



PRIORITIES BETWEEN TECHNICAL AND NON TECHNICAL SKILLS TRAINING AMONG NURSES IN HOSPITAL SECTOR IN IRELAND

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August 2014

Word Count: 19,952

A thesis presented to Dublin Business School and Liverpool John Moore's' University in fulfilment of the requirements for the award degree of Masters of Business Administration in Human resource Management under the supervision of Mrs. Claire Devlin.

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ABSTRACT

Training of employees is very much significant when considering the performance of the organisation. Nursing is a very challenging job and in the health care profession they play a significant role to that of a doctor and they are the first point of contact for the patients. Therefore effectively trained nurses are required to provide quality medical services. The purpose of this research is to find out the training needs of the nurses in Ireland by finding out their preference between the technical skills training and the non technical skills training. It is only by achieving the patient satisfaction and preventing medical errors it can be known that the medical service provided by a hospital is of high quality. The research also tries to identify whether it's the technical skills training or the non technical skills training which enables them to achieve patient satisfaction and preventing medical errors, thereby enhancing their performance

The influence of both the technical skills and the non technical skills on the nurses in the healthcare sector have been discussed in detail through in depth analysis from the literatures and also by interviewing the nurses, employed in hospital sector in Ireland. As a result it has lead to a clear understanding that non technical skills are the core of the nursing profession, however it should also be supported by the technical skills as well which enables in achieving the satisfaction of the patients and prevention of medical errors.

It is shown that the hospitals in Ireland are very much influenced by the rapid growth of technology thereby offering more of technical skills training. The nurses interviewed have preferred both the technical and the non technical skills in enabling them to provide quality medical service, indicating the significance of equal balance between both the skills training.

ACKNOWLEDGEMENT

This research is about the priorities between the technical and the non technical skills training among nurses in hospital sector in Ireland. The research has been done for the completion of the MBA in Human Resource Management at Dublin Business School. I express my sincere gratitude to my supervisor Mrs. Claire Devlin for all the support and guidance given during the process of my research. I would also like to thank the interviewees for the patience and time and for their valuable opinions and ideas shared during the interview.

I also thank my family members and friends for all the support and encouragement given during the entire process of the research.

Chapter 1: Introduction

The health care sector plays a crucial role in safe guarding the lives of the people as well as enabling them to achieve a quality life, free from physical illness. With the increase in the aging population the demand for quality medical services is ever increasing. This makes the health care sector to be equipped with efficient health care professionals who can deliver quality medical services to the patients. Health care is a very noble as well as a very serious profession, as it deals with the most precious thing in the world that's the life of people as well as playing a significant role in saving the life of the people. As cited by Seitz,S (2013, p. 1), nurses have an enormous potential leverage in being able to improve the health care delivery. Lavizzo-Mourey and Berwick (2009) as cited by Seitz,S (2013, p. 1), explains that nursing has the potential to affect directly the quality of care being afforded to the patients on a daily basis, this potential of the nurses has also been recognized by the Institute Of Medicine (IOM), and the Institute of Healthcare Improvement (IHI), the IOM has been able to acknowledge the direct relationship of nursing care to the patient outcomes. The research problem is that non- technical skills have not been observed or given preference in comparison to the technical skills in the hospitals, which leads to major medical errors which could have been avoided with proper use of non- technical skills. As cited by White, N (2012,p. 1), Its estimated that nearly one in three hundred patients who are admitted to an hospital will die or have serious injuries which are due to the result of medical errors, most of which have been caused by human factors. Furthermore non technical skills relates to the ability of an individual to interact within the teams, which includes interpersonal, and cognitive skills, on the other hand the technical skills some of which are related to nursing such as handling of various medical equipments, and assisting the doctors in carrying out various kinds of surgeries etc White, N (2012, p. 1).The technical skills are also known as the clinical skills. This throws much light on the need and importance of training for the health care workers. Especially students who practice nursing have to equip themselves with knowledge and experience in order to enable them to survive and cope with intensity of the health care professional jobs, this could be achieved only if there is an valuable training in the specific skills which would enable them to achieve the desired target of providing quality medical services. George, Quinlan, Reardon, & Aguilera, (2012) as cited by Lubbe, J, & Roets, L (2014, p. 1), explains that nursing profession is in a crisis situation as the shortage of

nurses increases each year. Fero, Witsberger, Wesmiller, Zullo, & Hoffman, (2008) as cited by Lubbe, J, & Roets, L (2014, p. 1) explains that however the general public expects to be cared upon by efficient and competent nurses in order to deliver most appropriate care and thereby ensuring their safety and recovery from the illness Nurses along with doctors play a very significant role in the efficient delivery of various medical services provided to the patients. Thus it's evident that the role of the nurses plays a crucial role in providing successful medical services. Even though nurses are being paid less compared to the other health care professionals such as Doctors and surgeons, the nurses have a complex workload of various responsibilities that ranges from managing and operating budgets, staffing, coordination and the management of investigations, being able to handle various technical equipments, being able to provide treatment regimes, and showing interest towards the physical welfare of their patients. In hospitals nurses have to deal with patients with various kinds of emotional and physical problems, and furthermore with the advancement in technologies in the health care industries its even evident the significance of the technical skills ,therefore it's very much essential to understand the significance of the kind of training such as the technical training and the non technical training that are to be provided to the nurses which enable them to be more reliable and perform consistently well. As cited by Miller, K, Riley, W, & Davis, S (2009, p.1), The High reliability theory has become significantly popular in the health care sector in order to improve the quality and the safety provided to the patients. While nursing has been one of the central components of interdisciplinary efforts in order to increase the health care reliability, there has never been an examination in the specific roles which facilitates high reliability as it relates to their specific competencies and accountabilities. This is very much applicable to ones research because ones research tries to identify the specific skills such as the technical and the non technical skills training, which helps provide quality medical service; moreover it also focuses on the significance of the safety of the patients. McCarthy et al (2002) as cited by Attree, M, Flinkman, M, Howley, B, Lakanmaa, R, Lima-Basto, M, & Uhrenfeldt, L (2011, p. 3), Ireland had experienced a severe shortage in the nursing, which was a reversal from that of being a major supplier of nurses to other countries, this shortage led to the national nursing strike in 1999. The National Council for Professional Development of Nursing and Midwifery (2003) as cited by Attree, M, Flinkman, M, Howley, B, Lakanmaa, R, Lima-Basto, M, & Uhrenfeldt, L (2011, p. 8), has enabled in the promotion of continuous learning and improvement of staff nurses, skills and experience, furthermore the roles of the nurses

were expanded in (2007) by national level Nurses and Midwives Prescribing and at local levels by initiatives including nurse/midwifery-led clinics. This research clearly highlights the history of nursing in Ireland thereby providing sufficient background about the nurses in Ireland. As cited by (Gunnigle, 2006, p. 230). People in an organisation are the most important resource. Equal importance must be given to human resources just as finance, marketing, production etc as human resources are the medium through which the plans executed turn into reality. As cited by (Gunnigle, 2006, p. 233) Training has no standard definition in common. It's generally expressed in terms of planned accomplishment of knowledge, skills and abilities (KSA) which is very much essential to perform effectively in a given role or job . Having considered the significance of the nursing among the health care professionals and the kind of training which are being provided to them in the hospital sector, ones specific angle is to identify among these two kinds of trainings known as the technical and the non technical trainings which among these are been given more preference among the nurses so as to enable them to perform consistently well, and enabling them to provide efficient medical services. The research has been organised in several chapters. The chapter two will examine about the literatures regarding the significance of the technical and the non technical skills in the nursing profession, chapter three will discuss in detail regarding the methodology adopted for this research, chapter four will analyse the interviewees opinions and ideas regarding the skills training. Furthermore chapter five would be in depth discussion by analysing the information's from the literatures as well as the opinions of the interviewees. The chapter six and would be the conclusions and recommendations regarding the major role of the non technical skills in the nursing as well as the significance of the technical skills as well in facilitating quality medical service.

Aim of the study: The main aim of the study is to provide the right kind of training to the nurses working in the hospital sector based on their training needs and to prevent medical errors due to lack of appropriate training and enable to provide quality medical services and achieve patient satisfaction, since training involves time and money it must be given in the most efficient way possible and that could be achieved only if the training given meets the training needs of the nurses. The reason behind the interest towards this particular topic is that, since the researcher is from the Human Resource (HR) background and the human resources department play a significant role in providing training and development for the employees and also carry the responsibility to provide quality training to the employees

working within an organisation. Employees within the organisation are the powerful resource, and if quality training is provided to them it will increase the success of the organisation.

The approach taken for the research would be through research approach would be inductive approach since, ones method of collecting data would be by conducting interviews. The hypothesis is that the non technical skills are more significant for the nurses to provide quality healthcare services, and furthermore this hypothesis is going to be tested through the research strategy by conducting semi structured interviews from the nurses employed in the hospital sector in Ireland, the results from the interviews would indicate the kind of training the nurses prefer most between the technical and the non-technical training. The nurses are the major research subjects who are included in this research. Due to the limited time available other medical professionals have not been included in this study.

Since nursing is a challenging job the kind of training being offered to them plays a crucial role in delivering successful health care services. These kinds of training would result in the development of the nurses in the hospital sector. Development refers to the enhancement of an individual for future roles in an organisation. It can also be seen as a vehicle of career enhancement, succession planning, thus making the workers suitable to carry on greater responsibilities in future and thereby making the maximum benefit of the employees in an organisation as cited by (Gunnigle, 2006, p. 233). One's research is a kind of new since other researches just outline the uses of various skills in nursing, ones research would focus on the kinds of skills needed between the technical and the non technical skills from the point of view of the nurses, giving significance towards their opinions as they play a significant role in the delivery of health care services with significant focus on Ireland. **The research question would be, between the technical skills training and non technical skills training which of these are considered important for the nurses to perform effectively and achieve patient satisfaction?** The rationale behind this question is that even though trainings are meant to increase the performance of the nurses but it should be offered according to the needs of the nurses thereby making the kind of training being provided to be more efficient and further enabling them to perform better due to the right category of training being provided, this question will enable to find out the kind of training the nurses give importance to perform effectively. Furthermore patients are the significant stakeholders of an hospital, and the main motive of the hospitals is to provide them with a quality health care services, the quality of the service provided plays a significant role in the reputation and the image of

the hospital, furthermore a happy and satisfied patient is what determines the success in providing a valuable healthcare service, therefore it also addresses this particular issue of what kind of skills among these technical and non technical skills is essential among the nurses to achieve patient satisfaction and thereby by ensuring better and efficient health care services. Since nurses play a vital role in the efficient delivery of health care services it's very much significant to know about their thinking towards the kind of training being provided and which type of training is enabling them to keep the patient satisfied. **The research hypothesis would be the non technical skills play a crucial role in delivering efficient medical services.** The rationale behind this hypothesis is that hospital sector deals with patients who are humans, and who undergo various emotional and physical injuries, the non technical skills such as empathy enables to understand the situation of the patients much better and provide quality medical services and furthermore its evident from the literatures that most of the medical errors are committed due to lack of non- technical skills among the nurses. The major contribution of the research study is that it will enable the hospital to achieve congruence between the training programmes offered by the hospital to the training needs of the nurses, and would facilitate to prevent medical errors and enable in achieving patient satisfaction therefore providing quality medical services.

Chapter 2: Literature Review

2.1 Relation between employee training and performance of the organisation and the significance of identifying training needs of the employees:

Kai Ming Au et al., (2008) as cited by Carlisle, J, Bhanugopan, R, & Fish, A (2011, p. 2), explains that Effectively trained employees are vital to any organization in any industry, as staff members are generally the only resource a firm has that cannot be reproduced and furthermore they play a very significant role in determining the success or the failure of the organisation, indeed appropriately trained employees provide the principle source of a firm's competitive advantage. In this sense, training becomes an essential element to organizational success, and can have significant benefits to the organization. Thus, appropriate and systematic approaches to training specifically, and investment in human capital more generally, can raise the productivity of workers as a result of skill improvement, thus helping to ensure better qualified workers and managers. Boyedel (1976) as cited by Carlisle, J, Bhanugopan, R, & Fish, A (2011, p. 3), indicates that the training needs of the employees must be analysed before providing or implementing the training sessions. Harris et al., (2007); Nicholas, (2003); McCabe and Garavan, (2008) as cited by by Carlisle, J, Bhanugopan, R, & Fish, A (2011, p. 3), explains that during the last decade, a significant amount of attention has been devoted to examining the links between human resource management (HRM) and organizational performance. Dietrich Leurer et al., (2007); Harris et al., (2007); Kissack and Callahan, (2010); Nicholas,(2003) as cited by Carlisle, J, Bhanugopan, R, & Fish, A (2011, p. 3), indicates that there have been significant studies which have been conducted on the link between human resource management practices and employee performance Indeed Harris et al. (2007) as cited by Carlisle, J, Bhanugopan, R, & Fish, A (2011, p. 3), argues that maintain there are several HRM practices, including staff training, which have a positive relationship on performance in an organization. This is further supported by a Canadian study that identified professional development as one of seven key staff retention strategies. Dietrich Leurer et al (2007) as cited by Carlisle, J, Bhanugopan, R, & Fish, A (2011, p. 3), indicates that the study stated that the employees valued educational opportunities highly, with most participants unhappy over the resources available for further development. Bhattacharya and Wright (2005) as cited by Carlisle, J, Bhanugopan, R, & Fish, A (2011, p. 3), explains that the majority of the capabilities which a firm possesses can

be directly connected to the human resources which means the employees of the particular organisation. Denby, (2010); Peters, (1994) as cited by Carlisle, J, Bhanugopan, R, & Fish, A (2011, p. 3), indicates that the training needs analysis is one of the most important and significant human resource management activity, and is described as, a methodical investigation and analysis into an organization's current and desired performance levels, focusing heavily on the ability of its staff and their support networks. If training needs analysis is not carried out adequately, training may not be consistent with the needs of employees or the organization, resulting in poor performance. Nankervis et al (2002) as cited by Carlisle, J, Bhanugopan, R, & Fish, A (2011, p. 3) indicates that most organizations invariably do a poor job of assessing training needs. Further, a study conducted by Azam Roomi and Harrison (2008) as cited by Carlisle, J, Bhanugopan, R, & Fish, A (2011, p. 3), found that only one-quarter of participants within the organization studied had received training which facilitated the growth of the employees within the previous two years, even though growth was one of the key goals of the organization. Furthermore Unfortunately, within the healthcare profession, and particularly for nurses training needs analysis is often undertaken in a way that denies maximum benefits, and places barriers to participation, thus making it harder for nurses to access training resources. Murphy et al. (2006) as cited by Carlisle, J, Bhanugopan, R, & Fish, A (2011, p. 6), indicates that during a study conducted in Ireland it has been found that the main cause of nurses not wanting to participate in continuing professional education was due to the problem of lack of employer support by not providing adequate training, even though the nurses understand and accept the positive outcomes, they believe that continuing professional education is essentially a job related activity, and its is completely reliant on their employing organisation. This supports the view that nurses who want training and further education go without simply because the organization does not offer enough support. This particular research is very much significant to ones research because it explains the relationship between the training of the employees and the performance of the organisation, and also provides valid information that the human resource management plays a significant role in providing quality training to the employees thereby enabling to achieve better performance. Most importantly the research identifies the need for identification of the training needs of the employees before conducting or implementing a training program. This particular research lays a strong background to ones research because ones research also tries to identify the of the nurses by finding out their preference of the skills training between the technical and the non technical skills training so

as to provide appropriate training based on the training needs of the nurses. Furthermore this particular research analysed the training needs of the nurses with main focus in Australia, whereas ones research tries to find the training needs of the nurses in Ireland. However the research explained that with relevance to Ireland nurses in the health care sector are not being offered enough opportunity to provide for professional development, ones research will also try to find out the opinions of the nurses in the hospital sector regarding the opportunities for growth and development through adequate training. As cited by Mohd and Dola (2012, p. 1), in their research focused on the significant outcomes of training on employee performance in a group of employees working in a public sector organisation in Malaysia. The study was done with around ninety three employees. The findings of the study proved that around seventy percent of the employees have acquired more skills, knowledge and abilities as a result of training .This proves that training has a positive impact on the performance of the employees. This research provides much support and backs up ones choice of my research topic. The researcher is very much interested in training of the employees since the human resource management in a company plays a very important role in facilitating quality training for the employees.. The idea behind the inclusion this research topic to ones research is that being in a Human Resource Stream its very much essential to know how training and development programs intend in maximisation of performance. Furthermore ones research would be to find out the congruence between the training programs offered by the employers to the nurses employed in the hospital sector in Ireland and the actual training needs of the nurses. As cited by Nguen and Buyens (2010, p. 2), the results of this particular research explains the relation between the training and firm performance based on previous researches between the years from (1991-2007) This particular research indicates that training has a positive impact on the performance of the organisation and indentifies it in two different categories namely financial performance of the firm which includes sales and productivity which means that effective training results in increase in productivity and sales. Furthermore the non financial performance such as the low labour turnover, job satisfaction and improvement in quality of work these are the non financial performance benefits of training. The reason behind the inclusion of this particular research to ones research is that it provides a strong evidence that training can positively impact the performance of the employees working within an organisation, moreover an effective training provides lots of opportunity for the growth and development of the nurses which would result in enabling the company to retain the potential talent within the hospital, therefore if the training needs of the nurses are

identified then the skills training can be focused to the training needs of the nurses thereby enabling to achieve patient satisfaction and enable to achieve quality medical service to the customers.

2.2 The higher responsibility of the nurses in relation to the medical errors and the skills involved in the nursing profession:

Patient safety is very much essential and the most important aspect to ensure a quality medical service. As cited by Keum Soon, K, So-Hi, K, Jin-A, K, & Sunhee, C (2011, p. 2), the safety of the patients has long been a major concern for healthcare professionals and its significance has been expanded with the increasing demand for the reputation of the hospital. Benjamin (2003) and the Joint Commission on Accreditation of Healthcare Organizations (2006) as cited by Keum Soon, K, So-Hi, K, Jin-A, K, & Sunhee, C (2011, p. 2), indicates that among some of the patient safety issues such as patient identification, transfusion error, falls and suicide, medication safety has been considered as a major indicator of health-care quality. Institute of Medicine (1999) as cited by Keum Soon, K, So-Hi, K, Jin-A, K, & Sunhee, C (2011, p. 2) Medication error is described as any preventable event that may cause or lead to inappropriate use of medications or patient harm . Therefore, it's very much clear that medication errors can be prevented with appropriate use of appropriate skills. According to Institute of Medicine (IOM), medication errors injure at least 1.5 million people and the medical costs of treating medication errors related injuries occurring in hospitals alone are approximately 3.5 billion dollars per year IOM (2006) as cited by Keum Soon, K, So-Hi, K, Jin-A, K, & Sunhee, C (2011) . Williams (2007) as cited by (Keum Soon, K, So-Hi, K, Jin-A, K, & Sunhee, C (2011, p. 2) The rate at which the medical errors occurs varies between two and fourteen percent of hospitalized patients. Medication errors have been estimated to kill nearly seven thousand patients per annum and account for nearly one in twenty hospital admissions in the USA and the UK. In South Korea, there are no accurate statistics on the incidence rate of medication errors available. According to the official report done by the Korean Consolidation for Medical Consumer (2007) as cited by Keum Soon, K, So-Hi, K, Jin-A, K, & Sunhee, C (2011, p. 2), indicated that nearly twenty one percent of medical disputes were related to medication errors. Considering that medication errors are universally under- reported Sanghera et al. (2007) as cited by Keum Soon, K, So-Hi, K, Jin-A, K, & Sunhee, C (2011, p. 2), the incidence rate of medical errors is seemed to be even higher.

Benjamin (2003) as cited by Keum Soon, K, So-Hi, K, Jin-A, K, & Sunhee, C (2011, p. 2), Despite of the huge variety of health-care professionals in the hospital sectors who are involved in the entire medication process such as prescribing, transcribing, dispensing and administering medication, nurses are more frequently involved in medication errors to a higher level compared to that of physicians, pharmacists or other health-care professionals. Health care personnel often viewed medication administration as a basic nursing task when, in fact, it requires complex interaction of a large number of specific decisions and actions often performed under less than ideal conditions in clinical practice. The complicated management of the medication process involves multiple steps and a variety of personnel. As a result, medication errors have become a common occurrence in hospitals. Although errors happen in each step of the medication management process, a significantly large portion of errors occur during medication administration. Registered nurses are at the sharp end of medication errors and play a major role in the administration of medicines as well as they are the primary health care professionals administering medications to patients in the hospital. This particular research throws much light on the higher responsibility of the nurses in facilitating quality medical services compared to other health care professionals and furthermore their higher responsibility with relation to the medical errors, since ones research is focused on the nurses, and with the view to reduce medical errors by providing the right kind of training in the hospital sector this research is of much relevance to ones study. As cited by Seitz, S (2013, p. 1), in order for the nursing to lead in creating higher levels of healthcare quality, the concept of quality of nursing must be clearly explained. Gunther (2002) and Alligood (2002) as cited by Seitz, S (2013, p.1), explains that nursing care and profession is intangible and is measured by the patient's experience, ever changing based on patient experience, and difficult to control because the production and consumption are inseparable. Furthermore Nurses possess specialized knowledge from a range of subjects including social and behavioural sciences. The nurses listen to lung sounds, start intravenous therapy, and use their psychomotor skills to assess patients, while providing empathy, relief of pain through diverse measures, such as positioning for comfort, and caring. As cited by Seitz, S (2013, p. 2) explains that art of nursing is the altruistic portion of the profession or the portion that demonstrates compassion, empathy, and care giving. This is the portion that shares the meaning of the patient experience and his or her journey to health. The art of nursing may be difficult to measure, but it is an essential aspect of nursing quality. This journal indicates the relevance of the technical skills and the non technical skills related to the

nursing profession, technical skills such as listening to lung sounds, providing intravenous therapy, and the non technical skills such as showing empathy. It's relevant to ones research because its gives a fair idea of the various technical and the non technical skills involved in the nursing profession. As cited by Miller, K, Riley, W, & Davis, S (2009, p.1), Skills which are considered to be very much significant for nurses, and which enable them to contribute to highly reliable, interdisciplinary teams are not consistently observed during critical events and constitute breaches in defensive barriers for ensuring patient safety. Implications for nursing management Nurses have a significant role in being able to assure effective team performance through the transfer of critical information. Nurses need to recognize and identify important clinical and environmental cues, and act in order to ensure that the team progresses along the optimal course for patient safety. Technical competence is generally assured because of professional training, as cited by Miller, K, Riley, W, & Davis, S (2009, p. 1), explains that the Institute Of Medicine (IOM), has reported that the healthcare delivery system has been lagging behind the rapid advances in medical and science technology. In this journal article the author focuses only on the non technical skills mainly whereas assumes technical training is achieved by training and fails to recognise the nurses point of view regarding the technical and the non technical training furthermore as the journal article says if technical skills are achieved why should the healthcare delivery system seem to be unable to cope up with the advancements in the technology?.

2.3 Significance of non – technical skills and medical errors in nursing profession and the skills which the patients prefer from the nurses:

As cited by White, N (2012, p. 2), indicates that the non technical skills plays a significant role in the most critical areas in the hospital sector, and further indicates the failure of an surgery which resulted in the death of Elaine Bromiely in 2005 due to the human error mainly because of lack of team coordination and communication. It's believed that during the operation when one procedure failed to respond there was delay in applying the second procedure, which has resulted in the death of the victim. The author indicates that it's due to the lack of communication and team coordination the operation failed thereby focusing on the non technical skills of the nurses and the other health care workers. In this journal article the author has been bias in assuming it's only the non technical skills which has lead to the failure of the operation. Ones point of view is that if there was sound technical knowledge

there would not be any delay in implementing the second procedure as soon as the first one has failed instead of saying it as a result of lack of non technical skills. Flin et al. (2003), as cited by Mitchell, L, & Flin, R (2008, p. 2), indicates the significance of non technical skills by recognizing that failures in non-technical skills has contributed to accidents in high-risk industries which has also led to the development of research programmes to study the role of cognition and social interactions in operational safety. Recently, in the psychological research in operating theatres has revealed the importance of non-technical skills in safe and efficient performance. Some of the non technical skills mentioned are the communication skills, teamwork, and situational awareness. Most of the studies to date have focused on anaesthetists and surgeons, some of the nursing skills which are of particular interest are the cognitive and social skills that can be rated from the observed behaviour in operation theatre. Other non-technical skills which are usually the management of stress and fatigue, with which nurses undoubtedly have to deal in their daily jobs. However, as these would not usually be included in a skill set designed for behaviour rating, because of difficulties in accurately judging these from observed behaviour. Even in this particular journal the author is focusing mainly on the non technical skills, and has considered non technical skills to be more significant than the technical skills the relevance of the technical skills among the nurses in the hospital sector. Furthermore since in an operation setting a nurse should have the sound technical knowledge in order to perform the surgery successfully in the hospitals. As cited by Murakami, G, Imanaka, Y, Kobuse, H, Lee, J, & Goto, E (2010, p. 1), indicates that patients, in particular those who are admitted in surgery departments, tended to place a significantly higher value on technical skills, however paediatric and rehabilitation patients seemed placed a high value on interpersonal skills. Furthermore its has been shown that non-surgical patients seemed to give preference to interpersonal skills, the results has revealed that patients warded in the surgery department who have not undergone operations still prioritized technical skills. These variation patterns among patient subgroups were further supported by regression analysis of overall patient satisfaction. Among the surgical patients, the forty to seventy nine-year-old subgroup regarded technical skills to be more important and the role of the doctor was found to be more associated with overall satisfaction. The research has also found that even among surgical patients, older patients placed higher values on interpersonal skills, and overall satisfaction was found to be more associated with health care professionals besides doctors and living arrangements. In this journal article the author explains the significance of technical and the non technical skills form a patient point of

view, and shows a difference in the preference among these skills among the patients it's quite relevant to ones research since it deals with the skills needed for healthcare workers in the hospital sector, however ones research is to identify the priorities between the skills from the healthcare workers point of view with significant focus on the nurses rather than the patients and which among these skills enables the healthcare workers to achieve patient satisfaction . Hochschild (1983); Warhurst and Nickson (2007), Findlay, Findlay, and Stewart (2009), Grugulis and Vincent (2009), Williams and Connell (2010) as cited by Windsor, C, Douglas, C, & Harvey, T (2012, p. 4), explains that the emphasis on soft skills is deemed as a crucial political issue is of the major concern of those who argue a relationship between gender and the evaluation of skills. Bolton (2005), Findlay, Findlay, and Stewart (2009), Lloyd and Payne (2009). As cited by Windsor, C, Douglas, C, & Harvey, T (2012, p. 4), indicate that Most of the arguments tend to look to the merit of an appreciation of interpersonal or soft skills which often go unrecognised and unrewarded the literature proposes that the soft skills in women dominated work areas such skills are readily dismissed as feminine or natural attributes Indeed, the neoclassic economic position is that because care work is intrinsically rewarding, the right kind of carer will appropriately accept a lower wage Heyes (2005) as cited by Windsor, C, Douglas, C, & Harvey, T (2012, p.4). The counter argument on the other hand is that soft skills compliment technical skills and contribute to productivity and improved outcomes and as such should carry monetary reward. This is the position of authors such as Bolton (2004) and Kosny and MacEachen (2010) who draw on Hochschild's (1983) as cited by Windsor, C, Douglas, C, & Harvey, T (2012, p. 4), explains that the concept of emotional labour in arguing that the social interactions required in service areas, nursing as one example, require a complex diversity of skills. (Bolton 2004) as cited by Windsor, C, Douglas, C, & Harvey, T (2012, p. 4), clearly points out that, for nursing professionals within the health care sector such interactions take place in a context of managerial surveillance and productivity demands, effective interaction requires high levels of skilled emotion work and all put together is real hard work for the nursing professionals. Payne (2009) as cited by Windsor, C, Douglas, C, & Harvey, T (2012, p. 6), explains that nonetheless, it is also the case that the increasing range of the popularity of the soft skills afforded by the competency movement sits very much comfortably with a salient discourse in nursing that seeks to strongly make clear that the emotional work or caring as the very essence of nursing practice. While this is not to be unrealised about the importance of that emotional work constitutes in any occupation and that non technical skills is indeed a

fundamental feature of all work the pervasiveness of soft skills in nursing comes at the expense of making visible and of compensating the strong intellectual or the use of non technical skills practices that are integral to nursing work. This particular research throws much significance to the non technical skills required for nursing and how the non technical skills plays a significant role in handling with the emotional related areas of the patients . However more emphasis is laid on the non technical skills which are considered to very significant to the nursing professionals. Ones research will find out the actual opinions of the real nursing professionals working within the health care sector in Ireland by interviewing them and also regarding why non technical skills is very much crucial for their work and furthermore also to find out the significance of the technical skills as well. This will enable to get a fair idea of the opinions and the real life situation of the nurses regarding their preference between the technical skills and the non technical skills training which are provided within the hospitals.

2.4 Significance of the technical skills training in the nursing profession and the shortage of nurses in Ireland:

As cited by ,The Roghieh, N, Fateme, H, Hamid, S, & Hamid, H (2013, p. 1), learning of the technical skills is very much significant to the nursing as they play a vital role in saving the life of the people, the technical skills play a very important role especially for the nurses working in the ICU (Intensive Care Unit). Furthermore suggests the method known as the DOPS (Direct Observation of Procedural Skills) which enables to monitor the clinical skills ability of an nursing students. The journal article indicates the significance of the technical skills, and considers to be very much significant in order to save the life's of the people, now the focus is shifting towards the technical skills compared to the previous journals where more focus was on the non technical skills of the nurses in the hospital sector. As cited by Lubbe, J, & Roets, L(2014, p. 1), indicates that Nurses with limited formal theoretical training are not appropriately prepared well to perform tasks unsupervised, even in the current global nursing shortage scenario. Research findings in South Africa shows that eighty percent of the risk assessment is performed by nurses who are not qualified or lack adequate training in the specific area; this has put the patients and the hospital in great danger. To optimize and ensure safe and quality patient care, risk assessments should be done by a registered professional nurse, who will then coordinate the nursing care of the patient along

with the other nurses. The journal considers the drawback in the healthcare profession due to inadequately trained nurses and considers the significance of training to be provided to the nurses. The journal mostly indicates the significance of technical skills needed to carry out the given tasks and the need for proper training to facilitate efficient delivery of medical services. As cited by Clarke, S, McDonald, S, & Rainey, D (2012, p.1), indicates that skillful technical skills are one of the significant characteristic of high quality health care, Skills for Health (2009) as cited by Clarke, S, McDonald, S, & Rainey, D (2012, p. 1), reported a need for a skilled, flexible and effective workforce while maintaining high quality and safe care for patients. Therefore, reliable and valid assessment of clinical skills is considered to be very essential in achieving flexible and competent registered nurses. Nulty et al (2011) as cited by Clarke, S, McDonald, S, & Rainey, D (2012, p. 1), indicates the Objective Structured Clinical Examination which is a cost effective and reliable method of skill assessment for the nursing and furthermore explains that The Objective structured clinical examination is therefore a recognised strategy for assessing clinical skills. The Objective structured clinical examination is an assessment method based on objective testing and direct observation of student performance during planned clinical situations. Each student rotates through a circuit of five stations lasting ten minutes each. Students are assessed using standard predetermined criteria for the chosen clinical skill. According to Mitchell *et al* (2009) as cited by Clarke, S, McDonald, S, & Rainey, D (2012, p. 2), explains that the evaluation of clinical competence is very much essential requirement of healthcare professionals' education, in which standardised procedures ensure objectivity and maximise reliability of the assessment. In this particular journal it explains that technical skills are much needed in order to ensure efficient delivery of healthcare services, with much focus on the nurses here the focus is only on the technical skills while that of the non technical skill has not been observed. Since various methods have been introduced in assessing the technical competence of the nurses it indicates the vital role it has to do with the healthcare professionals. Government of Ireland (2002) as cited by Attree, M, Flinkman, M, Howley, B, Lakanmaa, R, Lima-Basto, M, & Uhrenfeldt, L (2011, p. 3), In Ireland in the late 1990s healthcare organizations experienced a severe nursing/midwifery shortage McCarthy et al. (2002) as cited by Attree, M, Flinkman, M, Howley, B, Lakanmaa, R, Lima-Basto, M, & Uhrenfeldt, L (2011, p. 3), which was a opposite from being a major supplier of nurses to other countries . Buchan & Sochalski (2004) as cited by Attree, M, Flinkman, M, Howley, B, Lakanmaa, R, Lima-Basto, M, & Uhrenfeldt, L (2011, p. 11), clearly indicates that this

shortage in the number of nurses in Ireland led to increased industrial unrest amongst nurses, resulting in the first national nursing strike in 1999. Recruiting nurses from international sources grew up significantly in 2001 up to two-thirds of new entrants to the nursing register were from outside the state. Aiken et al (2002) as cited by Attree, M, Flinkman, M, Howley, B, Lakanmaa, R, Lima-Basto, M, & Uhrenfeldt, L (2011, p. 2), explains that Ireland became a country that imported more nurses than it produced. This particular research is of much significance to one's research because it enables to have a clear understanding of the history of the nursing health care professionals in the hospitals with relevance to Ireland, and that the healthcare sector is under severe shortage of nurses and nurses are being imported from other countries, therefore there is a need to provide better training and development to the nurses, one's opinion is that through quality training and identifying the training needs of the nurses it will enable Ireland to retain its nurses and provide an opportunity for their growth and development in the hospital

2.5 Significant relation between patient satisfaction and nursing profession:

Donabedian (1966) as cited by Otani, K, Kim, B, Waterman, B, Boslaugh, S, Klinkenberg, W, & Dunagan, W (2012, p. 2), The attention to patient satisfaction studies in health care has been increasing rapidly Patient satisfaction is now considered as one of the significant part of the quality outcomes of health care which. Traditionally the quality of health care has been measured with the structure, process, and outcomes of the medical care. The outcome of the medical care includes clinical outcomes such as mortality and morbidity, as well as patient-centred outcomes such as functional improvements and the quality of life of the patients. Patient satisfaction is also included as a part of this outcome dimension. There are numerous reasons why people are interested in patient satisfaction. The primary reason would be that patient satisfaction is referred to as customer satisfaction in health care. Any industry is interested in customer satisfaction because satisfied customers are loyal customers and satisfied customers can highly increase the name and the reputation of any industry. Health care is no exception. However, in health care, there is also yet another unique reason why patient satisfaction is important. Patients who are satisfied and happy with their provider are more likely to comply with the treatment, and those patients who comply with the treatment are more likely to get better and less likely to go doctor shopping Eisenberg, (1997); Ford, Bach, & Fottler (1997); Williams,(1994) as cited by Otani, K, Kim, B, Waterman, B,

Boslaugh, S, Klinkenberg, W, & Dunagan, W (2012, p. 2). Newer patient satisfaction studies tried to find which health-care attributes influence more on overall patient satisfaction. They found that nursing care and staff care are more influential than other attributes to increase overall patient satisfaction in inpatient care furthermore Among the most important attributes, staff care is most influential on the composite index of overall patient satisfaction, followed by nursing care, physician care, and admission process. This result is very much consistent with previous studies where nursing and staff care are very critical to overall patient satisfaction in hospital settings. Thus, it is important to improve staff and nursing care to increase overall patient satisfaction Otani, Kurz, Burroughs, & Waterman, (2003); Otani, Waterman, Faulkner, Boslaugh, & Dunagan, (2010); Otani, Herrmann, & Kurz, (2010) as cited by Otani, K, Kim, B, Waterman, B, Boslaugh, S, Klinkenberg, W, & Dunagan, W (2012, p. 3). This research focuses on the significance of the need to care for the staff especially the nursing in the health care sector in order to achieve patient satisfaction. This is relevant to ones research since its focuses not only on the nursing but also on the significance of the non technical skills known as attributes which a play a very significant role in achieving patient satisfaction, ones research also focuses on the nurses and the non technical skills in the hospital sector in Ireland. This research also highlights the significance of spending on staff to achieve patient satisfaction in health care industry, this can be related to ones research as training given to the nurses is also spending on the employees in order to achieve patient satisfaction. Furthermore this research also indicates that nurses are the significant agent through whom patient satisfaction can be achieved, this makes ones research focused on the nurses more valid.

As cited by Janicijevic, I, Seke, K, Djokovic, A, & Filipovic, J (2013, p. 1), in today's modern world, there has been significant pressure on the hospitals to provide quality medical services. Hospitals not only have to contend with the dynamics of regulation and market forces but most importantly they have to deal with the issue of providing quality service. Consumers (patients) expect more and more of healthcare providers and demand higher and higher standards of care and service. Patient satisfaction has become one of the frequently used outcomes to measure the quality of healthcare delivery. In that sense, satisfaction represents a positive appraisal of provided healthcare with respect to the client's goals and expectations. Discussions on how the quality of health care should be measured include patient satisfaction as one of the important dimensions. On the other hand, the satisfaction of

the healthcare worker also known as the job satisfaction is also a very important parameter that influences productivity as well as quality of work. This complex phenomenon is an attitude towards one's job that has an impact not only on motivation, but also on career, health and relations with co-workers. Healthcare worker job satisfaction has a great impact on quality, effectiveness, and commitment to work and at the same time has a significant impact on the healthcare costs. Many different studies have shown that there are a great number of factors which can have an impact on healthcare worker job satisfaction, such as, gender, age, level of education, work experience, the way in which work is organized, working conditions, and many others. This particular research focuses on the need of the satisfaction of the healthcare workers which will result in the satisfaction of the patients, this reason behind the inclusion of this research to ones research is that training of the employees in the health care sector plays a crucial role in helping to achieve job satisfaction , if there is no adequate training there would be no scope for the development and the improvement of the skills among the nurses in the hospital, which will result in no job satisfaction as well as leading to poor medical services and less patient satisfaction.

2.6 The challenges faced by the modern health care sectors and the need for technological advancement:

Goodman (2004) as cited by Ramacciati, NN (2013, p. 2), indicates that in today's twenty first century health care sector faces a number of new challenges such as the increase in demand and the explosion of needs that grow faster than does the availability of resources despite the increased investments in the healthcare sector on the part of all industrialized countries. Healthcare systems all around the world are currently faced with three significant problems firstly, the changing social and health problems connected with social and demographic transition, epidemiological problems and problems connected with the provision of health care; secondly, there are growing expectations on the part of the customers, who are strongly influenced by the media, and the phenomenon of consumerism which changes the patient into a demanding client; and finally the uncontrolled technological expansion upheld by a highly profitable health market which has a strong influence on both the supply and the demand of services. The decision-makers involved in healthcare sector are focusing on the ways and means to address these emerging problems. They must ensure the availability of high-quality, innovative health care, while, on one hand, managing the budgets

and, on the other hand, ensuring equality of access and self-determination in the choice of treatment for the users. Mussa & Poppa (2009) as cited by Ramacciati, NN (2013, p. 2), explains that evaluating the appropriate application of technologies adopted in health care, diagnostic and therapeutic procedures, as well as the organizational models followed, is the basic fundamental for an appropriate resource allocation This is very much significant for the decision-makers in the healthcare field, especially in the context of a worldwide, economic crisis. This particular research indicates the significant impact of the technologies on the health care sector; it's very relevant to ones research since it tries to find the preference of the technical skills training among the nurses in the hospital sector. The research clearly indicates that the health care sector is strongly influenced by the rise in the technology. Furthermore it also explains the significant rise in the expectations and the demand from the customers thereby making the patient satisfaction as the significant goal of the health care sector. However this research doesn't focus particularly the nurses working in the hospitals and consider their opinions regarding the technological aspect of the health care sector. Therefore it makes ones research more valid to address to include the preference of technical skills training of the nurses in the hospital sector.

2.7 The influence of the Technological skills and its associated problems in the nursing profession:

As cited by Dowding D (2013, p. 1), the use of Information and Communication Technology (ICT) to improve the quality and efficiency of health care is one way of improving the quality of the medical services being provided. Scottish Government (2012) as cited by Dowding D (2013, p. 1) It is also a central element of the Scottish Government's e-health strategy and is in line with the significant investment in health information technology (IT) infrastructure that has been made worldwide. For instance the US government, for example, has invested \$19 billion dollars through the American Recovery and Investment Act Steinbrook (2009) as cited by Dowding D (2013, p. 1), and the Canadian government has invested \$2.1 billion dollars through Canada Health Infoway Canada Health Infoway (2012) to improve the use of electronic health record (EHR) systems across healthcare sectors as cited by Dowding D (2013, p. 1), furthermore The DH (Department of Health) information strategy also signals the significant change in how care is organised and delivered across England and Wales (Haslam and Taylor 2012) as cited by by Dowding D (2013, p. 1), For instance, it gives

patients ownership of their care records, integrates service delivery, across providers, and ensures that staff make every contact count, which all require sophisticated information management systems and health information technology. Nurses are expected to have the requisite skills and knowledge to access and use various information sources and to help patients navigate through a system that gives them ownership of their electronic health records. Royal College of Nursing (2010) as cited by Dowding D (2013, p. 1), during a recent survey of nurses found that ninety two percentage of them use computers in their work at least on a daily basis and that fifty seven per cent have used the electronic health records. This highlights the role of technology among the nursing staff to use information to manage patient care. A total of eighty four percent of the job descriptions of nurses specified that individuals should have some skills in using information technology, fourteen percent of the job descriptions indicated that the information technology skills were desirable rather than considering being essential. The majority of the job descriptions recognised the communication as one of the significant core skill. The results of the study highlight that, in general, employers do recognise the importance of basic Information Technology (IT) skills in order to enable the staff to carry out nursing roles more efficiently, as well as the importance of patient confidentiality and data security, in relation to data protection, for handwritten and computerised data. Nurses will have a significant role in helping patients navigate around systems that are increasingly technologically driven. Nursing roles requires skills in using Information and Communications Technology as a tool so as to improve the quality of the medical care and to communicate across boundaries between health and social care, and between different care providers in one organisation. However, these requirements are missing from current job descriptions and person specifications of the nursing staff. This reason behind the inclusion of this particular research to ones research is that, it throws much light on the significance of technology in the health care sector especially in relation to the nurses working in the hospitals who play a very significant role in facilitating quality medical services to the patients, as ones research also deals with the nurses and find out their preference between the technical and the non technical skills training.

Robert Wood Johnson Foundation, (2010) as cited by Furst, C, Finto, D, Malouf-Todaro, N, Moore, C, Orr, D, Santos, J, Sutton, K, & Tipton, P (2013, p. 1), indicates that the health care system and the provision of nursing care has rapidly increased in complexity due to the significant rise in technology. Rapidly progressing technological advances affect almost

every aspect of health professions. In a seminal article, Moore (1965) as cited by Furst, C, Finto, D, Malouf-Todaro, N, Moore, C, Orr, D, Santos, J, Sutton, K, & Tipton, P (2013, p. 1), forecasted that computers would become powerful, advanced, portable, and economical. With forty five percent of the current workforce age are fifty or older, many nurses have become adults before the proliferation of computers, cell phones, personal digital assistants, and other now commonplace technologies. According to Gassert (2008) as cited by (Furst, C, Finto, D, Malouf-Todaro, N, Moore, C, Orr, D, Santos, J, Sutton, K, & Tipton, P (2013, p. 1) explains that the ages of the nurses does not represent the only barrier for effective incorporation of new machines and devices, indeed a lack of preparation in the proper use of these devices among practicing nurses hinders the full, effective adoption of technology.

Hughes, (2008) as cited by Furst, C, Finto, D, Malouf-Todaro, N, Moore, C, Orr, D, Santos, J, Sutton, K, & Tipton, P (2013, p. 1), explains that the speedy growth of technology in the health care sector has vastly impacted the practice of nursing. Use of electronic medical record systems enhances the delivery of safe patient care and addresses the core measures, safety guidelines, and conditions of participation set forth by the Centers for Medicare & Medicaid Services (CMS) as well as other regulatory bodies. (U.S. Department of Health and Human Services (2011) as cited by Furst, C, Finto, D, Malouf-Todaro, N, Moore, C, Orr, D, Santos, J, Sutton, K, & Tipton, P (2013, p. 3), indicates that the growth of technology within the health care industry has led to improved efficiency in health care delivery and safer patient care practices. For instance before the development of electronic monitors, nurses obtained manual vital signs and performed many hands-on assessments to determine the patient's status. The advent of electronic devices enabled nurses in various areas to gather pertinent patient data, including vital signs, heart rhythms, ventilator settings, and hemodynamic parameters, quickly and efficiently. The development of intravenous infusion pumps provides another example of how technology impacts patient safety and nursing care. Before the impact of technology in the health care sector nurses calculated infusion rates by counting the number of drops per minute. Problems with miscalculations or changes in flow rate related to patient repositioning resulted in dosing errors. (Breland, 2010) as cited by Furst, C, Finto, D, Malouf-Todaro, N, Moore, C, Orr, D, Santos, J, Sutton, K, & Tipton, P (2013, p. 1), clearly points out that the growth in technology led to the invention of infusion pumps, which revolutionized the practice of intravenous therapy and increased patient safety. Another significant example of the advancement of technology in the health care sector is the

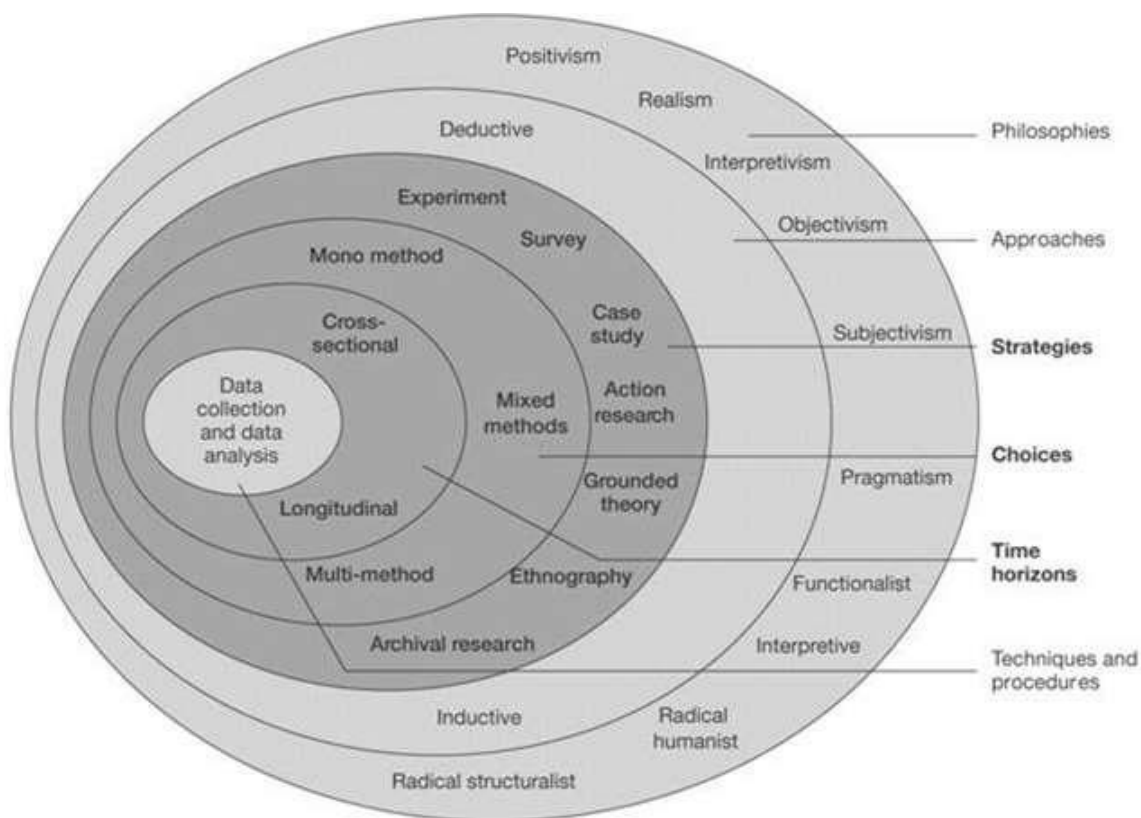
bare code medication systems which are used by the nurses. Hughes, (2008) as cited by Furst, C, Finto, D, Malouf-Todaro, N, Moore, C, Orr, D, Santos, J, Sutton, K, & Tipton, P (2013, p. 2), specifies that the Bar code medication systems identify medications and patients through scanning technology thereby significantly reducing human error and preventable adverse drug events at the time of administration. Freeman, (2009) (Furst, C, Finto, D, Malouf-Todaro, N, Moore, C, Orr, D, Santos, J, Sutton, K, & Tipton, P (2013, p. 3), as cited by clearly points out that. This process of bar code medication validates the accuracy of the medication or warns of a potential error in the five rights of medication administration Using the barcode medication systems protects against potential human error. An effective documentation system can help nurses navigate the increasing demands of patient care magnified by a health care system that has reduced length of stay almost in half. Nurses should recognize innovations and technology as tools for enhancing patient quality and delivery of safe care. This particular research has been included to ones research since focuses much attention to the technical skills such as bare code medication which helps the nurses to provide quality medical services as well as very crucial in preventing medical errors. This research provides valuable information to ones research because it explains the relationship between the technical skills and the prevention of the medical errors. Moreover the research also highlights that the significance of training of the nurses in order to handle the medical equipments more effectively and improve the quality of the medical care and that the lack of this technical skills training will result in poor performance from the nurses. However this research doesn't identify the significance of the non technical skills or the soft skills with regard to the nurses, on the other hand ones research would find out the opinions of both the technical skills training and the non technical skills training, and also among these skills which one the nurses prefer is very much essential in order to avoid medical errors and provide for quality medical services. From all of the above literatures it can be found out that there has been a preference between either the technical skills training or the non technical skills training which each of these authors believe to be very much crucial to increase the performance of the nurses who play a very crucial role delivering quality medical services and can highly influence the name the reputation of the hospital since an hospital is judged by the quality of medical service it provides to the patients. Therefore these previous researchers done regarding the technical skills training and the non technical skills training in relation to the nurses as significant healthcare professionals makes ones research more interested to indentify in depth the actual opinions of the nurses employed in the hospital sector in Ireland

by conducting in depth interviews with them and furthermore and enable the hospitals to provide the training based on the training needs of the nurses and therefore potentially result in achieving patient satisfaction.

Chapter 3: Methodology

The main purpose behind this research is to find the preferences of the nurses between the technical and the non technical skills training which would help in identifying the training needs of the nurses, thereby improving the effectiveness of training. Moreover the research also tries to find out which of these skills training enable the nurses to prevent medical errors and achieve the satisfaction of the patients. Therefore taking into account the intention of this research these are the following methods used by the researcher such as the interpretivism philosophy, with an inductive approach for the purpose of analysing the interviewees opinions through semi structured interviews which facilitates in analysing the qualitative data's , using a mono method of data collection. This methodology section will explain very clearly the reason for selecting the various choices based on the research onion.

Figure 1: The research onion



Source: Saunders, Lewis and Thornhill (2007, p.102)

3.1 Research philosophy:

The kind of philosophy being approached is known as the Interpretivism. As cited by (Saunders, Lewis and Thornhill, 2007, p.106). Interpretivism is an epistemology which advocates that it's very much essential for the researchers to understand the difference between the humans in the role as a social actors, it focuses on the conducting the research among the people rather than objects such as the trucks and computers. Humans play a significant part in the stages of human life. The heritage of this interpretivism comes from two intellectual traditions known as the phenomenology and the symbolic interactionism. The crucial aspect of the interpretivist epistemology is that the researcher has the need to adopt an empathetic stance; the significant challenge here is to enter the social world of the research subjects, and understand the world from their point of view. The strength of this particular philosophy is that it very well suits one's research, the reason behind is that one's research is on the topic Priorities between technical skills training and non technical skills training among the nurses in the hospital sector in Ireland in that one's research focuses on the humans that is the nurses who are the major healthcare professionals involved in hospital sector who are the research subjects, and also to understand from the nurses point of view among the technical skills training and the non technical skills training which among these is enabling them to perform better and achieve patient satisfaction and help in preventing medical errors. Thus this particular philosophy is more appropriate to one's research and that's the reason why this particular research philosophy has been selected to one's research.

3.2 Research approach:

The type of research approach being used for one's research is inductive approach. As cited by (Saunders, Lewis and Thornhill, 2007, p.117). the inductive approach helps in providing a better understanding regarding the meaning of humans in relation in relation to events, and it involves the collection of qualitative data, and enables in providing an opportunity to have a more flexible structure to allow changes in the research emphasis as the research progresses, and furthermore the inductive approach gives the feeling and realisation to the researcher that the researcher plays a significant part in the research process of the research. Furthermore another major strength of this inductive approach is that unlike deductive approach where there is a presence of rigid methodology and does not provide scope for any alternate

explanations, the inductive approach is not as rigid as the deductive approach and also facilitates more scope for alternative explanations which helps to explore the opinions of the respondents in detail. The research using the inductive approach is particularly concerned with the context in which such events are taking place. Hence a study of small size of samples would be more appropriate to be used rather than a large sample size. This inductive approach suits one's research because one's research looks at nurses who are the nurses with relation to the technical and the non-technical skills training and also one's research also involves a small sample size such as five nurses employed in the hospital sector in Ireland by interviewing them regarding their opinions based on the two types of skills training.

3.3 Research strategy:

The kind of research strategy being used for one's research would be the grounded theory. As cited by (Saunders, Lewis and Thornhill, 2007, p.142). The grounded theory is most often thought of as one of the best examples of the inductive approach. According to Goulding (2002) as cited by (Saunders, Lewis and Thornhill, 2007, p.142). The grounded theory is very much helpful and plays a significant role in the research by predicting and explaining behaviour and with emphasis being upon building and developing a theory. Collis and Hussey (2003) as cited by (Saunders, Lewis and Thornhill, 2007, p.142). explains that the grounded theory starts without the formation of an initial theoretical framework, but instead the theories are developed with the data's which are generated through a series of observations, these generated data's will lead to the generation of predications, which would be tested in further observations that may confirm or instead the predications. This strategy has been used in one's research because this particular research strategy is of great value to one's research and furthermore this research tries to generate data's by interviewing nurses employed in the hospital sectors in Ireland and also by finding out which among the skills training such as the technical and the non-technical do they prefer in order to achieve patient satisfaction and helpful in the prevention of medical errors.

3.4 Time horizon:

The particular time horizon applied to one's research was cross-sectional. The reason behind this time horizon being applied to one's research is that due to the limited period of time available for the completion of the academic research. As cited by (Saunders, Lewis and Thornhill, 2007, p.148). Cross-sectional study is considered as a study of a particular

phenomenon which is being studied over a particular period of time. The cross sectional time horizon is also known as a snap shot time horizon. Hence once research can be considered as a snap shot regarding the preference between the technical skills training and the non technical skills training among the nurses in the hospital sector in Ireland during a particular period of time.

3.5 Qualitative method of data collection:

The qualitative method of data collection was used for the research. The primary data needed for the research was collected through interviews from the nurses employed in the hospital sector in Ireland. As cited by (Saunders, Lewis and Thornhill, 2007, p.472). Qualitative method of data collection is most commonly used as a complete meaning for any data collection techniques such as interviews or procedures such as data analysing which involves categorising data and furthermore which leads to generating or making use of non numerical data. Hence for this research mono method was applied. As cited by (Saunders, Lewis and Thornhill, 2007, p.145). A mono method is where one uses only one method of data collection. In this research qualitative method was used for data collection through semi structured interviews. Hence the qualitative method of data collection is more appropriate for ones research. And also secondary resources such as journal articles and previous research papers based on the relevant area were of significant importance for a complete valuable and appropriate source of information.

3.6 Non probability Sampling:

The sampling used in this particular research was non probability sampling. As cited by (Saunders, Lewis and Thornhill, 2007, p.226). In cases such as business research, market surveys, case studies it's difficult to determine the sample size since theses does not have a sampling frame which are appropriate to answering to the research question. Furthermore in non probability sampling in order to gain relevant and useful information to answer the research question there is a need to pursue an in depth study that focuses on a small group with a particular purpose. Moreover limited time and resource available also play a significant role in choosing the non probability sampling method. The non probability sampling is very much appropriate to ones research because there is limited time and resources in order to complete this academic research. And also very small sample sizes of five nurses who are employed in the hospital sector in Ireland have been selected with a

particular purpose of knowing their preference between the technical skills training and the non technical skills training. Furthermore purposive sampling which is one among the range of sampling techniques in the non probability sampling was very significant to this research. As cited by (Saunders, Lewis and Thornhill, 2007, p.230). Purpose sampling or the judgemental sampling helps in using the judgement of the researcher to select cases that would be considered best to answer the research questions and enables in meeting the objectives of the research effectively. And furthermore it involves in selection particularly very small samples in order to look for particular information. The purposive sampling is best used by the researcher using the grounded theory strategy. Hence purposive sampling is very much appropriate to this research since the samples are selected by the researchers judgement because nurses are very important health care professionals in the hospital sector hence training is very much essential for them and also the main aim is to find out their preference among the skills training and thus help in providing a quality training which results in achieving patient satisfaction and prevention of medical errors. And furthermore only a small sample size of five nurses was selected in order to acquire quality information from them regarding the skills training.

3.7 Ethical issues:

As cited by (Saunders, Lewis and Thornhill, 2007, p.162). research ethics refers to the ways and the means of how the researcher formulates and clarifies the research topic, and furthermore the process of designing the research and gaining access and also in collecting, storing, and analysing the data and finally find an most ethical appropriate way to finalise the research findings in the most moral and responsible way possible. Thus in order to overcome the ethical issues there has to be a sound methodology for the research and morally defensible to all those participants who are involved in the research study. The ethical issues were overcome during the process of research by informing the participants briefly that the findings of research was being used only for academic purposes their making them clear about the purpose of the research. And furthermore the research interview was purely based on the voluntary involvement of the participants and thereby they were made clear that their confidentiality would be respected and followed and furthermore they can quit the interview or omit any questions at any point of time if they are not comfortable to answer the questions during the interview. Furthermore the participants were contacted with the help of already existing contacts who were employed in the hospitals in Ireland. Buchan et al (1988) as cited

by (Saunders, Lewis and Thornhill, 2007, p.168), explains that the researcher could be most successful in gaining access to the organisation if the researcher has a friend or a relative or even a student who is employed in the organisation. This was very much appropriate to ones research because the nurses were contacted with the help of a friend who has been employed in the hospital and further contacts were developed from the same hospital with the help of that particular friend employed as a nurse in the hospital. Thus through the source of one contacts further contacts was developed. The possible benefits of this research to the participants were also clearly explained during the process of gaining access from the research participants.

3.8 Limitations:

Due to the limited time available it was only practically possible to interview only five nurses furthermore during the process of this research there were certain limitations especially during the process of conducting interviews with the nurses. Arranging interviews with the nurses was very tough due to their demanding job and the nurses were hardly able to find time for the interview and also all the nurses were working on a full time basis. Also the nurses were also working on shift basis such as the morning and the night shifts hence the interview had to be postponed several times to meet the convenience of the nurses for the interview. Hence time management was a critical issue due to limited time available for the completion of the research. And furthermore since except one nurse the rest of the of the nurses were unknown to me so they tried to be a kind of reserved initially and were trying to keep the information's of the hospital as secret regarding the skills trainings provided in their hospital. However theses obstacles were overcome with by establishing proper rapport and with the help of good communication which was very much helpful in sharing of ideas and opinions between the researcher and the interviewee and above all as requested their confidentiality were also followed and respected during the whole process of research.

Chapter4: Data analysis and findings

4.1 Data collection:

For one's research the data collection would be through the use of both the primary and the secondary data collection methods. The secondary data would be collected through journals and articles based on the research topic. The primary data for the research would be collected from the nurses through the process of semi – structured interviews. Kings (2004) as cited by (Saunders, Lewis and Thornhill, 2007) explains that semi structured interviews and in depth interviews are non standardised. These types of interviews are most commonly known as the qualitative research interviews. Furthermore in semi structured interviews the interviewer will have a set of pre determined questions to be asked to the interviewee during the interview. The type of questions beings asked and the answers given by the interviewee would be recorded either by means of audio recording or through note taking. The semi structured interview is applied to ones research since the nurses employed in the hospital sector in Ireland are interviewed with pre determined questions with the aim of achieving very detailed answers form the respondents and furthermore the answers were recorded through the process of note taking. Furthermore the interviews help in having better conversation with the nurses and create a stable and pleasant atmosphere where they could share their ideas and opinions more freely, unlike the questionnaire.

4.2 Sample:

The main target for this research was the nurses who are the one of the significant healthcare professionals in the hospital sector. Hence a total of five nurses who were employed in the some of the major hospital in Ireland were interviewed for the purpose of this research. As requested by the nurses they wanted their organisation name to be anonymous hence the names of the hospital would be anonymous in this research in order to respect the confidentiality of the nurses.

4.3 Results from the interviews:

The nurses employed in one of the major university hospitals in Ireland were interviewed. The nurses were interviewed with an open ended approach so as to find the ideas and the point of view of the nurses and have a better understanding of their opinions. The opinions of each of the nurses were of significant value in providing valuable information to answer the research question. There were also predetermined questions to be asked hence following a semi structured interview. There was good communication between the nurses and the researcher during the interview which helped the researcher to understand clearly the opinions of the nurses regarding the technical and the non technical skills training without any difficulties. Since the main purpose of the research is to find out the nurses preference between the technical and the non technical skills training only specific questions were asked during the interviews.

Interview 1

Work experience (Question 1):

The questions regarding the work experience were asked with a purpose of finding the level of experience the interviewee and also to know the understanding of the interviewee regarding the technical and the non technical skills training. During the interview it was noticed that the interviewee had a solid work experience which was eleven years and had a sound knowledge regarding the technical and the non technical skills training.

Relevance of skills training to the nursing profession and the kind of training which is being offered in interviewees hospital (Question 2 and 3):

The interviewee explained that skills training are very essential to the nursing profession because it plays a significant role in helping them to increase their performance thereby enabling them to provide quality medical services. The interviewee also explained that both the technical and the non technical skills training are being offered in their hospital. These questions were asked so as to have an understanding of the relation between the technical and the non technical skills training to the nursing profession and the type of skills training being offered in interviewee's hospital.

The preference of the interviewee between the technical skills training and the non technical skills in preventing medical errors and ensuring patient safety and achieving patient satisfaction and its significance as nurse (Questions 4 and 5):

During the interview the interviewee explained that the non technical skills were very important in preventing medical errors thereby ensuring patient safety and achieving patient satisfaction in comparison with the technical skills. The reason explained by the interviewee is that there is strong emotional link between the patients and the nurses during the process of the treatment of the patients. And furthermore it's the non technical skills which play a vital role in comforting the patients. Thereby explaining that the non technical skills such as empathy, is very crucial when dealing with patients and while working together as a team with other medical staff in the hospital.

Interviewee's opinion regarding technological advancement in the hospitals and the confidence level between the technical and the non technical skills after the nursing education (Questions 6 and 7):

The interviewee explained that the technological advancement has significantly helped to complete the tasks effectively and efficiently within the appropriate time. The interviewee means that the technological advancement helps to save time thereby enabling the interviewee to finish the job given quickly and in an effective manner. And furthermore it was also noticed that the interviewee was more confident in the non-technical skills and less confident regarding the technical skills.

Preference of the hospital between the technical and the non technical skills training which are provided to the interviewee and the quality of the training which is provided in the interviewee's hospital: (Questions 8, 9, 10 and 12):

During the interview the interviewee explained that their hospital provides more of technical training in comparison with the non technical skills. The reason behind as explained by the interviewee is that the hospital has good infrastructure facilities thereby being able to offer more technical skills training and furthermore the hospital believes in the power of the technological advancement which taking place rapidly in the health sectors hence they concentrate more on the technical skills training of the nurses. Moreover regarding the quality of the training the interviewee explained that the training provided by the hospital is of good

quality and also by giving significant importance to their feedbacks regarding the trainings, the trainings are regularly upgraded so as keep the skills of the nurses up to date. And furthermore careful attention is being given by the interviewees hospital in identifying the training needs of the nurses, thereby maximising the quality of training which are provided to the interviewee.

The skills training preferred by the interviewee, and its significance in performing the nursing job more effectively (Questions 11 and 13):

During the interview the interviewee explained that there should be an equal balance between both the technical and the non technical skills training and all of these are essential in providing a quality medical service. Skills like communication plays a crucial role both with the patients and with the other medical staff members, task management helps in organising treatment for each patients, and having good knowledge regarding the various medical equipments such as those equipments which helps in checking of blood pressures and handling of injections were all necessary to carry out the nursing job effectively. Furthermore the interviewee expressed interest in receiving both the technical and the non technical skills training.

The relation between the skills training and the performance of the interviewee (Question 14):

The interviewee explained that the skills training offered by the hospital definitely plays a huge role in the job performance. The interviewee explained that the skills training has enabled the interviewee to achieve more confidence level by gaining an in-depth knowledge through training which has lead to improved job performance.

Growth opportunities within the hospital (Question 15):

The interviewee explained that there are sufficient growth opportunities within the hospital, and the furthermore that the skills training are being provided to the interviewee in order to make use of those opportunities.

Interview 2:

Work experience (Question 1):

The work experience of the interviewee was asked with a view to know the understanding of the interviewee regarding the technical and the non-technical skills training as a nurse. During the interview it was observed that the interviewee had a total of thirteen years of work experience as a nurse in the hospital and has good knowledge regarding the technical and the non technical skills training.

Relevance of skills training to the nursing profession and the kind of training which is being offered in interviewee's hospital (Question 2 and 3):

The interviewee explained that the skills training helps them in achieving a professional development, which also helps in achieving an in depth knowledge of the nursing job thereby enabling them to become a significant resource to the hospital as well as to the patients. And during the interview the interviewee also explained that the hospital provides both the technical and the non technical skills training, which enables them to accelerate their performance.

The preference of the interviewee between the technical skills training and the non technical skills in preventing medical errors and ensuring patient safety and achieving patient satisfaction and its significance as nurse (Questions 4 and 5):

During the interview the interviewee clearly explained that the non technical skills play significant role in reducing the medical errors and achieving the patient satisfaction. The reason as explained by the interviewee is that non technical skills are important in enabling to provide comfort for the patients, as well as their patient's family so as to give them hope. Furthermore non technical skills are also very much essential while working with other members in the team or the other medical professionals. The interviewee also explained that medical errors occur and the danger to patient safety occurs due to lack of non technical skills. Some nurses lose the confidence and the courage to explain to the doctor or the surgeons when they spot something is wrong with the treatment thereby resulting in most of the medical errors. The interviewee explained that the main role of the nurses to provide care giving for the patients and the non technical skills are most important in being able to provide that successfully.

Interviewee's opinion regarding technological advancement in the hospitals and the confidence level between the technical and the non technical skills after the nursing education (Questions 6 and 7):

According to the interviewee the technological advancement in the hospital sectors are of great benefit to the interviewee in being able to provide quality medical services which enables to attract more patients. Furthermore having good technical skills also increases the job opportunities for candidates in the nursing profession. Being technologically advanced also helps the hospital in being ahead of the competition. The confidence level of the interviewee was more regarding the technical skills and less with the non- technical skills. The interviewee had a problem of accepting criticism from others and in accepting others ideas which lead in difficulties having good relationship with the colleagues and also with the patients.

Preference of the hospital between the technical and the non technical skills training which are provided to the interviewee and the quality of the training which is provided in the interviewees hospital (Questions 8, 10, 11 and 13):

During the interview the interviewee explained that the hospital is providing more of the technical skills training due to the huge technological advancement which are taking place in the healthcare sectors. Furthermore the hospital takes appropriate measures to ensure that the trainings provided are of excellent standards by paying significant attention to the training needs of the interviewee the Human Resource (HR) makes sure that the training meets the training needs of the nurses, and also the hospital has also taken into consideration the feedbacks of the interviewee. Therefore ensuring the training quality.

Problems in providing the non technical skills training in the interviewee's hospital (Question 9):

The interviewee explained during the interviewee that, the nurses become more sensitive and defensive to any corrections in their non technical skills most importantly when relating to their behaviour and sometimes results in conflicts. On the other hand if there are any corrections in the technical skills the nurses are willing to learn and are not defensive. And moreover the technology has a significant role in providing quality medical services.

The skills training preferred by the interviewee, and its significance in performing the nursing job more effectively (Questions 12 and 14):

The interviewee explained that skills such as the task management, communication and knowledge of medical equipments are all necessary to ensure good job profession in the nursing profession. Furthermore according to the interviewee both the technical and the non technical skills are equally important and would like to receive training in both of these skills training areas. And that the hospital should give equal importance to the non technical skills training as they do with the technical skills training. According to the interviewee the combination of both the technical and the non technical skills training helps in achieving a complete professional development and the shaping of the personality.

The relation between the skills training and the performance of the interviewee (Question 15):

During the interview the interviewee explained that the skill training has definitely helped in improving the job performance of the interviewee. It has played a significant role in leveraging the maximum potential of the interviewee and the skills training has even made the interviewee aware of certain skills which the interviewee was not aware earlier.

Growth opportunities within the hospital (Question 16):

The interviewee explained that there are good opportunities for growth and development within the hospital.

Interviewee 3:

Work experience (Question 1):

The questions regarding the work experience were asked with a purpose of finding the level of experience the interviewee and also to know the understanding of the interviewee regarding the technical and the non technical skills training. The interviewee has an experience of ten years in the nursing profession and has better understanding regarding the technical and the non- technical skills training.

Interviewee's opinion regarding technological advancement in the hospitals and the confidence level between the technical and the non technical skills after the nursing education (Questions 2 and 3):

During the interview the interviewee explained that the technological advancement in the hospitals is of a great advantage especially to complete the tasks at shorter span of time. The interviewee quoted examples such as the laparoscopy and endoscopy which are quick and effective treatments offered to the patients and which are achieved due to the technological advancement in the hospital sectors. Furthermore the interviewee was more confident in the technical skills and was less confident in the non- technical skills and explained that non technical skills are very much essential as it ensures team work and safety.

Relevance of skills training to the nursing profession and the kind of training which is being offered in interviewee's hospital (Question 4 and 5):

The interviewee explained that the skills training are very essential in the nursing profession. Especially communication skill plays a very important role in providing proper answers for the questions and clarifications of the patients, and also in helping to provide the patients with appropriate guidance for leading a healthy lifestyle. Furthermore the interviewee's hospital provides training on the technical and the non technical. The technical skills on advanced testing and training are provided, and non technical skills such as communication are provided periodically.

The preference of the interviewee between the technical skills training and the non technical skills in preventing medical errors and ensuring patient safety and achieving patient satisfaction and its significance as nurse (Questions 6 and 7):

During the interview the interviewee explained that both the technical and the non technical skills plays a important role in preventing medical errors and ensuring patient safety, however the non-technical skills plays a significant role in achieving patient satisfaction . The interviewee preferred both the technical and the awareness of the situation and the ability to make immediate decisions are all significant in ensuring patient safety. The technical and the non technical skills together helps in achieving qualitative performance improvement.

Preference of the hospital between the technical and the non technical skills training which are provided to the interviewee and the quality of the training which is provided in the interviewee's hospital (Questions 8, 9 and 10):

The interviewee explained during the interview that the technical skills are frequently provided and regularly updated. But the non technical skills training are not provided as frequently as the technical skills. According to the interviewee the quality of the training being provide in the interviewees hospital is of good standard. Furthermore the trainings provided to the interviewees are regularly updated by the training supervisors. The interviewee explained that the training provided are satisfactory and satisfies the training needs of the interviewee.

The skills training preferred by the interviewee? (Question 11)

During the interview the interviewee explained that both the technical and the non technical and the non technical skills are equally important, and furthermore these skills training will help the interviewee to deal with patients as well as the other health care professionals in the hospital more effectively. The interviewee explained that this would enable in achieving an overall professional development, by improving the performance.

The relation between the skills training and the performance of the interviewee (Question 12)

The interviewee explained that the skills training has helped the interviewee to achieve better performance, The interviewee has made it clear that nursing involves providing service to the patients without expecting anything from them in return. Which according to the interviewee is a great knowledge provided by the skills training regarding nursing. Furthermore the interviewee also explained that the various technical and the non skills training provided by the hospital has helped significantly to perform better and also to provide quality medical service to the patients.

Growth opportunities within the hospital (Question 13):

During the interview the interviewee explained that there are enough opportunities for growth and development. The interviewee further explained that the skills training not only has improve the performance but also has facilitated in creating an healthy competition.

Interview 4:

Work experience (Question 1):

The questions regarding the work experience were asked with a purpose of finding the level of experience the interviewee and also to know the understanding of the interviewee regarding the technical and the non technical skills training. The interviewee had a good work experience of twelve years in the profession of nursing. The interviewee also had sound knowledge regarding the technical and the non technical skills training.

The opinion of the interviewee regarding the most satisfying aspect in the nursing profession (Question 2):

During the interview the interviewee explained the most of the non technical aspects of the nursing profession which provides great satisfaction in the profession of nursing. According to the interviewee there is great sense of feeling of satisfaction and reward when helping someone who is in real need for help, and being a change in their life's by helping them to overcome their sickness. Furthermore there is a need to create a strong bond and good relationship with the patients, and also the interviewee explained that the nursing is not just

the technical skills but most importantly the non technical skills such as the willingness and the determination to help others in need.

Relevance of skills training to the nursing profession and the kind of training which is being offered in interviewee's hospital (Question 3 and 4):

During the interview the interviewee explained that the skills training is very much essential especially in the nursing profession, because nursing involves dealing with people as well as combined with advanced development in the technology, hence the skills training is very much essential in sharpening the skills of the nurses, and unleash the maximum potential of the nurses. The interviewee pointed most of the non technical skills which play a crucial role in the nursing profession such as the excellent people skills, good communications skills, team work and furthermore the ability to handle critical situation, the interviewee explained that the knowledge of handling critical situation is very essential most specifically during emergency cases where immediate treatment of the patient is very essential in order to save the life of the patients. Furthermore the interviewee explained that the hospital provides them with both the technical and the non technical skills training. Technical training is being provided in order to facilitate knowledge and experience to handle the latest advancement in the modern technology, also soft skills training is also provided in the hospital.

The preference of the interviewee between the technical skills training and the non technical skills in preventing medical errors and ensuring patient safety and achieving patient satisfaction and its significance as nurse (Questions 5 and 6):

The interviewee explained during the interview that in the nursing profession in order to achieve the satisfaction of the patients the non technical skills play a very important role. According to the interviewee most of the patients would feel anxious, and nervous before the surgery or any kind of medical treatment, the interviewee explained that as nurses it's their significant role in communicating properly to the patients in order to make them feel comfortable and safe, this is exactly where the people skills play a very important role in order to get the job done. Furthermore the interviewee explained that the nurses are the first source of contact for the patients, therefore good people skills play a very important role in order to be reliable to the patients and achieve their trust which ultimately lead to the satisfaction of the patients. Furthermore the interviewee also explained that both the technical skills and the non technical skills play a very important role in preventing the occurrence of

medical errors and ensuring patient safety, after the completion of the surgery the proper communication is very much essential in order to provide support for the patients. Technical skills are also very much essential during the handling of advanced medical equipments on the patients in order to cure their illness of the patients.

Interviewee's opinion regarding technological advancement in the hospitals and the confidence level between the technical and the non technical skills after the nursing education (Questions 7 and 8):

During the interview the interviewee explained that there has been a rapid growth in the technological advancement in the medical sector such as the latest developments in the new diagnostic equipments, the patients electronic records. The interviewee explained that the new diagnostic equipments helps in the diagnosing the illness of the patients very quickly and provide the necessary treatment on time. Furthermore the interviewee also explained that the patient's electronic records help the interviewee to store and access the information of the patients instantly. Therefore these technological advancements in the healthcare sector helps in providing quality medical services to the patients and the technological advancement is a great boon to the health care sector. Furthermore the interviewee had good confidence level regarding both the technical and the non technical skills soon after the nursing education, the practical exposure with the patients helped to improve the non technical skills furthermore.

The type of training provided by the interviewee's hospital between the technical and the non technical skills training. And the quality of the training which is provided in the interviewees' hospital (Questions 9, 10, and 11):

During the interview the interviewee explained that the hospital provides more of technical skills on a regular basis. The main intention of the hospital in providing the technical skills training is due to the rapid growth and development in the technology like the development of new medical equipments, introduction of new procedures, tools and medicines. Furthermore the interviewee also explained that the quality of training provided in the hospital is also of good standard the training supervisors are improving the quality of training by providing the interviewee with regular training and upgrading of skills and the trainee is satisfied by the training because the training provided satisfies their training needs and the hospital takes into consideration the feedbacks of the interviewee regarding the training which plays a significant role in improving the quality of training.

The type of skills training preferred by the interviewee between the technical and the non- technical skills training (Question 12):

The interviewee explained that the technical and the non technical skills training play a very significant role in order to perform better in the nursing profession. The interviewee also explained that the hospital is being highly influenced by the latest advancements in the technology and is giving maximum consideration to the technical skills training on the other hand non technical skills are not given much importance as the technical skills. The interviewee expressed interest that the hospital should focus equally on the technical and the non technical skills training which will ensure quality performance.

The relation between the skills training and the performance of the interviewee (Question 13): During the interview the interviewee explained that the skills training have enabled the interviewee to be more confident in being able to use the advanced technological machines on the patients safely on the patients. Furthermore the interviewee also explained that the non technical skills training has helped the interviewee to build excellent rapport and build quality relationship with the patients thereby providing an opportunity to win the satisfaction of the patients, and also the skills training has enabled the interviewee to perform better constantly.

Growth opportunities within the hospital (question 14):

The interviewee explained that the opportunities for growth and development within the hospital are very good and satisfying.

Interview 5:

Work experience (Question 1):

During the interview it was noticed that the interviewee had a solid foundation in the nursing profession in the hospital for ten years. The question regarding the work experience was asked with a view to understand the depth of knowledge the interviewee has regarding the nursing profession.

Relevance of skills training to the nursing profession and the kind of training which is being offered in interviewee's hospital (Question 2 and 3):

The interviewee explained that the skills training is very much essential for the nursing profession, the interviewee pointed out most of the non technical skills which play a vital role in nursing such as the observation skills, communication skills, the ability to prioritise work and work accordingly with the patients, furthermore the interviewee explained the significance of showing empathy and compassion towards the patients. The interviewee also explained that the hospital provides both the technical and the non technical training, the technical training are provided to analyse blood pressure, pulses, body temperature, and furthermore enhancing the knowledge regarding the various diseases and also the treatments and procedures involved in maintaining the safety and the hygiene of the patients. Furthermore the interviewee explained that the non technical skills training were focused on the communication and the observation skills, prioritization of work and interpersonal skills. The interviewee also explained these skills provide by the hospital are very much essential for the nursing profession because its helps to a great extent to provide quality medical service to the patients.

The preference of the interviewee between the technical skills training and the non technical skills in preventing medical errors and ensuring patient safety and achieving patient satisfaction and its significance as nurse (Questions 4 and 5):

During the interview the interviewee explained that both the technical and the non technical skills play an important role in achieving the satisfaction of the patients, however the interviewee explained that the non technical skills play a very important role when achieving the satisfaction of the patients. The interviewee pointed out some of the significant non technical skills which helps in achieving the satisfaction of the patients such as the good

communication skills, proper observation skills, the ability to prioritise between different tasks, and most significantly the effective interpersonal skills which plays an significant role in achieving the satisfaction of the patients and achieving the interviewees goal in the nursing profession. Furthermore regarding the prevention of the medical errors and ensuring patient safety the interviewee explained that both the technical and the non technical skills play a significant role in preventing the medical errors and ensuring the safety of the patients, but however the interviewee also explained even though both the skills are important the non technical skills play a very significant role in preventing the medical errors, the non technical skills helps the interviewee to provide sufficient care and comfort to the patients which helps the patients to feel safe and secured.

Interviewee's opinion regarding technological advancement in the hospitals and the confidence level between the technical and the non technical skills after the nursing education (Questions 6 and 7):

The interviewee explained that the technological advancement has enabled the hospital to provide more quality service to the patients. The interviewee also explained that the technology has helped in providing the most accurate treatments based on the illness of the patients, thereby enabling the nursing job to be more effective. Also the patients have a positive opinion about the interviewee's hospital when it has the ability in using advanced technology for the treatment of diseases on the patients. This indicates that the technology is being able to win the confidence of the patients. The interviewee also indicated that the advancement in the technology such as the use of the patients electronic records has enabled ease of access of the medical information not only to the interviewee, but also to the patients who are enabled to check their medical records at the convenience of their house, moreover the advancement in the technology has helped in saving the natural resources such as the usage of papers, which was used earlier before the growth of the technology to keep the records of the patients, furthermore the interviewee explained that the digitalisation of medical records of the patients has helped avoiding errors. Furthermore the interviewee was confident in both the technical and the non technical skills, staffs and the senior nurses were of great support and help for the interviewee which also helped in achieving the satisfaction of the patients. The interviewee also explained that non technical skills were learnt on a day to day basis in the profession of nursing.

Preference of the hospital between the technical and the non technical skills training which are provided to the interviewee. And the quality of the training which is provided in the interviewee's hospital (Questions 8, 9 and 10):

The interviewee explained that the hospital offers more of the technical skills training compared to the non technical skills, because of the significant growth of technology in the medical sectors, therefore in order to keep pace with the latest developments and advancements in the technology and keep updated the hospital offers more of technical skills training for the interviewee. Regarding the quality of training the interviewee explained that the training supervisors provide regular training, and furthermore the training satisfies the training needs of the interviewee. However the interviewee indicated that an increase in facilitating non technical skills training would be more beneficial.

The type of skills training preferred by the interviewee between the technical and the non- technical skills training (question 11):

During the interview the interviewee explained that both the technical and the non technical skills training are very much essential therefore would like to receive training in both of these significant areas. The interviewee also expressed interest in receiving more of the non technical skills training, which plays a significant role in being able to build professional relationship with the patients.

Relation between the skills training and the performance of the employees (Question 12):

The interviewee explained during the interview that the skills training has been of significant help in improving the performance of the interviewee. The interviewee explained that during the nursing education there was little exposure to the real patients and there was the presence of more theories. The skill training has helped the interviewee, to gain more confidence and improve the performance. According to the trainee the skills training are the backbone for the performance of the interviewee.

Growth opportunities within the hospital:

During the interview the interviewee explained that the interviewees hospital takes good care of its employees by providing them adequate training which facilitates in enhancing their knowledge which helps the interviewee to advance further in the nursing profession.

Chapter 5: Discussion

5.1 Significance of skills training with the performance of the nurses:

The results obtained by all the interviewees clearly indicate that there is definitely a positive relation between the training of the nurses and their performance within the hospital. This proves that the information's collected from the literatures regarding the positive relation between the training of the employees and the performance is very much true. One's research has found that the skills training provided for the nurses in the hospitals sectors in Ireland have greatly enabled them to improve their performance by enabling them to deepen their knowledge and increase their confidence level which altogether plays a significant role in maximising the performance of the nurses. However the literature indicated that there wasn't sufficient growth opportunities for the nurses employed in Ireland. But one's research has found that there was sufficient growth opportunities for the nurses in Ireland based on the interviewees reply. This indicates that some of the results from the literatures are not exactly true with relevance to Ireland. Furthermore there was also one interesting fact which has been found, which hasn't been found in the literature review is regarding the problems faced by the hospital in providing the non technical skills training, such as the nurses becoming defensive, and taking the corrections too personal to any corrections based on their non technical skills, this indicates that there is some lack of awareness regarding the non technical skills training among certain nurses and therefore proper awareness should be given regarding the benefits of the non technical skills training so as to make the training more effective. It's also noted that the human resource department plays an important role in facilitating quality skills training for the nurses.

5.2 The skills which helps in the prevention of medical errors and ensuring patient safety:

The research has found that the both the technical and the non technical skills play an very important role in preventing medical errors and ensuring the safety of the patient, the majority of the interviewees have explained that both the technical and the non technical are crucial in order to avoid medical errors. In one's opinion it's very much true because both these skills are essential the lack of anyone skills between the technical and the non technical

will not guarantee the safety of the patients. But still the non technical skills is very much essential because one of the interviewees explained that even though an nurse has technical skills the lack of the non technical skills hinders the confidence of the nurse, and that results in having lack of courage to spot out the errors made by an surgeon or an doctor during an surgery which results in most of the medical errors and puts the life of the patients at risk. A nurse with good technical skills and lacking non technical skills is as dangerous as a nurse having good non technical skills and lacking technical skills. Lack of any one of the skills in the nursing profession is most likely to hinder the safety of the patients and cause medical errors. Therefore an overall balance between the skills training is considered to be very much effective in the prevention of the medical errors and ensuring the safety of the patients.

5.3 The rapid growth of technology in the hospital sectors:

The technological advancement in the hospital sectors in Ireland is definitely a great boon for the healthcare professionals especially the nurses. The interviewees clearly stated the technological advancement has enabled in improving the quality and efficiency of the medical service, the technological advancement attracts more customers, enables the nurses to save time by being able to treat more patients within less span of time. The most significant fact is that the significant expansion of technology has enabled in saving natural resources such as eliminating the usage of papers in order to keep the records of the patients. The information's from the literatures also indicates that the technological advancement has improved the quality of the healthcare service, however there were no problems for the nurses with the expansion in the technology for older nurses as explained in the literature because all the interviewees had ten and more years of work experience and didn't have any problems with the advancement of technology, because the quality of skills training provided is of good standard. According to one's opinion in this twenty first century technological advancement is growing so rapidly therefore its very much essential for the hospitals to keep the most important healthcare professionals such as the nurses to be constantly updated regarding the latest developments in the technology thereby enhancing the nursing skills which paves way for efficient delivery of quality medical service. Moreover people are fascinated by the results which technology provide in their day to life making life much easier and simple, it applies even when coming to the treatment of diseases if the technology is used in the right manner with help of technically trained nurses to handle the medical equipments it will enhance quality of medical services.

5.4 The skills training preferred by the nurses:

In order for the training to be more effective it has to be provided based on the training needs of the nurses. The interviewees have responded that the hospitals are very much influenced by the speedy growth in the technological development in the hospital sectors thereby offering more of the technical skills training compared to the non technical skills training. Moreover it is also known that its mainly the non technical aspect of the nursing job such as feeling of happiness and joy when helping someone in need the nurses value most. Furthermore it has also been found that the interviewees expect the hospital to provide both the technical and the non technical skills training equally. According to ones opinion even though the interviewees explained that the skills training provided by the hospital satisfies their training needs, it's not exactly true because most of the hospitals have been giving preference only for the technical skills, therefore in order to satisfy the actual training needs of the nurses the hospital should focus on providing both the technical and the non technical skills training.

5.5 Skills involved in achieving the satisfaction of the patients:

Patient satisfaction is very much crucial for a hospital as the patients are the important customers for the hospital. Patient satisfaction also plays an important role in determining the quality of the medical service offered by the hospital. The information's from the literatures indicated that the attributes of the nurses play significant relation with the satisfaction of the patients, this result was also true from the opinions of the interviewees as the majority of them considered that the non technical skills is very much crucial to achieve the satisfaction of the patients because as nurses they should comfort the patients as well as the family of the patients so as to provide them comfort during difficult situation. It's also evident that the non technical skills not only helps in achieving the satisfaction of the patients but also helps to work effectively as team with the other healthcare professionals within the hospital. However some of the interviewees explained that significance of both the technical and the non technical skills in achieving the satisfaction of the patients. In ones opinion it's very much true, because even though a non technical skill is significant it should be accompanied by the technical skills which enables in achieving an overall satisfaction of the patients.

5.6 Addressing the research question and the hypothesis:

The results obtained by ones research has addressed the research question which was to find which among the technical and the non technical skills enables the nurses to achieve the satisfaction of the patients and perform effectively. In ones opinion it's very clear that there should be a combination of both the technical skills training in order to achieve the satisfaction of the patients, even though the non technical skills play a significant role in enabling to achieve patient satisfaction. The combination of both the skills training would result in more talented and productive nursing workforce.

The hypothesis stating that the non technical skills play most important role in delivering efficient quality has been proved true, it's evident from the interviewees that the non technical skills is the most major skills which enables them to interact efficiently with the patients, thereby enabling them to provide efficient and quality healthcare service, however it is also very much clear that even though non technical skills are most important in delivering quality healthcare service the technical skills is also important, based on the interviewees answers it's very clear that there should be equal balance between both the technical and the non technical skills training which enables the nurses to provide more quality medical services for the patients. However the hospitals must also try to provide equal training opportunities for both the technical and the non technical skills training so as to enhance the professional and also the personal development of the nurses, which will further reflect on the quality of the medical service being provided.

5.7 Limitations:

Throughout this research time was a major constraint. It was very hard to arrange an interview with the nurses due to their busy schedule. Since the nurses work on different shifts it was very hard for them to spend time for an interview for the purpose of this research. However with the help of a friend working as a nurse in ones of the hospital sectors in Ireland, the researcher was able to build contacts of the nurses working in the hospitals, therefore was able to find suitable respondents for the interview. The another limitation of the research would be the limited amount of interviewees which may not be sufficient to come to an conclusion regarding the preferences of the nurses between the technical and the non

technical skills training. The communication between the interviewee and the researcher was also quite challenging because the interviewees were suspicious regarding the purpose of the research and the possible benefits, hence proper time and effort and evidence for the purpose of this research was clearly explained which enabled to win the confidence and trust of the interviewees.

Chapter 6: Conclusion & Recommendation

The main idea of conducting this research was with the aim to find out the preferences between the technical skills training and the non technical skills training among nurses employed in the hospital sectors in Ireland. Most significant was to know which among these skills enables the nurses to prevent medical errors and achieve the satisfaction of the patients. The results from the literatures and the interviewees indicated the significance of both the non technical and the technical skills training which enables the nurses to prevent the medical errors and increase the performance thereby achieving the satisfaction of the patients, this throws much light by making it very much clear that even though non technical skills play a significant role in the nursing profession it cannot guarantee success unless its accompanied by the technical skills as well, both the technical and the non technical skills go hand in hand to provide quality medical service. It is also evident from the results of the interviewees that the hospitals in Ireland are very much influenced by the technology. The speedy growth in technology has enabled the nurses in completing the task on time as well as providing accurate treatment based on the illness of the patients thereby enhancing the quality of the medical service, also an hospital with advanced technology has the power to attract more patients. This influence of technology on the hospitals has resulted in providing more of the technical skills training and less of non technical skills training for the nurses, which may not meet the training needs of the nurses because some of the interviewees expressed interest in wanting to receive the non technical skills training just as the technical skills training. The results from the research indicates that there is positive relation between the skills training of the nurses and their performance within the hospital, the human resource department plays a crucial role in facilitating quality skills training for the nurses. The research has also found that the nurses play a very significant role among the various healthcare professionals within the hospital furthermore the nurses are the first point of contact for the patients, thus the nurses have a greater responsibility in taking care of the patients they also carry with them the image of the hospital, the way the nurses treat the patients will have a significant effect on the opinion of the hospital from the patients. Therefore effective training is very much essential for the nurses to provide excellent medical services for the patients.

Recommendations: The research findings has clearly indicated that the technical skills are being offered more in comparison with the non technical skills, because technology has influenced the hospital with numerous benefits, such providing quality treatments and even

saving natural resources such as reducing the usage of papers with the use patient electronic records. However the major recommendation is that the hospital should give equal importance to the non technical skill training as they do with the technical skills training. The reason is that nursing is purely service based profession where there is are serious emotional situations between a patient and a nurse, thus having compassion and empathy towards the patients will have a significant positive impact in delivering a quality medical service for the patients. And that the human resource department of the hospital should facilitate in arranging non technical skills on a regular basis as they do with the technical skills training. This will not only enable in enhancing the knowledge of the nurses but also provide more scope for continuous professional development for the nurses, thereby helping the hospital to retain precious talents within the hospital. When the nurses are well equipped with both the technical and the non technical skills it would greatly enable them to prevent medical errors and achieve the satisfaction of the patients. The study could be further improved by increasing the number of interviewees, due to limited time it wasn't practically possible to interview more nurses, by interviewing more nurses it will enable to attain more ideas and opinions of the nurses regarding the technical and the non technical skills training, so as to attain maximum benefits by the training provided. The study could also improved by including other healthcare professionals such as the doctors, surgeons, etc who also play a significant role in providing quality medical service and achieving the satisfaction of the patients, broadening the healthcare professionals in the study and finding out their priorities between the technical and the non technical skills training would enable in facilitating an efficient and productive group of healthcare professionals.

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Appendix 1: Self reflection and learning

Introduction:

In this particular section the development and the skills one has acquired during the process of the research and for the completion of the masters degree in human resource management through the process of in depth reflection has been explained in detail. This self reflection skill is of great benefit to me not only as a student but also to develop myself further in the future corporate world which includes tough competition and the ability to reflect and learn furthermore helps me to make use of the opportunities which the future brings to me and also the need to develop myself to advance further in my professional life.

The learning process:

Planning played a very significant role from the beginning of the dissertation, appropriate time and effort was put into the selection of the topic since I am a foreign student in Ireland I was very much interested in doing the research in Ireland which gave me an opportunity to explore the culture and the people of Ireland in depth and also expand my knowledge and understanding of Ireland. Furthermore analysing the method for data collection and finding the appropriate persons from whom the data's could be collected for the research. The process of dissertation started with the submission of the research proposal and the allocation of the supervisor. The supervisor was of significant help to me, the supervisor provided necessary guidance and support and found that the topic was too broad, and asked to bring clarity to my research question, this enabled me to rectify my mistakes and to narrow down my research topic based on exactly in what I needed to find out and the same time relevant to my field of specialisation that is in the human resource management in which I was very much interested. This learning process has helped me to realise the need for taking clear decisions and systematic planning. This is most important considering my future career in the HR (Human resource), as planning is one of the significant skills of an HR manager. Furthermore the self reflection and learning process helped me to realise where I am exactly now and the need to develop further.

Skills developed during the learning process: During the process of learning through research I was able to develop certain skills such as communication, task management, interviewing skills, empathy, and analytical skills. Communication was very much essential

during the interaction with the supervisors and the respondents, it helped me to convey my ideas clearly and make use of the appropriate guidance given to me. Since I am a foreign student where English is not our main language it was of great benefit for me to communicate clearly and effectively in a foreign country. The skill of task management was also developed right from the beginning of the research proposal where time has to be allocated for specific subjects, as I had other assignments also along with my research. Furthermore task management was also done to provide appropriate time for each section within the research. Interviewing skill was also developed while interviewing nurses from the hospital sectors in Ireland. I understood the need for patience during interviewing and be in a very pleasant manner so that the respondents feel comfortable and feel free to share their opinions. Also the interviewing also helped to understand the importance of having empathy towards the respondents and respecting their confidentiality which I believe is the key and the most important quality of an HR professional which helps to have understanding and build good professional relationships with the employees within an organisation which could ultimately lead to better performance of the company as a whole. Analytical skills were also developed during the process of literature reviews which helped me to find the right kind of information relevant to my research from vast amount of information available. Furthermore analytical skills were also developed during interview which helped me to analyse the answers given by the respondents.

Preference of the learning style:

Based on the learning style preferences I find myself as combination of both a reflector and theorist. As a reflector I took careful thought and sufficient time to decide upon a suitable research topic and furthermore continuously reflecting upon the guidance given by my supervisor by carefully listening and assimilating the information given by the supervisor, and planning methodologically such as in arranging interviews and gathering information from the respondents, and furthermore to achieve my goal for the completion of the research. As a theorist I was strongly influenced by the theories in the literatures and wanted to develop an own theory regarding the technical and the non technical skills training based on my findings of the opinions from the nurses through interviews. Hence there is combination of both the reflector and theorist in my learning styles. Furthermore based on the Belbins team role I have found myself as a resource investigator wherein I try all possible and available methods to get respondents for my research and trying to make use of the available contacts

that could help me to find respondents to be interviewed for my research. Also the continuous enthusiasm towards seeking information from the respondents and for the successful completion of the research and furthermore the proper guidance and support given by my supervisor for the research helped to keep moving forward even in face of some difficult hardships such finding respondents to be interviewed during the process of the research. The identification of these styles will not only help me to great extent to move further towards becoming a successful professional in the human resource management department, but also towards leading a quality life. Overall this self reflection and learning has enabled to identify and develop the skills within me which some of which I was not potentially aware of earlier. Also it gave me a fair insight about the kind of qualities one should possess to advance in the professional life where competition is at its peak and only the toughest can survive, hence there is a need to develop and equip myself further in order to achieve success in the desired professional career. The MBA program has given a completely new exposure to the method of education. The various subjects taught during the course has enabled me to develop the ability to analyse theories and concepts in depth thereby providing an in-depth knowledge of the subject, also the opportunities provided by the college to work as team with has enabled be to know and understand different national cultures, furthermore the MBA program has helped me understand my potential and has given the confidence and courage to face the competitive world.

Appendix 2: Interview Transcript

Interview 1

Interviewer: Daniel Andrew (Student)

Interviewee: Nurse employed in a University teaching hospital in Ireland

Interview setting: Cafe shop in Dublin at 11:00 am on 20-7-2014

1. Interviewer: Can you please tell us how long have you been working as a nurse?

Interviewee: I have been working as nurse for nearly eleven years.

2. Interviewer: Can you please explain the relevance of skills training for a nurse?

Interviewee: In my opinion skills training is very essential for nurses because it will enable us to perform better in our daily activities within the job. Especially technical and non technical skills training provide a complete package for a nurse to provide quality medical services.

3. Interviewer: What kind of skills training is offered to you in the hospital?

Interviewee: We receive training on non technical skills such as regarding the importance of communication, team work and technical skills training such as handling of various medical equipments on the patients.

4. Interviewer: Can you please explain between the technical and the non technical skills which among these are most important to keep a patient satisfied ?and why they are so important to you as a nurse?

Interviewee: According to me I think non technical skills training is very much essential in order to keep a patient satisfied. The emotional link between a patient and a nurse is very high they expect kind and comforting words, which gives them great relief other than handling medical equipments. And also as nurses we work as a team with other

health care professionals such as doctors. Therefore there is a need for having empathy towards one another on both the patients as well as with the other nursing staff members and work effectively as a team. Hence non technical skill is very important for a nurse. Technical skill is also important but the non technical skills are of more importance compared to the technical skill which is of secondary importance.

5. Interviewer: Between the technical and the non technical skills which among these skills help to prevent medical errors and ensures patient safety? Please explain.

Interviewee: The non technical skill is very much essential to prevent medical errors thereby ensuring patient safety. Most of the medical errors occur due to lack of proper communication within the teams even though if the nurses had good knowledge technically.

6. Interviewer: What is your opinion regarding the technological advancement in the hospital sector?

Interviewee: The technological advancement is really of great benefit to the hospitals. Furthermore as a nurse the technology helps to complete tasks effectively and efficiently within the specified time.

7. Interviewer: Before the practical exposure with patients which among these skills such as the technical and the non technical skills were you more confident soon after your nursing education?

Interviewee: Before my first hands on experience with the patients I was very much confident regarding the non technical skills soon after my nursing education .But I was less confident technically.

8. Interviewer: Are technical skills training offered more than non- technical skills training in your hospital, if yes please describe?

Interviewee: Yes Technical skills training are being offered more in comparison with non technical skills due to the significant infrastructure development in the hospitals and the dominance of technology in health sector in the current modern world.

9. Interviewer: As per your knowledge do the training superiors provide regular skills training and upgrading of skills?

Interviewee: Yes sufficient time and effort are put by our training supervisors in providing training to us which are up to date.

10. Interviewer: Please explain whether the training provided by your hospital satisfy your training needs?

Interviewee: Yes it satisfies our training needs since our training supervisors know the areas which we lack training and they provide training accordingly. My job is very demanding and our superiors and patients have lots of expectations on us hence we are constantly on pressure to perform our best.

11. Interviewer: As a nurse you are exposed to a very busy and challenging environment with lots of expectations from you , in order to perform better in this challenging environment which of these do you think is very important such as communication, task management, or having expertise knowledge in handling medical instruments kindly explain.

Interviewee: In my opinion I would say that all of the mentioned skills such as communication. Task management and having good knowledge about the handling of the medical equipments is very much essential to perform better. Communication is essential for us to both communicate with the patients as well as the other health care professionals within our team. Task management is also essential to allocate proper time for each patient, especially during taking tests for the patients and providing medicines. Handling of equipments such as checking of blood pressure, handling injections is also critical for providing excellent medical service.

12. Interviewer: Are feedbacks encouraged after each training session in your hospital? What is your opinion regarding feedbacks?

Interviewee: Yes feedbacks are taken into consideration and given importance. Feedbacks is very much essential so that we could explain about the quality of the training to the training supervisors and make necessary improvements if it's not up to the standard.

13. Interviewer: Can you please explain what kind of skills training do you prefer most?

Interviewee: Personally I feel that there should be equal importance for both the technical and the non technical skills.

14. Interviewer: Does the skills training help to improve your performance please explain?

Interviewee: Yes the skills training helps to a great extent in improving my performance. The more skills training we get it deepens my knowledge, improves my confidence level and thereby achieving good performance

15. Interviewer: Is there sufficient opportunities for growth within your hospital ?

Interviewee: Yes there is good opportunity for growth in our hospital. The reason for the skills training is to enable us in making use of those opportunities.

Interviewer: Thank you for time and cooperation.

Interviewee: Anytime

Interview: 2

Interviewer: Daniel Andrew (Student)

Interviewee: Nurse employed in a University teaching hospital in Ireland

Interview setting: Cafe shop in Dublin at 5:00 Pm on 20-7-2014

1. Interviewer: Can you please tell us how long have you been working as a nurse ?

Interviewee: I am in the nursing profession for thirteen years.

2. Interviewer: Can you please explain the relevance of skills training for a nurse?

Interviewee: Skills training is very crucial for the proper professional development as a nurse. It helps to attain a more in depth knowledge of our job thereby helping us to increase our performance and be of a great resource both to the hospital and the patients.

3. Interviewer: What kind of skills training is offered to you in the hospital?

Interviewee: Our hospital provides us with the technical and the non technical training, which helps us to increase our performance much better.

4. Interviewer: Can you please explain between the technical and the non technical skills which among these are most important to keep a patient satisfied? And why they are so important to you as a nurse?

Interviewee: Non technical skills are very crucial with anything related to patient satisfaction. By satisfying the patient it also involves the patient's family. Therefore good non technical skills such as consoling the patients and their family while they are worried and depressed and giving them hope are very important things when it comes to patient satisfaction. The non technical skills also helps to great extent to get along with others well and always be surrounded with pleasant people to be worked with and also being pleasant to other medical staff so that they can also work with me with the same pleasant feeling. Nursing is care giving and give that kind of care effectively non technical skills play a very significant role.

5. Interviewer: Between the technical and the non technical skills which among these skills help to prevent medical errors and ensures patient safety? Please explain.

Interviewee: Most of the medical errors are linked with lack of proper non technical skills, the technically skilled nurses are sometimes scared to tell their superiors such as doctors, surgeons, when they find something is wrong with the ongoing treatment. This lack of proper courage and act immediately according to the situation results in medical errors. Non technical skill is very much essential to prevent medical errors thereby ensuring patient safety.

6. Interviewer: What is your opinion regarding the technological advancement in the hospital sector?

Interviewee: The technological advancement helps us to provide quality medical service by treating the disease with the latest technology thereby being able to attract more customers. Because there is a high competition level in the hospital sectors being technically skilled is very much significant to increase the chance of getting good job opportunities, its also important for the hospital to be ahead of the competitors.

7. Interviewer: Before the practical exposure with patients which among these skills such as the technical and the non technical skills were you more confident soon after your nursing education?

Interviewee: I was more aware regarding the technical skills because during our nursing education we were taught on how to use medical equipments on the patients. But I was less confident in non technical skills, furthermore during my first job in nursing I had a problem in the non technical skills which made it difficult to accept criticism and accept others ideas especially with my colleagues and found it very difficult to work along with other members and also during interaction with the patients.

8. Interviewer: Are technical skills training offered more than non- technical skills training in your hospital, please explain?

Interviewee: Yes more of technical skills is being offered for the nurses because the hospital wants the nurses to me more efficient in using the latest technologies for the treatment of the patients. The non technical skills are only given secondary importance by the hospital.

9. Interviewer: Why are the non technical skills given secondary importance by the hospital kindly explain?

Interviewer: In my opinion is that there are several problems occurring when the non technical skills training are being provided. The participants become defensive to any corrections which needs a change in behaviour sometimes results in conflicts. They tend to take it too personal especially when it comes to their behaviour .But in technical skills if there are any corrections the participants tend to accept it immediately which doesn't result in any conflicts. Since technology plays an important role in the hospital sector our hospital provides more of technical skills training.

10. Interviewer: As per your knowledge do the training superiors provide regular skills training and upgrading of skills?

Interviewee: Yes the training provided which are provided to us are continuously evaluated and provided according to the changing trends in the health care sector. Trainings are provided in such a ways so as to enable us to satisfy the expectations of the patients and provide quality medical services. Also regular upgrading of skills is also very much essential to improve our skills and knowledge even much better.

11. Interviewer: Please explain whether the training provided by your hospital satisfy your training needs?

Interviewee: Yes the training provided satisfies our training needs since our opinions are given significant value by the HR (Human Resource) department. Thereby making sure that each training provided to us are of superior quality and are very much beneficial to us. This kind of training is very essential to meet our demanding patients.

12. Interviewer: What kind of skills helps you to overcome the challenges and meet the demands of the patients such as communication, task management, or having expertise knowledge in handling medical instruments kindly explains.

Interviewee: Yes a nursing job has many challenges. In order to equip ourselves to face these challenges communication, task management, and having knowledge in handling of medical equipments is all necessary. Both technical and the non technical should be combined to perform better and face the challenges in the job.

13. Interviewer: Are feedbacks encouraged after each training session in your hospital? What is your opinion regarding feedbacks?

Interviewee: Yes feedbacks are encouraged after each training session. It is essential for the training supervisors to know our opinion regarding the training so that they can be sure whether the training provided has satisfied our expectations from the training programs.

14. Interviewer: Can you please explain what kind of skills training do you prefer most?

Interviewee: I prefer both the non technical skills training and consider it to be very essential for a nursing profession. I would suggest that the hospital should also focus more on the non technical skills also as they do with the technical skills. Thereby enabling us to improve our knowledge in the nursing as well as shaping our personality to be better and caring nurse. And more awareness should also be given to the nurses regarding the non technical skills so as to understand its for their good and benefit that the training is provided.

15. Interviewer: Does the skills training helps to improve your performance please explain?

Interviewee: Yes it definitely helps in improving my performance in the nursing profession, the skills training has enabled me to unleash my potential and also made me aware of skills which I didn't realise. The skills training are a great way to improve my performance level.

16. Interviewer: Are there enough opportunities for growth and development within the hospital?

Interviewee: Yes there is good scope for growth and development within my hospital.

Interviewer: Thank you for your kind cooperation for this interview.

Interviewee: you are welcome.

Interview: 3

Interviewer: Daniel Andrew (Student)

Interviewee: Nurse employed in a University teaching hospital in Ireland

Interview setting: Cafe shop in Dublin at 11:00 am on 27-7-2014

1. Interviewer: Can you please tell us how long have you been working as a nurse?

Interviewee: Have been working for 10 years.

2. Interviewer: What is your opinion regarding the technological advancement in the hospital sector?

Interviewee: Technology advancement has helped to treat more patients in a short time span. Moreover advancement in surgeries are incredible like laparoscopy, endoscopy, etc.

3. Interviewer: Before the practical exposure with patients which among these skills such as the technical and the non technical skills were you more confident soon after your nursing education?

Interviewee: Before my practical exposure I was very much assured about my technical skills. But I was not assured completely about my non technical skills because it is the important skill that ensures effective teamwork skill and safety.

4 Interviewer: Can you please explain the relevance of skills training for a nurse?

Interviewee: Skills training is very much important. In my scenario communication skill is important because I have to communicate to the patients by answering their questions, provide guidance by discussing options available and give them advice for a healthy lifestyle.

5. Interviewer: What kind of skills training is offered to you in the hospital?

Interviewee: In order to improve our quality and efficiency Technical training on advanced testing, monitoring and treatment is given and Non-Technical Trainings on effective communication skills are provided.

6. Interviewer: Can you please explain between the technical and the non technical skills which among these are most important to keep a patient satisfied? And why they are so important to you as a nurse?

Interviewee: Technical skills are where we are updated constantly on the latest technology and advancements in medicine. Non-technical skills are where job specific skills like communication skills, teamwork and decision making skills are provided. Both the Technical and Non-Technical trainings play a vital role for qualitative performance improvement.

7. Interviewer: Between the technical and the non technical skills which among these skills help to prevent medical errors and ensure patient safety? Please explain.

Interviewee: Both Technical skills and Non-Technical skills are important. But Non-Technical skills play a vital role in order to ensure safety, for situation awareness, for immediate decision making and teamwork.

8. Interviewer: Are technical skills training offered more than non- technical skills training in your hospital, if yes please describe?

Interviewee: Yes, Technical skills are updated frequently and trainings are provided in handling new techniques, equipments and procedures. The non technical skills are not offered regularly as the technical skills training.

9. Interviewer: As per your knowledge do the training superiors provide regular skills training and upgrading of skills?

Interviewee: Yes we are updated and trained regularly by our supervisors.

10. Interviewer: Please explain whether the training provided by your hospital satisfy your training needs?

Interviewee: Yes, the training provided by our hospital is very much satisfactory and these advancement in medical technologies as resulted in the growth of our hospital.

11. Interviewer: Can you please explain what kind of skills training do you prefer most?

Interviewee: I prefer both the technical and the non technical skills training as it helps to achieve equal development on both the skills and attain professional development. This will enable us to deal with the patients as well as with the other medical staffs in the hospital more effectively and improve our performance.

12. Interviewer: Has the skills training helped you in improving your performance?

Interviewee: Yes definitely. The skills training have enabled me to understand the necessary skills needed to face daily challenges in the nursing profession. The skills training has made me to realise that nursing is a holistic profession and you must not expect gratitude or any kind of favour from the patients. It's a service which being done without any expectations. The skills training in the various technical and the non technical areas has helped me to perform better and provide quality service to the patients.

13. Interviewer: Are there enough opportunities for growth and development within the hospital?

Interviewee: Yes there is enough opportunities within the hospital, the skills training has enabled me to improve my skills this has also created an healthy competition within the other nurses where everybody wants to perform better and be on the top.

14. Interviewer: Are there enough opportunities for growth and development within the hospital?

Interviewee: Yes as far as I know it's very good i am satisfied with the opportunities for the growth and development.

Interviewer: Thank you so much for your kind patience and time .

Interviewee: Welcome.

Interview 4:

Interviewer: Daniel Andrew (Student)

Interviewee: Nurse employed in a University teaching hospital in Ireland

Interview setting: Cafe shop in Dublin at 5:00 pm on 27-7-2014

1. Interviewer: Can you please tell us how long have you been working as a nurse ?

Interviewee: Have been working for 12 years. The nursing profession is very much satisfying for me.

2. Interviewer: what do you think is most satisfying for you in being in the nursing profession?

Interviewee: It's mostly the satisfaction and the sense of reward I get by helping people who are suffering from illness and being a change in their life. Nursing is all about building a good relationship with the patients and creating a bond. Nursing is just about the technical skills it most importantly involves the willingness and determination to help others in need.

3. Interviewer: Can you please explain the relevance of skills training for a nurse?

Interviewee: Skills training is very much important, because as nurses we deal with people and advanced technology. Only proper skills training can help in sharpening our skills and to leverage our maximum potential as nurses and to me they are good people skill, observation skill, good communication skills, team work and ability to handling critical situation is very significant especially during emergency cases where spontaneous treatment is needed its plays a significant role in saving the life of the patient.

4. Interviewer: What kind of skills training is offered to you in the hospital?

Interviewee: Two types of skills training is provided they are technical and non-technical trainings. Technical training is where hands on is provided on latest advanced medical technology and Non-Technical training is where soft skills training is provided.

5. Interviewer: Can you please explain between the technical and the non technical skills which among these are most important to keep a patient satisfied?and why they are so important to you as a nurse?

Interviewee: Non-Technical skills are most important. Patients would be anxious before surgery or medical treatments. To keep our anxious patients satisfied non-technical skills is required, where people skills is very much required and ultimately make them feel safe. As a nurse we are the first point of contact for the patients and there is great need to communicate with the patients and be reliable to the patients when needing help.

6. Interviewer: Between the technical and the non technical skills which among these skills help to prevent medical errors? Please explain.

Interviewee: Both these skills are required to eradicate the medical errors. Non-Technical skills are very much required because once a patient comes out from a surgery proper communication and teamwork is very much essential. Technical skills are important in order use the advanced technology effectively on the patients so as to cure the disease of the patients.

7. Interviewer: What is your opinion regarding the technological advancement in the hospital sector?

Interviewee: In recent years there had been vast technology advancement in the hospital sector especially the latest medical technologies, new diagnostic equipments, patient's e-records, etc. The technological advancement has helped to provide quality medical services because these advanced technologies help us to diagnose the disease of the patients very quickly, and provide the necessary treatments. The electronic record keepings has helped to access the records quick and easy and are always safe thereby saving time.

8. Interviewer: Before the practical exposure with patients which among these skills such as the technical and the non technical skills were you more confident soon after your nursing education?

Interviewee: Both the technical and non-technical skills are the backbone for a nurse and I was confident with both these skills and after practical exposure dealing with various types of patients and teamwork had improved my skills.

9. Interviewer: Are technical skills training offered more than non- technical skills training in your hospital, if yes please describe?

Interviewee: Yes technical skills are provided quite often due to the latest technological developments like new equipments, tools, medicines, procedures, etc.

10. Interviewer: As per your knowledge do the training superiors provide regular skills training and upgrading of skills?

Interviewee: Yes we are trained in regular intervals.

11. Interviewer: Please explain whether the training provided by your hospital satisfy your training needs?

Interviewee: Yes, I am very much satisfied with the trainings provided by our hospital and it has made me a full qualified nurse by all means. Moreover the training supervisors pay significant attention to our feedbacks which helps them to provide quality training.

12. Interviewer: Can you please explain what kind of training do you prefer most?

Interviewee: If both the technical the non technical skills training are offered it would be of great help for us to perform better. The hospital is offering more of technical skills and less of non technical skills hence this situation should change to achieve a equal balance between both the training.

13. Interviewer: Has the skills training helped you in improving your performance?

Interviewee: Yes, the skills training offered by my hospital has definitely improved my performance. The technical skills training has given me the confidence to use the advanced medical machines on the patients without any hesitation or errors, the non technical skills training has enabled me to build good rapport and build quality relationship with the patients which plays a important in making the patients satisfied. The skills training constantly helps me to develop my skills and be more aware of my nursing profession and to perform better continuously.

14. Interviewer: Are there enough opportunities for growth and development within the hospital?

Interviewee: Yes, the training is a great opportunity which facilitates our growth.

Interviewer: Many thanks for your kind cooperation during this interview

Interviewee: It was a pleasure.

Interview 5:

Interviewer: Daniel Andrew (Student)

Interviewee: Nurse employed in a University teaching hospital in Ireland

Interview setting: Cafe shop in Dublin at 11:30 am on 3-8-2014

1. Interviewer: Can you please tell us how long have you been working as a nurse in this hospital?

Interviewee: Have been working for ten years.

2. Interviewer: Can you please explain the relevance of skills training for a nurse?

Interviewee: Skills Training is very much essential and in my work environment as a nurse the skills used are observation skills, communication skills, prioritize and work accordingly with the patients and interpersonal skill (i.e. showing an empathetic and a compassionate care).

3. Interviewer: What kind of skills training is offered to you in the hospital?

Interviewee: Technical and Non-Technical training are the two kinds of skills training offered in our hospitals. For me Technical training provided is where we are trained on latest trends in medical field to record their blood pressure, respiration, pulses, body temperature, and updated knowledge on types of infections, current common disorders and their new treatment procedures and medicines involved in order to maintain patients safety and hygiene. In my experience Non-Technical Skills is where we are trained in the area of observation skills, prioritization of work, communication skills and interpersonal skills. These training are very essential to enhance our knowledge and provide quality service to the patients.

4. Interviewer: Can you please explain between the technical and the non technical skills which among these are most important to keep a patient satisfied?and why they are so important to you as a nurse?

Interviewee: In point of view both technical and non-technical skills are important in order to keep the patients satisfied because both these skills go hand in hand. But to me the most and the very important skill is the Non- technical skills because skills like

observation, communication, prioritization of work and good interpersonal skills helps us in achieving our goal in satisfying and serving our patients to the best.

5. Interviewer: Between the technical and the non technical skills which among these skills help to prevent medical errors? Please explain.

Interviewee: As I said earlier both these skills go hand in hand and are very much essential to eradicate medical errors. The very essential skill is for sure the Non-technical skills because these skills help us to have a clear vision and complete our tasks successfully. Communication and Interpersonal skills play a great role because these skills ensure and assure our care and comfort to our patients and thus make them feel safe.

6. Interviewer: What is your opinion regarding the technological advancement in the hospital sector?

Interviewee: There has been a huge development in the medical technology field with the arrival of latest equipments, medicines, procedures, e-record maintenance, self help software's etc. These technological advancements have actually made the nursing job more effective by being able to provide most accurate treatments based on the sickness of the patients. Also most of the customers have a positive opinion about the hospital in which I am employed because of its ability to use advance technology in treatment of the machines. For instance the patient's electronic records not only help us in accessing the data but also helps the patient themselves to access their medical record at the convenience of their home. The technology has also helped in Lessing the usage of papers such as we use for manual documentation, thereby saving the natural resources. Also manual documentation is prone to errors, whereas the digital technology in maintaining the records of the patients is free from errors.

7. Interviewer: Before the practical exposure with patients which among these skills such as the technical and the non technical skills were you more confident soon after your nursing education?

Interviewee: Two of these skill both technical and non-technical skills are very much important. I was quite confident in both these skills. But the skills which I developed learnt and adapted a lot on my day to day basis is the Non-Technical skills. My seniors helped me a lot and this is has helped me to co-ordinate with my senior nurses, doctors and to achieve patients satisfaction.

8. Interviewer: Are technical skills training offered more than non- technical skills training in your hospital, if yes please describe?

Interviewee: Yes technical skills are offered a lot in our hospitals because recent trends in research and development, medical technology, methods and techniques are often updated.

9. Interviewer: As per your knowledge do the training superiors provide regular skills training and upgrading of skills?

Interviewee: Yes we are trained on a regular basis by our supervisors.

10. Interviewer: Please explain whether the training provided by your hospital satisfy your training needs?

Interviewee: Yes I am very much satisfied with the training provided by our hospital and increase in training on Non-Technical skills will be beneficial.

11. Interviewer: What kind of skills training do you prefer most?

Interviewee: I would like to receive training in both the technical and the non technical skills, since both of these skills is very much essential in our day to day job in the nursing profession Most importantly the non technical skills which plays an important role in being able to build professional relationship with the patients

12. Interviewer: Has the skills training helped in improving your performance kindly explain?

Interviewee: Yes of course the skills training have enabled me to improve my performance. In my nursing education I got only little experience with patients while we are taught most of the theoretical aspects of the nursing profession. Those made me feel less confident when facing real patients. However the various technical and the non technical skills training provided by my hospital has enabled be to be more confident and accelerate my performance to a great extent. The skill training is the backbone for our performance in the nursing profession.

13. Interviewer: Are there enough opportunities for growth and development within the hospital?

Interviewee: Yes my hospital really cares for the staff; they make sure that I gain knowledge through appropriate training and to go higher in our nursing profession.

Interviewer: Thank you so much for the time and patience spent for this interview

Interviewee: Welcome.