UNIVERSITY OF CAPE COAST

FACTORS INFLUENCING RETENTION OF NURSES AT KORLE BU

TEACHING HOSPITAL

CATHERINE AKOGYERAM

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TEACHING HOSPITAL

BY

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature:……………………...................Date:………………........

Name: Catherine Akogyeram

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines laid down by the University of Cape Coast.

Supervisor's Signature:………………………………… Date:……………........

Supervisor's Name: Dr. G. K. T. Oduro

ABSTRACT

This study investigated motivational factors influencing retention of nurses at the Korle Bu Teaching Hospital in Accra. It also looked at the measures that can be put in place at the hospital to improve retention of nurses in that health institution. Questionnaire was the instrument that was used to generate the data for the study from 120 nurses who worked at the hospital. These nurses were sampled using simple random sampling method from six departments at the hospital. The data gathered from the respondents were used to answer the five research questions that were raised. Data were analysedusing frequencies and percentages.

The results showed that there was good human relationship among the nurses and they were also satisfied with the performance appraisal at the hospital. They were however dissatisfied with transportation system, accommodation, workload and lack of involvement of nurses in decision making at the hospital.

Also, it was realized that the following could compel them to leave the hospital: lack of supplies and logistics, lack of opportunity to upgrade their skills and knowledge through study leave, while employment of more hands to help them, respect from doctors and other health workers, good communication channel and opportunity for nurses to be part of decision making would motivation the nurses to reduce attrition at the hospital.

It is therefore recommended to authorities of the hospital to provide the nurses with the things they did not enjoy, improve the conditions that they were not satisfied with and involve them in decision making of issues that affect them.

ACKNOWLEDGEMENTS

DEDICATION

To Mr. Michael AbeduDadson, my better half for the sacrifices he has made towards the completion of this work.

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CHAPTER ONE

INTRODUCTION

Background to the Study

Human resource management in the past was known as personnel management, which deals with formal systems for managing people at work. The personnel management was divided into three major areas: staffing, rewarding and designing work. For an organization to grow or decline will depend largely on the people at the work place. Organisations must be staffed with talented and energetic human resource to fully accomplish their objectives. The main objective of human resource management is to ensure that the right calibre of people is put on the job to achieve high performance outcome.

The human resource managers have concerns pertaining to the workforce which include managing lay offs, addressing employee loyalty issues, managing differences, and creating a well trained and highly motivated workforce. In an attempt to get the right kind and the right number of people at the right time, it is necessary to embark on human resource planning process.

According to Bateman and Smell (1999), human resource planning process occurs in three stages, that is, planning, programming and evaluation. During the planning stage, personnel managers need to know the organization's business plans to ensure that the right number and type of people are available. Programming is the stage where the company's plans are implemented; these

activities are specific human resource activities such as recruitment, training and development, reward system or lay offs. Finally, the human resource activities are evaluated to determine whether they are producing the results needed to contribute to the organization's business plans.

The human resource in the health sector comprises paramedical and medical staff. The paramedical staff consist of catering, bio-statistics, accounting and administrative staff while the medical staff comprises doctors, pharmacists, laboratory technicians, medical assistants and nurses.

In Ghana, the categories of nurses which form the nursing population are the Degree Nurses, Registered General Nurses, Mental Health Nurses, Midwives, Perioperative Nurses, Critical Care Nurses, Ear, Nose and Throat (ENT) Nurses, Ophthalmic Nurses, Community Health Nurses, Public Health Nurses, Private Midwives and Nurse Anaesthetists.

Nurses form a sizeable proportion of the health delivery system. Majority of the Degree Nurses are the nurse educators who teach at the Nurses Training Colleges. The few left go into nursing administration or provide direct care to patients on admission. The Registered General Nurses, Mental Health Nurses, Critical Care Nurses, Ear, Nose and Throat Nurses, Ophthalmic Nurses and Enroled Nurses work predominantly in hospitals and clinics. The Community and Public Health Nurses and a small part of the Ear, Nose and Throat and Mental Health Nurses extend their services to the community.

In order to get the right calibre of nurses into the health sector, the Ministry of Health embarks on recruitment exercise yearly whereby aspiring

nurses are attracted into the nursing profession. The selection process and recruitment are done by the various heads of all government nursing institutions, representatives from Ministry of Health and other stakeholders of the health sector. They come together to select qualified applicants; interview them after which selection is done. The interview is done at the various Nurses Training Colleges by interview panel which include the head of the institution. When the most qualified candidates are identified, they are absorbed into the Nurses Training Colleges to be trained as nurses. The student nurses who go through the programme successfully are employed by the Ghana Health Service. It is the responsibility of human resource managers in the health sector to ensure that health professionals are retained (Ministry of Health (MOH), 1993).

Retention of personnel is the ability of an organization to keep its staff in their jobs and make them want to stay (Rebore, 1982). Maintaining regular personnel in an organisation for a long period is a very important aspect of an administrator. The growth and development of an organization depends largely on how long the staff remain there (Cole, 1996). It is the desire of every organisation to have high retention rate.

Unfortunately, there has been an unstable retention of health professionals world wide which Ghana is no exception and this is a threat to the health sector as well as the economy. The main cause of the unstable retention of Ghanaian nurses is brain drain. This phenomenon of health professionals migrating from Africa to other parts of the world is not new. Economic conditions deteriorated in 1960's and ever since, Africans migrate seasonally and for longer periods to search for

better quality of life. In the late 1960's, brain drain was seen as an excellent way of transferring technology to health countries of the south to improve their educational and health systems and give them economic and technological boost.

The oil boom in the 1970's led to a huge exodus of African staff to high salaried posts in the cash-rich Arabian Gulf, and it has continued to escalate as the healthcare demands of Western countries have consistently outstripped their own ability to train enough manpower (Pearson, 2004). According to the International Organisation of Migration, each year between 1960 and 1975, around 1,800 highly qualified Africans left the continent. For the period of 1975 to 1984, the figure increased more than double to 4,000 each year. From 1984 to 1990, it tripled to 12,000. By the beginning of the millennium, the figure had sky-rocketed to 23,000. Added together, this means that approximately one-third of African intellectual resources now live elsewhere (Pearson, 2004).

In most countries in Africa, the wage bill for health staff account for not less than 60% of their budget, but in real terms, the actual take home salary for most health workers is far below the living wage. The public sector wage levels are lower than those offered in the private sector and, of course, salaries here are very low as compared to those offered in Europe, Australia or America (Adlung, 2002). In addition, other benefits or conditions of service offered are not attractive to offset low salaries. Sometimes, the physical infrastructure, tools, medical supplies and drugs that promote a conducive work environment for both health and health related professionals are not available. The extent to which these essentials are missing contributes directly to the demoralization of health workers

to carry out their work according to their professional ethics and standards. A combination of the above-mentioned factors contributes to create a situation that compels the staff to leave (World Health Organisation (WHO), 2004).

In Ghana, the immediate past president of the Ghana Medical Association in an interview with the United Nation's Integrated Regional Information network on 3rd October, 2003 reported that doctors, nurses and other health professionals were leaving the country in droves to seek greener pastures in countries that pay good money for their services. According to him, brain drain of health professionals in Ghana started over the last decade, but the present situation is alarming. He added that the population of nurses was 20,000 but at the time, the population was in the region of 10,500 and that the country had lost close to 60% of the nursing staff even though all over the country, about 600 nurses are trained annually. Ghana News Agency reported in September 16, 2004, that in 2001, 1,200 nurses left Ghana as compared to 387 in 1999.

Dr Frank Nyonator, Director of Policy Planning, Monitoring and Evaluation at the Ghana Health Service, said the attrition of nurses had reached a significant proportion over the past five years with estimate that the country lost 50% of its nurses to the United Kingdom, United States and Canada and other countries over the past decade. According these data, 915 nurses requested for verification of their professional certificates in 2001, this indicating the number of nurses intended to leave the country in search of better opportunities. He said the situation with nurses appeared to have worsened recently. Vacancy levels in 1998 were estimated at 25% but from 1998 to 2002, it increased to 57%. This shows a

double increase of vacancy rates in five years. Dr Nyonator was of the view that the brain drain phenomenon was likely to affect Ghana's effort to achieve the millennium development goals of reducing infant and maternal mortality rates and improving other health outcomes.

The Director of Human Resource Development Division of the Ghana Health Service, Dr Ken Sagoe, in an interview described the situation very critical since the exodus had had a toll on the staff strength of the health facilities in the country. The exodus of Ghanaian health professionals abroad has been a major source of worry to the general public for some time now. It was realised that in 2003, 1,027 health professionals left their jobs. Out of the number, 116 were doctors, three dentist, 26 medical assistants, 583 professional nurses and 449 auxiliary nurses (Ghana News Agency, 2004).

According to Prof. Amoa, the effective delivery of healthcare for the country demands that the Ministry of Health is able to ensure adequate production and retention of staff in the country. This is because health service delivery is very labour intensive and not much would be achieved without adequate and competent staff.

The ministry does not only focus on providing better access to healthcare but also to ensure that health workers are equally distributed as much as possible based on the demands of the health institutions in the country. The staff are also supposed to be well motivated to deliver quality healthcare to people. Thus, the need to have skilled professionals and support staff in their right mix in the healthcare system is a major concern for the Ministry of Health. It is a fact that

every worker has certain interests, needs and expectations before joining any profession and institution. If these interests, needs and expectations are blended with job characteristics, the individual will experience high motivation and will stay on the job and the place. Conversely, if the interests, needs and expectations of the individual are not congruent with the job characteristics, dissatisfaction will set in hence the individual may be compelled to leave the organization or the place of work.

The dramatic migration of Ghanaian nurses from the health sector to the developed countries to seek greener pasture is alarming and this has resulted in low retention of nurses at the health sector. Looking at the prospects of brain drain, we still have some nurses working at our hospitals although the retention rate is very low. It is therefore necessary to research into the reasons or the motivating factor for the retention so that appropriate intervention can be taken in order to retain more of the nurses. At the Korle Bu Teaching Hospital, aside from the nurses who leave the country for greener pastures, others also leave for other stations yet there are a good number of them who are working assiduously to save mother Ghana. The reasons for staying and working in the institution are best known to the nurses themselves as well as the reasons that can compel them to leave.

Statement of the Problem

Retention of nurses in the health sector is very necessary in order to improve the health care delivery system. The brain drain towards other countries is a problem which is affecting retention of nurses in all the health centres in

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Ghana especially those in the capital city where access to traveling outside the country is relatively easy.

The reason for leaving may be varied which may appear understandable from individual point of view. Despite the prospects of brain drain, the health sector still has some nurses being retained on their jobs though the retention rate is low. A pertinent question then is what are the factors influencing retention of nurses? It is this question that necessitated the study into factors contributing to staff retention in the Korle Bu Teaching Hospital.

Purpose of the Study

The purpose of the study was to investigate factors encouraging nurses to stay and work at Korle-Bu Teaching Hospital. Specifically, the study aimed at achieving the following purposes:

1. Investigate how the nurses joined the staff

2. Find out how long the nurses have been at the hospital.

3. Find out the motivational factors that are keeping the nurses to continue to stay and work there.

4. Find out factors that would compel them to leave the institution.

5. Identify measures which would help retain them for a very long time at the hospital.

Research Questions

The following questions were raised to guide the study:

1. How long have the nurses been working at the hospital?

2. How did the nurses join the staff of the Korle-Bu Teaching Hospital?

3. What are the motivational factors that entice nurses to remain and work at the Korle-Bu Teaching hospital?

4. What factors would make nurses stop working at Korle-Bu Teaching hospital?

5. What measures could be instituted to improve retention rate of nurses at the Korle-Bu Teaching Hospital?

Significance of the Study

A study of this nature is beneficial in varied ways to many people. It is expected that the outcome of the study would help improve nursing care in spite of the acute shortage of nurses in our health centres. The outcome would assist and guide nurse managers and other stakeholders to devise strategies which would help improve working conditions for nurses and retain those who are working under pressure at the hospital. It would create awareness of how they can retain nurses at the hospital.

The study would assist practising nurse educators to devise strategies which would enrich the practical experience of student-nurses who are under their care. Thus, the findings pinpoint some shortcomings in nursing education and that appropriate measures would be found to solve such problems. Administrators of educational institutions would benefit from the study since it would help them know factors that influence retention in institutions.

It is firmly believed that the outcome of the study would help strengthen the capacity of human resource of the health institution to implement policies and programmes that would improve health delivery at the hospital. Finally, the

findings of the study would attract more researchers to go into this area in other health institutions thereby increasing the body of knowledge on retention of nurses in the country.

Delimitations

The study was confined to Korle Bu Teaching Hospital, an all-round public centered health delivery institution, with a track record of up-to-date health plans, where quality practices are provided. The study also covered only qualified practising nurses on the wards in the hospital. That is, student nurses and other health team members such as laboratory technicians were not included in the study.

The study again focused on factors influencing retention of nurses in the institution and not the entire health profession. Since the study covered only nurses, the findings are not generalised on other health professionals in the hospital but only the nurses working at the Korle Bu Teaching Hospital.

Limitations

The limited time needed to complete the study as well as financial constraints did not make it possible to study all the nurses in the hospital on the subject. This can affect the findings of the study since it may not represent the views of all the nurses in the hospital. Also, since the issues concern their welfare they might have taken it personal and this can affect the findings negatively.

Definition of Terms

The following terms have been defined for the purpose of the study:

Appraisal – Assessing workers on their performance at work.

Attrition – The rate at which workers leave an organization for other places.

Job satisfaction – How an individual feels about his/her job.

Motivation – Factors that energise, activate or move and direct or channel behaviour towards a goal.

Organisation of the Study

The study is organized into five broad chapters. Chapter one consists of the background to the study, statement of the problem, purpose of the study and the research questions. It also includes significance of the study, delimitations, limitations, operational definition of terms and organisation of the study.

Chapter two deals with the relevant and related literature for the study. It covers the place of human resource in an organisation, retention of personnel in organizations, Hertzberg's hygiene-motivator theory, Maslow's theory of motivation, and integrated motivational theory. The third chapter, which is chapter three deals with the methodology of the study. It specifically covers the research design, population, sample and sampling technique, research instrument, pilot-testing of the instrument, data collection procedure, and data analysis procedure.

Chapter four is concerned with the analysis and discussion of the data collected. The data are organised under the following groups: personal data of the respondents, and the analysis of the various research questions. The final chapter, which is chapter five, is devoted to the overview of the study, summary of the findings of the study, conclusions drawn from the study, recommendations made

for practice based on the research finding and the conclusion made, and recommendations for further study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter deals with related literature on factors that influence retention in organizations. These information are drawn from theoretical and empirical basis. The chapter is organized under the following sub-themes: the place of human resource in organizational development, strategies for managing human resource which include recruitment, selection, skill utilization and finally retention, Hertzberg's hygiene-motivator theory, integrated motivational theory, and motivation in nursing work

The Place of Human Resource in an Organization

Fisher, Schoenfeldt and Shaw (2003) cited in Harding (1993) state that organizations requires a number of things to be effective. The number of things is physical resources which include manufacturing facilities and equipment to produce goods or service, financial resources, marketing capability to connect whatever product or service are created with customers.

Human resources, which include the experience, skills, knowledge, judgment, creativity and at the same time the means of organizing, structuring and rewarding these capabilities. Despite the fact that all these are important in managing the organization effectively, the most important factor is the human resource and how they are managed. This implies that the proper management of

the human resource leads to the success of an organisation, therefore the human, physical and financial resources must be handled with care so as to achieve the organizational goal.

Organizations have a number of resources at their disposal which can be use to compete with other companies. The resources are physical (e.g. plants, equipment, technology and geographical (location), organizational (e.g. the structure, planning, controlling and co-ordinating systems) and human (e.g. the experiences, skills and intelligence of employees). The goal of strategic management is to deploy and allocate resources in a way to provide competitive advantage (Noe, Hollenbeck, Gerhart & Wright, 1996).

It is, therefore, worthy of note that all the resources should be available in order to achieve the optimum goals. Noet et al (1996) describe strategic management as a process, an approach to addressing the competitive challenges an organization faces. Strategy comes from the Greek word strelegos, which has its roots in military language. It refers to a general grand design behind a war or battle

Strategy is skilful employment and co-ordination of tactics and as artful planning and management. Strategic management is a process for analyzing a company's competitive situation developing the company 'strategic goals and devising a plan of action and allocation of resources (human, organizational and physical) that will increase the likelihood of achieving those goals.

Mondy, Noe and Premeaux (2002) define human resource management as the utilization of individuals to achieve organizational objectives. It is therefore

necessary that all managers in every organization must take conscience in managing human resource. The fact that managers get things done through the efforts of others means there is the need for effective human resource management. People who are engaged in the management of human resources develop and work through an integrated human resource management system. The functional areas that are associated with effective human resource management are staffing, human resource development, compensation and benefits, safety and health of employees and labour relations. This implies that an organization can not function effectively and efficiently without proper management of the human resource.

Douglas, Klein and Hunt (1985) state that personnel managers must recognize that the human resources they supervise may contain people with many diverse value systems. Managers must also realize that the number of people in an organization will have diverse expectations in terms of work, the work place; incentives and the type of leadership to which they respond to people with different value would place different demands on their managers. The desire in expressing different values urges people to look for meaningful and interesting jobs. This implies that people expect that the quality of work they do must be compatible with their quality of life.

According to Byars and Rue (1994), human resource management encompasses these activities designed to provide for and co-ordinate the human resources of an organization. The largest investment in an organization is human resource. Organizations often make sizeable investments in their human resource

in addition to wages and salaries. The human resource managers perform certain tasks and duties in determining the organization's human resource needs. The six major functions of human resource management are human resource planning, recruitment and selection, human resource development, compensation and benefits, safety and health, employee and labour relations and human resource research. This indicates that human resource management is vital in an organization because it serves as a sort of an investment in the organization.

Wright and McMahen (1987) define strategic human resource management (SHRM) as the pattern of planned human resources deployment and activities intended to enable an organization to achieve its goals. This indicates that for an organization to achieve its goals there must be an organized human resources which will suit the expectations as intended.

Bateman and Smell (1999) state that in getting the right kind and the right number of people at the right time requires strategic human resources which will be derived from the organization's plans. The Human resource planning process occurs in three stages, planning, programming and evaluation. In the planning phase, the human resources managers need to know the organization's business plans to ensure that the right number and types are available. Secondly, the organization conducts programming of specific human resource activities such as recruitment, training or layoffs. Thirdly, human resource activities are evaluated to determine whether they are producing results needed to contribute to the organization's business plans. This implies that the human resource planning

process must be carried out objectively so as to get the right calibre and number of people needed to bring success in an organization.

The Ministry of Health of Ghana Journal on Human resource policies and strategies for the health sector (2002 – 2006) states the position of the human resources development in the health sector of Ghana. The health sector reforms have positive implications for human resource development and management. The health service delivery is labour intensive and therefore requires the right numbers and mix of staff to achieve efficiency. The Ghana Health Service and Teaching Hospital Act (1996) also have implications for Human Resource Management "Act 525 (1996) makes the ministry of Health (MOH) is responsible for policy formulation, monitoring, resource mobilization and regulation of health services delivery". The health sector in Ghana faces a lot of challenges in the area of human resource management play a vital role in organizations as well as the health sector in Ghana. It is therefore necessary for all human resource managers at all the various units at the health sector to apply their knowledge and skills when it comes to human resource planning process.

Recruitment

Rebore (1982) states that after the human resource planning process has identified current and staffing needs, the next step is to recruit". The main objective of the recruitment process is not a matter of filling a position but to obtain the right number and calibre of people for the success of an organization. The recruitment process identifies aspiring applicants and also spells out certain requirements which accompany the vacancies such as employment conditions,

working conditions, salary levels, fringe benefits and these influence recruitment activities. Stoner, Freeman and Gilbert (1995) describe recruitment as providing a group of candidates which is large enough to give managers the chance to select the qualified employees they need. The development of a pool of candidates seeking for jobs is done according to the human resource plan in an organization.

Mondy et al (2002) state recruitment as a process of attracting individuals within a specific period of time. The organization must target certain numbers of applicants and spell out the required qualifications. The motivating factors must be well stated and this will encourage candidates to apply for jobs with the organization. Byars and Rue (1994) define recruitment as seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen.

In generation where the attention is on efficiency and effectiveness in the running of an organization, recruiting the right persons for a job becomes the top priority. The bulk of an organizational effort in recruiting will be based on the human resource planning process and the need for a particular job to be filled. On the other hand, organizations also have other alternatives when it comes to recruitment.

Wayne (1992) describes recruitment as "a two-way process". The prospective employees and managers hunt for organizations so also does the organization invites employees and managers and this occurs in practice. This is termed as "mating theory of recruitment". The success of this theory depends on the timing. If the organizational efforts coincide with a candidate's job search efforts, then it will be favourable for the two to meet. For recruitment to be

successful, three conditions must be available. There must be a communication medium to advertise the job vacancy, the candidate must realize his or her personal characteristics and the organization's stated job requirements and the motivational factors that will encourage the candidate to apply for the job. This implies that for recruitment to be successful, the organization and the job seeker must have a similar interest and the same agreement. Recruitment is a vital human resource function and therefore every organization must embark on recruitment activities in order to obtain the most qualified staff.

Selection

Noe, et al (1996) consider selection as the process by which companies decide who will or will not be allowed into their organizations. In the selection process, the personnel responsible must focus on reliability, validity, generalizability, utility and legality. Stoner et al (1995) explain that the selection process clearly involves mutual process and decision. The mutual process is the situation whereby the organization decides whether or not to make a job offer and the candidate decides whether or not to accept it. Rebore (1982) states that the selection process is to nominate victorious candidate, the one who will have to be with the organization for an acceptable period of time.

Mondy et al (2002) indicate that the selection process is the process of choosing from a group of applicants best suited for a particular position in an organization. The main goal of the selection process is to properly match people with jobs and the organization. Individuals who do not fit either the job or the organization will probably leave the firm.

Byars and Rue (1994) define selection as the process of picking from accessible applicants. The selection favours individuals who are most likely to perform a job satisfactory. The selection decision compels the decision maker to differentiate successful performance from unsuccessful performance vacant job and to predict a person's future performance on that job. This implies that making the right hiring process can yield considerable benefits for an organization. In making the right decisions during selection, the employer must be objective and take into consideration the legal aspects.

Ministry of Health: Human Resource Policies and Strategies for the Health Sector (2002 – 2006) government of Ghana page 1, Act 525 (1996) make the Ministry of Health responsible for policy formulation, monitoring, resource mobilization and regulation of health delivery. In Ghana, with Act 525, the Ministry of Health carries out recruitment into the health training institutions. Advertisements are carried out into the dailies once a year, between the months of February and March. This is to invite interested candidates to supply, stating the entry requirements and other important information which the applicants need to know. The selection process is carried out in the various training institutions at the selection interviews. A representation from the Ministry of Health is always on the interview panel. This is to ensure objectivity and recruitment of qualified health staff. Thus, the recruitment exercise is the responsibility of the Ghana Health Service.

Retention of Personnel in Organisations

Maintaining regular personnel in an organization for a very long period of time is a very important aspect of an administrator. The growth and development of an organization depends largely on how long the staff remain there. In an organization where there is high staff turnover, it affects the performance and the overall growth and development of the organisation.

Large organizations need administrators to supervise the staff in a way that will make them give off their best towards the achievement of organizational goals. Fayol (1949) as cited in Marquist and Huston (1992) suggests that an organisation is formed when the number of workers is large enough to require a supervisor. The staff always work in groups and these are necessary because they promote extensive achievement of work than could be done by individuals. The success of an organisation depends on how people and activities are grouped and placing them at where they will be most useful. Understanding organizations including the appropriate use of power and authority increases awareness of leadership roles and management responsibilities within an organisation.

Retention of personnel is the ability of organisations, to keep their staff in their jobs and make them want to stay. When workers are not happy with what goes on at their place of work, then they are likely to leave. Reward systems are essential and instrumental for recruiting and retaining employees in organizations. Reward systems thus serve as a major motivational tool for securing the participation of individuals in the pursuit of the organizational goals. Rebore (1982) suggests a number of activities aimed at retaining employees on the job.

These include staff development, appraisal, rewards and collective negotiation. Rewards are an important source of communication and feedback. They communicate just what the organisation values and just how valued an individual is to the organisation. Rewards may be positive, seeking to reinforce and encourage certain behaviours or negative, seeking to alter behaviour to a more desirable pattern

Employee development is vital to job satisfaction. Rebore (1982) also notes that staff development is an activity to which each system must commit human activity and physical resources in order to maintain a viable and knowledgeable staff. He argues further that in the face of rapid changes in the world, it is most impossible today for any individual to enter a profession and remain in it for forty or more years without updating his/her skills in one way or the other. Personal growth and development of employees over time are essential since change is a fact of organizational life. To cope with effectively, planned programmes of orientation, development and career management are very essential in organizations. The administrator should from time to time consult his staff before taken decisions on their development. Appropriate opportunities through formal education, job experience, interpersonal relationship and in-service training are created for personal development to enhance job satisfaction of employees in an organisation.

Rebore (1982) contends that the establishment of a reward policy is a means of attracting and retaining qualified employees who will provide the type of service expected by the public. Bateman and Smell (1999) support that reward

systems can serve the strategic purposes of attracting, motivating and retaining people in an organisation. Pay or wage has been found to be an important source of job satisfaction irrespective of the level of the job. This phenomenon is perhaps explained by the fact that money is very instrumental in fulfilling several important needs of the individual. Cole (1997) contends that the single most important obligation owed by an employer towards an employee is to pay him his wages. Employers therefore have to make frantic efforts to devise appropriate payment system to meet the various pressures that result from labour. Bowey and Lupton (1983) posit that the policy of a company in respect of wages is to pay at such a level and in such a way which is to attract, retain and maintain sufficient number of employees to ensure high level of quality output.

Armstrong (1994) entreat employers to attract, motivate and retain good staff and to do that they have to strive to stand tallest in terms of what it has to offer employees in return for the best output. Every organisation's purpose doing recruitment is to attract and retain qualified employees who will provide the right services. The expectancy model indicates that rewards are linked to employees' behaviour that meets the objectives of employees and the organisation. In a study of 100 managers, Lawler and Porter (1968) found that the amount of pay received was positively related to job satisfaction. In a similar study, Chapman and Carrier (1990) observed a strong relationship between the annual pay of workers and their mean job satisfaction. This implies that money serves as an enticing element to anybody seeking for a job. It has also been found that the choice of career and job, and employee turnover are closely linked.

The rewards of an organization offers tend to influence who are attracted to work for it and who will continue to work for it (Castether, 1986; Steers & Porters, 1991; Harding 1993). The individuals decision to remain in an organization is influenced, to a large extent, by rewards and incentive packages. Money and other forms of rewards are effectively used as incentives to get competent and committed personnel in organizations (Chapman and Carrier, 1990).

It is also argued that salary per se is not a major pull factor in terms of retention but rather incentive package. This fringe benefit is usually available to employees resulting from a direct expenditure and not contingent upon performance. They are not motivators but are considered as maintenance factors. The quality of the fringe benefits programmes can have significant effects on the retention of employees. Cobb and Frey (1996) reveals that most employees believe in incentives such as company car, health insurance, incentive travel and cheap housing, all of which are used as satisfiers to make people to stay with organisations. People have different preferences while young employees for example demand increase with educational reimbursement, older employees prefer retirement benefits such as housing schemes. Married people may prefer policies concerned with life insurance. Staff should have a feeling of job security and they should be supplied with all the basic resources for their work.

Opportunity for promotion is one of the ways used to increase the job satisfaction for workers in an organisation. Normally, promotion means increased responsibilities, more prestige or status and increased pay. It is a way of

rewarding people for their efforts and services. Promotion helps to boost the morale of workers and motivates them to work harder. On the other hand, lack of promotion leads to low morale and may result in frustration, resignation and at times premature retirement from the job.

Good human relationship among staff is very vital in enhancing job satisfaction of workers leading to high retention. The administrator should be ready to listen to his workers or subordinate and welcome their suggestions as no one wants to work at a place where he is not wanted and where he is threatened with dismissal. Assigning reasonable duties and workload to workers create good human relation between staff and superiors in organisations. Bies and Moag (1986) assert that employees are heavily influenced by the quality of interpersonal relationship among staff of organizations. In institutions where the relationship between superiors and subordinates is cordial, the subordinates tend to give of their best. Hostile interpersonal relationship relates to lower job satisfaction. Empirical evidence shows that there is a significant relationship between fair treatment at workplace and job satisfaction (Cobb & Frey, 1996 and Fry & Gordon, 1989).

On appraisal as a motivator for workers, Rebore (1982) contends that all personnel in organisations must be evaluated. This is in view of the integrated relationship between employees' assessment and performance. Establishment and implementation of appraisal process that is aimed at fostering self-development, helping to improve performance and increasing status of workers motivates them to give off their maximum best.

Hertzberg's Hygiene-Motivator Theory

Herzberg, Mausner and Snyderman (1959) identified two main factors that influence satisfaction and dissatisfaction on the job, namely motivators and hygiene factors. The theory is based on the assumption that dissatisfaction leads to the avoidance of work while satisfaction leads to attraction to the work. Herzberg, et al (1959) maintains that when an individual has a feeling of self-worth and recognition, feeling of achievements of his objectives and when the individual finds the nature of the work or the content of the work to be consistent with his values, he gets job satisfaction. Moreover, the individual gets job satisfaction when he feels that some responsibility has been put in his hands and finally when he feels that he is making progress on the job. Hence motivators are conditions that lead to job satisfaction and better performance.

According to Hezberg et al (1959), a person feels dissatisfied with his job if the policies of the organization are not consistent with the values and expectations of the staff. Moreover, when the salary is disappointing in a poor interpersonal setting, when worker supervision relationships are also general are also poor, and when working conditions in general are poor, the person will be dissatisfied with his job.

Hygiene factors are the primary causes of unhappiness on the job. They are extrinsic to the job - they do not relate directly to a person's work - its real nature. These are parts of a job environment (surroundings), its context and not its content.

Whenever an employer fails to provide these factors adequately to his employees, job dissatisfaction will be experienced. On the other hand, when they are adequately provided, they will not necessarily act as motivators rather they only lead employees to experience in job satisfaction.

Herzberg et. al (1959) in the two factor theory shows that the job satisfaction of the individual occurs when he/she obtains outcomes which are consistent with his/her expectation. In contrast, he maintains that dissatisfaction occurs when expectations of the worker are not met. In addition, when one's work values meet with agreeable work conditions, satisfaction results. Finally, dissatisfaction occurs when a person perceives that what he receives relative to what others receive is unfair.

Maslow's Theory of Motivation

Motivation is considered as an inner string condition that impels people to act. According to Kreitner (1985), motivation is derived from the Latin word "movera" meaning to "move" thus motivation gives the inner desire for an individual to work. Maslow (1954) views human motivation in terms of hierarchy of five needs. They are physiological needs at the base to self-actualisation needs at the top. A person will be motivated to fulfil the need that is important to him at a given time starting with the most basic or physiological needs. Each need must at least be partially satisfied before the individual moves up the hierarchy to the next stage. Thus Maslow (1954) says that there exist in each individual a hierarchy of needs that requires the lower level needs must be satisfied before higher level needs affect behavior and that a satisfied need is not a motivation.

When that need is satisfied, another need emerges so that the individual always remains in a motivated state.

According to Maslow (1954), the lowest and most basic level needs on the totem pole of needs are the physical or physiological needs which include food, water, rest, shelter and clothing. In the context of work, the implication is that workers must not underpaid so that they can hardly afford to eat properly so that they would be more concerned with earning more money to survive. To Costley and Todd (1998), in our society, the satisfaction of physiological needs is associated with money since individuals use money to satisfy their basic needs.

The second level of needs in the hierarchy is the safety needs and security. These needs include protection from accidents, injuries, sickness, provision of protective clothing, job security and sound disciplinary procedures. Thus, when workers such as nurses are reasonably paid, the next thing they want is job security. The third level of needs according to Maslow (1954) is social or belonging. These include affection, affiliation, companionship, and belonging. Workers would want to be accepted by others starting from the family expand to include social, professional and work groups (Costley and Todd, 1998). So once workers are assured of job security they become interested in social needs which concern the need to belong to.

Esteem needs come next on the totem pole of needs when the lower level needs seem to be satisfied partially, they would then seek to satisfy these needs. That is when workers feel accepted, they seek for self esteem which is the feeling of importance in being in a particular profession for which they desire. These

needs relate to individual achieving the confidence and respect they desire in themselves and want to be accorded by others. Costley and Todd (1998) posit that esteem can be satisfied by gaining experience, knowledge, develop abilities and by accomplishing tasks successfully and by gaining confidence of other. It involves the internal factors of individual self-perception and external factors of acceptance and recognition by others. The desire for promotion, achievement, accomplishment, prestige and status are all aimed at satisfying the esteem needs. Failure to satisfy these needs can lead to feeling of inferiority and helplessness which may lead to passive and apathetic behaviour.

At the top of Maslow's (1954) need hierarchy are self-actualistion or self realization needs. Those who operate at this level are difficult to be motivated. The hierarchy ends with the workers determined and actually either obtain second degree or third degree to reach the self actualization level. It can be said that the needs hierarchy teaches that once those lower needs are reasonably satisfied, management will have to shift emphasis to the higher needs of workers if they are to provide continual motivation.

Integrated Motivational Theory

Two of the integrated motivational theories that relate to job satisfaction and dissatisfaction are the Porters and Miles theory of motivation and the Locks (1984) theory V.

Porter and Miles (as cited in Opare, 1998) have suggested a system perspective. They mean that there are three major variables in organization that affect motivation and that it is relationship among these variables that it is

necessary to take into consideration the system or whole of the forces operating before the employees' motivation can be considered. These are: the individual's characteristics (attitudes, interests and needs that he or she brings to the work environment), the work situation characteristics which refers to the individual in his/her work environment, and Job characteristics (the attributes of the employees' tasks such as the amount of responsibility the individual is given. This theory implies that before an individual joins an organization he/she has certain interests, needs and expectations. If these interests, needs and expectations are not blended with the job characteristics and the work environment, the individual may therefore be compelled to leave the job.

Locke's (1984) theory V states that individual's values, that is, their conscious or sub-conscious acquired conceptions of what is good desirable or beneficial are what most immediately govern their choices, actions and emotions. If people get what they want or value from their jobs, they experience satisfaction. On the other hand, if they do not get what they want or value, they experience dissatisfaction with their jobs (Locke, 1984). The implication is that individuals join organizations with the hope that their values and desires will be satisfied. If their observations are consistent with their expectations, they feel satisfied and stay on. Conversely, if their observations are not in congruence with their expectations, they feel dissatisfied and decide to quit the job.

CHAPTER THREE

METHODOLOGY

The chapter focuses and discusses the procedure that was employed to gather data for the study. Specifically, it describes the study area, research design, population for the study, and sample and sampling techniques. It also describes the research instrument used in the data collection, pilot testing of the instrument, procedure for data collection and the methods employed in the analysis of the data.

The Study Area

The study area of this study is the Korle Bu Teaching Hospital located in the south western part of the Accra Metropolis. This hospital was the first teaching hospital built by the colonial masters in the 1923. The foundation stone was laid by Governor Sir F. G. Guggisberg for work to begin in 1921 and was completed in 1923. In 1962, the hospital was made a teaching hospital for the University of Ghana Medical School. Currently, the hospital operates under the Ghana Health Service and Teaching Hospital Act (Act 525). This hospital is an all-round public centered health delivery institution with a track record of up-to-date health plans and practices.

By March 2008, the hospital had 1700 beds and 17 clinical and diagnostic departments. It also had a staff strength of over 3500 made up of 1,683 nurses, 390 doctors, 58 pharmacists, and 5 health administrators. The hospital has a 12

member management board who provide guidance for smooth administration for the hospital. The mission statement of the hospital is aspired to provide the highest quality of patient care within available resources, deliver excellence in teaching and research, engage and develop staff and operate in an efficient manner. The core values of the hospital are customer care, team spirit, hardwork/perseverance, efficient resource utilization, concern for the environment, mutual respect/collegial atmosphere and industrial peace.

Research Design

Research design is an overall plan for gathering and analyzing data including measures to enhance both internal and external validity (Polit & Hunglar, 1995). Descriptive survey was designed and used for the study. Gay (1987) regards descriptive survey as a process of collecting data in order to test status of the subject of the study. Such a study reports the way things are in the real sense. Ary, Jacobs and Razaviel (1990) posit that descriptive survey basically inquires into the status quo; it attempts to measure 'what exist' with respect to variables and conditions in a situation.

This design was chosen for the study because it has the advantages of producing good amount of response from a wide range of people. Also, it provides a meaningful picture of events and seeks to explain people's views and behaviour on the basis of data gathered. This design provides information on which to base sound decisions. It interprets, synthesizes and integrates data (Best & Kahn, 1998). This design enabled the researcher to find out the views on factors that influence nurses to either leave or stay and work at the hospital.

Population

Population in research is the people the final results of the study are generalized on (Cozby, 2003). The target population of this study consisted of all nurses currently working in all the departments and units in the Korle-Bu Teaching Hospital. Currently, the hospital has 1,064 nurses working very hard in 18 departments in the health institution. This enabled the researcher to know the motivating factors that compel nurse to stop working at the hospital and those that encourage them to continue working there.

Sample and Sampling Techniques

In order to have a representative sample, a multi–stage stratified random sampling procedure was used to generate the sample size since the population was homogeneous. Due to the large size of the nurses' population, there was the need to select part of it in such a way that the sample would represent the larger group from which they were selected. Stratified and simple random techniques were used for the sample of the study.

Simple random sampling technique was first used to select six departments from the 18 departments in the hospital. All the names of the departments were written on pieces of papers, put into a hat, shaked thoroughly and six of them were picked in turns. The six selected departments were used as strata from which the sample was drawn. There were 360 nurses in the six departments selected for the exercise. To ensure representativeness, the researcher decided to take equal number from each department for the study. Simple random sampling technique was again used to select 20 nurses from each department to

constitute the sample. Before the selection, the names of the nurses in the selected departments were written on pieces of papers and the sample was selected department by department. Through these processes, a sample size of 120 was selected to provide data for the study.

Research Instrument

The instrument that was developed and used to collect data for the study was questionnaire. This instrument was preferred because all the respondents were well educated and could read and understand the questions very clearly. The questionnaire consisted of a set of items either questions or statements which are open–ended and/or closed–ended used to measure individual attributes and characteristics. Kerlinger (1976) asserts that questionnaire is widely used for collecting data in educational research because it is effective for securing factual information about practices and conditions for inquiring into opinion and attitudes of the subject.

This instrument also offers a wide coverage, ensures consistency, and uniform measures to all respondents. The questionnaire for this study contained items which were both open-ended and close-ended. They were made up of a list of statements and respondents had to tick their choices. The respondents were however free to give additional information where needed and spaces were provided for that.

The questionnaire was made of two main parts – Sections A and B. Section 'A' consisted of seven items (1-7) that basically required respondents' demographic data and Section 'B' covered 18 items that elicited respondents'

opinion on the factors that influenced nurses to remain and work at the hospital. That is, Section B was made up of 18 items that addressed the five research questions asked in the study(Appendix A).

Pilot-testing of the Instrument

The questionnaire was subjected to critical scrutiny to ensure its consistency and appropriateness. It was given to some colleagues, experts in education and research and the researcher's supervisor for their perusal and comments with the view to establishing face validity. This enabled the researcher to remove items that were considered irrelevant to the subject under consideration. New ideas and relevant items derived from the exercise were included in the final draft of the instrument.

The questionnaire was also pilot-tested at Ridge Hospital in Accra. A total of 20 nurses of the hospital were used in the exercise since they shared similar characteristics with the respondents who were used in the main study. The two hospitals are situated in Accra and their conditions are virtually the same. The purpose of this pilot test was to help determine the extent to which the research questionnaire would be effective in collecting data from respondents for the actual study. Cronbach co–efficient alpha was used to calculate the reliability of the instrument through the use of Software Product for Service Solution (SPSS). The reliability co-efficient of the instrument was found to be 0.78 which was high to be used to collect data for the actual study. This exercise helped to validate the instrument and made it more reliable for use in the main research.

Data Collection Procedure

A letter of introduction was collected from the Director of Institute for Educational Planning and Administration, University of Cape Coast to introduce the researcher and seek permission to conduct the study at the health facility. When the permission was granted, the authority introduced the researcher to the various heads of departments selected for the study who in turn made the staff list of the nurses in their respective departments available to sample from for the exercise.

After selecting the respondents, the heads of departments invited and introduced the researcher to them. They asked them to give the needed co-operation for the exercise.

The researcher then explained the rational for the study to the sampled nurses department by department. Explanation of the items of the questionnaires was thoroughly done before copies were distributed to them. This was to enhance their understanding of the items and their responses. Thus, the instrument was administered personally to the respondents in their respective departments. When the questionnaires were given out to the nurses by hand delivery, there was the assurance that the instrument was in the right and safe hands. The respondents were given a period of one week to fill the questionnaire since as workers they would have enough to think of the questions and answer them very well. Thus, the researcher collected the questionnaires after a week. The researcher however called the heads of departments after three days time to remind the respondents of the date for the retrieval. This enabled the researcher to know those who had

misplaced their copies and that new ones were sent to replace the lost ones. This ensured a very high return rate of the questionnaires of 100%.

Data Analysis Procedure

The data gathered were edited, screened and scored. The questionnaires were given serial numbers before scoring them. The Software Product for Service Solution (SPSS) was used to analyze the data and the results were presented in frequencies and percentages.

That is, the data collected were sorted out and analysed by the use of frequency count of the responses to each item. Also, responses to the open ended items which provided a wide range of opinions were grouped and frequency found with simple percentages.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter provides analysis of data obtained from the respondents. The questionnaires were administered on 120 nurses in four departments of the Korle Bu Teaching Hospital and all of the questionnaires were retrieved. The first section of this chapter deals with the personal data of the respondents of the study while the second section covers analysis of data on the research questions. The research questions are:

1. How long have the nurses worked at the hospital?

2. How did the nurses join the staff of the hospital?

3. What are the motivational factors that entice nurses to remain and work at Korle Bu?

4. What factors would make nurses stop working at the hospital?

5. What measures can be put in place to help retain nurses to remain and work at the hospital?

This section provides the main findings and discusses them in detail and in relation to some relevant literature.

Personal Data of Respondents

The personal data of the respondents that they were asked to provide on the questionnaire are gender, age, their area of specialisation, marital status,

number of children and academic qualification and their previous place of work. The data are presented in frequencies and percentages.

Item one on the instrument is presented in Table 1. This concerns the gender of the respondents of the study. It was intended at finding out the composition of the nurses in the hospital in terms of male and female.

Table 1

Gender of Respondents

Gender	Frequency	Percentage (%)
Male	12	10
Female	108	90
Total	120	100

The data in Table 1 show that 12(10%) of the respondents were males and 108 (90%) were females. This means that the female respondents were far more than the male respondents. This reflects the real situation in the nursing profession where a very large proportion of nurses is female due to the notion that nursing work is convenient for women.

The next item considered and analysed was the ages of the respondents and that they were requested to indicate the age group they fell in. The age group of respondents was important since it shows the maturity or otherwise of the nurses at Korle Bu Teaching Hospital. Table 2 presents the findings.

Table 2

Age group of Respondents

Age Group	Frequency	Percentage
21-30	31	25.8
31- 40	20	16.6
41-50	19	15.8
51-60	50	41.6
Total	120	100

The results from Table 2 reveal that the modal age group of the respondents was the ages of 51-60. This constituted 41.6% indicating that most of the nurses used in the study were very grown and for that matter had good experience in health delivery or in nursing work. This age group was followed by those within the ages between 21 and 30 with 25.8%. This implies that the respondents who were very young and could work for many years for the health service were not many at the health facility. That is, only 31 constituting 25.8% were less than 30 years. The age group that formed minority was the 41-50 year group. Thus, 19 (15.8%) were within the age group of 41 - 50.

Marital status of the nurses was inquired since that could influence them to continue to stay in Accra and work at the hospital for years. Those whose spouses and families are Accra were likely to be with them. They were asked to indicate whether they were married, unmarried, divorced/separated or widowed. Table 3 presents the findings.

Table 3

Marital Status of Respondents

Marital Status	Frequency	Percentage
Single	31	25.8
Married	83	69.0
Separated/Divorced	1	0.8
Widow	5	4.2
Total	120	100

The data in Table 3 show that majority (83) of the respondents were married. Thus, those who were married constituted 69% of the entire sample for the study. It can be seen that most of the nurses were responsible since they have families to cater for which can negatively affect their work as nurses. This was followed by those who were single also constituting 2.5% of the sample. Five (5) or 4.2% of the sample were widows. This proportion of the sample had married before but has unfortunately lost their spouses. The data show further that only one (1) or (0.8%) of the respondents was either separated or divorced.

A follow-up question was asked to find out the number of children that the respondents who were either married or had married before had. The number of children they had can have effect on their work. Table 4 presents the findings.

Table 4

Number of Children of Respondents

Number of Children	Frequency	Percentage
Nil	12	13.4
1-2	42	47.2
3-4	28	31.6
5-6	7	7.8
7 and above	-	-
Total	89	100

The results shown in Table 4 indicate that out of the total number of respondents who were either married, divorced/separated or widowed, 12 constituting 13.4% were not having children. The number of the respondents who had either one child or two children formed the majority (42 or 47.2 %). This was followed by those who had either three or four children.

The nurses who had either five or six children were only seven (7) and none of them had seven (7) or more children. This implies that the nurses did not have large family sizes and this can be attributed to the fact that as nurses they know the importance of small family size in this modern times and how to prevent unwanted pregnancies.

The respondents were also asked to indicate their areas of specialisation. In recent times, nurses in the training institutions are made to specialise in one major area of health delivery. Table 5 presents the findings.

Table 5

Areas of Specialisation

Category	Frequency	Percentage
Midwifery	30	25.0
General Nursing	62	51.2
Midwifery and General Nursing	14	11.7
Enrolled Nursing	6	5.0
Ophthalmic	2	1.7
Others	6	5.0
Total	120	100.0

The results shown in Table 5 clearly indicate that majority of the nurses (62) constituting 51.2 % who were used in the study specialised in General Nursing. This is followed by those who specialised in Midwifery who were 30 in number. Thus, 25.0 % of the respondents specialised in midwifery. Fourteen (14) or 11.7 % of the respondents specialised in Midwifery and General Nursing which used to be the case some time past. Six (6) each specialised in Enrolled Nursing and others respectively. The category of nurses who formed the minority was those who specialised in ophthalmic. They were only two (2) who constituted 1.7%.

The highest qualification was considered because it could influence one in deciding where to work as a nurse. It is learnt that when people attain very high

academic certificates they tend to change job or place of work. Table 6 presents the findings.

Table 6

Academic Qualification of the Respondents

Educational level	Frequency	Percentage
Senior Secondary School	2	1.7
GCE 'O' Level	48	40
GCE 'A' Level	2	1.7
Diploma	36	25
Bachelor's Degree	15	12.5
Master's Degree	-	-
Others	17	14.2
Total	120	100

The results in the Table 6 show that majority 48 (40%) of the respondents were GCE 'O' Level holders which is followed by 36 (25%) of the respondents who were diploma holders. It is seen from the Table that the nurses who were first degree holders were 15 constituting 12.5% of the respondents. It is also seen that only two (2) each of the respondents were SSS and GCE 'A' Level holders.

Finally, it can be seen that none of the respondents was a master's degree holder. However, the results show that the nurses had the basic academic qualification as part of the requirements for health providers.

Analysis of the Research Questions

Research Question 1

How Did the Nurses Join the Staff of the Hospital?

The first research question was aimed at finding out how the nurses used in the study became staff of the hospital. In the health service, one can join a staff of a particular health centre straight from school, transfer by the service, transfer by the nurse or apply for it directly for employment.

Table 7

Means That the Respondents Joined the Staff at the Hospital

Responses	Frequency	Percentage
Posted from college/university	69	57.5
Applied for transfer	28	23.3
Transferred by the service	15	12.5
Others	8	6.7
Total	120	100.0

The results in the Table 7 reveal that out of the total respondents of 120, as many as 69 constituting 57.5 % of the respondents for the study joined the staff of the hospital through postings straight from college/university. This means that most of the respondents were sent to the hospital to work by the service immediately they completed their professional training and practical attachment.

The results also show that 28 (23.3%) of the respondents worked at other health centres after their professional training but later applied for transfer

themselves to work at the Korle-Bu Teaching Hospital. Those who also worked at other health institutions before being transferred by the Ghana Health Service to work at the hospital were 15 (12.5 %). These nurses did not join the staff of the hospital by their volition. Finally, those who joined the service through other means were only eight (8).

The respondents were asked whether they were staying with their families. The responses are presented in Table 8.

Table 8

Whether the Respondents are Staying with Their Families

Responses	Frequency	Percentage
Yes	99	82.5
No	21	17.5
Total	120	100.0

It is seen from Table 11 that a greater proportion of the respondents are staying with their families. This is because 99 (82.5 %) of the respondents indicated yes. Only 21 (17.5%) of the nurses were not staying with their families. Most of the nurses staying with their families is an indication they accepted postings to the hospital because they wanted to be close to their families.

A follow-up question was asked to find out from the respondents who were not staying with their families if they would wish to stay with them and work. Table 9 presents the findings.

Table 9

Whether Those Who Are Not Staying with Their Families Would Like to Stay With Them

Responses	Frequency	Percentage
Yes	7	33.3
No	14	66.7
Total	120	100.0

Table 9 shows that only seven (7) or 33.3% of the nurses who were not staying with their families gave signal that if they get the chance they would move to stay with their families and work. However, majority of them (14 or 66.7%) indicated that although they were not staying with their families, they did intend moving to join them and work.

The researcher also attempted to find out whether the nurses have been placed at the right positions when they joined the staff of the hospital. Table 10 presents the findings.

Table 10

Whether the Respondents Have Been Placed at the Right Position

Responses	Frequency	Percentage
Yes	96	80.0
No	24	20.0
Total	120	100.0

The results shown in the Table 10 reveal that majority of the respondents (96) constituting 80% felt that they had been placed at their right positions in the health service. It is only 24 (20%) of them indicated that they have not been placed at the positions. They gave the following reasons for saying that they have not been placed at the right positions:

Research Question 2

How Long Have the Nurses Worked at the Korle-Bu Teaching Hospital?

This research question was asked to find out if they have stayed and worked for a very long time at the hospital or not. This was an opportunity to know the secret behind the long staying of those who have decided to be there for such a period. The length of working in the health institution by the respondents was requested and the results are presented in Table 11.

Table 11

Working Experience

Length or Working	Frequency	Percentage
Below 5years	43	36.7
6-10years	10	8.3
11-15years	6	5.4
16-20	7	6.2
Above 21years	54	43.4
Total	120	100.0

It is very clear from Table 11 that most of the respondents (54) constituting 43.4% of the respondents used in the study had spent more than two decades or had worked for more than 20 years at their present station. This means that the retention rates of nurses at the hospital is good. This is followed closely by those who had spent less than five (5) years as nurses at the hospital. Thus, those who had worked at the hospital for less than five (5) years were 43 constituting 36.7% of the respondents.

Those who indicated that they had worked at the hospital between six (6) and 10 years were 10 constituting 8.3% while those who had worked at the hospital between 11 and 15 years were six (6) constituting 5. 4% of the respondents. It is also clear from Table 11 that seven (7) of the re4spondents had worked at Korle-Bu Teaching Hospital between 16 and 20 years.

The researcher tried to find out why they became nurses. The motivation for doing something has influence on whether the person will do it for long or not. The results are presented in Table 12.

Table 12

Reasons for the Respondents Becoming Nurses

Response	Frequency	Percentage
Motivated by friends	5	4.2
Encouragement from parents	13	10.8
Self-motivated	98	81.7
Started as a labourer/messenger	-	-
Others	4	3.3
Total	120	100.0

The results in Table 12 show that greater majority of the respondents (98) representing 81.6% became nurses through self-motivation. That is most of the nurses used in the study had encouragement from themselves as a result of the love for nursing work and interest in caring for the sick. These nurses are likely to remain in the work for a very long time if other things prevail well since they willingly joined the nursing profession.

The respondents who became nurses as a result of encouragement from their parents were only 13 (10.8%) while those who joined the profession as a result of encouragement from their friends were only five (5). Those who became nurses due to other reasons were only four (4) but none of the nurses used in the study started as a labourer or messenger.

The respondents were also asked to indicate whether they have worked at other health institution apart from the Korle Bu Teaching Hospital. Their responses are presented in Table 13.

Table 13

Whether Respondents Have Worked at Other Institution(s) Aside Korle Bu Teaching Hospital

Response	Frequency	Percentage
Yes	50	41.7
No	70	58.3
Total	120	100.0

From Table 13, it is clear that as many as 70 representing 58.3% of the respondents have never worked in any other health institution apart from the Korle-Bu Teaching Hospital. This means that the hospital is the first station of most of the respondents. Those who have worked at some other stations or health institutions are 50 representing 41.7% of the sample for the study. They therefore formed minority of the study.

Research Question 3

What are the Motivational Factors That Entice Nurses to Remain and Work at Korle - Bu?

The third research question was asked to identify factors that motivate nurses to remain and work at the hospital for long time whilst others leave to look for greener pastures. To answer this question, the respondents were requested to indicate their level of satisfaction or otherwise of ten conditions that prevail at the hospital. Table 14 presents the findings.

Table 14

The Extent to Which the Respondents are Satisfied with the Conditions at the Hospital

Responses	VS(%)	S(%)	D(%)	VD(%)	Total(%)
Relationship with Immediate supervisor	45(37.5)	65(54.2)	8(6.7)	2(1.7)	120 (100)

Table 14 continued

	VS	S	D	VD	Total
Relationship as a team member with other nurses	34(23.3)	78(65)	6(5)	2(1.7)	120(100)
Respect from patients	23(19.2)	70(58.3)	22(18.3)	5(4.2)	120(100)
Equipment and materials for work	3(2.5)	13(10.8)	67(55.8)	37(30.8)	120(100)
Performance appraisal System	6(5)	53(44.2)	49(4.8)	2(1.7)	120(100)
Channel of communication	1(0.8)	46(38.3)	61(50.8)	12(10)	120(100)
Transportation to and from work	4(3.3)	26(21.6)	45(37.5)	45(37.5)	120(100)
Accommodation	2(1.7)	46(38.3)	36(30)	36(30)	120(100)
Workload including over time	-	14(11.7)	49(40.8)	57(47.5)	120(100)
Opportunity to be part of decision making	1(0.8)	41(34.2)	47(39.2)	31(25.8)	120(100)

Key: VS – Very Satisfied, S –Satisfied, D – Dissatisfied, and V D – Very Dissatisfied.

The results shown in Table 14 show that 45(37.5%) were very satisfied with the relationship they had with their immediate supervisors while 65 (54.2%) were satisfied with it. This means that 110 (91.7%) of the respondents were of the opinion that they had a very good relationship with their immediate supervisors. It was only a small number of 10 (8.3%) out of the lot thought that the relationship between the nurses and their supervisors were nothing to write home about. This situation partly accounts for the high retention rate of nurses at the health facility and it also confirms Bies and Moags (1986) assertion that quality of interpersonal relationship staff has great influence of the employees.

Again, majority of the respondents (112 or 88.3%) indicated that there was good relationship among the nurses as team members and worked together. Relationship with other nurses was cordial and that ensure respect and co-operation at work. This is because 34 (23.3%) and 78 (65%) respectively indicated very satisfied and satisfied with relationship as a team member with other nurses. It was only eight (8) or 11.7% were not happy with the relationship they had as team members with other nurses.

Also, majority of the respondents indicated that they received respect from patients they attend to at the hospital. Twenty-three (23) of the respondents were very satisfied with the respect the patients accorded them while 70 of them were satisfied with it. In all, 93 of them showed satisfaction with the respect they received from patients which encouraged them work there. Those who were not satisfied with the respect the patients gave them were 27 in number. Out of this

number, 22 (18.3%) of them were dissatisfied with it while five (5) of 4.2% very dissatisfied with it.

Furthermore, majority of the respondents were satisfied with the performance appraisal system at the institution. As many as 69 indicated this. Six (6) very satisfied with it while 63 (50.8) were satisfied with it. However, 51(42.5) were not happy with the system.

Further analysis revealed however that majority of the respondents showed dissatisfaction with the rest of the conditions that prevailed at the hospital. Table 14 further reveals that whilst only 16 (13.3%) of the respondents were satisfied with the equipment and materials for work at the hospital as many as 84 (70%) were not satisfied with them. It is observed from the Table that 67(55.8%) were dissatisfied with them while 37(30.8%) were very dissatisfied with them. This implies that the kind of equipment and materials they need to work with may not be available or may not be enough which does not enhance the performance of their work at the hospital.

Majority were also not satisfied with the channel of communication at the health facility. Ninety (90 or 75%) of the nurses used in the study were not satisfied with the means information flow to and from the authority. This does not enhance effective communication in the institution. While 61 (50.6%) were dissatisfied with it, 12 (10%) of them were very dissatisfied with it. It is only 47 (39.2%) of them who showed satisfaction with it.

Ninety (9 or7.5%) of them again indicated that they were not satisfied with the transportation system for nurses there. It was only four (4 or3.3%) who

were very satisfied with it and 26 showed their satisfaction with it. This shows most of the respondents were not having good access to the service transport to and from work. They had to depend on public transport which most of the time delayed them to work. A greater percentage (88.3% or 106) indicated dissatisfaction at the workload at the hospital. As a teaching and referral hospital the number of cases they had daily was too great for them to bear. This made them leave the hospital exhausted when they close from work.

Finally, majority of the respondents were not satisfied with decision making in the institution where subordinates are not allowed to be part of it. As many as 78 (65%) of the respondents showed their dissatisfaction with opportunity to be part of decision making in the institution. While 47 (39.2%) of them were dissatisfied with it, 31 (25.8%) were very dissatisfied with it. It was only 42 (35%) who were indicated that they were satisfied with the opportunity to be part of decision in the institution.

The respondents were asked to find out the conditions at the hospital they usually enjoy. They were asked to indicate how frequently they enjoyed them. Their responses are presented in Table 15.

Table 15

The Frequency at which the respondents enjoy the conditions at the hospital

Responses	VR(%)	R(%)	S(%)	N(%)	Total(%)
Maintenance allowance	-	8(6.6)	18(15)	94(78.3)	120(100)
Annual leave	56(46.7)	50(41.7)	6(5)	8(6.6)	120(100)

Table 15 continued

Housing loan	-	2(1.7)	3(2.5)	115(95.8)	120(100)
Sick leave	11(9.2)	24(20)	61(50.8)	24(20)	120(100)
Maternity leave(Women only)	10(8.3)	42(35)	9(7.5)	17(14.2)	78(100)
Study with pay	2(1.7)	23(19.2)	25(20.8)	70(58.3)	120(100)
Study leave without pay	1(0.8)	11(9.2)	17(14.2)	91(75.8)	120(100)
Promotion/ Advancement	2(1.7)	39(32.5)	42(35)	37(30.8)	120(100)
Regular payment of salary	47(39.2)	62(51.7)	5(4.2)	6(5)	120(100)
Performance appraisal	14(11.7)	59(49.2)	43(35.8)	14(11.7)	120(100)
Salary advance	2(1.7)	5(4.2)	16(13.3)	97(80.8)	120(100)

VR – Very Regularly, R – Regularly, S – Seldom, and N- Never

The results in Table 15 show that majority (94) of the nurses forming 78.3% indicated that they never enjoyed maintenance allowance at the hospital while only 18 (15%) indicated that they enjoyed it seldomly. However, a small number of eight (8) or (6.6%) indicated that they enjoyed it regularly. This indicates that most of the nurses at the hospital are denied maintenance allowance.

Again, in the Table majority of the respondents 115 (95.8%) never enjoyed housing loan at the hospital. The Table reveals that only three (3) and two (2) respondents respectively indicated that they enjoyed it seldomly and regular.

This also means that a greater proportion of the nurses are not being assisted financially to acquire accommodation.

Further, the analysis revealed that majority of the respondents did not enjoy either study leave with pay or study leave without pay. Thus, 70 (58.3%) of the respondents had never enjoyed study leave with pay since they joined the health service. As many as 91 (75.8%) of the respondents indicated that they had not enjoyed study leave without pay. This finding is contrary to the view by Rebore (1982) that every employer should encourage his or her staff to upgrade their skills and knowledge as no one will like to remain in an organization with the same skills he or she enter the job with. On the aspect of salary advance, 97 (80.8%) had never enjoyed it as at the time the study was conducted. It is observed that only 16 (13.3%) had seldomly enjoyed. Five (5) and two (2) respondents enjoy it regularly and very regularly respectively. This implies that the authority of the hospital does not give salary advance to most of the nurses there.

On the other hand, most of the respondents regularly enjoy the following at the health centre: annual leave, sick leave, maternity leave for women, promotion or advancement, regular payment of salary and performance appraisal. While 56 (46.6%) of the respondents indicated that they enjoyed annual sick leave regularly, 50 (41.7%) of them enjoyed it regularly. It was only eight respondents who had never enjoyed it before. These may be those who had not been at the place for long.

Also, only 24 (20%) of the respondents had never enjoyed sick leave. They might not have fallen sick since they joined the staff at the hospital that is why they had never enjoyed it. This is because 61 (50.8%) of them enjoyed it seldomly as sickness does not happen regularly.

Furthermore, most of the female nurses who had children had enjoyed maternity leave. Those 17 respondents who indicated that they had never enjoyed maternity leave might not have given birth while working there since it is a government policy to give three months leave for nursing mothers. It is also observed that majority of the respondents enjoyed regular payment of salary. That is 47 (39.2%) of the respondents indicated that they received their salaries very regularly and 62 (51.7%) of them indicated regularly.

Finally, majority enjoyed performance appraisal which is a recipe to high productivity and development. While 14 (11.7%) of the nurses indicated that they enjoyed it very regularly, as many as 59 (49.2%) enjoyed it regularly. Besides, 43 (35.8%) indicated that they enjoyed it seldomly. It was only a small number of 14 (11.7%) pointed out that they had never enjoyed since they joined the staff at the hospital. Regular staff appraisal has the potential of encouraging the nurses to give off their best as posited by Rebore (1982).

The respondents were also asked to give their satisfaction with the general conditions at the hospital. Table 16 presents the responses.

Table 16

Respondents' Satisfaction of the General Conditions at the Hospital

Responses	Frequency	Percentage
Yes	28	23.3
No	92	76.7
Total	120	100.0

Table 16 reveals that most of the nurses are not satisfied with the general conditions at the hospital at all. It is clear from the Table that majority of the respondents 92 representing 76.7% responded that they were not satisfied with the conditions there. On the other hand, 28 (23.3%) responded that they were satisfied with the conditions. This situation is not good for the hospital since it can encourage them to leave the hospital. As Pary (1991) posited, most employees believe in conditions that help them work better than mere payment of salary.

Research Question 4

What Factors Would Make Nurses Stop Working at the Hospital?

The fourth research question sought to investigate the things going on at the hospital that could make them stop working at the hospital. Two questions were posed to find out things that would encourage them to continue to work there and those that would stop them from continuously working there. First, the respondents were asked to indicate the reasons or factors that could make them hold on to working at the hospital for a very long time.

The following were the main factors that the respondents stated were prevailing at the hospital that would make them like to work there for a very long time: the conditions of service, the love to serve patients, opportunity for promotion/advancement, opportunity to gain more experience, exposure to different cases, recognition from their immediate supervisors, their colleagues and patients, good working environment, availability of modern equipment and logistics and regular payment of salary. These serve as hygienic factors and motivators that would give them satisfaction to remain and work at the health facility as postulated by Herzberg et al (1959).

Second, they were asked to state factors that could make them leave the hospital for other health facilities. That is, they indicated the following as factors that were prevailing at the hospital that could make them stop working at the health facility: heavy workload, lack of personal transport facilities, lack of accommodation and housing loans, lack of respect from the doctors, lack of opportunity for further studies, lack of incentive packages and reward system, and lack of equipment and materials to work with.

Research Question 5

What Measures could be Instituted to Improve Retention Rate of Nurses at Work at the Korle-Bu Teaching Hospital?

The last research question sought to find out from the respondents the things that the authority could do to make nurses happy to stay and work at the hospital for a very long time.

The following are the things the respondents suggested: regular provision of supplies and logistics, regular and adequate supply of equipment and materials to work with, immediate replacement of worn out equipment, opportunity to attend seminars and workshops to upgrade their skills, opportunity in form of study leave with pay and without pay to upgrade themselves, employment of more hands to make easy for nurses, respect from doctors and other health workers, create good communication channel, provide opportunity for nurses to be part of decision making at the hospital, provision of welfare facilities like accommodation, and transport, provision of good working conditions, good salary and salary advance and motivation for all nurses.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter is devoted to the summary of the findings of the study, the conclusions made based on the findings as discussed in the previous chapter and the recommendations made. The chapter ends with some recommendations for further study.

The study aimed at identifying factors that motivate nurses to stay and work at the Korle Bu Teaching Hospital. It also aimed at finding out from the respondents the measures that could be instituted by the stakeholders of the health service to enhance high retention rate of nurses at the hospital. In line with the objective of the study, descriptive survey was used to conduct the study. The population of the study was all the nurses of the hospital. The sample of the study comprised 120 nurses of the Korle Bu Teaching Hospital who were randomly selected in four departments of the institution using simple random sampling technique to ensure fairness. A questionnaire was developed based on the research questions and the items on the questionnaire were both closed-ended and open-ended. The research instrument was pilot-tested using some nurses at the Ridge Hospital in Accra.

The questionnaires were administered personally to all the respondents selected at the Korle Bu Teaching Hospital. Explanation was offered to the respondents after copies of the questionnaires have been given to them to help

them answer the instrument very well. In all, 120 copies of the questionnaires were sent out to the respondents and all of them were returned. This gave a 100% return rate which is very satisfactory. The results of the study were presented in frequencies and percentages.

Summary of the Findings of the Study

A critical study of the results of the research on factors which influence retention of nurses at the Korle Bu Teaching Hospital in Accra show the following as the main findings. The study revealed that there are more female nurses working at the hospital than male nurses and most of the nurses are married with children. The number of the nurses who had married were more than those who were yet to marry.

Most of the nurses had worked at the hospital for more than a decade. It was again found that most of the nurses at the hospital were posted to the place straight from college/university and that Korle Bu Teaching Hospital is their first station. Only few of them worked at some health facilities before joining the staff of the hospital and only very small number of them applied for employment directly to the hospital. Most of the nurses joined the nursing profession through self-motivation as a result of the love they have for the job. Those who became nurses due to encouragement from parents and friends are not many.

The study further revealed that most of the nurses stayed with their families in Accra. Those who were not staying with their families were not many and they were also not prepared and willing to join their families as at the time the research was carried out.

Most of the nurses had been placed at their positions in the service. Only few of the nurses were not placed at the right positions especially after further studies. Some complained that they have not been upgraded after further studies.

It was found that most of the nurses were satisfied with the following conditions that prevail at the hospital: relationship with immediate supervisors, relationship as team members with other nurses, respect from patients and performance appraisal. However, most of them were dissatisfied with the following conditions at the hospital: equipment and materials for work, channel of communication, transport to and from work, accommodation, workload including overtime, and opportunity to be part of decision making.

It was also found that the nurses frequently enjoyed the following at the hospital: annual leave, sick leave, promotion/advancement, performance appraisal, and regular payment of salary. They however do not enjoy or do not regularly enjoy the following at the health centre: maintenance allowance, housing loans, study leave with pay, study leave without pay, and salary advance.

Furthermore, the study revealed that was regular supply of logistics, equipment and materials, opportunity to attend seminars and workshops to upgrade their skills, opportunity in form of study leave with pay and without pay to upgrade themselves, employment of more hands to make easy for nurses, respect from doctors and other health workers, create good communication channel and opportunity for nurses to be part of decision making are the measures that can be put in place to retain nurses at the Korle Bu Teaching Hospital.

Conclusions

From the findings of the study conducted the following conclusions can be drawn:

The female nurses at the Korle Bu Teaching Hospital are more than the male nurses and this is due to the fact that the female nurses' population in the Ghana Health Service far exceeds that of the male nurses' population. More females join the nursing profession because nursing is considered female work by many people in the country.

Most of the nurses have worked at the hospital for a very time due to the fact that they stay with their families and would not want to leave them. Also, in the health service, it is easy for married staff to get transfer to join their spouse. Such staff would also not want to be transferred from where their spouses are.

Most of the nurses were posted straight from college/university to the hospital and this may be as a result of the hospital having several nursing training institutions. The authorities may be aware of the vacancies when posting the nurses they have trained every year and so would like fill those vacancies first.

The conditions that the nurses are satisfied with at the hospital indicate that there is good human relation at the hospital. This and the conditions they enjoy at the hospital might have encouraged them to remain and work at the hospital since most people want to be treated with dignity and get things they need in life.

The conditions that they are dissatisfied with and those they do not enjoy regularly can make them leave the hospital to work elsewhere if the conditions are

not improved. The measures that can be used to encourage them to work at the hospital for very long time are the very conditions they do not enjoy there.

Recommendations for Practice

With reference to the findings and the conclusions made, the following recommendations are made to the authorities of the Korle Bu Teaching Hospital in Accra to adopt to reduce attrition of nurses:

The health ministry should have public education to create the awareness that nursing work is not for women alone but men as well and the hospital authority should strive to attract more male nurses since the work is very tedious. Especially, departments like the Accident Center, Surgical/Medical Emergency and Pathology need men who are very strong to help the doctors to perform the tasks over there.

It is also recommended that the hospital authority should attract nurses who have their families in Accra so that they would leave and work with the health facility.

It is again recommended that the hospital authority should maintain the good human relation at the hospital and where possible improve upon it. They should also provide and improve on the conditions that the nurses are dissatisfied with. They should adopt open door policy, involve nurses in decision making, and use leadership styles that would encourage nurses to be involved in the hospital's activities.

Recommendations for Further Studies

A study should be carried out to find out factors that influence retention of the other health workers at the hospital. This would help reduce attrition of health workers at the health facility.

Also, a study should be carried out to find out factors that influence retention rates of nurses in other health facilities in Accra

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APPENDIX

QUESTIONNAIRE

This exercise is a study being conducted to find out factors influencing retention of nurses in the Korle Bu Teaching Hospital. I would be very grateful if you would respond to the questions as frankly as possible. This is an academic exercise and the information that would be given would be entirely used for that purpose. Be assured that your responses would be treated with confidentiality and anonymity.

Please (√) the appropriate from the options provided. Where spaces are provided you may write your responses.

SECTION A --- DEMOGRAPHIC DATA

1. Gender   a) Male   ( )   b)   Female   ( )

2. Age   a) 21 – 29   ( )   b)   31 – 39   ( )   c) 41 –   49   ( )

c) 51- 60 ( )

3. Marital status   a) Single   ( )   b) Married   ( )

c) Divorced/Separated ( )   d) Widow   ( )

4. Number of children   a) Nil   ( )   b)   1- 2   ( )   c) 3-4   ( )   d) 5-6 ( )

e) 7 and above ( )

5. Home region …………………………………………………………………..

6. What is your area of specialization

a) Midwifery   ( )   b) General Nursing   ( )

c) Midwifery and general Nursing ( )

d)Enroled Nursing ( )   e) Opthalmic Nursing ( )

f) Orthopaedic Nursing ( )   g) Other (Specify)……...

7. What is your highest academic qualification?

a) SSS   ( )   b) GCE 'O' Level ( )   c) GCE 'A' Level ( )

d) Diploma ( )   e) Bachelor's degree   ( )

f) Master's degree   ( )   Other (Specify)……………………....................................

SECTION B

8. How did you become a nurse a nurse?

a) Motivated by friends ( )   b) Encouragement from parents ( )

 c) Self-motivated   ( )   d) Stated as a labourer/orderly/messenger   ( )

 e) Other (Specify)…………..

9. Have you ever worked in any other health institution apart from this hospital?

Yes   ( )   No ( )

10. If yes, indicate it.……………………………………………..............................

11. For how long have worked at this hospital…………………………………

12. Are you staying with your family in Accra?

Yes ( )   No ( )

13. If no, do you hope to join them in the next five (5) years?

Yes ( )   No ( )

14. How did you join the staff of the hospital?

a) I posted straight from College/University   ( )

b) I applied for transfer   ( )

c) I was transferred by the service to the hospital ( )

d) Other (Specify)………………………...

15. If you had a choice, where would you have liked to

work?...

16. If you applied to work in the hospital, state the reason(s) for which you

wanted to work in the hospital………………………...

17. If you were transferred to work in the hospital, state the reason(s) for which

you accepted to work in the hospital

18. Do you think nurses in Korle Bu have been placed at their right position

Yes ( )   No ( )

19. Givereason(s)…………………………………………………..........................

………………………………………………………………………………………

………………………………………………………………….....................................

20. Indicate the extent to which you are satisfied with the following conditions at

the hospital

.

V S- Very Satisfied, S-Satisfied, Dissatisfied, and V D – Very Dissatisfied

Condition	V S	S	D	V D
Relationship with your immediate supervisor				
Relationship as a team member with other nurses				
Respect from patients				
Equipment and materials for work				
Performance appraisal system				
Channel of communication in the institution				
Transportation to and from work				
Accommodation				
Workload including overtime				
Opportunity to be part of decision making				

21. Indicate how regular you have being enjoying the underlisted conditions of service in the hospital. V R – Very Regularly, R- Regularly, S – Seldom, and N – Never

Condition	V R	R	S	N
Maintenance allowance				
Annual leave				
Housing loan				
Sick leave				
Maternity leave (Women only)				
Free accommodation				

Study leave with pay				
Study leave without pay				
Promotion/Advancement				
Payment of salary				
Free medical treatment				
Performance appraisal				
Salary advance				

22. Do the general conditions at the hospital motivate you to continue working at there

Yes ( )   No   ( )

23. If you intend working at the hospital for a very long time, what factor(s) or reason(s) would make hold on to it?...

……………………………………………………………………………………………

24. If you intend working at the hospital for a very long time, what factor(s) or reason(s) could make it possible for you to rescind this decision?

………………………………………………………...

...........…………………………………………………………………......................

25. What measures would you suggest to authorities in the health service to put in place to retain nurses at the hospital?...