

KAMUZU COLLEGE OF NURSING

AN EXPLORATION OF NURSE TURNOVER AT MALAMULO HOSPITAL IN

THYOLO DISTRICT

BY

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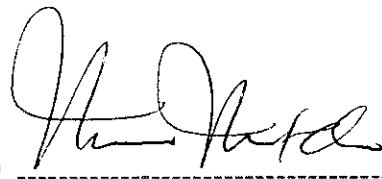
APPROVAL

This dissertation has been examined and approved for submission to the faculty of nursing as partial requirement for the award of the degree of Bachelor of Science in Health Services Management.



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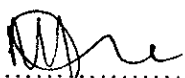
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DECLARATION

I Martha Kanchiputu Kamwiyo, declare that AN EXPLORATION OF NURSE TURNOVER AT MALAMULO HOSPITAL IN THYOLO DISTRICT OF MALAWI is my own work and that all the sources that I have used or quoted have been indicated of complete references and that this work has not been submitted for any other degree at any other institution.



.....

Martha Kanchiputu Kamwiyo

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JANUARY, 2014

DEDICATION

To my beloved husband Anthony and our dear children Myrrh, Dalitso and Claudette, I dedicate this dissertation.

ACKNOWLEDGEMENTS

I give thanks to God the almighty for giving me the privilege of knowledge and wisdom, good health and endurance to complete this study through the University of Malawi.

Many thanks in particular to my research supervisors Mr. M.Y. Msiska and Mr.J.C. Mfuni who tirelessly encouraged and supported me in my study.

I would like to thank my dear husband Anthony, for the encouragement and support offered to me throughout the period of my study and endurance and bear the responsibility of the family in my absence from our dear home.

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I would also like to thank the management of Malamulo College of Health Sciences Library for their support through books which I used throughout the entire research.

To the participants of this study, of course, without your participation, this study would not be possible.

May the good Lord bless all of you abundantly.

ABSTRACT

Nurse turnover is a serious problem in most health institutions which causes shortage of nurses which compromises client care and the institutions keep on employing new nurses now and again which is costly. This study examined what motivates employees and examines their level of job satisfaction, using Herzberg's hygiene factors and motivators. The study explored nurse turnover at Malamulo Hospital in Thyolo district in Malawi. A qualitative research was done at Malamulo Hospital in Thyolo District in Malawi to explore nurse turnover thus to find out why nurses leave the institution. Data was collected from a purposive sample of ten nurses who have worked for Malamulo Hospital for at least six months and above. Herzberg's motivational theory was used to contextualize the research results. In terms of Herzberg's motivational theory, the motivators that could influence nurse turnover were natural, real factors such as achievement, recognition, the work itself, responsibility; advancement and growth are related to job satisfaction. The hygiene factors that included company policy, supervision, and relationship with boss, work conditions, salary relationship with peers and working conditions are related to job dissatisfaction. A qualitative research was conducted at Malamulo hospital in Thyolo district to explore nurse turnover. Data was collected from a purposive sample of eight nurses and two key informants (Management members) through an in depth interview using semi-structured interview guide. The results showed that most nurses had incomplete job satisfaction because the motivators were not present and some of the hygiene factors were neglected. Further the results show that the nurses themselves had problems related to the work itself and, the nurses' expectations were not met and some of the organizational cultural elements were causing dissatisfaction among nurses. Finally, strategies to be done by management to retain more nurses were discussed.

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LIST OF ABBREVIATIONS

CEO- Chief Executive Officer

CHAM- Christian Health Association of Malawi

KCN- Kamuzu College of Nursing

MoH- Ministry of Health

SDA- Seventh Day Adventist

NMT- Nurse/midwife Technician

OPERATIONAL DEFINITIONS

Job satisfaction – A term used to describe how content an individual is with his or her job; a variety of factors can influence a person's level of job satisfaction (e.g., level of pay and benefits, perceived fairness of the promotion system within an organization, quality of working conditions)

Motivation – Having an incentive to initiate and sustain effort toward a goal or willingness of action especially in behavior.

Retention – Maintaining personnel within the health system

Turnover – Records job moves, including transfers

Hygiene factors- Maintenance factors required to avoid dissatisfaction and stop workers from being unhappy, but do not create satisfaction in themselves (such as: Company policy, supervision, relationship with boss, work conditions, salary, relationship with peers).

Motivation factors- Factors that deal with job content and lead to job satisfaction (e.g. Recognition, achievement, advancement, growth, responsibility, job challenge).

Herzberg's two-factor theory (motivation-hygiene theory) - A framework that says there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction.

CHAPTER ONE

1.0 Introduction

High nurse turnover can impact negatively on an organization's ability to meet patient needs and provision of quality care. "Nursing turnover is defined as the process whereby nursing staff leave or transfer within the hospital environment, whether voluntary or involuntary" (Hayes, et al. 2005, p.238). At the nursing unit level, high turnover affects the morale of nurses and the productivity of those who remain to provide care while new staff members are hired and orientated. Turnover of critical employees like nurses negatively impacts the bottom line of healthcare organizations in a variety of ways including decreased quality of patient care, loss of patients, increased nurse and medical staff turnover, increased staffing costs, increased accident and absenteeism. In addition when there is extensive staff turnover the organization suffers in that it keeps on employing new staff and staff is frustrated and stressed, whereas it tries to adjust to new team members and temporary staff, hence work is disturbed and staff turnover should be an organization's concern. Probably nurses leave for reasons not very well known which need to be investigated. It is for this reason that the researcher decided to explore nurse turnover at Malamulo Hospital and find out the reasons why nurses leave.

1.1 Background information

Globally nurse shortage is a major problem, likewise in Malawi many hospitals have shortage of nurses due to different reasons; one of the reasons being resignations where nurses move from one place to another for different reasons. Malawi, like the rest of sub-Saharan countries, is facing a critical shortage of nurses. Consequently, Malamulo Hospital is currently affected by shortage of nurses due to nurse turnover.

Nurse turnover affects how care is provided to patients/clients in a way that patients cannot get the desired care that is supposed to be given and this leads to increased deaths, increased chronicity of patient's conditions, and repeated patient's visits to the hospital. Besides, nurses are the largest single

group of health professionals who directly influence the quality of most health services provided including their outcomes. This was the case at Malamulo hospital where nurses have been resigning and some terminated for various reasons; where it leaves one nurse to take care of many patients thereby compromising patient care. Therefore, the importance of having a good number of nurses is that quality client care is provided, and there is more staff satisfaction.

Therefore, high nurse turnover in healthcare facilities can negatively affect the ability of hospitals to meet patient needs and provide quality care (Chiu, Chung, Wu & Ho, 2009). Ideally, reducing nurse turnover is a challenging task, because it is not caused by any one factor (Booyens, 2005). In other words, when nurses stay in their jobs, hospitals and the health care system will realize significant savings on costs associated with replacing nursing staff. Similarly, frequent resignations and high turnover, cause disruption and inconsistency in nursing care (Kovner, 2010).

Buchan, (2013), explained that managers need to develop a better understanding of nurses' job satisfaction and turnover intentions hence, health workforce stability can contribute to better care delivery (Buchan 2010). In Malawi the recommended nurse-patient ratio is one to ten (1:10) for the general wards, one to seven (1:7) for the labor ward and one to one (1:1) for the intensive care unit. These ratios are hard to reach in most hospitals and Malamulo inclusive, where the current ratio is one nurse to thirty patients (1:30) which compromises patient/client care.

This paper will focus on nurse turnover and more especially "voluntary" or "regrettable" turnover that occurs when a nurse that the organization would like to retain chooses to leave their job.

1.2 Problem statement

Malamulo Hospital statistics from 2009 to 2012 indicate that in 2009 there were 20 nurses and, 9 (30%) resigned, similarly in 2010 out of 18 nurses, 7 (39%) resigned, and in 2011, out of 27 nurses, 9 (33.3%) resigned. Finally, in 2012 there were 23 nurses and 9 (39%) resigned. This leaves a nurse-patient ratio of 1:30 on average which leads to work overload, burnout and compromised standards of patient care. It is

in view of this, that the researcher felt that it is necessary to conduct a study which would provide information to explore nurse turnover and find out reasons for turnover in order to improve patient care.

1.3 Significance of the study

The results from this study will help to reduce the rate of nurse turnover and improve nurse retention at Malamulo Hospital.

The findings will assist to improve nurse management after they are hired at Malamulo Hospital.

The research results will help Malamulo Hospital and other organizations to have a stable, highly trained and fully engaged nursing staff to provide effective levels of patient care.

The research evidence-based data will be utilized for lobbying and forming strategies to address nurse turnover in Christian Health Association of Malawi (CHAM) institutions thereby improving nursing practice which will lead to improved quality client care.

1.4 Aim of the study

The aim of the study is to explore nurse turnover at Malamulo Hospital in order to improve client care.

1.5 Specific objectives

In order to achieve the above purpose the following specific objectives were developed:

1. To determine the level employee's satisfaction on their job.
2. To establish nurses expectations towards their management.
3. To identify factors related to organizational culture that may cause dissatisfaction among nurses.
4. To determine possible strategies to address nurse turnover at Malamulo Hospital.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This section will comprise of information from studies which were done to explore nurse turnover. According to Burns and Grove, (2005); and Brink, (2006), literature review involves finding, reading, understanding and forming conclusions about the published research and theory as well as presenting it in an organized manner. The literature review is aimed at determining what is already known and researched on the topic and finding gaps in the knowledge. According to Burns and Groove (2005), a literature review comprises of searching, identification and understanding of information relevant to the research topic. This chapter presents a review of studies done related to nurse turnover and it is presented according to the specific objectives. The purpose of the literature review in this study is to obtain information on an exploration of nurse turnover.

2.2 Determining the level of nurses satisfaction on their job

Job satisfaction is an important determinant of health worker motivation, retention, and performance, all of which are critical to improving the functioning of health systems in low- and middle-income countries (Blaauw, et al. (2013). Job satisfaction has been linked to health worker motivation, stress, burnout, absenteeism, intention to leave and turnover. The job satisfaction of health professionals has been shown to be influenced by a range of individual and organizational factors including personality, the work itself, work organization, remuneration, workload, interactions with colleagues, training opportunities, recognition, and leadership styles.

Many researchers have made an attempt to study and determine why employees quit the organizations and job satisfaction is one of the reasons. Branham (2005), in his study found out that staff who were satisfied with their jobs showed the following impact on their work: 86% higher customer ratings, 76%

more success in lowering turnover, 70% higher profitability, and 78% better safety records. He further explains that employees want to know that their employers recognize their achievements in the workplace and that they need to feel appreciated, as workers and as people.

In a study conducted by Lu, Barroball, Zhang and While, (2011), it was found out that despite varying levels of job satisfaction across studies, sources and effects of job satisfaction were similar. Hence, hospital nurse job satisfaction is closely related to working conditions and the organizational environment, job stress, role conflict, role ambiguity, role perception, organizational and professional commitment; further, five dimensions of job satisfaction were identified which are pay, promotion, supervision, work itself and coworkers. In a similar study Bushra, Usman and Naveed (2011), identified that ranking, length of service, age and the individual's ability to do the work, contribute a lot to job satisfaction. However, in another study eight satisfaction factors were identified which are extrinsic rewards, scheduling, family/work balance, co-workers, interaction, professional opportunities, praise/recognition, and control/responsibility (Hayes et al. 2005). Therefore, Job dissatisfaction has been frequently identified as the reason why nurses leave their jobs.

Blaauw, et al. (2013), conducted a broader study of motivation project that investigated issues of motivation and retention of health workers in Tanzania, Malawi and South Africa. The study concluded that improving the motivation, performance and retention of health workers are essential steps in addressing the human resource crisis facing the health sector. However, Gupta, (2011), argues that it is more difficult to retain talented individuals than it was several years before because there are abundant opportunities available for talented employees in the market. In a similar study in Durban, South Africa, King and McInerney, (2006), discovered that the participants' lived experiences in terms of their respective hospital workplace experiences indicated that most nurses were not satisfied with their jobs. In terms of Herzberg's Motivator-Maintenance theory, the registered nurses who participated in this study may be described as being 'not satisfied' and 'dissatisfied' with their hospital workplace experiences, physical conditions and the environment.

In another study in three districts of Malawi (from the north, central and southern regions), conducted by McAuliffe, Manafa, Maseko and White (2009); it was discovered that perceptions of justice linked strongly with level of job satisfaction, and in particular perceptions of how well they were treated by their managers and the extent to which they were informed about decisions and changes. Pay was not the only important element in job satisfaction; promotion opportunities and satisfaction with current work assignments were also significant. These findings highlight the important role that managers can play in the motivation, career development and performance of mid-level health workers. Likewise, in a study conducted by Manafa, et al. (2009), a quantitative survey measured health workers' job satisfaction, perceptions of the work environment and sense of justice in the workplace. It emerged that health workers were particularly dissatisfied with what they perceived as unfair access to continuous education and career advancement opportunities, as well as inadequate supervision. It was concluded that strong human resource management function operating at the district level is likely to improve worker motivation and performance.

2.3 Establishing expectations of nurses towards their management.

Each employee has a different expectation in the organization and employee motivation describes an employee's intrinsic eagerness and drive to accomplish work. Every employee is motivated about something in his or her life. Motivating employees about work is the combination of fulfilling the employee's needs and expectations from work and workplace. Essentially, Heathfield, (2008), explains that some people work for love; others work for personal fulfillment. Others like to accomplish goals and feel as if they are contributing to something larger than themselves, something important. Some people have personal missions they accomplish through meaningful work. Similarly, others truly love what they do or the clients they serve.

In a study done by Decolar and Riggins, (2010), the findings were that 96% nurses said that they would like to spend more time with the patients, but due to nurse shortages they were not able to do so and this

contributes to nurses' lack of firm commitment to their profession. Similarly, in another study in the United Kingdom on expectations of millennial nurse graduates transitioning into practice by Randall, (2013), it was found out that nurses expected that transition would be stressful, the expectation that there would be a safety net of support. and the expectation to be valued and respected as a professional.

In contrast, in the United states in a study "Nurses experiences, expectations and preferences for mind-body practices to reduce stress" by Kemper, Bulla, Ott, McCool and Gardiner (2011), it is argued that apart from other expectations nurses also have a greater expectation about spiritual and emotional than physical benefits because mind and body approaches reduce stress thereby motivating nurses to be effective. In Uganda, a study was conducted to find out nurses expectations and the study identified that the survey respondents were more dissatisfied with financial remuneration than with any other factor pushing them towards emigration (Nguyen, et al. (2008).

2.4 Identifying factors related to organizational culture which may cause dissatisfaction among nurses.

Globally, the organizational structure of many hospitals conflicts with the practice of professional nursing, adversely affecting patient outcomes; and, the ability of nurses to practice in a professional manner may be influenced by the organizational culture of their work environment (Manojlovich, &Ketefian, (2003). Meanwhile, Tatum, (2013) continues to say that the culture of the workplace can also contribute greatly to high staff turnover. Should the day-to-day working environment involve dealing with incompetent managers, trouble-making co-workers, less than ideal working conditions, and indifference on the part of the managers and owners, there is really very little incentive for an employee to remain with the company for the long-term.

Unless the culture of the company shifts so that managers are properly trained, owners exhibit some care and respect for their employees and human resource efforts are made to limit and resolve issues that cause friction between employees, there is a good chance the high staff turnover will continue

(Hagopian, Zuyderduin, Kyobutungi, & Yumkella, 2013; Marquis & Huston, 2006). Furthermore, Aiken et al. (2004) indicate that positive culture (constructive) affects patient outcome and presence of constructive culture where members are encouraged to work cooperatively and to their full potential resulting in high levels of motivation and teamwork promotes employee retention. In the meantime, Anderson et al. (2004) tested the effects of administrative climate and communication patterns, and interaction between the two on turnover. With reward-based climates, higher levels of communication openness and accuracy explained lower turnover, relative to nursing homes with an unclear climate. Adequate staffing and longer tenure of nursing director were also important predictors of turnover. Hayes et al. (2005), defends that turnover behavior is influenced by organizational characteristics associated with workload, management style, empowerment and autonomy, promotional opportunities and work schedules. If these are not improved then there is an increase in employee resignations. However, Scholl. (2003). argues that organisational culture influences behavior so that organizational goals are accomplished.

In a study conducted by Lephoko, Bezuidenhout, & Roos, (2006), with the purpose of exploring and describing the organisational climate as a cause of job dissatisfaction among nursing staff in selected hospitals within the Mpumalanga, indicated that the nursing management and the nursing staff were content with the intrinsic factors of their jobs. but were dissatisfied with the extrinsic factors of the organisational climate. The outcome of this research affirms that there are extrinsic factors within the organisational climate that affect the nursing management and the nursing staff adversely.

2.5 To determine possible strategies to address nurse turnover.

In a study conducted by Charlotte, (2009), expresses that healthcare systems need a strategy to reduce nurse turnover and should shift their focus from why nurses leave to why they stay. It was further explained that employers should make connections between a new employee and other people or groups in the organization and create a comfortable work environment for the new employee. Additionally by

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providing material and psychological benefits that accumulate over time, employers create a situation in which employees would not want to forfeit these gains by leaving the job. In a study conducted by May, Bazzoli, and Gerland, (2006), it was established that hospitals have to use a mix of short-term and long-term strategies to deal with nurse shortages, particularly efforts emphasizing compensation, and temporary staff. In relation to this, Vaughn, (2003), conducted a study which showed that among the numerous retention factors suggested by Herzberg's two factor theory, nurses most desired a sense of recognition and achievement. In a similar study, Kovner, (2010), found that nurses' intent to stay is influenced by their perceptions of their working conditions, specific workplace attributes, as well as their personal characteristics, available job opportunities and nurse education. However, in a study by Yang, et al.(2010), it is argued that the new friendships that nurses make with their colleagues influence their attitude and job satisfaction. Therefore managers may strategically use the overlapping network to form team work, arrange employee shift schedule, and reinforce their satisfaction.

In another study conducted in Malawi, Mozambique and Tanzania by Health Systems Strengthening for Equity, (2011), it was found that adequate supervision, support from management, adequate pay for work done and opportunities for career advancement should be present in order to retain staff, and that management team must strengthen human resource management practice in order to retain staff and maintain a high level of job satisfaction. The Health Systems Strengthening Equity (2011), data strongly identified that the provision of supportive, formal supervision should be a priority for action, both at the policy level and from the perspective of health care workers themselves.

CONCLUSION

From the literature review, it was found that there are several factors such as company policy, supervision, relationship with boss, work conditions, salary and relationship with peers; also achievement, recognition, the work itself, responsibility, advancement and professional growth which

are motivators if not present may cause nurse turnover. The literature review also showed that the Herzberg two factor theory elements are the major causes of nurse turnover if they are neglected.

CHAPTER THREE

3.0 THEORETICAL FRAMEWORK

3.1 Introduction

Polit and Beck (2010) explains that a good research should link new research with existing knowledge and the topic chosen for the study is reviewed and the framework is identified. Herzberg's theory of motivation will be used as a theoretical framework for this study. Therefore, this theory adopts that extrinsic factors motivate the individual to satisfy personal needs thereby promoting job satisfaction (Tomey, 2009). Employee satisfaction affects every aspect of medical practice, from patient satisfaction to overall productivity; therefore, Frederick Herzberg theorized that employee satisfaction has two dimensions: "hygiene" and "motivation" (Figure 1). Whereas, hygiene issues, such as salary and supervision, decrease employees' dissatisfaction with the work environment. Hence, motivators, such as recognition and achievement, make workers more productive, creative and committed (Booyens, 2005).

According to Burns and Groove (2005), a conceptual framework is an attempt to present an understanding of the topic studied. Therefore, Herzberg's two factor theory of motivation is attempted to identify factors motivating individuals to satisfy their needs.

3.2 Fredrick Herzberg two factor theory

Fredrick Herzberg, a clinical psychologist and pioneer of 'job enrichment' first published his theory in 1959; he put forward a two factor theory which is often referred to as a two need system. It is a content theory which explains the factors of an individual's motivation by identifying their needs and desires. Hence, Herzberg believed that natural, real factors such as achievement, recognition, the work itself, responsibility, advancement and growth are related to job satisfaction and they are called motivators because they motivate an employee and this leads to high commitment to his work (Lambrou, Kontodimopoulos, and Niakas, 2010). The motivational-hygiene model states that employee motivation

is achieved when employees are faced with challenging but enjoyable work where one can achieve, grow, and demonstrate responsibility and advance in the organization. That is, when the employees' efforts are recognized, it brings about job satisfaction and motivation. Herzberg further believed that extrinsic factors such as company policy, supervision, relationship with boss, work conditions, salary relationship with peers and working conditions are hygiene factors. The hygiene factors are not directly related to the job but the conditions that surround doing the job (Dartey-Baah, 2011). Hence, they operate primarily to dissatisfy employees when they are not present, nevertheless, the presence of such conditions does not necessarily build strong motivation. These factors may eliminate job dissatisfaction but do not necessarily increase job satisfaction. Herzberg further identifies that job satisfaction and /or dissatisfaction is the function of two need systems namely, hygiene factors (dissatisfiers) and motivation factors (Yoder-wise, 2006). Thus, these two factors suggest needs that will assist to prevent discomfort, unpleasant conditions and the need for personal growth (Fig. 1). Ideally, Herzberg's aim was to determine work situations where the subjects were highly motivated and satisfied. In his findings Herzberg divided his factors of motivation into two categories called Hygiene factors and Motivation factors (Gudmundson, Andersson, and Lundberg, 2009). Consequently, job satisfiers deal with the factors involved in doing the job, whereas the job dissatisfiers deal with the factors which define the job context (Riley, 2012).

Relatively, the Hygiene factors can de-motivate or cause dissatisfaction if they are not present, but do not very often create satisfaction when they are present (Figure 1). However, motivation factors do motivate or create satisfaction and are rarely the cause of dissatisfaction. The dissatisfiers are hygiene factors in the sense that they are maintenance factors required to avoid dissatisfaction and stop workers from being unhappy, but do not create satisfaction in themselves (Pegler, 2012). It is clear that the factors in each are not actually opposing i.e. the satisfiers are not the opposite of the dissatisfiers. The opposite of satisfaction isn't dissatisfaction but is '*no satisfaction*'. The Hygiene factors have an end which once fulfilled, then they cease to be motivating factors which can lead to staff turnover if not met;

while the motivation factors are much more open-ended and this is why they continue to motivate and lead to staff retention (Sachau, 2007).

3.3 Diagrammatic presentation of Herzberg two factor theory

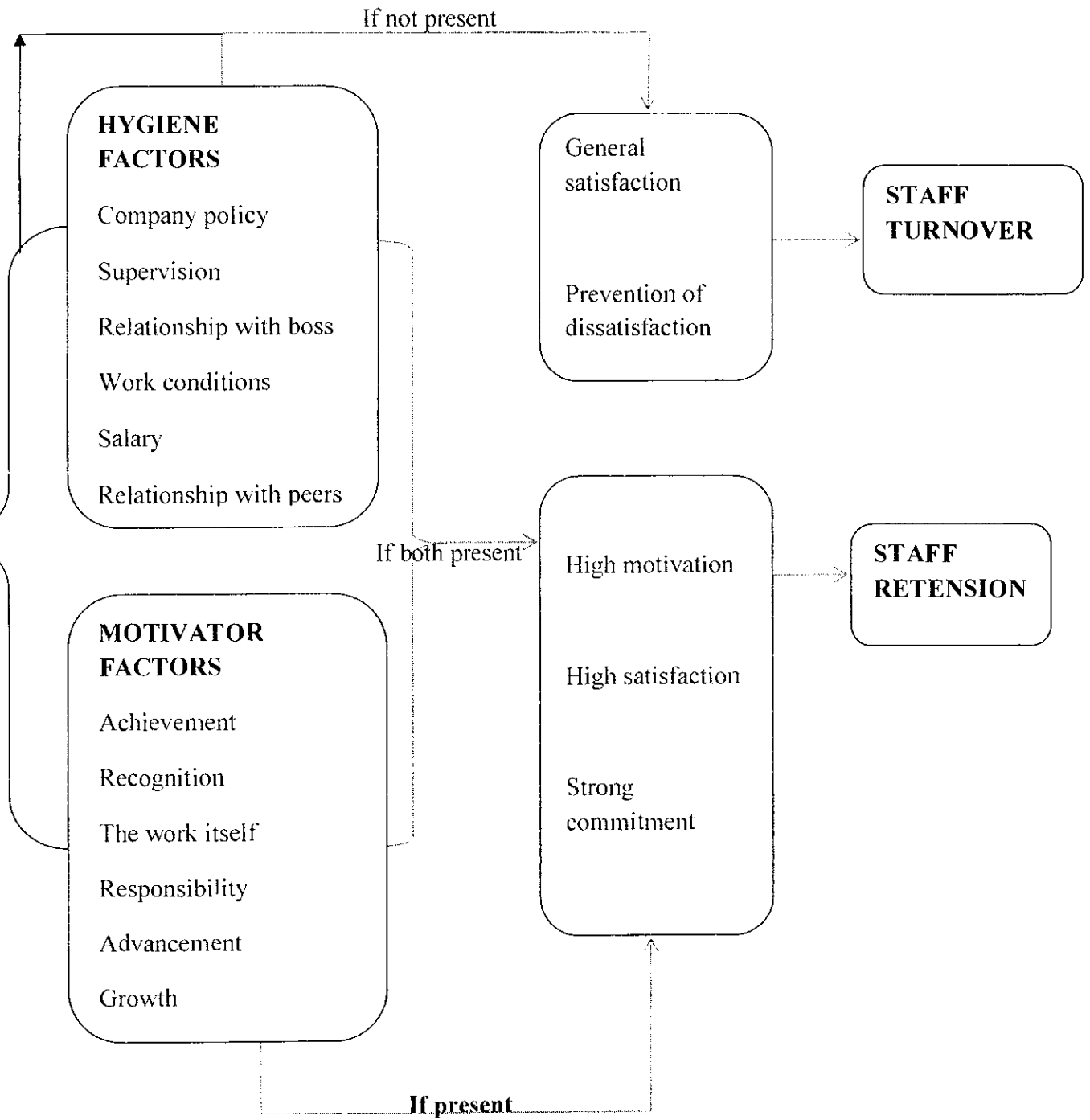


Figure 1: Herzberg motivation (Two factor) Theory conceptual framework.

Adapted from: (Riley, 2012).

3.4 Application of the model to this study

This model determines how the motivators and hygiene factors can assist in nurse retention by bringing high satisfaction and high motivation in an institution. However, the hygiene factors alone can only bring general satisfaction and prevent dissatisfaction among staff which can lead to staff turnover if not met (Figure 2). Apart from nurses' high salary, supervision, good relationship with peers, work conditions and good hospital policies nurses need to be recognized, to be given responsibility. In addition nurses would like to advance in their carrier and grow professionally (Figure 2). This does not imply that high salaries, supervision, relationship with peers, good work conditions and good relationship with the bosses can retain staff. Hence, motivation factors that deal with *job content* lead to *job satisfaction* thereby leading to staff retention; and these are: growth, work itself, responsibility, achievement, advancement and recognition. If employees are not happy with their jobs, several areas of their work are affected and their behavior can also affect other employees (McFarlin, n.d.). Finally, employees will stay in an organization as long as their self-interests are served (Gupta, 2011).

3.4.0 Explanation of the motivators and hygiene factors

3.4.1 Motivators

Motivators make workers more productive, creative and committed and create satisfaction by fulfilling individuals' needs for meaning and personal growth. Once the hygiene areas are addressed, said Herzberg, the motivators will promote job satisfaction and encourage production. Employee satisfaction affects every aspect of nursing practice, from patient satisfaction to overall productivity (Willis-Shattuck, Bidwell, and Thomas, 2008).

3.4.1.1 Achievement

Place staff in positions that use their talents and are not set up for failure. Set clear, achievable goals and standards for each position, and make sure employees know what those goals and standards are.

Individuals should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs.

3.4.1.2 Recognition

Individuals at all levels of the organization want to be recognized for their achievements on the job. Their successes don't have to be monumental before they deserve recognition, but your praise should be sincere. Time should be taken to acknowledge the good work done immediately or publicly thank them for handling a situation particularly done well(Lambrou, Kontodimopoulos,2010).

3.4.1.3 The work itself

The actual content of the job and its positive or negative effect upon the employee whether the job is characterized as interesting or boring, varied or routine, creative or stultifying, excessively easy or excessively difficult, challenging or non-demanding. The characteristic of the job content will either satisfy or dissatisfy the employee.

3.4.1.4 Responsibility

Employees will be more motivated to do their jobs well if they have ownership of their work. This requires giving employees enough freedom and power to carry out their tasks so that they feel they "own" the result (Willis-Shattuck, Bidwell, and Thomas, 2008).

3.4.1.5 Advancement

Reward loyalty and performance with advancement. If an open position is not there to which to promote a valuable employee, consider giving him or her a new title that reflects the level of work he or she has achieved. When feasible, support employees by allowing them to pursue further education, which will make them more valuable to your practice and more fulfilled professionally (Syptak, Marsland, and Ulme, 2003)

3.4.1.6 Growth

This includes actual learning of new skills, with greater possibility of advancement within the current occupational specialty as well as personal growth (Lambrou, Kontodimopoulos, 2010).

3.4.2 Hygiene factors

Hygiene issues decrease employees' dissatisfaction with the work environment. Hygiene issues, according to Herzberg, cannot motivate employees but can minimize dissatisfaction, if handled properly. In other words, they can only dissatisfy if they are absent or mishandled. They are issues related to the employee's environment. If hygiene factors are neglected employees would be generally unhappy, and this would be apparent to patients. Second, the hardworking employees, who can find jobs elsewhere, would leave, while average employees would stay and compromise the practice's success. So deal with hygiene issues first, then move on to the motivators (Willis-Shattuck, Bidwell, and Thomas, 2008).

3.4.2.1 Company policy

An organization's policies can be a great source of frustration for employees if the policies are unclear or unnecessary or if not everyone is required to follow them. Therefore, dissatisfaction can be decreased in this area by making sure the policies are fair and apply equally to all. Also, make printed copies of the policies-and-procedures manual easily accessible to all members of staff (Syptak, Marsland, and Ulme, 2003).

3.4.2.2 Supervision

Supervision requires leadership skills and the ability to treat all employees fairly. Supervisors should be taught to use positive feedback whenever possible and should establish a set means of employee evaluation and feedback so that no one feels singled out (Syptak, Marsland, and Ulme, 2003).

3.4.2.3 Relationship with boss

Supervisors/ bosses are required to be more flexible and to accommodate all workers and an open hand policy should be instituted to promote job satisfaction amongst workers.

3.4.2.4 Work conditions

The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing.

3.4.2.5 Salary

Employees will be happy if salaries are perceived to be fair therefore organizations should have clear policies on salaries, benefits and other allowances. Hence salary is not a motivator; it is a hygiene factor (Lambrou, Kontodimopoulos, 2010).

3.4.2.6 Relationship with peers

Part of the satisfaction of being employed is the social contact it brings, so employees should be allowed a reasonable amount of time for socialization (e.g., over lunch, during breaks, between patients). This will help them develop a sense of companionship and teamwork (Syptak, Marsland, and Ulme, 2003).

3.5 Diagrammatic representation of the application of the model to this study

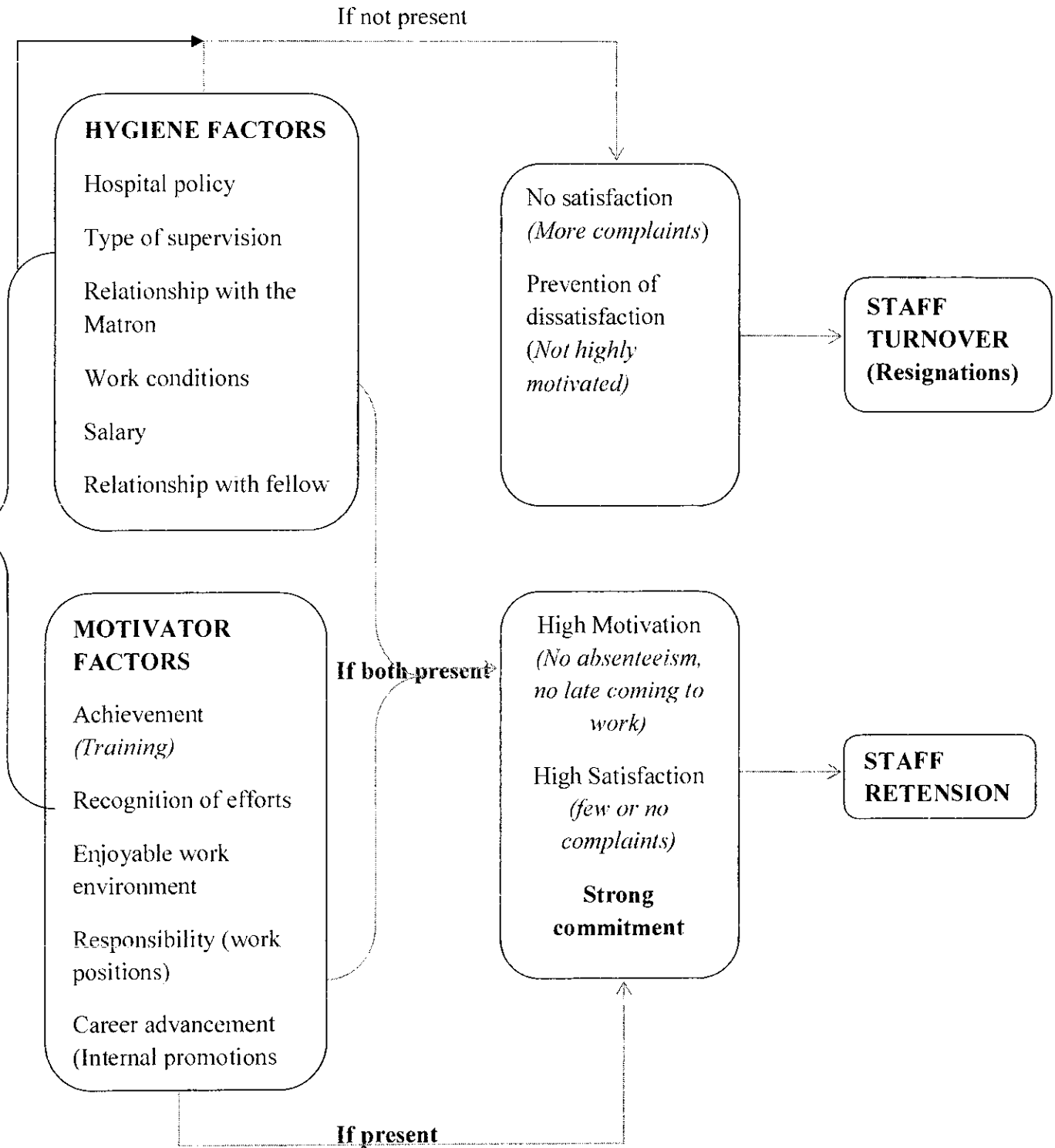


Figure 2: Herzberg motivation (Two factor) Theory conceptual framework.

Adapted from: (Riley, 2012).

3.6 Assumptions of the theory to this study

According to Burns & Groove (2005), an assumption is a statement that is considered to be true without been scientifically tested. Therefore this study is based on the following assumptions: Nurses' levels of job satisfaction influences turnover; intrinsic factors (Hygiene factors) influence turnover among nurses as well as extrinsic factors (Motivators) may influence nurse turnover.

CHAPTER FOUR

4.0 RESEARCH METHODOLOGY

4.1 Introduction

The research methodology section contains information on how the study was conducted. Therefore the issues included are study design that were used, the setting of the study, population, sample size and sampling method, pilot study, data instruments and data collection, inclusion criteria, data analysis and ethical consideration.

4.2 Research design:

In this study a qualitative research design that is exploratory and descriptive in nature was used. It is a subjective approach to describe life experiences in order to give meaning and to allow the participants to be able to describe experiences as they are lived (Burns & Groove 2006). Hence, qualitative research is most often associated with naturalistic inquiry. The researcher wanted the participants to describe what they experienced in regard to the phenomena as well as how they interpreted the experience or the meaning of the experiences. Therefore, this study involved qualified nurses and some management members narrating their experiences, perceptions and expectations that lead to nurses' turnover in order to assist management of Malamulo hospital in addressing nurse turnover.

4.3 Study setting

The study was conducted at Malamulo hospital which is situated in the southern region of Malawi. The researcher has chosen the above stated hospital because it is one of the hospitals which has a problem of nurse turnover. Malamulo hospital has a nurse establishment of sixty five (65) and currently has only twenty (25) nurses available to provide client care to ten departments. This nurse shortage due to nurse

turnover can lead to poor quality patient care. Hence, the nurses who were involved in this study were chosen from different departments provided they had served the hospital for not less than six months. As for the nurses who resigned, they were met individually at an appointed place and time, with the criteria that they had worked for Malamulo hospital for not less than six months and had resigned between 2009 and 2012.

4.4 Study population

The population for this study was qualified nurses who have served Malamulo hospital. The total population for the study was sixty nine (69) which included thirty nine nurses who have worked for Malamulo Hospital from 2009 to 2012 and resigned, twenty five nurses who were still working at Malamulo Hospital and two management team members.

4.5 Sampling technique

The researcher used purposive sampling because she wanted to get the best information from the subjects (Brink, 2006). Purposive sampling is also known as selective sampling as it involves conscious selection by the researcher of certain subjects to include in the study (Burns and Groove, 2005). In addition, it is another type of non-probability sampling which is based on the researcher's judgment regarding the subjects whom the researcher feels the participants are knowledgeable about the question at hand (Brink, 2006). In this study the researcher selected participants who had worked for Malamulo hospital for not less than six months and who belonged to different types of religion.

4.6 Inclusion criteria

The study cohort was thirty four nurses who resigned from Malamulo Hospital from 2009 to 2012; twenty nurses who are still working and ten management team members. To be included in the study the participants were supposed to have worked at Malamulo hospital for a period of not less than six months because at this period they would have observed the system of the hospital quite well.

Concurrently, Booyens, (2005), explains that employees usually do not think of leaving during their first six months.

4.7 Sample size

A small sample size of ten (10) participants was used in this study. It included four nurses who resigned, four nurses who were still working and two key informants from the management team of the hospital. According to Polit and Beck (2006), qualitative- phenomenological study uses very small samples of ten or fewer participants.

4.8 Pilot study

A pilot study was conducted at Malamulo hospital using different participants from the main study participants. This was done to assess the effectiveness of the interview guide and to make possibilities of any revisions of the interview guide. The pilot study involved three nurses who are currently working at Malamulo hospital.

4.9 Data collection

Data collection and analysis was done simultaneously as recommended by Burns and Grove (2003). The researcher used semi-structured in-depth interviews to allow participants to express themselves clearly in all areas being investigated (Polit and Beck, 2006). Hence, individual interviews were audio taped. The study participants were interviewed individually in a closed quiet room to ensure privacy, avoid disruption and ensure openness. Each participant was welcomed to make him or her relaxed. Tapes were used to record all the information that would otherwise be lost. Whereas, the nurses who resigned were interviewed at an agreed place and time. A replay was done to ensure that the information was validated. The audio-tapes were used to record the information to allow the researcher to capture all the necessary information.

In-depth interview topic guides were designed for collecting data, one for the nurses who resigned, the other one for the nurses who were still working and the third one for the key informants (management members). These guides had two sections each. Section A included the socio-demographic information of the participant and Section B comprised of the interview guide addressing the objectives of the topic under study and these included the following objectives: To determine the level of nurses satisfaction on their job at Malamulo hospital, to establish expectations of nurses towards their management, to determine factors related to organisational climate which can cause dissatisfaction among nurses and to determine possible strategies to address nurse turnover (resignations). The interview guide included probing questions depending on the participants' responses in order to allow them to express their attitudes, beliefs, experiences and views as freely as possible.

Therefore, English interview guides with broad, open-ended questions were used to ensure more explanatory responses. The English interview guides were used because it was assumed that the participants were well conversant with English language.

4.10 Data analysis

In qualitative research, data analysis is non-numerical. Therefore, it involves an examination of words; a massive amount of data in the form of words is gathered for analysis (Brink, 2006). Firstly, the researcher thoroughly listened to audio-taped interviews. Then transcripts were transcribed verbatim. Thus, transcripts were read repeatedly so that whatever the participant said was noted, grouped together and assigned to a code. Then emerging themes, relations and insights regarding the data were put together to provide an overall meaning of the topic under study (Polit & Beck, 2006). Finally, the synthesis of the essences that came out in all participants' descriptions on the experiences and perceptions were regarded as the findings of the study.

4.11 Confirmability and trustworthiness of the study

Polit & Beck (2006), state that trustworthiness is the way of evaluating a study's quality. In this qualitative research the trustworthiness will be ensured through the following strategies:

4. 11. 1 Credibility - This was done by prolonged engagement whereby the researcher was in the field in order to collect data. External checks by peer quizzing and supervisor guidance; follow-up checks were done in the process or after data analysis to ensure that information was clear. Peer debriefing was done where the peers probed the researcher's biases, explored meanings and clarified bases for interpretations (Brink, 2006)

4.11.2 Transferability- the researcher provided abundant and dense description of the methodology; and ensured a selected sample and that data collection procedure was followed until data capacity was reached.

4.11.3 Consistency- audit track was done by the research supervisor who is conversant with qualitative research. The researcher also allowed peers to examine the data to ensure consistency. The researcher listened to the recorded informants' accounts repeatedly for analysis in order to make it stable over time (Brink, 2006).

4.11.4 Confirmability- This was done by ensuring accepted analysis during data collection whereby the researcher put aside her own beliefs and values so that they would not influence data collection and analysis. The researcher ensured confirmability by putting aside what she already knows about the topic under study to avoid misinterpreting the perceptions, views and experiences as they are being experienced by the participants.

4.12 Ethical considerations

The research proposal was submitted to Kamuzu College of Nursing (KCN) – to the Research, Ethics and publication committee for approval (Appendix 3). Permission was sought from the Chief Executive Officer (CEO) of Malamulo Hospital where the study took place (Appendix 4). Likewise, informed consent was obtained from the participants (Appendix 2). In addition, permission to use audio tapes was obtained from the participants. Hence, participants were told that participation was voluntary and that they would be free to withdraw at any time if they so wish without penalty (Basavanthappa, 2007).

Similarly, the participants were assured about confidentiality and privacy by being told that the information that was collected will be used by the researcher only and that after data analysis all data collecting tools will be destroyed. Hence, anonymity will be ensured by using codes instead of names (Appendix 1). The risks and benefits will be explained to participants. On risks, participants were told to report for any feeling of discomfort if any. In addition the participants were told that there will be no direct benefits but the results will help in improving nurse retention at Malamulo hospital, leading to adequate number of nurses taking care of patients/clients, thereby improving quality of care.

4.13 Study limitations

This study was conducted on a small scale; hence the findings had some limitations such that the results were not generalized. In addition to this the sample size was small which did not give enough representation of the whole population of nurses who resigned.

4.14 Dissemination of study findings.

Copies of the findings will be submitted to Kamuzu College Nursing library and research centre, the supervisor, the CEO of Malamulo Hospital, the Health ministry's department of the Malawi Union of the Seventh Day Adventist (SDA) Church and CHAM secretariat.

CHAPTER FIVE

5.0 RESULTS/FINDINGS

5.1 Introduction

This chapter presents the findings of the study as regards to nurses' job satisfaction, nurses' expectations towards their management, factors related to organizational culture which may cause dissatisfaction and strategies to address the identified problems at Malamulo hospital. Herzberg motivation theory was used to assist in finding out the motivators and dissatisfiers of nurses working at Malamulo hospital. As such, the findings are based on their narrative experiences, beliefs, attitudes and views from themes and sub-themes emerged. Where applicable, the expressed significant experiences and views of the participants are quoted verbatim and written in italics. Hence, the verbatim quotes will be used to illustrate some unique elements in the study and also serve as evidence to support the emerging themes from the data collected.

5.2 Description of the sample

The sample was taken from a population of nurses and some administration members in Thyolo district in the southern region of Malawi.

Reasonably, the study involved ten participants ($n= 10$) who were interviewed, of which six ($n= 6$) were interviewed within their work environment, whereas four ($n= 4$) who resigned from the hospital were interviewed in different arranged places.

5.3 Demographic results

The interview guide had the following demographic items; participant's age, sex, marital status, professional qualification, year qualified, length of stay, position held, religion and tribe.

The ages ranged from 26 to 46 years, five (n=5) were married and five (n=5) were single, the majority of the nurses five (n=5) belonged to seventh day Adventist church while three (n=3) belonged to different denominations which are Assemblies of God, World Life Church of God, and Anglican; and the two (n=2) of the key informants were Seventh Day Adventists.

On years of service for the participants, there was a wide range. One (n=1) had worked for six months, three (n=4) had worked for two years, one (n=1) had worked for five years, One (n=1) had worked for six years, and three (n=3) had worked for more than ten years.

The distribution of the participants into different tribes is shown in Table 1.

Table 1: The frequencies of nurses' tribes (n=8) and three key informants (n=2). Total (n=10)

TRIBE	FREQUENCY
Ngoni	3
Lomwe	1
Chewa	1
Yao	2
Tumbuka	2
Mang'anja	1

All the nurses interviewed were the nurse/midwife technicians as the hospital had a very limited number of registered nurses for the concerned period 2009 to 2012.

5.4 Qualitative results: Description of the findings

After analyzing the data from the in-depth interviews with the nurses and the management team members, the experiences have been presented under the following themes:

- Incomplete work satisfaction
- Problems related to work itself
- Nurses expectations before employment at Malamulo hospital
- Factors related to organizational culture leading to nurses' dissatisfaction
- Improvement strategies by to be done management

The analysis of the qualitative data led to the grouping of the emerging Themes and sub-themes of the study (Table 2)

Table 2: The emerging Themes and Sub-themes of the study

ITEM	THEME	SUB-THEMES
1	Incomplete work satisfaction	<ul style="list-style-type: none"> • Perceived inconsistent type of leadership • Perceived salary discrepancies • Perceived key informant's views on nurses' job satisfaction.
2	Problems related to work itself	<ul style="list-style-type: none"> • Multiple conceived problems by nurses • Conceived problems observed by key informants
3	Nurses expectations before employment at Malamulo hospital	<ul style="list-style-type: none"> • Perceived expectations of nurses • Perceived key informants' expectations
4	Factors related to organizational culture leading to nurses' dissatisfaction	<ul style="list-style-type: none"> • Perceived organizational culture elements by nurses • Perceived key informants' organizational cultural elements
5	Improvement strategies by management	<ul style="list-style-type: none"> • Perceived actions to be done by management • Perceived key informants' actions

Hereunder is the presentation of the detailed description of the emerging themes and subthemes.

5.4.1 THEME ONE: Incomplete employee satisfaction

This theme describes nurses' job satisfaction in relation to the administration, fellow works, salary, accommodation professional development, hospital policies, job security, supervision and recognition. The detailed views are described below:

SUB-THEMES

a) Perceived inconsistent type of leadership

All the participants (n=10) expressed some sort of dissatisfaction related to the type of leadership covering different areas (Table 2). The key informants (n=2) expressed that the nurses fail to abide by the hospital policies and that they do not follow protocols when they have complaints.

Table 3: Causes of dissatisfaction among nurses related to perceived inconsistent leadership

Participants' responses	Frequency of responses
Delay in solving problems	3
Type of leadership not convincing	1
Management does not respect employees	2
No proper communication by management to employees	3
No professional development present	4
Takes too long for one to go for upgrading 3-4 years	2
Management has just started to send staff to school	3
Biasness in choosing who to sponsor	1
No staff recognition	7
Responsibilities given but not according to qualification	6
Policies not distributed to staff	4
No confidence in leaders	1
No house renovations	10
Long stayed nurses resistant to change	4

b) Perceived salary discrepancies

Some participants explained that sometimes there are problems with salaries and allowances that a patient attendant gets more salary than some nurses one nurse had this to say:

Participant # 03: *"They don't recognize the professional qualification of an individual for example a patient attendant can get more salary than a nurse; they say that because they are on church salary so we use that."* (Nur. 03).

Some nurses explained their concerns on the high MRA tax which is deducted from their allowances.

Participants # Nur. 02 & Nur. 03: *"Ah! For the salary I don't have any problems but with the allowances and taxes; maybe they can follow what other hospitals are doing; we get the same allowances but they don't deduct the taxes, but here each and every allowance they deduct tax. They should at least subsidize the tax."*

On the same note one of the key informants had this to say concerning the MRA tax:

Participant # KI 10: *"Yeah! I think everybody do complain about PAYE and we as employers cannot go against Government policy but we as SDA institution need to abide by the regulations of the Government which is the first MK20, 000 is totally tax free, the next five thousand is 20% and anyone who is getting a salary above MK25. 000 will be deducted 30%. As the hospital there is nothing we can do but to abide by the Government regulations"*

c) Perceived key informant's views on nurses' job satisfaction.

One key informant (n=1) expressed that the nurses were fully satisfied, while one (n=1) expressed that they are not fully satisfied and had this to say:

Participant # KI 10: *"The problem is lack of accommodation; if we had enough accommodation then the nurses would be fully satisfied because we could accommodate all of them. The nurses are also complaining of allowances which I feel we cannot compete with other private hospitals like Mwaiwathu"*

On the nurse' incomplete one of the key informant had this to say:

Participant # KI 09: *“Staff recognition is a challenge, we have the plans to do performance appraisals but we fail to implement.....Specifically I think the challenge could be for the nurses, the way they disseminate their information or concerns to the management, I feel like they don't follow protocols.”*
.....Our houses are quite big the only problem is that we fail to do renovations, most houses are old, that they need to be maintained that's the only challenge otherwise our houses are so big. Another challenge is that our houses are few that we fail to accommodate everyone.”

Participant # KI 09: *“Promotions I think it's a challenge because we try to promote nurses but because we are CHAM and most of the promotions are through payroll so that's a challenge.”*

5.4.2 THEME TWO: Problems related to work itself

The issues discussed under this theme are those which the nurses are faced with as they work. They may be directly or indirectly affecting their work performance.

SUB-THEMES

a) Multiple conceived problems by nurses

Some nurses expressed that there is lack of effective interaction amongst nurses which causes disrupted committees which have already been formed and more nurses do not attend meetings; in addition they expressed that there was no teamwork by the nurses

Participant # Nur. 03: *“Sometimes there are problems like, our leaders, I will not mention names, but I feel our leaders lack confidence because one can hear that so, so is going for a workshop and someone goes there and shouts because she wants to go and then tomorrow you hear that the one who shouted is also going to the workshop, and it gives you worries to say that those who do not know how to talk cannot go for workshops it is discouraging indeed Is it that people will be considered because they know*

how to talk.....Sometimes there is no spirit of togetherness because the nurses can be called to a meeting then they don't come."

Some participants expressed that there is lack of professionalism by both nurses and management team members participants said that there was gossip among the nurses, while the rest did not say anything.

Participant # KI 10: *"In fact I can say I like nurses simply because they are core staffs who provide direct care to clients. And some of them when they have something they come direct to you or to their Matron; but some nurses do not like to come forward with their problems they just go about talking and you hear it through grapevine, and what I don't like about the nurses is that they like gossiping. They should be coming direct."*

Participant # Nur. 04: *"Mmh! About my fellow workers; they like gossiping it's something that I don't like."*

Most participants said that the hospital management does not recognize the professional qualification of nurses for leadership positions.

Participant # KI 09: *"Well there are other things that we look for when giving responsibilities, like experience on an individual that's according to our policy."*

Participant# Nur. 07: *"I can say something about not recognizing someone's qualification; you know we have to respect those who went to school."*

Participant # Nur. 05: *"Not at all, I have already told you that the old ones had all the responsibilities; there was no chance for the new comers."*

Two participants (n=2) explained that promotions are there, while seven (n=7) explained that there were no promotions.

Participant # Nur. 05: *"Promotions were not there."*

Participant # Nur. 01: *"In the past they used to conduct promotions at CHAM and I was promoted to senior nurse/Midwife Technician but for the past five years there has been no any promotion." "I don't know about promotion because I have not seen one being promoted since I have been here."*

Two participants (n=2) expressed good supervision, while (n=6) expressed no or very limited supervision, while the key informants (n=2) could not explain more about supervision.

Participant # Nur. 02, # Nur. 01 & # Nur. 08: "Ah! For the supervision not much is done only when the monitoring and Evaluation is to be done by the outsiders." "No, there No, there was no supervision."

Four participants (n=4) expressed that long stayed nurses do not accept change and six (n=6) were silent on that.

Participant # Nur. 03: "if you want to bring in something new they will tell you that this is not the way we do things at Malamulo they don't accept change"

b) Conceived problems observed by key informants

Both key informants (n=2) expressed having problems with the way the nurses conduct themselves.

Participant # KI 09: ".....there are times that the old employees (nurses) they feel they are comfortable with the status quo and when someone is bringing in some change they tend to discourage that one and this culture is deteriorating the hospital."

Participant # KI 10: "..... they should not be sleeping while on duty they should be awake all the time....nurses should be at their place of work all the time because somebody would say I have gone for supper and taking three or four hours while they are at home leaving the patients alone,"

5.4.3 THEME THREE: Nurses expectations before employment at Malamulo Hospital

Each employee has a different expectation in the organization and employee motivation describes an employee's intrinsic eagerness and drive to accomplish work. Some of the expectations that nurses have before joining the institution are explained in the following sub-themes:

SUB-THEMES

a) Perceived expectations by nurses

- Most of the participants including the key informants (n=10) expressed that some of the expectations were to get high salary than the government nurses; to be given better accommodation; to be sponsored for further education.

Participant # Nur 03: *"Mmh! Yeah! I had that in my mind that after two years I will be sent to school, but it's quite contrary."*

Participant # Nur. 04: *Ah! About professional development; Mmh! There are problems because they say if you are not included in the budget you cannot go to school because some of my friends who applied to go to school, they were taken but they are not go because you are not on the budget."*

Participant # Nur. 01: *"I expected that my salary will go up which was done; and that I will go to school after two years." "I expected to have a better salary and I got more salary than from where I was coming from, the Government." "I expected to have a better salary and I got more salary than from where I was coming from, the Government."*

Some nurses expected to find written policies and be given a copy on first employment

Participant # Nur. 07: *"I said the policies were not clear and I had not seen one."*

Participant # Nur. 05: *"I expected to find clear policies which would apply to all similarly but there were some biases along and we just looked but it was discouraging."*

Participant # Nur. 06: *I expected to find policies which are good and I did find them."*

Some expected to find good job security job as expressed below:

Participant # Nur. 02: *"My expectation was, I think I will be secured enough."*

Most of the nurses expected to find effective and supportive supervision

Participant # Nur. 08 , Nur. 05 & Nur 02: *"I can't remember if there was any supervision."*

..... *"I expected to find good supervision from my superiors."*

Most of the nurses expected to find compulsory worship as stated below:

Participant # Nur. 04: *"I thought about morning devotions would be compulsory to say each and every health worker should be conducting morning devotion but it is not like that."*

Participant # Nur. 05: *"I expected to find compulsory worship as we were warned before we went there but were free to go to our churches."*

b) Perceived expectations by key informants

When the key informants were asked what they thought are the nurses' expectations when they are being employed at the hospital they did not differ with the nurse, they responded in the following way:

Participant # KI 10:*"Yah! First of all I think they think they will have an accommodation which is good in that we could give a nurse an accommodation and a supervisor a different accommodation which is not the case because we just give the same type of accommodation to all but we feel we could be giving accommodation according to professional qualification." ... "My expectation on hospital policies to nurses is that they should abide to them." "Yea! Another expectation would be that nurses should be at their place of work all the time... another expectation is that they should not be sleeping while on duty."*

5.4.4 THEME FOUR: Factors related to organizational culture leading to nurses' dissatisfaction

Organizational culture is a pattern of basic assumptions or behaviors that have worked before and are taught to new members as the correct way to perceive, think, feel and act. Hence in some way it may affect employees either positively or negatively. The responses to organizational cultural elements were discussed in the following sub-themes:

SUB-THEMES

a) Perceived organizational culture/climate elements

When the participants were asked if there are some organizational cultural elements that would make the nurses to be dissatisfied with their work they had the following response.

Participant # Nur. 02: *".....but I feel our leaders lack confidence...."*

Participant # Nur. 03: *“On Compulsory worship there just rumors which are out there that the hospital forces people to pray on Sabbath but it is not true; Its only morning devotion that before starting work you have to pray and I worked for Zambezi and Anglican hospital but it’s the same you also start with worship.”*

Participant # Nur. 05: *“The type of religion was somehow prohibiting some other church members from attending their church, myself, I was coming from a different denomination I shouldn’t have been forced to worship on Sabbath....No I was not forced they were just rumors that I heard from some time back.”*

The nurses explained about one of the organisational cultural elements as leadership not open to the employees and responded in the following manner:

Participant # Nur. 05: *“....there was some biases along and we just looked but it was discouraging.”*

Some complained that the leadership imposes issues on employees without any discussions.

Participant # Nur.04: *“Ah! There a number of issues for example administration imposing each and every thing to the nurses.....”*

All the nurse participants explained that they had no problems with their schedules.

Participant # Nur. 01-08: *“I don’t see the problem with the schedule.”*

b) Expected key informants’ organisational culture/climate elements

Participant # KI 10: *“Ah! Like the culture itself, there are times that the old employees (nurse) they feel they are comfortable with the status quo and when someone is bringing in some change they tend to discourage that one and this culture is deteriorating the hospital.”*

Participant # KI 09: *“I think our type of leadership here is quite flexible.”“I don’t think policies can affect the nurses....”*

Participant # KI 10: *"I hope so. Religion can affect them because all who come here are not Adventists and if they are told that on Sabbath don't do any hard work around this place while you are coming from another denomination they think you are being hard on them. But I think they should abide to it."*

Participant # KI 09: *"I hope so. Religion can affect them because all who come here are not Adventists and if they are told that on Sabbath don't do any hard work around this place while you are coming from another denomination they think you are being hard on them. But I think they should abide to it."*

Participant # KI 10: *" Well, they could be some supervision that may affect them more especially when they are told that this should not go this way they feel things are not right, so they may feel dissatisfied."*

5.4.5 THEME FIVE: Improvement strategies by management

The participants/nurses (n=8) were asked to explain what they think management should do in order to retain more nurses. The responses are discussed in the sub-themes below:

SUB-THEMES

a) Perceived actions to be done by management

Nurses felt that management should recognize staff's educational qualification

Participant # Nur. 05: *"....they should consider nurses's professional qualification in leadership positions yeah! That would be fine."*

All nurses recommended that accommodation policy to be put in place in order to retain more nurses at the hospital.

Participant # Nur. 06: *To provide good accommodation to staff and considering someone's qualification."*

The nurses that management should increase benefits and allowances given to staff to retain more nurses.

Participant # Nur. 08: *“If they can give good top up allowances it will help.”*

Participant # Nur. 03: *“They should subsidize the taxes.”*

Participant # Nur. 05: *Bosses to stop being harsh and show respect to staffThey should respect staff.”*

Participant # Nur. 07: *“They should just respect the nurses and not be harsh with them.” “....respect nurses as employees and have openness.”*

Participant # 02: *“They should not be harsh they should sit down and look at the problem and try to discuss and find out the solution. They should not be torturing people because people will think of going away.”*

Participant # Nur. 02: *To communicate written policies effectively I thought there would be fair communication bottom up and vice versa.”*

The nurses recommended that management has to improve on staff development in order to retain more nurses.

Participant # Nur. 01: *They should continue to send nurses to school.”* Nurses recommended that leadership positions should depend on qualification of the individuals.

Participant # Nur. 04: *“They should consider those who are coming from school not just because one has stayed there for long then is given responsibility.”*

Nurses felt leaders must be transparent in order to retain more nurses.

Participant # Nur. 04: *“..... the bosses are not transparent.”*

The nurses recommended that the management/managers should accommodate employees' views.

Participant # Nur 03: *"They should improve with communication not that people should hear issues from their fellow works but management itself should come forward and explain. They should have a listening ear. and they should be able to give feedback to people's concerns."*

The nurses suggested that management should improve on supervision

Participant # Nur. 03: *"The supervisors should work hand in hand with the nurses and conduct effective supervision."*

The nurses suggested that management should conduct general meetings quarterly (regularly)

Participant # Nur. 07: *"Yeah management should conduct regular meetings ..that is quarterly meetings."*

Recommending on the type of treatment that nurses should get from management one of the nurses had this to say:

Participant # Nur. 07: *"Mmh! Well, nurses were not considered as human beings"*

Participant 3 Nur. 04: *"Yeah! Because sometimes nurses are taken as ground laborers saying ah! Why have you done this? I think they should try to solve problems amicably."*

b) Perceived key informants' actions/strategies

The key informants (n=2) explained that they will use the will use the following strategies in order to retain nurses at the hospital:

The key informants suggested that management will promote good communication at the whole institution.

Participant # KI 10 & 09: *“On that one we are improving on communication because communication is key to everything...”*

The management members suggested that they will start staff recognition by doing the following:

Participant # KI 09 & 10: *To provide accommodation according to positions and professional qualification.” “To have performance appraisals to all departments.”.....“To conduct meetings regularly to inform staff on the developments “.....calling for meetings that’s where we can improve all misunderstandings amongst supervisor and nurses or management members.....”*

CHAPTER 6

6.0 DISCUSSION OF RESULTS AND RESEARCH INTERPRETATION

6.1 Introduction

This chapter discusses the findings of the study. Therefore, the discussion and interpretation is based on the findings presented in the previous chapter and is supported by various studies and literature similar to the study area.

6.2 Summary of the major findings

The topic under study was: An exploration of nurse turnover at Malamulo hospital in Thyolo district. The purpose of the study was to explore nurse turnover at Malamulo hospital in order to improve client care.

Hence, after analysis, the following major findings of the study emerged: Incomplete work satisfaction; Problems related to work itself; Nurses expectations before employment at Malamulo hospital; Factors related to organizational culture leading to nurses' dissatisfaction and improvement strategies by management.

6.3 The general meaning of the findings

The factors related to nurse turnover at Malamulo hospital indicate that: there is incomplete job satisfaction among the nurses, there are some problems related to the work itself, the nurses' expectations are not fully met, some organizational cultural factors are cause of dissatisfaction among the nurses and there is need to put some strategies in place which were recommended by both nurses who are currently working and those resigned including the key informants in order to promote nurse retention thereby promoting quality client care. Whereas the detailed descriptions are presented here under:

6.4.1 Theme one: Incomplete work satisfaction

This theme will interpret and discuss the factors that make the nurses to have incomplete job satisfaction based on perceived inconsistent type of leadership, perceived salary discrepancies, and perceived key informant's views on nurses' job satisfaction. This is presented in detail in the sub-themes below:

a) Perceived inconsistent type of leadership

The findings on this study indicate that all the nurses (n=8) had some sort of dissatisfaction with the type of leadership at Malamulo hospital.

This may be interpreted that most nurses in one way or another had problems ranging from delay in solving the nurses problems; some nurses felt management had no respect towards them, others felt there was lack of communication between management and employees, others felt there was no professional development, mostly reported by the nurses who resigned. Further, some were of the opinion that staff are sponsored to continue with their education but it is not consistent and the time one takes to wait for the time to go to school is too long which is three to four years.

Additionally, most nurses felt there was no staff recognition and responsibilities were given not according to one's professional qualification which led to leaders not being confident enough with their duties. The house renovations are not done at all at the institution.

The study also discovered that there are no promotions at the hospital of which most employees are not motivated. While the workers know that they need to be promoted, this problem may originate from planning. This probably means that the workers are not put to heart as a means that there is no money put aside for promotions or positions are not considered as important in the nursing section.

The above information is in collaboration with another study in three districts of Malawi (from the north, central and southern regions), conducted by McAuliffe, Manafa, Maseko and White (2009); it was discovered that perceptions of justice linked strongly with level of job satisfaction, and in particular perceptions of how well they were treated by their managers and the extent to which they were informed about decisions and changes. This could lead to low output by the nurses. However, the key informants

had of the opinion that the nurses did not observe the right channels for their complaints and alluded to the problem of no staff recognition and no houses renovations and still felt the nurses were satisfied.

b) Perceived salary discrepancies

The findings indicated that there was no proper communication on salaries where one with low qualification could get more salary than someone with a much high qualification. This could be due to some other factors well known but not very clear to all. Eventually, it could lead to nurses being frustrated leading to poor quality care.

One could also relate to misunderstandings which can be dealt with, thus need for addressing the issues to different employees frequently.

The other problem expressed was that of high PAYE (MRA tax) on allowances, the key informants claimed it was government requirement of which could not be changed anyhow, this led to nurses refusing to work extra hours for fear of being deducted a high tax leading to a decreased low nurse :patient ratio of one to 40 (1:40) which automatically gives poor quality care.

c) Perceived key informant's views on nurses' job satisfaction

The findings in this study indicated that the key informants felt there was full job satisfaction by the nurses though they claimed that there were problems like lack of accommodation, complaints of low allowances, lack of staff recognition, no renovation of houses and no promotions. Some of the above problems cited by the key informants are the motivating factors which lead to staff dissatisfaction leading to high nurse turnover. Hence, McFarlin, (n.d.) discovered that motivation factors that deal with *job content* lead to *job satisfaction* thereby leading to staff retention; and these are: growth, work itself, responsibility, achievement, advancement and recognition. If employees are not happy with their jobs, several areas of their work are affected and their behavior can also affect other employees.

6.4.2 Theme two: Problems related to work itself

This theme will interpret and discuss the problems that nurses are faced with in terms of their work based on multiple problems faced by nurses and problems that the key informants observe in nurses.

a) Multiple conceived problems faced by nurses

The findings of the study revealed that most of the nurses did not attend to meetings which could lead to missing a lot of information disseminated and leaving them with the old perceptions or misunderstandings without being corrected. There was also evidence of the leaders not confident with their positions which led to nurse frustrations. This may mean that it is important to recognize the qualification of staff and put them in positions that putting right people in the right positions may bring in confidence. There was no teamwork amongst the nurses themselves which also led to gossips, and improper handling of their problems. Mostly these are hygiene factors which decrease employees' dissatisfaction with the work environment. Hygiene issues, according to Herzberg, cannot motivate employees but can minimize dissatisfaction, if handled properly. In other words, they can only dissatisfy if they are absent or mishandled. They are issues related to the employee's environment. If hygiene factors are neglected employees would be generally unhappy, and this would be apparent to patients. Second, the hardworking employees, who can find jobs elsewhere, would leave, while average employees would stay and compromise the practice's success (Willis-Shattuck, Bidwell, and Thomas, 2008).

b) Conceived problems observed by key informants

The study discovered that the key informants also observed some problems going on among the nurses such as gossiping, and poor approach of issues related to their work itself. This explains that there is poor communication at the institution which can lead to disorganized care to clients and frustrations which can make other nurses who might be needed by the hospital to leave the institution.

It was discovered that the nurses did not respect their work that they leave their departments without any nurse attending to clients and that the nurses were sleeping while on night duty for long hours leaving patients alone. This could be due to lack of supervision and lack of commitment on the nurses' part and could be dealt with by management putting strategies to address the problem thereby promoting quality client care.

6.4.3 Theme three: Nurses expectations before employment at Malamulo hospital

Motivating employees about work is the combination of fulfilling the employee's needs and expectations from work and workplace. This theme describes the nurses' expectations from the hospital.

a) Perceived expectations of nurses

The findings of the study discovered that all nurses had the expectations of going for further studies after working for at least two years of which their expectations were not met. Professional development is one of the key motivating factors for employees. Each and every employee would like to grow professionally and this includes actual learning of new skills, with greater possibility of advancement within the current occupational specialty as well as personal growth (Lambrou, Kontodimopoulos, 2010).

Further, the study discovered that more nurses expected to get high salary and allowances of course, employees will be happy if salaries are perceived to be fair therefore organizations should be have clear policies on salaries, benefits and other allowances. Hence salary is not a motivator; it is a hygiene factor (Lambrou, Kontodimopoulos, 2010). It concludes that if neglected may cause dissatisfaction among employees.

The study also identified that some nurses expected to be given good accommodation according to their grade. It was explained that management does not respect nurse' education qualification in terms of recognizing them for their high qualification. This is one of the motivating factors that need to be looked into with concern by management.

It was discovered that some nurses expected to find written policies and effective supervision. Some expected to find compulsory worship of which people were allowed to worship according to their denominations.

b) Perceived key informants' expectations

The key informants were aware of some of the nurse' expectations like to find good accommodation and good salaries of which it seemed so difficult for management to accomplish some of the nurses' expectations due to financial constraints.

6.4.4 Theme four: Factors related to organizational culture leading to nurses' dissatisfaction

This theme describes the organizational culture elements which may cause dissatisfaction among nurses. These are elements which are taught to new members as the correct way to perceive, think, feel and act. Hence in some way it may affect employees either positively or negatively.

a) Perceived organizational cultural elements by nurses

The study discovered that the culture of the hospital allowed nurses who were not fully qualified to handle big responsibilities; this then brought in lack of competency in those holding the responsibilities as such there was no supervision at all. One could deduce that the lack of supervision could be due to lack of adequate educational qualification which may be the leaders might have inferiority complex.

It was also discovered that management members in some way tend to impose issues without any discussion with the concerned staff. This in one way or another may lead to discouragement and dissatisfaction which may later lead to staff turnover.

However, some cultural elements were positive such as the schedules were very flexible and standardized that nurses felt very comfortable to work. This is a hygiene factor but once neglected may lead to staff dissatisfaction.

Another cultural element was religion which affected some employees negatively. Tatum, (2013) explains that the culture of the workplace can also contribute greatly to high staff turnover.

b) Perceived key informants' organizational cultural elements

The study found out that the key informants were not happy with the way some long stayed staff conducted themselves by not accepting change, this may lead to dissatisfaction of the new nurses and they may lead to staff turnover.

It was discovered that religion may in one way or another affect the nurses mostly those who are not Adventists, but they have to abide by the policies since each and every organization has got its own culture which is required to be followed by the employees Unless the culture of the company shifts so that managers are properly trained, owners exhibit some care and respect for their employees and human resource efforts are made to limit and resolve issues that cause friction between employees, there is a good chance the high staff turnover will continue (Hagopian, Zuyderduin, Kyobutungi, & Yumkella, 2013; Marquis & Huston, 2006). Furthermore, Aiken et al. (2004) indicate that positive culture (constructive) affects patient outcome and presence of constructive culture where members are encouraged to work cooperatively and to their full potential resulting in high levels of motivation and teamwork promotes employee retention.

6.4.5 Theme five: Improvement strategies by management

This study revealed some strategies that the nurses and the key informants' felt could be put in place by management members in order to retain more nurses.

a) Perceived strategies to be done by management

This study came up with the strategies which the nurses felt if put in place they would bring in nurses retention at the hospital such as: recognizing nurse' educational qualification; provision of good accommodation; to provide staff with good top up allowances with tax subsidization; bosses should understand employees well and respect all staff; management should have an effective communication system put in place. In a study conducted by Charlotte, (2009), expresses that healthcare systems need a

strategy to reduce nurse turnover and should shift their focus from why nurses leave to why they stay. It was further explained that employers should make connections between a new employee and other people or groups in the organization and create a comfortable work environment for the new employee.

b) Perceived key informants' strategies

In this study the key informants identified strategies which they would use in order to retain nurses at the hospital. The following were the identified strategies: To promote good communication amongst staff members, To provide accommodation according to professional qualification; to recognize nurses and to conduct regular meetings with employees.

In a study conducted in Malawi, Mozambique and Tanzania by Health Systems Strengthening for Equity, (2011), it was found that adequate supervision, support from management, adequate pay for work done and opportunities for career advancement should be present in order to retain staff, and that management team must strengthen human resource management practice in order to retain staff and maintain a high level of job satisfaction.

6.5 Areas that need further study

This study has identified gaps in reasons for nurse turnover which need to be addressed. Therefore further research should be conducted to find out:

How the nurses are treated at the hospital?

How are new nurses welcomed and treated at the hospital?

Are nurses treated in the same way as other cadres?

How workloads could be easily managed to reduce nurse turnover.

6.6 Implications of the research findings

Policy

The findings of the study will be utilized for advocating for quality provision of client care by having adequate number of nurses to provide care to clients.

Education

The findings will also help direct competencies towards skills that truly make a difference in management of nurses and other cadres. The competencies of attitudes, knowledge and skills would facilitate the integration of learning outcomes and the required clinical outcomes and clinical training experiences into existing curricula.

Research

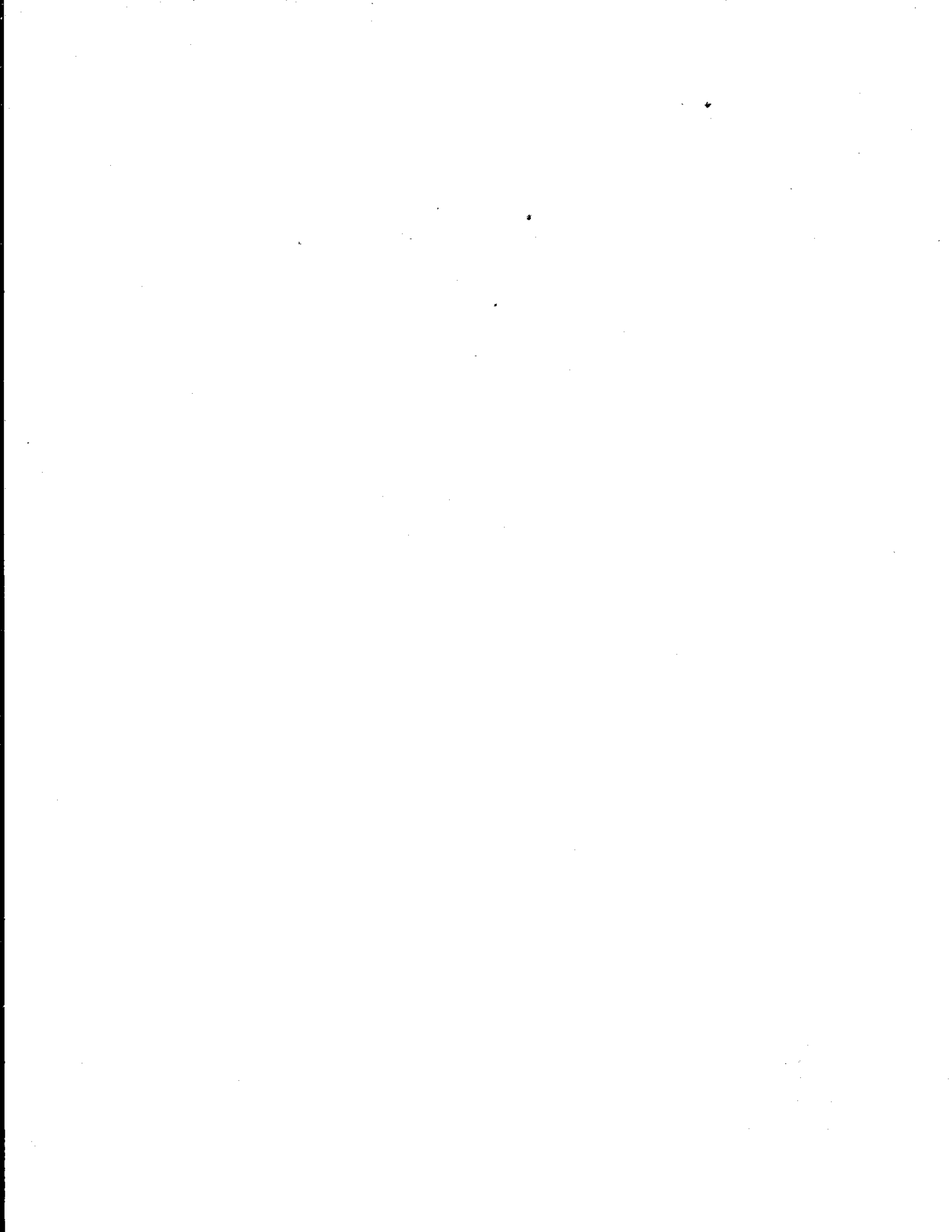
This research can be done at any district hospital or CHAM hospital where management of employees takes place so that the results could be transferable.

Practice

Practically the results will help managers as well as nurses themselves to identify gaps or deficits and improve their practical experiences.

6.7 Conclusion

This study has managed to come up with certain phenomenon on nurses' resignations from hospitals. It can be similar with other CHAM hospitals. This is because CHAM hospitals have got some things in common regarding their management. Then the results of high nurse turnover affect clients and the nurses' own psychological state in provision of care. Therefore the consequences it is necessary for managers to respect nurses in a way that the managers would like to treat their clients with respect as well.



6.8 Recommendations

6.8.1 Introduction

In this chapter the recommendations and conclusion of the study are discussed. Therefore the recommendations for implementation of the findings will dwell on management to address the problems that the nurses are facing using Herzberg two factor theory (Motivators and Hygiene factors) and find means of dealing with them to promote nurse retention. Therefore, natural, real factors such as achievement, recognition, the work itself, responsibility, advancement and growth are related to job satisfaction and they are called motivators. However, the hygiene factors which are company policy, supervision, relationship with boss, work conditions, salary relationship with peers and working conditions cause dissatisfaction.

Based on the findings of this study the following recommendations are made

6.8.2 Motivators in relation to job satisfaction

Motivators make workers more productive, creative and committed and create satisfaction by fulfilling individuals' needs for meaning and personal growth. Once the hygiene areas are addressed, said Herzberg, the motivators will promote job satisfaction and encourage production. Employee satisfaction affects every aspect of nursing practice, from patient satisfaction to overall

6.8.2.1 Achievement

Place staff in positions that use their talents and are not set up for failure. Set clear, achievable goals and standards for each position, and make sure employees know what those goals and standards are.

Individuals should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs.

6.8.2.2 Recognition

Individuals at all levels of the organization want to be recognized for their achievements on the job. Their successes don't have to be monumental before they deserve recognition, but your praise should be sincere. Time should be taken to acknowledge the good work done immediately or publicly thank them for handling a situation particularly done well.

6.8.2.3 The work itself

The actual content of the job and its positive or negative effect upon the employee whether the job is characterized as interesting or boring, varied or routine, creative or stultifying, excessively easy or excessively difficult, challenging or non-demanding. The characteristic of the job content will either satisfy or dissatisfy the employee.

6.8.2.4 Responsibility

Employees will be more motivated to do their jobs well if they have ownership of their work. This requires giving employees enough freedom and power to carry out their tasks so that they feel they "own" the result.

6.8.2.5 Advancement

Reward loyalty and performance with advancement. If an open position is not there to which to promote a valuable employee, consider giving him or her a new title that reflects the level of work he or she has achieved. When feasible, support employees by allowing them to pursue further education, which will make them more valuable to your practice and more fulfilled professionally.

6.8.2.6 Growth

This is actual learning of new skills, with greater possibility of advancement within the current occupational specialty as well as personal growth.

6.8.3. Hygiene factors in relation to job dissatisfaction

Hygiene issues decrease employees' dissatisfaction with the work environment. Hygiene issues, according to Herzberg, cannot motivate employees but can minimize dissatisfaction, if handled properly. In other words, they can only dissatisfy if they are absent or mishandled. They are issues related to the employee's environment. If hygiene factors are neglected employees would be generally unhappy, and this would be apparent to patients. Second, the hardworking employees, who can find jobs elsewhere, would leave, while average employees would stay and compromise the practice's success. So deal with hygiene issues first, then move on to the motivators (Willis-Shattuck, Bidwell, and Thomas, 2008).

6.8.3.1 Company policy

An organization's policies can be a great source of frustration for employees if the policies are unclear or unnecessary or if not everyone is required to follow them. Therefore, dissatisfaction can be decreased in this area by making sure the policies are fair and apply equally to all. Also, make printed copies of the policies-and-procedures manual easily accessible to all members of staff (Syptak, Marsland, and Ulme, 2003).

6.8.3.2 Supervision

Supervision requires leadership skills and the ability to treat all employees fairly. Supervisors should be taught to use positive feedback whenever possible and should establish a set means of employee evaluation and feedback so that no one feels singled out (Syptak, Marsland, and Ulme, 2003).

6.8.3.3 Relationship with boss

Supervisors/ bosses are required to be more flexible and to accommodate all workers and an open hand policy should be instituted to promote job satisfaction amongst workers.

6.8.3.4 Work conditions

The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing.

6.8.3.5 Salary

Employees will be happy if salaries are perceived to be fair therefore organizations should have clear policies on salaries, benefits and other allowances. Hence salary is not a motivator, it is a hygiene factor.

6.8.3.6 Relationship with peers

Part of the satisfaction of being employed is the social contact it brings, so employees should be allowed a reasonable amount of time for socialization (e.g., over lunch, during breaks, between patients). This will help them develop a sense of companionship and teamwork.

6.9 STUDY CONCLUSION

In summary, this study was conducted to explore nurse turnover at Malamulo hospital in Thyolo district. A qualitative study was conducted using phenomenological research method in order to get the lived experiences of nurses. The sample was purposefully selected to for the study for them to give the desired data. Data was collected using in-depth semi-structured interview guide. Therefore, the findings of the study revealed that most nurses had incomplete job satisfaction because the motivators were not present and some of the hygiene factors were neglected. Further the results show that the nurses themselves had problems related to the work itself and, the nurses' expectations were not met and some of the organizational cultural elements were causing dissatisfaction among nurses. Finally, strategies to be done by management to retain more nurses were discussed.

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APPENDICES

APPENDIX 1:

QUESTIONNAIRE GUIDE A

FOR THE NURSES WHO ARE CURRENTLY WORKING AT MALAMULO HOSPITAL

**RESEARCH TITLE: AN EXPLORATION OF NURSE TURNOVER AT MALAMULO
HOSPITAL IN THYOLO DISTRICT.**

Date of interview: _____

CODE NUMBER: _____

SECTION A: Socio demographic data:

1. AGE:

2. SEX:

A. Male

B. Female

3. MARITAL STATUS:

A. Single

B. Married

C. Divorced

D. Widowed

4. EDUCATION LEVEL: PROFESSIONAL QUALIFICATION: -----

5. YEAR QUALIFIED: -----

6. LENGTH OF PERIOD OF STAY AT MALAMULO HOSPITAL: -----

7. RELIGION:

A. Roman Catholic

B. C.C.A.P

C. SDA

D. Others (Specify).....

7. TRIBE:

A. Chewa

B. Ngoni

C. Mang'anja

D. Others (Specify).....

SECTION B

Objective: Determining the level of nurses' satisfaction on their job.

1. Can you explain to me if you have any type of job satisfaction as a nurse at Malamulo Hospital?

Probe questions: Any specific issues related to:

- a. Administration? Do you have any problems with the type of administration at Malamulo Hospital? What do you like most about the administration?
- b. Fellow workers? Can you explain to me what you like most about your fellow workers? Explain to me the problems (if any) which you face with you fellow workers.
- c. Salary? Describe to me your satisfaction (if any) toward the salary, benefits and allowances which you are paid. Explain to me if you have any problems have any problems.
- d. Accommodation? Explain to me how you feel about the accommodation you have been provided with. What do you like in about the accommodation? What do you not like about your current accommodation?

- e. Professional development? Explain to me how you feel about professional development at Malamulo Hospital.
- f. Hospital policies? Do you have any problems with hospital policies? Can you explain to me if there are any problems with the policies?
- g. Job security? What are your feelings about your job security at Malamulo hospital?
- h. Supervision? Explain to me more about supervision at Malamulo hospital.
- i. Achievement? Explain to me about personal achievement at Malamulo hospital.
- j. Recognition? Explain to me how you feel about staff recognition at Malamulo hospital.
- k. Can you explain to me about the work itself at Malamulo Hospital? What do you like most? What do you not like about the work itself?
- l. Explain to me if you were given any responsibility during the period that you have stayed at Malamulo Hospital. How confident were you with the responsibility.
- m. Growth? Are there any promotions at Malamulo Hospital? Explain to me how promotions are conducted.

Objective: Establishing nurses' expectations towards their management.

- 1. Explain to me what were your expectations when you were being employed at Malamulo Hospital?

Probe questions: Explain to me what your expectations were before you were employed at

Malamulo Hospital in terms of:

- a. Salary
- b. Accommodation
- c. Benefits
- d. Professional development

- e. Hospital policies
- f. Fellow workers
- g. Job security
- h. Supervision
- i. Nurses' relationship with the bosses
- j. What type of any other expectation did you have?

Objective: Identifying factors related to organizational culture which causes dissatisfaction among nurses.

1. Can you explain to me the factors related to organizational climate which you think can cause dissatisfaction among nurses working at Malamulo Hospital

Probe questions: Explain to me if any of the factors is related to:

- a. Type of leadership (Explain to me how the leadership of Malamulo hospital affects you).
- b. Religion- (How does religion at Malamulo Hospital personally affect you).
- c. Scheduling- explain to me how the scheduling is like, and how are you affected by it?
- d. Supervision- Explain to me about the type of supervision you had and whether you were affected in any way?
- e. Policies- Can you describe the types of policies you liked and why you liked them: any policies that you disliked and why you disliked them.

Objective: Determining possible strategies to address nurse turnover (resignations) at Malamulo Hospital.

1. Can you describe to me what you think Malamulo hospital management should do to improve staff retention?

Probe questions: Explain to me strategies that the hospital should do in terms of:

- a. Salary
- b. Accommodation
- c. Benefits
- d. Professional development
- e. Hospital policies
- f. Fellow workers' relationships
- g. Job security
- h. Supervision
- i. Nurses relationship with the bosses
- j. Professional growth
- k. Policies

Do you have any questions or comments?

This is the end of the interview

Thank you for sharing the information with me.

QUESTIONNAIRE GUIDE B

A SEMI-STRUCTURED INTERVIEW GUIDE FOR THE KEY INFORMANTS WHO ARE MEMBERS OF THE ADMINISTRATIVE TEAM FOR MALAMULO HOSPITAL. (ENGLISH VERSION)

RESEARCH TITTLE: AN EXPLORATION OF NURSE TURNOVER AT MALAMULO HOSPITAL IN THYOLO DISTRICT.

Date of interview: _____

CODE NUMBER: _____

SECTION A: Socio demographic data:

1. AGE:

2. SEX:

A. Male

B. Female

3. MARITAL STATUS:

A. Single

B. Married

C. Divorced

D. Widowed

4. EDUCATION LEVEL: PROFESSIONAL QUALIFICATION: -----

5. YEAR QUALIFIED: -----

6. LENGTH OF PERIOD OF STAY AT MALAMULO HOSPITAL: -----

7. POSITION HELD-----

8. RELIGION:

A. Roman Catholic

B. C.C.A.P

C. SDA

D. Others (Specify).....

9. TRIBE:

A. Chewa

B. Ngoni

C. Mang'anja

D. Others (Specify).....

SECTION B

Objective: Determining the level of nurses' satisfaction on their job.

i. Do you think that nurses at this hospital are satisfied with their work?

Probe questions: Can you explain to me why you think that nurses are satisfied or not satisfied with their work.

Describe what you think are the major causes of job dissatisfaction among nurses at Malamulo hospital.

Can you explain to me how nurses can be satisfied with their job in terms of:

- a. Administration (Do you have any problems with the nurses? What do you like most about the nurses?)
- b. Salary, benefits, and allowances. Do you think the nurses are affected by the salary, benefits and allowances that they are given?
- c. Accommodation. Explain to me how you feel about the accommodation you provide to the nurses. Do you feel that the nurses are comfortable with the type of accommodation that they are provided with?
- d. Professional development. Explain to me how you feel about professional development for the nurses at Malamulo hospital.
- e. Hospital policies. Do you think there are any problems with hospital policies? Can you explain to me if there are any problems with the policies?
- f. Job security. What are your feelings about job security for the nurses?
What type of job security do you provide to the nurses?
- g. Supervision. What type of supervision are the nurses provided with? How does the type of supervision you have mentioned affect them?
- h. Achievement. Explain to me about any personal achievements you have for nurses at Malamulo hospital.
- i. Staff recognition. Explain to me how you go about staff recognition at Malamulo hospital particularly for the nurses.
- j. Responsibility. Explain to me if you give any responsibilities to the nurses here at Malamulo hospital. (Do you feel that the nurses have confidence to take responsibilities?)
- k. Advancement - Do you promote advancement in regards to the possibility for the nurses to specialize in their field?)
- l. Professional growth. What type of professional growth do you give to the nurses? How are the nurses promoted at Malamulo Hospital?

Objective: Establishing nurses' expectations towards their management.

1. Can you explain to me what you think are nurses' expectations at your hospital before they are employed?

Probe questions: explain to me what your expectations from the nurses were in terms of:

- a. Ward performance
- b. Hospital policies
- c. Fellow workers
- d. Job security
- e. Supervision
- f. What type of any other expectation did you have?

Objective: Identifying factors related to organizational culture which causes dissatisfaction among nurses.

1. Can you explain to me the factors (if any) related to organizational climate which you think can cause dissatisfaction among nurses working at Malamulo hospital?

Probe questions: Explain to me if any of the factors is related to:

- a. Type of leadership- Can you explain to me how the leadership of Malamulo hospital may affect nurses?
- b. Religion- How do you think religion at Malamulo hospital personally affect the nurses?
- c. Scheduling- Explain to me how the scheduling is like, and do you think that the nurses are affected by the schedules?

- d. Supervision- Explain to me about the type of supervision you provide to the nurses? Do you think the type of supervision you mentioned affect the nurses?
- e. Policies- Can you describe the types of policies you have at Malamulo hospital. Do you think any of the policies may affect the nurses?

Objective: Determining possible strategies to address nurse turnover (resignations) at Malamulo Hospital.

1. Can you describe to me what you think the hospital management should do to improve nurse retention at Malamulo Hospital?

Probe questions: Explain to me the type of strategies you can make in order to retain nurses in terms of:

- a. Administration
- b. Salary and allowances
- c. benefits,
- d. Accommodation
- e. Professional development
- f. Hospital policies
- g. Job security
- h. Supervision
- i. Achievement
- j. Staff recognition
- k. Work itself
- l. Responsibility
- m. Advancement
- n. Relationship with the bosses

Do you have any questions or comments?

This is the end of the interview

Thank you for sharing the information with me.

QUESTIONNAIRE GUIDE C

A SEMI-STRUCTURED INTERVIEW GUIDE FOR THE NURSES WHO RESIGNED FROM MALAMULO HOSPITAL.

Date of interview: _____

CODE NUMBER: _____

SECTION A: Socio demographic data:

1. AGE:

2. SEX:

A. Male

B. Female

3. MARITAL STATUS:

A. Single

B. Married

C. Divorced

D. Widowed

4. EDUCATION LEVEL: PROFESSIONAL QUALIFICATION: -----

5. YEAR QUALIFIED: -----

6. LENGTH OF PERIOD OF STAY AT MALAMULO HOSPITAL: -----

7. POSITION HELD-----

8. RELIGION:

- A. Roman Catholic
- B. C.C.A.P
- C. SDA
- D. Others (Specify).....

9. TRIBE:

- A. Chewa
- B. Ngoni
- C. Mang'anja
- D. Others (Specify).....

SECTION B

Objective: To determine the level employee's satisfaction on their job.

1. Can you explain to me if you had any type of job satisfaction as a nurse at Malamulo Hospital?

Probe questions: Any specific issues related to:

- a. Administration? Did you have any problems? What did you like most about the administration?
- b. Fellow workers? Can you explain what you liked most about your fellow workers? Explain to me the problems (if any) which you faced with you fellow workers.
- c. Salary? Explain to me your satisfaction toward the salary, benefits, and allowances which you were paid.
- d. Accommodation? Explain to me how you felt about the accommodation you were given. What did you like in terms of accommodation? What did you not like about accommodation?

- e. Professional development? Explain to me how you felt about professional development at Malamulo hospital.
- f. Hospital policies? Were there any problems with hospital policies? Can you explain to me if there were any problems with the policies?
- g. Job security? What were your feelings about your job security?
- h. Supervision? Explain to me more about supervision at Malamulo hospital.
- i. Achievement? Explain to me about personal achievement at Malamulo hospital.
- j. Recognition? Explain to me how you felt about staff recognition at Malamulo hospital.
- k. Can you explain to me about the work itself at Malamulo hospital during your stay? Explain whether you liked or not liked your work during your stay at Malamulo hospital.
- l. Explain to me if you were given any responsibility during the period you stayed at Malamulo hospital. If you were given any responsibility, how did you handle it?
- m. Advancement (in regards to the possibility to specialize or be promoted)
- n. Growth- Describe to me if you had any professional growth in terms of gaining experience.

Objective: To establish expectations of nurses towards their management.

- 2. Explain to me what were your expectations when you were employed at Malamulo hospital?

Probe questions: explain to me what your expectations were in terms of:

- a. Salary
- b. Accommodation
- c. Benefits
- d. Professional development
- e. Hospital policies
- f. Nurses relationship with the bosses

- g. Fellow workers
- g. Job security
- h. Supervision
- i. What type of any other expectation did you have?

Objective: To identify factors related to organizational culture/climate that may cause dissatisfaction among nurses.

- 3. Can you explain to me the factors related to organizational climate which may have caused dissatisfaction among nurses working at Malamulo hospital?

Probe questions: Explain to me if any of the factors is related to:

- a. Type of leadership (explain to me how the leadership of Malamulo hospital affected you).
- b. Religion- (how did religion at Malamulo Hospital personally affect you).
- c. Scheduling- explain to me how the scheduling was like and how were you affected by it?
- d. Supervision-explain to me how the type of supervision at Malamulo hospital may have affected you.
- e. Policies- How did the hospital policies affect you?

Objective: To determine possible strategies to address nurse turnover (resignations).

- 1. Can you explain to me what you think Malamulo Hospital management should do to improve staff (nurses) retention?

Probe questions: Explain to me strategies that the hospital should do in terms of:

- a. Salary
- b. Accommodation

- c. Benefits
- d. Professional development
- e. Hospital policies
- f. Fellow workers' relationships/relationship with bosses
- g. Job security
- h. Supervision

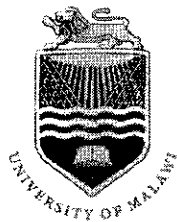
Do you have any questions or comments?

This is the end of the interview

Thank you for sharing the information with me.

APPENDIX 2:

APPROVAL LETTER FROM KCN



KAMUZU COLLEGE OF NURSING

RESEARCH AND PUBLICATIONS COMMITTEE

APPROVAL CERTIFICATE

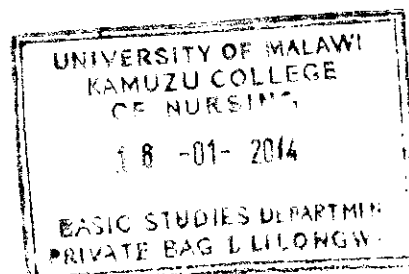
TITLE: 'An exploration of Nurse Turnover at Malamulo Hospital in Thyolo District'

INVESTIGATORS: Martha Kanchiputu Kamwiyo

DEPARTMENT/YEAR OF STUDY: Bachelor of Science in Nursing

REVIEW DATE : SEPTEMBER 2013

DECISION OF THE COMMITTEE: APPROVED



SIGNATURE:  **DATE:** 13th September 2013

cc Supervisor:

DECLARATION OF INVESTIGATOR(S)

I/we fully understand the conditions under which I am/we are authorized to carry out the above mentioned research and I/we guarantee to ensure compliance with these conditions. In case of any departure from the research procedure as approved, I/we will resubmit the proposal to the committee.

DATE..... SIGNATURE(S).....

Kamuzu College of Nursing

Private Bag 1

Lilongwe

December 19th, 2013

Ref: KCN/BS/5/10

Medical Director

Malamulo Hospital

Private Bag 2

MAKWASA

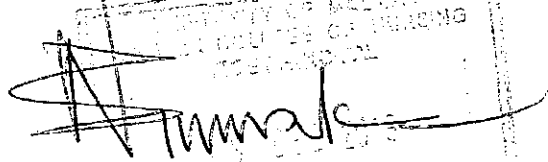
Dear Madam

Student Research Project

Our student, **Martha Kanchiputu Kamwiyo**, would like to collect some data from your institution for her dissertation entitled **An Exploration of Nurse Turn over at Malamulo Hospital in Thyolo District** which is in partial fulfillment of her Bachelor's Degree.

I write to inform you that students' research projects are purely for academic purpose and data collected at any study site is not disseminated to any private individual or the general public.

I will be grateful if you assist her accordingly.

A handwritten signature in black ink is written over a rectangular stamp. The stamp contains the text 'KAMUZU COLLEGE OF NURSING' and 'LILONGWE'.

A.N.K. Simwaka

HEAD, BASIC STUDIES DEPARTMENT

APPENDIX 3

MALAMULO HOSPITAL PERMISSION LETTER

The University of Malawi,
Kamuzu College of Nursing,
Private Bag 1,
Lilongwe.

September 30, 2013.

The Chief Executive Officer,
Malamulo Hospital,
Private Bag 2,
Makwasa.

Dear Sir,

REQUEST TO CONDUCT A RESEARCH

I write to request to conduct a research at your hospital on “**an exploration of nurse turnover at Malamulo Hospital in Thyolo District.**” I will interview nurses who have worked at the hospital for not less than six months (four nurses who resigned, three nurses who are still working) and three key informants (Members of the administrative team). This will be in partial fulfillment of my degree course.

I am a second year post basic student pursuing a Bachelor's Degree in nursing specializing in Health Services Management. I will conduct the study under the supervision of my lecturer Mr. M. Msiska. The study will help to explore reasons for nurse turnover at your hospital and consequently an appropriate approach and strategies may be designed to address the problems thereby improving client care.

For further clarification please contact me on the following cell phone number; 0888311540,

Your consideration will be greatly appreciated.

Yours Faithfully,



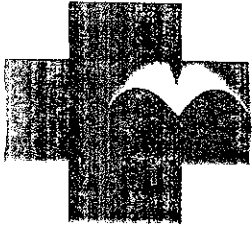
Martha Kanchiputu Kamwiyo.

Student Number: KCN/DipN/07/15/BScN

Supervisor's signature.......... Date.....

APPENDIX 4

ACCEPTANCE LETTER FROM MALAMULO HOSPITAL



**MALAMULO
HOSPITAL**

Private Bag 2, Makwasa Malawi, Africa
Telephone: 01 470 222/242/245
Fax: 01 470 221
E-mail: malamulohosp@gmail.com

Monday, December 24, 2013

Mrs Martha Kamwiyo
Malamulo Hospital
P/Bag 2
MAKWASA

Dear Sir,

REQUEST ACCEPTANCE

We are writing to you to notify that Management voted to accept your request to conduct a research at Malamulo Hospital (**Action number 2013 – 320**).

Wishing you all the best,

Yours faithfully,

C. Chitalo
HUMAN RESOURCES MANAGER

cc : File

APPENDIX 5

INFORMED CONSENT

University of Malawi,

Kamuzu College of Nursing,

Private Bag 1,

LILONGWE

September 02, 2013.

Dear Participant,

CONSENT TO PARTICIPATE IN A STUDY ON AN EXPLORATION OF NURSE TURNOVER AT MALAMULO HOSPITAL IN THYOLO DISTRICT.

I am a second year post basic student pursuing Bachelor of Science in nursing specializing in “Health Service Management.”

I am intending to conduct the above named research and the purpose of the study is to explore nurse turnover at Malamulo Hospital.

I would like to interview you on issues pertaining to reasons for resigning from Malamulo hospital.

You will be interviewed individually using a semi-structured guide that has been formulated. It involves open ended question guides where you will be free to explain as much as you can, and the interview will take 30 to 45 minutes.

Hence, the results of the study will assist Malamulo hospital and other organizations to have a stable, highly trained and fully engaged nursing staff to provide effective levels of patient care.

Therefore, to ensure privacy, your name will not be written on the questionnaire instead, an identification number will be used. The gathered information will be accessible only by the researcher and the supervisor.

Your participation is voluntary and you may withdraw from the study at any time if you may wish. You will not receive any payment for participating. Your participation will be of value to you and the nursing profession.

No direct information will be available to any person and only findings from the study will be submitted as report to the relevant people for academic and professional purposes.

I have fully understood and agreed to the above information and give my full consent to participate in the above named study.



MARTHA KAMWIYO

Participant's Signature

Researcher's Name & Signature

Date: _____

Date: _____

Student /Number: KCN/DipN/07/15/BScN

APPENDIX 6

SAMPLE OF THE TRANSCRIPT

QUESTIONNAIRE GUIDE C

A SEMI-STRUCTURED INTERVIEW GUIDE FOR THE NURSES WHO RESIGNED FROM MALAMULO HOSPITAL.

Date of interview: December 26, 2013

CODE NUMBER: RIJ

SECTION A: Socio demographic data:

1. AGE: 26

2. SEX: Male

3. MARITAL STATUS: Single

4. EDUCATION LEVEL: PROFESSIONAL QUALIFICATION: Nurse/Midwife Technician

5. YEAR QUALIFIED: 2010

6. LENGTH OF PERIOD OF STAY AT MALAMULO HOSPITAL: 1 year

7. POSITION HELD: NMT

8. RELIGION: World Life Church of God

9. TRIBE: Mang'anja

SECTION B

Objective: To determine the level employee's satisfaction on their job.

2. Can you explain to me if you had any type of job satisfaction as a nurse at Malamulo Hospital?

- *"I...I had job satisfaction but not quite good"*

Probe questions: Any specific issues related to:

a) Administration? Did you have any problems? What did you like most about the administration?

- *"Well, the administration did not have a listening ear to the complaints of the workers, and what I noticed was no respect for the workers, yeah!"*

b) Fellow workers? Can you explain what you liked most about your fellow workers? Explain to me the problems (if any) which you faced with you fellow workers.

- *"We had good communication but to those who had worked for a long period of time were putting threats on us."*

c) Salary? Explain to me your satisfaction toward the salary, benefits, and allowances which you were paid.

- *"The salary was good since it was standardized with other CHAM institutions, so I did not have problems with the salary"*

d) Accommodation? Explain to me how you felt about the accommodation you were given. What did you like in terms of accommodation? What did you not like about accommodation?

- *"Yeah! The accommodation was good but they seemed not to be ready for us since they kept on pushing us from one house to another they need to improve on accommodation."*

e) Professional development? Explain to me how you felt about professional development at Malamulo hospital.

- *“There was no professional development at that time so one could feel I have no future then I had to make a decision to move out you know education these days is important”*

f) Hospital policies? Were there any problems with hospital policies? Can you explain to me if there were any problems with the policies?

- *“The policies were not clear I did not know what was going on and the policy of not considering someone's professional qualification was discouraging, just because someone has stayed for fifteen years they she should be given leadership position”*

g) Job security? What were your feelings about your job security?

- *“Well on job security I felt secured”*

h) Supervision? Explain to me more about supervision at Malamulo hospital.

- *“I did not see my supervisor around may be supervision was there I don't know.”*

i) Achievement? Explain to me about personal achievement at Malamulo hospital.

- *“Since I was just coming from college I feel I had achieved something in terms of experience.”*

j) Recognition? Explain to me how you felt about staff recognition at Malamulo hospital.

- *“You could not be recognized as a nurse.”*

k) Can you explain to me about the work itself at Malamulo hospital during your stay?

Explain whether you liked or not liked your work during your stay at Malamulo hospital?

- *“The work itself was okay but those that had worked for a long time could not accept any changes. But I still liked my work as a nurse taking care of patients.”*

l) Explain to me if you were given any responsibility during the period you stayed at Malamulo hospital. If you were given any responsibility, how did you handle it?

- *“Not at all, I have already told you that the old ones had all the responsibilities; there was no chance for the new comers.”*

m) Advancement (in regards to the possibility to specialise or be promoted)

- *“Promotions were not there.”*

Objective: To establish expectations of nurses towards their management.

1. Explain to me what were your expectations when you were employed at Malamulo hospital?

- *I expected that I will be able to go ahead with my education, to find good accommodation and allowances.”*

Probe questions: explain to me what your expectations were in terms of:

a) Salary, benefits and allowances

- *“To get a good salary and good top up allowance”*

a) Accommodation

- *“To find good accommodation without struggling and a house which is self contained.”*

b) Hospital policies

- *"I expected to find clear policies which would apply to all similarly but there were some biases along and we just looked but it was discouraging."*

c) Nurses relationship with the bosses

- *"Mmh! Well, nurses were not considered as human beings some bosses were very harsh that they would not even listen to a nurse."*

d) Fellow workers

- *"I expected to find workers with a team spirit of which I found that there was no teamwork."*

e) Supervision

- *"I expected to find good supervision from my superiors."*

1. What type of any other expectation did you have?

- *"I expected to find compulsory worship as we were warned before we went there but were free to go to our churches."*

Objective: To identify factors related to organisational culture/climate that may cause dissatisfaction among nurses.

1). Can you explain to me the factors related to organisational climate which may have caused dissatisfaction among nurses working at Malamulo hospital?

- *"I can say something about not recognizing someone's qualification; you know we have to respect those who went to school."*

Probe questions: Explain to me if any of the factors is related to:

1. Type of leadership (explain to me how the leadership of Malamulo hospital affected you).

- *The type of leadership in one way affected me in that there was no respect for staff.*

2. Religion- (how did religion at Malamulo Hospital personally affect you).

- *"I had problems because I would want to do something at home but was prohibited to say don't do this on Sabbath so I was affected."*

3. Scheduling- explain to me how the scheduling was like and how were you affected by it?

- *"There was no problem the schedules were just so good and I liked it."*

4. Supervision-explain to me how the type of supervision at Malamulo hospital may have affected you.

- *"I can't remember if there was any supervision."*

5. Policies- How did the hospital policies affect you?

- *I said the policies were not clear and I had not seen one."*

Objective: To determine possible strategies to address nurse turnover (resignations).

2. Can you explain to me what you think Malamulo Hospital management should do to improve staff (nurses) retention?

- *"If they start sending staff for further education they it will be good and if they can start to recognize nurses they will retain more in addition to that they should consider nurses' professional qualification in leadership positions yeah! That would be fine."*

Probe questions: Explain to me strategies that the hospital should do in terms of:

a) Salary, benefits and allowances

- *"If they can give good top up allowances it will help."*

b) Accommodation

- *"To provide good accommodation to staff and considering someone's qualification."*

c) Fellow workers' relationships/relationship with bosses

- *"They should just respect the nurses and not be harsh with them."*

This is the end of the interview; do you have any questions or comments?

- *"No question but to comment that whatever you find please let the management know so that they should change because Malamulo is a very good place."*

Thank you for sharing the information with me.