Applying Organisational Behaviour theories to improve rural Allied Health recruitment and retention

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RURAL JOBS MUST ‘COMPETE’ EFFECTIVELY IN THE MARKETPLACE!
What factors influence the competitiveness of rural jobs?

1. Global marketplace

2. Industry Sectors

3. Australian population trends

4. Regional Issues

5. The job itself

6. Recruiter’s skills
Competitive factors –
regional Tasmanian context

– Lifestyle positive (for some applicants)
– Restricted education and employment opportunities
– Dispersed population with some remote areas
– Allied Health workforce shortages
– No Commonwealth incentives - AH mal distribution
– Lack of Allied Health clinical schools
– State based registration boards
– Less accessible Prof Development
‘Job itself’ – competitive? attractive?

How can rural Allied health employers;

Remove *job dissatisfaction* elements – ‘turn offs’ &
offer jobs that are *intrinsically satisfying*?
Herzberg et al. (1966-76) studied sources of job satisfaction and dissatisfaction in groups of professional employees.

Findings:

• There were 2 elements about any job; one determined job dissatisfaction, the other determined job satisfaction.

• Job satisfaction and dissatisfaction are not opposites of the same experience but are 2 separate events.

Herzberg says

- Job dissatisfaction – extrinsic / job context – ‘hygiene’
- Job satisfaction – intrinsic / job content – ‘motivators’
# Dissatisfaction / Satisfaction

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Herzberg’s Theory says

- Job satisfaction $\rightarrow$ Remove dissatisfaction elements first, then develop the motivating influences
Sources of Job dissatisfaction

• **Working conditions**
  - Flexible hours / ‘work – life’ balance
  - Part time & full time jobs
  - Adequacy of staffing levels
  - Access to IT – rural ‘e health paradox’
  - Modern workspaces – appropriate room sharing
  - Tools & equipment – not ‘make do’
Sources of Job dissatisfaction 😞

- **Salary**
  - Parity - $, HQA, Travel allowance
  - Salary packaging

  Higher levels of remuneration e.g. Senior Clinician level
  Fringe Benefits e.g. mobile phone
  Access to Prof Development – paid conference leave, study leave

- **Relocation costs**
  - Remote area allowances
  - Rental assistance
  - Childcare support
  - Increased annual leave (6 weeks)
Sources of Job dissatisfaction

• **Personal Relationships**
  
  Positive relationships
  
  Disputes settled quickly
  
  Build professional networks
  
  Configure workforce to spend time with others
  
  - sole positions
  
  - critical mass / rotations
  
  - therapy assistants
  
  - multidisciplinary teams
Sources of Job dissatisfaction

• Management

Experienced in AH management – understanding of professional / operational issues
Workable mgt structures – line / professional or matrix
Supportive of ‘best practice’
Simplicity in procedures
Open lines of communication
Job complexity is the greatest indicator of job satisfaction!

Gerhart B. How important are dispositional factors as determinants of job satisfaction? Implications for job design and other personnel programs. J Applied Psychology 1987; 72,3:366-373
Increase Job Satisfaction

- Increase Job Complexity
  - Lots of variety, new challenges, less repetition
  - Problem solving skills & creative thinking
  - Project work
  - Business planning
  - Quality improvement
  - Increase ‘health promotion’ component
  - Link to Graduate research programs

Often, rural staff are too busy with caseload!
Increase Job Satisfaction

• Achievement
  – ‘Making a difference’
  – Targets, output volumes – not ‘burning out’
  – Regular feedback / performance appraisal

• Recognition
  – Organisation appreciates your contribution – ‘thank you’

• Responsibility
  – Increase authority to staff
  – Committees / students / HR & Finance roles

• Promotion
  – Career pathways

• Personal Growth
Summary

- Rural jobs must be good enough to compete!
- There are regional barriers to overcome
- Recruitment skills are ‘critical’ for success

- **Make your Job great!**

- Review your organisational environment – aim to remove dissatisfaction elements
- Redesign & enrich your jobs – make them satisfying – job complexity is the strongest predictor of job satisfaction!