate if these are well followed or adhered to by your employer to your satisfaction to promote good performance of nurses.

Please use the following key to indicate your answer by placing a tick ☒ in the appropriate block.

1= strongly disagree 2 = disagree 3 = neutral 4 = agree 5 = strongly agree

	RATING	1	2	3	4	5
1	Recruitment, selection and induction					
2	Employee training and development					
3	Performance Management					
4	Compensation					
5	Employee benefits and services					
6	Employee relations					

## SECTION C: COMMENT ON BAD HUMAN RESOURCE PRACTICES CURRENTLY EMPLOYED BY THE CITY OF MBOMBELA LOCAL MUNICIPALITY

**INSTRUCTIONS:** A list of bad human resource practices is presented below. Please indicate if these are practiced by your employer to your dissatisfaction and do not promote employee retention.

Please use the following key to indicate your answer by placing a tick ✓ in the appropriate block.  
1= strongly disagree 2 = disagree 3 = neutral 4 = agree 5 = strongly agree

	RATING	1	2	3	4	5
1	Employees have no access to personal data (over-confidentiality) – employees are unsure if the management decisions are based on correct information.					
2	Lack of clarity on deliverables – absence of a well-defined job description.					
3	Employee development without worker involvement					
4	Rusting talent – long tenures in the same position with no avenues for job rotation.					
5	Retaining performers – the company's schemes to reward performance are inadequate.					
6	Lack of transparent communication – employer does not follow clear communication channels					

## SECTION D: GENERAL QUESTIONS

1. State any other reasons why some workers may be leaving King Edward Hospital to go and work in other private hospitals or organisations

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2. What do you think are the challenges being encountered by the authorities at King Edward Hospital in implementing good human resource practices in order to promote good performance by nurses and retain quality employees?

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3. How do you think King Edward Hospital authorities can do to motivate nurses to perform better retain quality employees?

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## ANNEXURE 4: APPROVAL TO CONDUCT RESEARCH, GATEKEEPER LETTER



**health**

Department:  
Health  
PROVINCE OF KWAZULU-NATAL

King Edward VIII Hospital  
Private Bag X02, Congella; 4013  
Corner Rick Turner (Francois) & Sydney Road  
Tel : 031 360 3026/ 3031 Fax: 031- 2061457 Email bhekisisa.khoza@kznhealth.gov.za

Office of The Nursing Manager

Enquiries: Nursing Manager  
Date: 12 April 2017

**TO :** Mrs. Mbali Mbhele  
**FROM :** Mr.B.B. Khoza (Nursing Manager)  
**RE :** REQUEST FOR PERMISSION TO CONDUCT RESEARCH

We have received your request for permission to conduct interviews with the Nurses within King Edward VIII Hospital and some of our officials who are in charge of nurses.

The hospital has learnt that the purpose of your research will contribute towards the completion of your Masters Degree in Public Management and also we learnt that our research will benefit the hospital interns of improving the hospital image and improve nurse performance hence. I am pleased to inform you that your request of permission to conduct interviews with nursing staff King Edward VIII Hospital has been granted.

For more information in regards to this permission you may contact Nursing Manager Mr. B.B. Khoza on (031) 3603026.

**MR. B.B. KHOZA**  
**NURSING MANAGER**

12/04/2017

KZN Department of Health  
Fighting Disease, Fighting Poverty, Giving Hope