Factors Motivating Boholano Nurses to Work Abroad College of Nursing Students in the School Year, 2018-2019

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ABSTRACT

Every year, almost 19,000 nurses leave the country, according to the Philippine Employment Agency to work abroad. This study aims to discover the different factors that motivate Boholano Nurses to work Abroad in terms of Economic Factors, Job-related Factors, Socio-political Environment Factors, and Personal/Family-related Factors based on the Push and Pull Theory of Motivation by Everett Lee. A descriptive quantitative approach utilizing a random sampling method was used, and the study was conducted in Bohol, Philippines, through an online platform through Google Forms. Statistical treatment include percentage, frequency, weighted mean, Spearman rank,

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correlation, and chi-square. A total of 36 BSN Graduates of the University of Bohol in the school year 2018 -2019, with 95% confidence interval and a margin of error of 5%, a sample size of 33 is randomly selected. Privacy, confidentiality, and voluntary consent were observed during data gathering. Results showed that the top two motivational factors are economic factors, followed by job-related factors. The bottom two factors are socio-political factors and personal/family-related factors. The study revealed that Boholano Nurses are overall highly motivated to work abroad, with Economic factors as their greatest motivation, mainly due to the high salary increments and retirement benefits employers outside the country offer. It also concludes that no significant relationship exists between profile and motivational factors.

INTRODUCTION

According to data from the International Center for Economics and Environment, the Philippines has been exporting nurses since the 1960s and has been providing trained nursing staff to the world for decades. According to Curse and Immigration LLP, the government intended to educate Philippine nurses to work abroad and become the largest exporter of nurses so far. In addition, they added that the country provides 25% of overseas nurses, and it is estimated that 85% of nurses currently working are working internationally. Hutchroft pointed out that according to some health experts, if more nurses leave the Philippines to earn higher wages abroad, the country's healthcare system will deteriorate. This finding was supported by George Cordero, the former president of the Philippine Nurses Association (Cal, 2018).

According to Philippine Overseas Employment Agency, almost 19,000 nurses leave the country every year. A lot of nurses seek job opportunities abroad, seeking a lot of benefits and a higher salary. One of the most

significant challenges nurses face in health care is the high nurse-to-patient ratio, which is common in rural and public hospitals. Extremely low salaries and minimal benefits drive qualified candidates away and seek job opportunities outside the country. These leave the hospitals and nurses working in these centers short-handed and thus create the nurses' chaotic setup. Some hospitals also exploit them in return for earning a nursing experience, commonly called "volunteerism". According to Yale Global Online, a significant percentage of the Philippines' adult workforce pursues overseas employment opportunities, creating a revenue stream that supplements the national economy. About 20 percent of registered nurses in California are from the Philippines (Adrian, 2020). The number of Filipinos in Canada grew from 662,600 in 2011 to 837,130 as of 2016, by 174,530 or 26.3 percent. Canada's Filipinos now comprise 2.4 percent of the country's population (35,151,728), up from 2 percent in 2011. In Canada, Filipino women (468,015) outnumbered men (369,105). As the kingdom looks to improve its healthcare sector, Saudi Arabia has recruited 1,000 nurses from the Philippines. The Philippines is the largest global exporter of nurses. The country has continuously supplied the United States and Saudi Arabia with nurses for many decades. Other markets have arisen and opened for nurses in recent years, including the UK, the Netherlands, and Ireland (Lorenzo, 2007).

Push and Pull's Theory of Motivation. Lee's relocation model, made in 1966 depicts the push and pull components of movement, which are fundamentally purposes behind resettlement and migration. A push factor is something that is troublesome about the space that somebody lives in and is a justification for them to leave. A draw factor is a factor that draws in somebody into a space. The factor could be financial, social, or ecological. The person's view of these elements impacts the genuine demonstration of movement. This will look at the inspiration for relocation by considering how Push and Pull factors influence the connection between beginning and objective. Push factors exist at the starting place and act to inspire our movement (an absence of monetary freedoms, instruction, and so forth, which are referenced prior). Then again, pull factors are available at the objective, which draws in travelers (work openings and accessibility of occupations, favorable instructive offices, or political opportunities (Lumpkin, 2015).

The theory of Clark Hull, entitled The Incentive Theory of Motivation, is one of the approaches utilized in this study. This theory states that behavior

is motivated by a desire to achieve external rewards. It shares some similarities with operant conditioning, but this theory proposes that humans intentionally do specific action courses to receive rewards. Additionally, the bigger the rewards are, the more strongly people are motivated to go after those reinforcements. Applying this theory, people who receive a higher salary or money that inspire to work and do other tasks. Not all incentives are the same, and some rewards are not motivating enough. Some factors can play a role in what kinds of incentives you are motivated.

Another theory is Herzberg's Two-Factor Theory, which psychologist Frederick Herzberg developed in 1959. He expanded Maslow's work and proposed a new motivation theory known as Herzberg's Motivation Hygiene (Two-Factor) Theory. The respondents reported good feelings generally associated with job satisfaction, whereas bad feelings with job dissatisfaction. Herzberg named the satisfiers as motivators and the dissatisfiers as hygiene factors. In Herzberg's hypothesis, the hygiene factors are those that forestall disappointment. Taken together, the motivation and the hygiene factors have gotten known as Herzberg's two-factor theory of motivation (Chand, 2018). The correlation between this study in Herzberg's Two-Factor Theory is that researchers wanted to know or understand why and under what factors Boholano nurses wanted to go abroad. With this two-factor theory, the motivation and hygiene factors could lead us to know what factors influence their motivations.

The last theory is the Expectancy Theory of Motivation by Victor H. Vroom. It shows the behavioral process of why people choose one behavioral option over the other. It explains that individuals can be motivated towards goals if they believe in a positive connection between efforts and performances. The outcome of a possible action will result in a desirable reward. It will please the vital need and is enough to make an effort worthwhile (Vroom, Porter, & Lawler, 2015).

The Philippines is the world's top exporter of nurses. The country has regularly supplied nurses to the United States and Saudi Arabia for many decades. Other markets for nurses have opened up in recent years, including the United Kingdom, the Netherlands, and Ireland. The Philippines is a jobless country, and even for those who work in the healthcare industry, poor working conditions often drive nurses to look for work elsewhere. It has become reliant on labor migration to alleviate the country's tight labor market (Galvez -Tan, 2007). Several reasons for migrating have been identified. Economic Factor includes higher income, better benefits, and

compensation package. Job-related Factors are a lower nurse-to-patient ratio, more options in working hours, a chance to upgrade nursing skills. Personal/family-related factors include the opportunity for the family to migrate, travel and learn about other cultures, and the influence of peers and relatives. Lastly, the Socio-political environment factors are advanced technology, better socio-political and economic stability (Lorenzo, Galvez☐ Tan, Icamina, & Javier, 2007).

According to Lodrono (2009), migration could be a global predicament that's, however, to unfold. Migration either drives or pulls economic, political, and social variables. Sub factors of the migration decision include wage differentiation, better employment prospects, better working conditions, schooling, excellent or poor experiences of other people, technology, and governance.

The high nurse-to-patient ratio and the salary can affect why Filipino Nurses want to go abroad. The Philippine Nursing Association President Rosie De Leon said that if we force our nurses to work only in our country, Filipino nurses should be compensated appropriately. She also mentioned that even in times without the pandemic, if we want more Filipino nurses to stay in our country, their salaries need to be refined. She emphasized that Filipino Nurses should be given official recognition with the same respect as the doctors. She states that nurses provide service to the patient throughout the day, and they consist of the majority of healthcare workers in every medical institution. They need to receive the right working conditions and be recognized through their work, and for the salary even if it's not the same as to the other country, it should at least be competitive (Adrian, 2020).

According to Kingma (2001), the study's focal point is Worldwide nurse migration from one country to another to pursue work or employment. Nurses are motivated by migrating through professional development, better personal satisfaction, and individual well-being. Pay and learning openings keep being the most regularly reported motivations for nurse relocation, particularly by nurses from less☐developed nations. Profession openings were viewed as crucial incentives for nurses emigrating from high☐income countries. Language was one of the significant factors to be a critical boundary.

A study by Dimaya, McEwen, Curry, and Bradley (2012) entitled "Managing health worker migration: a qualitative study of the Philippine response to nurse brain drain" stated that Filipino Nurses' migration is

an ongoing phenomenon that dramatically affects both the quality and quantity of the nurse workforce. Using qualitative data, by interviewing the focus group, the policymakers made dynamic policies and programs to shift domestic and global nurse training, employment, and recruitment mindsets. She concludes that the Philippines are the primary source of professionals migrating abroad for employment, and it has formalized the efforts to control nurse migration.

This study aimed to determine the factors that motivate Boholano Nurses to work Abroad. This study will provide important information to the government and health care organizations, giving them an idea on creating a solution to prevent nurse shortage in the country.

RESEARCH METHODOLOGY

The researchers utilized the descriptive quantitative research design with a self-constructed questionnaire through Google Forms. This online data-gathering procedure helped the researchers determine the factors motivating Boholano Nurses to work abroad. A total of 36 BS Nursing graduates, a sample size of 33 were randomly selected with a margin error of 5% at a 95% confidence interval. Included in this study were the University of Bohol College of Nursing Graduates years 2018 and 2019, board passers, and currently working in a healthcare unit or institution in the country. Exclusion Criteria include non-graduates of the University of Bohol, College of Nursing University of Bohol, graduates in the year 2017 and below or year 2020 and above, not working in an institution in the country, currently working abroad, and non-board passer. Ethics Review was conducted by the University of Bohol - Research Ethics Committee (UB-REC) and got the data gathering. The online data gathering was conducted in Bohol, Philippines.

The researcher utilized a questionnaire with (2) parts to get the appropriate data. Part I asked for the demographic profile of the respondents. This determines the age, gender, marital status, number of children, highest educational attainment, length of service, and work position. Part II is the tool to determine the factors motivating Boholano nurses to work abroad. The motivational factors include Personal/Family-Related, Economic, Job-Related, and Socio-political and Economic Environment Factors. Informed consent was given to the study participants, and the researchers got the informed consent from respondents online after presenting the purpose of

the study. Voluntary participation was emphasized to the respondents, and they were free to refuse to answer the questions. The researcher-made questionnaire was anchored on the theory of Motivation of Push and Pull Factors by Everett Lee, it underwent pilot testing with 10 respondents, and a reliability test was also done, the following Cronbach's Result on the items on various categories reflected acceptable reliability; economic factor (0.893), job-related factor (0.921); socio-political environmental factor (0.941); personal and family factor (0.859). The Overall Mean of the Motivational Factors reflected a high level of reliability (0.903).

RESULTS AND DISCUSSION

This section provides the demographic profile of the respondents. The demographic profile includes age, gender, marital status, educational attainment, length of service, and work position.

Profile of Respondents. The age revealed that twenty-three (69.7%) were between the ages 22-23, followed by four (12.1%) which were between 24-25 years old. Three (9.1%) of them from ranged to 20-21 years old, two (6.1%) were aged 30 years and above, and only one (3.0%) was from 28-29 years old. The study showed that most respondents were 22-23 years old, considering that they graduated from the University of Bohol - College of Nursing Batch 2018-2019, and are currently working as nurses in the province of Bohol.

The sex of the respondent revealed that the majority were female, with twenty-six (78.8%), while only seven (21.2%) were male. According to the study of McLaughlin, Muldoon, and Moutray (2010), males were more likely than females to drop out of the course. Furthermore, those who completed the course viewed nursing as more fitting for women than those who did not, with less gender-specific views. The female-dominated nature of nursing, pervasive stereotypes and gender inequality implicit in nursing education make males and those with less gendered views feel uneasy in this setting.

Care labor is a form of service labor that women dominate and is generally undervalued economically and socially (Conradson, 2003). It is also a sector where not just gendered but in which class and ethnic lines create huge international divisions determining who cares.

With regard to marital status, it was revealed that the majority of respondents were single, with thirty (90.9%), while three, or (9.1%) were

married. The respondents have the majority age range of 22-23 years old, so most of them were still young for marriage. For Boholano nurses, some reasons for being single are to travel more, fulfill their dreams or quality of life they want, and build independence, ranked highest in socio-political factors. Single nurses tend to have a higher motivation to migrate. And a single person is more mobile than a married person as the latter needs to care for her family, limiting their mobility (Oda, 2018).

The data in the table revealed that thirty-two (97%) of the respondents had a Bachelor's Degree, while one (3%) had a Master's Degree. A bachelor's degree in nursing is a four-year baccalaureate degree that, along with the National Council Licensure Examination-Registered Nurse (NCLEX-RN) exam, is the new entry-level qualification for registered nurses. Although not officially required, the BSN is strongly favored over an Associate's degree in Nursing and is an entry-level requirement for many registered nursing positions (Carnevale, Smith, & Gulish, 2015).

The data in the table revealed that 69.7% or twenty-three of the respondents are more than 1 year to 2 years length of their service. The six respondents (18.2%) had a length of service of one year and below. The three respondents (9.1%) had more than 2 years to 3 years length of service. One respondent (3%) had more than 3 years to 4 years' length of service. Nurses with at least 1 to 2 years of work experience are the common qualifications to work abroad by recruitment agencies and hiring job companies.

In terms of work position, data showed that twenty-seven (81.8%) out of 33 respondents worked as staff nurse. Three (9.1%) worked as community health nurses and one (3.0%) worked as a company nurse, contractual nurse, and hemodialysis nurse. A staff nurse position is the most significant population of work positions in every hospital. The education needed is only BSN-RN to enter this position and doesn't need work experience, the best choice for new graduate nurses. Most of the results showed that the respondents were registered staff nurses since they graduated in 2018 - 2019.

The work environment in the hospital setting functioned as a team, with team members sharing their areas of expertise and unique knowledge concerning the team's commitments to specific patients and groups of patients. While in Nursing homes, nurses are left alone, and the physicians will visit once or twice a week. The community care office served as a gathering place. The nurse used the phone to talk to other nurses about

problems and validate her patient care evaluations. These are some main reasons why nurses prefer to work in a hospital setting (Randi, 2009).

Motivational Factors to Work Abroad. Results showed that the respondents "Strongly agree" regarding receiving high salary increments and retirement benefits are sufficient (3.55) ranked highest. And other respondents "Strongly Agree" on having good health benefits (3.45), Financial incentives (3.33), and Attractive Allowances from Companies (3.30). Larsen, Allan, and Smith (2005) stated that migration is constantly being stereotyped as economic migrants who go abroad from developing countries to get financial benefits. And according to Ronquillo (2010), Nurses described economic reasons as the critical cause of migration in the first instance.

Results revealed that respondents "Strongly Agree" in regards to upgrading their nursing skills to the maximum with a weighted mean of 3.42, which ranked first; they get ample opportunities for career and skill development with a weighted mean of 3.39, and they will learn many new job skills in their position with a weighted mean of 3.33. However, other respondents were "Moderately Agree" regarding the statement "I am provided with all training necessary for me to perform my job" with a weighted mean of 3.25 which has the lowest rank. The Philippines being the top exporter of nurses, Professional development was another common reason for migration in developed and developing countries as nurses wanted career advancement opportunities and employment opportunities (Thupayagale – Tshweneagae, 2007). Nurses employed in more developed countries will be able to improve their knowledge and skills while also increasing their self-confidence in their home healthcare practice in developing countries. Nurse migration can be seen as a double-edged sword for the source country because of these possible benefits (Habermann, Stagge, 2010).

Levels of motivation on Socio-Political Environment Factors. Results showed that the respondents "Strongly agree" regarding the advanced technology provided in the hospitals abroad (3.42), the highest rank among the motivators in Socio-political environment factors. The other respondents "Strongly agree" regarding the high standard of health care services (3.33) ranked two among the items of motivators. Other respondents "Strongly agree" in terms of the high standard of an educational system (3.30), third on the rank. And other respondents also "Moderately agree" with regard to Appreciation of foreign currency (3.12)

ranked four out of five, and concerning Better socio-political and economic stability (3.09), which ranked five among all the items in Socio-political environment factors.

Some nurses described a lack of clinical services or poorly configured facilities in their home country as additional motivators. Both groups consulted said access to more modern technologies and clinical services was appealing. This was more popular among nurses from India or Philippines' public hospitals. Nurses arriving from a first migratory destination, especially those from the Gulf States, had already experienced a work environment with advanced technology and clinical services. Some nurses who had previously served in the private health sector in their home countries were already used to well-equipped environments (Alonso-Garbayo and Maben 2009).

Levels of motivation on Personal/Family-Related Factors. Findings revealed the factors that motivate Boholano nurses to work abroad. In terms of personal/family factor, data show that respondents "Strongly Agree" that they will have the opportunity to travel and learn more cultures and that they will be able to build confidence and independence (3.33) and ranked first (3.27), they could achieve their dream or desired quality of life. Nurses that have a greater understanding of people and their diverse lifestyles would be more effective in helping patients recover from disease and return to health. According to a study, traveling abroad boosts nursing students' and nurses' self-confidence and cultural competence skills (Long, 2016). The desire for better opportunities, such as a higher standard of living and quality of life, higher wages, or more stable political conditions, drives health worker migration (Dodani & Laporte 2005). Furthermore, respondents also "Moderately Agree" in having an opportunity to improve their communication skills in working abroad, with a weighted mean of 3.21; and with the statement "I will be given an opportunity for my family to migrate" with a weighted mean of 3.12, which has the lowest rank.

Due to the so-called "push and pull factors," a large number of Filipinos have migrated to other countries (Calzado, 2007). The country's poor environment is one of the "push" factors. Poor does not imply a lack of financial resources, but rather poor in the sense that numerous negative issues "push" Filipinos away from their homeland. Corruption, difficulty finding work, poverty, and other negative issues are among them. The progressive state of countries in terms of technology, economy, and,

most importantly, better job opportunities are among the "pull" factors that attract Filipinos to migrate to other countries (Lorenzo et al. 2007).

Table 1. Summary of the Levels of Motivational Factors (N=33)

Category	Weighted Mean	Descriptor	Interpretation	Rank
Economic Factors	3.43	Strongly Agree	I am highly motivated by the situation or factors.	1
Job-Related Factors	3.34	Strongly Agree	I am highly motivated by the situation or factors.	2
Socio-Political Environment Factors	3.25	Strongly Agree	I am highly motivated by the situation or factors.	3.5
Personal/Family-Related Factors	3.25	Strongly Agree	I am highly motivated by the situation or factors.	3.5

This table portrays that Economic Factors is ranked one with a weighted mean of 3.43. The respondents were highly motivated to work abroad in terms of Economic Factors. According to Dywili, Bonner, and O'Brien (2011), economic factors were the most commonly reported reason for nurses to migrate and work across international borders. And this reason was most evident among nurses migrating between developed countries. And that Nurses work abroad to seek better salaries and working conditions in their home countries (Kline, 2003).

Job-related factors ranked second, wherein the respondents are still highly motivated to work abroad to upgrade their nursing skills and get a lot of development opportunities. Nurses seeking career progression and job opportunities in developed and developing countries (Thupayagale – Tshweneagae, 2007) were another common explanation for migration in both developed and developing countries.

Socio-political factors were ranked one of the least. The respondents were still highly motivated because of the advanced technology of healthcare equipment and system in the hospitals abroad. Faster communication, effective charting, increased patient protection, faster lab results, and better scheduling are only a few of the advantages of technology in nursing. The results of the studies were 96% positive, which means that health information technology is associated with improvement in the aspects of care (Buntin, Burke, Hoaglin, & Blumenthal, 2011).

The last factor is Personal/family-related, which is ranked also one of the least among the four factors. Boholano Nurses were also highly

motivated in terms of traveling and learning other cultures and building self-confidence and independence among themselves. To be successful in a people-centered career, nurses must learn about a variety of people, cultures, belief systems, and worldviews. After all, nursing is a delicate balancing act between medicine's art and science. Nurses that have a better understanding of people and their various lifestyles will be more helpful in guiding patients through illness and back to health. Traveling abroad increases self-confidence and cultural competence skills in nursing students and nurses, according to research (Long, 2016).

Relationship between the Profile of the Respondents and the Motivational Factors. To determine the significant relationship between the profile of the respondents and the Motivational Factors in terms of Personal/Family-Related Factors, Economic Factors, Job - Related Factors, and Socio-political Environment Factors.

Table 2. Relationship between the Profile of Respondents and Motivational Factors by Spearman's Rank Test Value (N=33)

Variables	Spearman's Rank Test Value	P-Value	Decision	Interpretation
Age and Level of Factors Motivating	-0.018	0.920	Failed to reject the null hypothesis	There is no significant relationship between the variables
Length of Service and Level of Factors Motivating	-.145	0.420	Failed to reject the null hypothesis	There is no significant relationship between the variables

Table 2 shows the relationship between the age and length of service under the profile of respondents and the motivational factors using the Spearman's Test. Data revealed that the p-value obtained when statistically treating the age and length of service against the motivational factors is greater than 0.05 level of significance, thus failed to reject the null hypothesis. This means that motivational factors are not affected by the age and length of service that the respondents have.

Table 3. Relationship between the Profile of Respondents and Motivational Factors by Chi-Square Tests (N=33)

Variables	Chi-Square Tests	P-Value	Decision	Interpretation
Gender and Level of Factors Motivating	5.715	0.198	Failed to reject the null hypothesis	There is no significant relationship between the variables
Marital Status and Level of Factors Motivating	1.056	1.000	Failed to reject the null hypothesis	There is no significant relationship between the variables
Highest Educational Attainment and Level of Factors Motivating	5.775	0.242	Failed to reject the null hypothesis	There is no significant relationship between the variables
Work Position and Level of Factors Motivating	6.404	0.672	Failed to reject the null hypothesis	There is no significant relationship between the variables

Table 3 shows the relationship between gender, marital status, highest educational attainment, and work position under the profile of respondents and the motivational factors using the Chi - Squares Test. Data revealed that the p-value obtained when statistically treating the gender, marital status, highest educational attainment, and work position against the motivational factors is greater than 0.05 level of significance, thus failed to reject the null hypothesis. This means that motivational factors are not affected by the age and length of service that the respondents have.

Results revealed that there is no significant relationship between the profile of respondents and their levels of motivating factors. The level of Motivating Factors is not affected by the profile of the respondents. The profile of the respondents does not influence the motivational factors to work Abroad**.**

CONCLUSION

This study concludes that the greatest motivation for Boholano Nurses to work abroad involves Economic Factors, mainly the high

salary increments and retirement benefits offered by employers outside the country. This can be supported by Clark Hull's Incentive Theory of Motivation, that behavior is motivated by a desire to achieve external rewards.

Boholano Nurses are also motivated to work abroad in terms of Job-Related Factors, mainly the chance to upgrade their nursing skills to the maximum. This can be supported by Herzberg's Two-Factor Theory under motivating factors include growth; the job should give employees the opportunity to learn new skills. This can happen either on the job or through more formal training.

Boholano Nurses are motivated to work abroad in terms of Socio-Political Environment Factors, mainly the advanced technology provided by health care institution in abroad. This can be supported by the Lee's Push and Pull Factors of Migration that in progressive state of countries in terms of technology is one of the "pull" factors that attract Filipinos to migrate to other countries.

Boholano Nurses are motivated in terms of Personal/Family-Related Factors, mainly the opportunity to travel and learn more cultures and will be able to build confidence and independence. This study can be supported by Vroom's Expectancy Theory of Motivation that it could be the person's choice of action that will result in their desired outcome.

This study also concludes that there is no significant correlation between the profile of the respondents and the motivational factors. The profile of the respondents does not influence the motivational factors.

RECOMMENDATIONS

1. Increasing the salaries and retirement benefits on both Public and Private Hospitals so that they wouldn't think of going out of the country.
2. Conduct more training programs to enhance their nursing capabilities and develop new skills to the maximum level. By providing this training this allow them to gain more knowledge and be more efficient on giving quality nursing care.
3. Private and Public Hospitals should upgrade to advanced technology equipment to enhance skills and to widen the capabilities of the medical system. Upgrading will be a great help to the Medical society specially for the Nurses in the Philippines wherein they will

be able to go along with the upgrades.

4. Increasing employee benefits and opportunities will attract and boost the eagerness of the Boholano Nurses to stay. This will give them the assurance that their hard work and dedication pays off.

5. Disseminate findings on the Nursing Organizations like the Philippine Nurses Association (PNA), Philippine Hospital Association (PHA), Philippine Medical Association (PMA), and DOH (Department of Health), Government hospitals and private owners. This will provide them the significant information and address the issue by creating a solution to make our nurses stay and work with us.

6. That Philippine Nurses Association (PNA), Philippine Hospital Association (PHA), Philippine Medical Association (PMA), and DOH (Department of Health) with proficient and administrative bodies such a board of nursing ought to reinforce police control to avoid residential work-related abuse, since there are local hospitals do not offer salaries to nurses in exchange in volunteerism and certification of experience.

7. That the Nursing Service Administration should encourage their employees to pursue educational opportunities that will allow them to advance in their careers. Healthcare leaders should collaborate with their employees to take advantage of any educational opportunities that arise. This will ensure lower attrition and increase willingness to stay.

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