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SCHOOL OF MEDICINE
DEPARTMENT OF POST-BASIC NURSING

A STUDY ON FACTORS INFLUENCING POST-BASIC
NURSING GRADUATES FROM THE UNIVERSITY OF ZAMBIA
TO RESIGN FROM THE GOVERNMENT SERVICE

BY

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DECLARATION

I hereby declare that the work presented in this study for the degree of Bachelor of Science in Nursing has not been presented either wholly or in part for any degree and is not being currently submitted for any other degree.

Signed: _____

Candidate

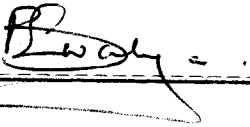
Approved by: _____

Supervising Lecturer

STATEMENT

I hereby certify that this study is entirely the result of my own independent investigation. The various sources to which I am indebted are clearly indicated in the paper and in the reference.

Signed:



A handwritten signature, possibly reading "B. W. G.", is written over a horizontal line.

DEDICATION

This dissertation is dedicated to the living soul of my late father Mr. Bwalya Munjili and my mother Mrs. R.C. Munjili for all they have done for me. My wife Josephine, and our sons Bwalya and Mutale for their support and patience.

ABSTRACT

The aim of this descriptive study was to find out factors influencing post-basic nursing graduates to resign from the government service.

The literature reviewed in this study did indicate that nurses in general were resigning from the government health institutions for various reasons. The literature reviewed showed that resignation has an effect on the national health system in terms of manpower and financial resources as well as on the type of health care given to the client. The literature reviewed also revealed that health authorities were getting concerned. Therefore, the authorities were now resorting to various ways of retaining nurses or attracting back those who had resigned.

Data were collected from post-basic nursing graduates of the University of Zambia who had resigned from the government service using a self devised questionnaire. The convenience sample comprised of seventeen (17) subjects of which sixteen (16) were females and one (1) a male.

The findings of the study revealed that poor salaries and conditions of service, insensitivity of those in positions of authority within the Ministry of Health to the needs of post-basic nursing graduates and failure to promote

these graduate soon after completing their training played a major role in making the decision to resign. In addition, it was also identified that government health institutions offer opportunities for post-basic nursing graduates to practice what they were trained to do.

There was however, an indication that there is need for the employer, the government through the Ministry of Health, to critically examine conditions of service, salaries, career structure and so on that it offers to the post-basic nursing graduates if these graduates have to be retained within the government health system.

in conclusion it is hoped that the findings will provide senior nurse managers, other higher health authorities within the Ministry of Health and the Zambian government with an insight into the reasons why this category of health workers were resigning from the government service. On the other hand post-basic nursing graduates themselves should face the challenge and help resolve those problems which are affecting them instead of resigning.

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CHAPTER 1

INTRODUCTION, STATEMENT OF THE PROBLEM, HYPOTHESIS, OPERATIONAL DEFINITION, PURPOSE OF THE STUDY.

1. INTRODUCTION

Like most developing countries, Zambia has made tremendous improvement in the field of nursing education. Before independence there were four (4) schools for nursing personnel. Within the first decade of independence the number increased to seventeen (17). Today, 24 years after independence, the country can boast of 33 Schools for Nursing personnel excluding the Department of Post-Basic Nursing, School of Medicine, University of Zambia.

Before 1978, most of the tutorial staff in these institutions were non-Zambians. "Although the country had been sponsoring nurses to participate in programmes abroad to prepare them as nursing and midwifery tutors, public health nurses and nursing administrators, the shortage of these grades of nurses remained acute."¹

In view of this shortage, the Zambian Government decided to set up a Post-Basic Nursing School for the production of post basic nursing graduates to alleviate the problem. In 1976 the Department of Post-Basic Nursing was inaugurated in the School of Medicine of the University of Zambia. By the end of 1987 the Department had produced 125 graduates with a Diploma

in Nursing Education, 94 with Certificate in Public Health Nursing and 51 with a Bachelor of Science in Nursing.²

By the end of the same year, 1989, the Government still had 31 vacant posts for nurse tutors.³

Inspite of these vacancies ~~the~~ post-basic nursing graduates working in Government health institutions continued to resign from the Government Service. Lusaka School of Nursing for instance, had one nurse tutor who resigned in 1985, one in 1986, one in 1987 and two tutors in 1988.⁴

The implications of resignation on staffing in an organisation is that it tends to create shortage of manpower unless the source of supply can be able to meet the demand in as short a period of time as possible. Lusaka School of Nursing has an establishment for thirty three (33) tutors. However, school monthly return records showed that there were five (5) vacant posts in 1987 and nine (9) in 1988. If the demand cannot be met and the drifting away of tutors from the institution through resignation continues, then a perpetual shortage would continue to prevail.

The author observed that some of the Nursing Schools were inadequately staffed. For instance, Chitambo School of Nursing and Kabwe School of Midwifery have an establishment of two posts for nurse tutors each, yet by the end of the year 1988 each of these two schools had only one tutor. In conversation tutors from other

schools of nursing have also said that their schools were understaffed. In some cases, particularly enrolled nursing schools, it has been noted that schools were sometimes left to be run by clinical instructors or merely registered nurses who are not adequately trained to teach nursing students or let alone administer nursing schools.

In view of the current poor staffing situations in some schools, increased resignation of nurse tutors would simply compound the shortage. It has been stated that high vacancy rates hamper the smooth delivery of health services.⁵ Moreover, excess turnover affects the morale and finance of each institution.⁶

A high resignation rate may indicate that something is wrong either at a specific place of work or in specific conditions of work. Sponsoring more nurses to train as nurse tutors is not enough if, at the same time attention is not given to ensuring post-basic nursing graduates do not leave government service once they have been trained.⁷ It has been reported that, "we have to change what is wrong. If we can't keep them once we have got them we're throwing money for bad".⁸

2. STATEMENT OF THE PROBLEM

One of the problems affecting health institutions in Zambia is the resignation of post-basic nursing graduates from the government service. Observations have shown that many of these graduates are resigning from government to join non-governmental organisations. It also appears the majority of those who are left behind are contemplating leaving the government as well.

Studies have been carried out in other countries to find out common factors influencing nurses to resign from their jobs in a particular organisation. It has been reported that lack of satisfaction forces nurses out of the National Health Service. In addition, nursing staff were leaving because of the increasing number of non-nursing jobs they were expected to do as a result of the pruning of auxillary staff.⁹ Experience and observations have shown that job enlargement, increasing the number of tasks to be performed for which one is not trained, may cause an individual to feel overburdened with duties especially if he/she is not being renumerated for the additional functions. This may prompt one to resign. Vogt et al reported that:

The effect of nursing turnover are felt throughout the organisation whether the consequences are positive or negative in nature. In a positive direction a certain amount of turnover is needed for the renewal of the organisation. In the negative direction, excessive turnover affects the entire profession of nursing, the costs of health care, and the morale and finances of each institutions.¹⁰

Anderson et al conducted a study on a method of how to retain nursing staff. They found that nursing administrators were well aware of the negative impact of nursing turnover on the quality of nursing care and the productivity of a nursing department. They stated that they were equally aware of the high cost of recruiting and orienting new nursing staff. However, finding a solution to the problem of turnover has proved very difficult.¹¹

In 1989, the Ministry of Health had 118 posts for nurse-tutors. Out of these, 77 posts were filled leaving a balance of 41 posts. The vacant posts were projected to be filled by 1991.¹² Similarly, it has been observed that many district hospitals, particularly those in rural areas, do not have public health nurses. The effects of shortage of nurse tutors and public health nurses is well known. A critical shortage of nurse tutors give rise to poor education of nursing students which may be revealed through poor nursing services to client. Overburdening of the staff available in the school is another consequence. The shortage of public health nurses results in inadequate public health nursing services to the community. Thus, generally, the health of the nation would be affected. These factors among others provide rationale for taking positive action to alleviate the problem of resignation and hence shortage of post-basic nursing graduates in government health institutions.

3. PURPOSE OF THE STUDY

The purpose of the study was to determine the factors influencing post-basic nursing graduates to resign from the government service.

4. HYPOTHESES

The following were the hypotheses of the study:

- Post-basic nursing graduates who are dissatisfied with their conditions of service in the government are more likely to resign from the government.

- Post-basic nursing graduates who report that they have experienced grave personal problems while working in government health institutions are more likely to resign than those who have not experienced these problems.
- A post-basic nursing graduate who feels overburdened with work because of working in an understaffed government nursing school is more likely to resign than the one working in a government nursing school which is not understaffed.

5. OPERATION DEFINITIONS

For the purpose of this study the following were the operational definitions of terms:-

CONDITIONS OF SERVICE

Something stated necessary^{or} desirable by the government for the work or duty done by an employee of the government, for example, salaries, leave, overtime allowance and so on.

Government Nursing School

A school of nursing that is concerned with the training of registered or enrolled nurses and is administered by the Zambian Government.

Health Institution

An institution run by the government and is concerned with provision of health services to the community.

Post-basic Nursing Graduate

A qualified nurse tutor with a Diploma in Nursing Education; a Public Health Nurse with a Certificate in Public Health Nursing or a graduate with a Bachelor of Science degree in Nursing obtained from the University of Zambia.

Job Satisfaction

Pleasure derived from carrying out one's own job because the job offers good salary, good relationship with others, opportunity for advancement etcetera and these experiences or conditions make an individual to feel to want to continue working in an organisation.

Job dissatisfaction

Displeasure derived from carrying out one's own job because the job does not offer good salary, good relationship with others, recognition and appreciation of work done, incentives such as transport allowance etcetera and these experiences or conditions make the individual feel to want to discontinue working in an organisation.

Resign

To give up a job.

Understaffing

A situation in which the tutor-student ratio is not equal to 1:15 in registered nursing school, or 1:15 in an enrolled nursing school as prescribed by the General Nursing Council of Zambia.

Positive Attitude

Behaviour towards another person characterized by listening to another person's point of view, friendliness, encouragement, appreciation of another person's work done etc.

Negative Attitude

Behaviour towards another person characterised by inability to listen to another person's point of view, not helping solve another person's problems, unfriendliness, lack of appreciation and recognition of work done by another person etc.

Need

Something necessary to have e.g. more money, food, personal growth, career development, security from a job etc.

6. SIGNIFICANCE OF THE STUDY

This study was designed to identify major factors that influence post-basic nursing graduates while working in the government health institution to resign from the government with a view to using the findings to provide evidence of the conditions of service for this cadre of health workers working for the government. It was also designed to identify major factors which cause job satisfaction among post-basic nursing graduates.

It was hoped that knowledge about factors influencing post-basic nursing graduates to resign from the government service would help health manpower planners, health institutional administrators and the government

give a serious and positive consideration to those factors that could help retain these graduates in the government service. This would assist in maintaining an adequate number of post-basic nursing graduates in the government health institutions.

CHAPTER II

LITERATURE REVIEW

History has shown that in the beginning of the profession nurses were thought to be born for the profession and were expected to be willing to work for low pay. Dedicated to the care of patients, nurses were thought to be uninterested in money or in other material things in life. Vogt et al state that as a result of various changes in our society, people in general are no longer expected to take a vow of poverty to work in their chosen professions.¹³

Pensulo supports this by saying that "the increase in the cost of living was causing the nurses to look for greener pastures that can offer them suitable salary."¹⁴ Kunsela adds that an increasing staff resignation among health workers can be directly referred to poor conditions of service including salaries, allowances, and accommodation. She further states that doctors, pharmacists, clinical officers as well as nurses were seeking employment within the private sector and also in neighbouring countries.¹⁵

It is important therefore to look at how society values an individual's work. Pay is an expression of how society values the services of a particular employee. The fact that nurses have been underpaid for so long is probably an expression of how they under-value themselves.¹⁶

It has been observed that post-basic nursing graduates for example, public health nurses, inspite of their additional educational qualifications are placed on the same salary scale (MS 12) as a ward sister, senior clinical officer or health inspector. Mcquire states that:

The graduate nurse is still such a rarity..... yet a degree confers no salary differential, unlike teaching. Sometimes some of us have been anxious to make no distinctions between the undergraduate nursing student and the conversional student in the practical situation. It is now my view that the graduate nurse is different and that undergraduates are undergoing a different programme. If there is no difference then I think we have no right to use the¹⁷ expensive resources of higher education.

In Pensulo's study of factors leading to nurses leaving the government employment, the respondents outlined bad social conditions in rural areas, lack of respect from supervisors and being economically secure by their marital status as some of the factors leading to their resignation from government employment. Pensulo further noted that those respondents who were economically secure as a result of their marital status could afford to change jobs with minimal problems to their families. In contrast, one respondent in Pensulo's study stated that "Nurses who have no husbands have to think of the security of their jobs in terms of pensions and stability of the private surgeries".¹⁸

A study which was carried out by Vosden showed that a high level of stress, high workload preventing one giving one's best, bad atmosphere at work and a desire to widen experience were the reasons for resigning. Others included pregnancy and wanting new challenges.¹⁹

It has been observed that post-basic nursing graduates at various health institutions at which they are working are facing a problem of lack of posts. For instance, although most of the enrolled nursing schools have been in existence for more than a decade none of these schools has a post of Principal tutor or senior tutor. Those charged with the responsibility of running these schools are merely promoted as tutors. They do not even receive responsibility allowance for administering these schools. The Zambia Nurses Association and the Civil Servants Union of Zambia have made representations and reminders to the government ; however, nothing concrete seems to have been achieved with regards to this problem. This is supported by Kunsela when she says that the Ministry has increased the number of staff without a corresponding increase in the number of posts in the establishment.²⁰ There is therefore need to create posts to cater for those post-basic nursing graduates who inspite of their added qualifications have not been promoted to higher posts or given remuneration equivalent to the duties they are performing.

As has been observed, many notable figures in the nursing profession in many countries have spoken about lack of prestige for the nursing profession which has been cited as one of the reasons for nurses to quit the profession. Speaking at the graduation

ceremony of the first group of graduate nursing students at Aga Khan School of Nursing in Parkistan, ICN president Eunice Muriango had this to say:

Nursing has not received the attention it deserves in many countries. It suffers greatly from lack of social prestige and respect. Nurses are poorly paid and often required to work in difficult conditions although they prepresent a care group in the health care delivery system.²¹

Muriango further points out that nursing as a profession will continue to have problems with prestige and image until the practitioners of the profession cease to think of nursing as:

1. a supplementary income to help out the family budget
2. a second job, less important than the spouse's (even if he has less income)
3. an interim occupation to support the nurse until one can find a husband to take over.²²

These demeaning and detrimental concepts must be abandoned and nursing must be perceived and practiced as a career, a life long commitment to a valued, cherished and respected profession.

According to MacKay, one reason for the failure to devise conditions of employment suitable for women has been the lack of power to challenge their inferior status. Moreover, the supply of nurses has been plentiful, so the profession has not seen the need to exercise its power. She further states that nurses are in the main reluctant to strike or to exercise any industrial muscle.²³

Industrial relations is a tool through which employees and employers can work amicably to improve the organisation's functions as well as the welfare of employees in an organisation. Nurses like other professionals belong to professional organisations as well as trade unions. It is therefore, necessary that nurses utilise these associations and unions for their own welfare. However, to what extent can professional associations be used to influence the welfare of its members?

Reinhart says that the professional association's capacity depends entirely upon the extent to which the people have learned to use it. In other words, the influence of a professional association in public affairs depends largely upon the solidarity of its members and the extent to which they know the public life works and how to tackle it. He further states that the role of professional associations is to represent the members' interests comprehensively. No other organisation such as trade unions, political parties and so on can do so.²⁴

Studies have been carried out concerning motivating factors among nurses. Musa Kolawole Jinadu and Jaiyeoba studied motivating factors among Nigerian nurses. They found that many nurses left government service and those who remained were considering leaving the government. Therefore, they found it necessary to state that "whatever might be responsible for this

state of affairs, it is probable that the graduates entered nursing with high expectations of becoming practicing nurses. However, somewhere along the line they left frustrated and lost their initial motivation".²⁵

In Zambia there is lack of data about why nurses after their basic nursing training course choose to do post-basic nursing. Moreover, there is lack of research on the expectations of post-basic nursing graduates. Writing about labour mobility Hubert stated that "research on labour mobility has shown that among the environmental or institutional factors whose influence on mobility has been analysed are the policies of unions, employers and governments".²⁶ This is supported by Kunsela who says that it has been the policy of the Zambian Government that whenever a husband is transferred or gets new employment the wife is automatically offered employment within the same area. This policy has led to the distribution imbalance of nurses. Many urban areas have considerable over-staffing among nurses while rural areas have vacancies.²⁷

There seems to be varied reasons why nurses resign from the organisations, but what are the effects of resignation? The effects of resignation can be reflected in various ways. The dilution of numbers of qualified staff would result in inadequate student supervision. An increasing staff resignation tendency

is unfortunate and would seriously hamper the smooth delivery of government health services if continued. Therefore, increased resignation is a waste of money and human resources on the part of the organisation.²⁸ Nurses are repeatedly told that resignation was a cardinal sin, but the resignation of nurses has continued.²⁹

Vogt et al say that:

resignation is infectious; nurses tend to identify with other nurses; when one nurse leaves an organisation, the remaining nurses tend to consider and re-examine their situation, most often utilizing the criteria of their departed colleagues, suddenly the cherished hopes for change, their expectations for a better tomorrow are revealed in their true perspective. Turnover causes lowered morale, which causes increased turnover. It is a vicious cycle.³⁰

It is however, important to look at how to resolve the problem of resignations. There is considerable evidence from many studies that ensuring better salaries for nurses, special responsibility allowance, providing care facilities for children of working parents within or near the hospital, providing

transport to and from work and better promotion prospects could help resolve the problem of resignation. In addition, training opportunities, fulfilment of specific needs and thorough orientation designed to give the nurse an accurate picture of the job and hospital environment are other important factors in resolving the problem of resignation.³¹

According to Vosden, in order to win back nurses who had left, authorities were embarking on lectures, link clubs, new recruitment literature and video, stress reduction classes and flexible employment. He goes on to say that "money was and always will be important but there is much more which could be done to make nurses feel more valued and less likely to leave." He further states that the central bank of this argument is that attitude must change. Petticoat government and paternalism must be replaced by a supportive approach wherein each staff member is valued and trusted as a responsible adult.³²

Vosden is supported by Melba who states that as the staffing shortage worsens, so many health authorities are resolving to fresh ways of attracting the potential nurse. Some of the more imaginative approaches he has identified are career conventions, exhibitions and intensive recruiting as the methods being used to attract new people or bring back qualified nurses who have left.³³ Zuraikat and McKlosy point out that

introduction of a career ladder for promotion should be a top priority. They add that to attract nurses to jobs and to maintain a high level of satisfaction, the administrator should contribute to the fulfilment of social needs and develop ways to increase the fulfilment of safety and psychological needs.³⁴ Resolving these issues could lead to a significant improvement in the quality of patient care.³⁵

Rhoden et al pointed out that in order to retain nursing staff selecting people for the job is the key to the success of the plan. The skilled recruiter recognizes the career goals of the applicant and informs the applicant honestly of the pros and cons of the position, the patient care delivery system, opportunities for career advancement and salary benefits. By having a valid idea about the position, the applicant can make an informed decision.³⁶

In conclusion, a careful assessment of the expectations and identification of those factors which could help retain post-basic nursing graduates in the government service is therefore required. This is so because such an assessment and identification of relevant factors could help provide pertinent, up-to-date information which will greatly influence employers and health institution administrators on retention of post-basic nursing graduates.

CHAPTER III

METHODOLOGY

1. RESEARCH DESIGN

The purpose of the study was to determine the factors which influence post-basic nursing graduates to resign from the Zambian Government Service. For the purpose of this study a descriptive survey design was used. According to Seaman and Verhonick a survey research is that method of research which relies heavily on the validity of verbal reports.³⁷ This type of study allows the investigator to gather current information about whatever it is that he/she wishes to study.³⁸

The design was chosen because the author felt that, this type of design would permit the respondents to be free to give their own opinions on the topic under study since the respondents would not be under the researcher's control. Moreover, data gathering using the descriptive research design is done in a natural setting, therefore the subjects are approached in their natural setting and are not subjected to unnecessary inconveniences.

Another reason for choosing this design is that it is easy to carry out. A descriptive study enables the researcher to observe, describe and document

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aspects of a situation.³⁹ The design would also allow the researcher to describe, compare, classify and conceptualize new knowledge from what has been unorganised or unrelated facts or data.⁴⁰

2. RESEARCH SETTING

The study was conducted at various places in the country which included; Lusaka province, Lusaka, Copperbelt province, Ndola, Mufulira and Chingola and Southern province, Gwembe.

The study was carried out in these places because they were identified as the places where some of the post-basic nursing graduates who resigned from the government service were working.

3. PILOT STUDY

A pilot study, described as a "small scale-version or a trial run of the major study"⁴¹ was done with the purpose of testing the instrument and correcting any errors or inconsistencies in the framing of questions. As a result of the pilot study, one question was omitted because the responses to the question were similar to those of question 32.

4. SAMPLE, SELECTION AND APPROACH

The target population from which the sample was drawn was the post-basic nursing graduates who had been sponsored by the Zambian Government to study for post-basic nursing courses at the University of Zambia. The graduates were those who had worked for the Ministry

of Health after qualifying from the University of Zambia before they resigned from the government service. The subjects were also those post-basic nursing graduates who had currently been living and working in Zambia after resigning from the government service. The sample comprised twenty five (25) subjects out of which twenty two (22) were females and three (3) were males. These subjects were selected because it was felt that they were in a position to respond to the questions in a more natural manner than those living and working outside the country.

The researcher used the purposive type of sampling. In the purposive sampling, the researcher selects the sample on his/her own judgement regarding the characteristics of a representative sample.⁴² The aim is to select subjects that are judged to be typical of the under study. The criteria for including the subjects in the sample were as follows; post-basic nursing graduates from the University of Zambia, had worked in a government health institution and had currently been living and working in Zambia.

Each subject received a written questionnaire accompanied with a covering letter describing the purpose of the study and guaranteeing the protection of confidentiality.

5. DATA COLLECTION INSTRUMENT

Data were collected using a self-devised questionnaire (see appendix iii). This enabled the researcher to collect data from primary sources. The questionnaire was also found to be appropriate due to the fact that the subjects were literate. This method also made it possible for the subjects to complete the questionnaire at their own pace.

Other advantages of the questionnaire are:-

1. Questionnaires make it possible to gather data from a sample which is scattered.
2. Questionnaires reduce the influence the investigator can have on responses.
3. Questionnaires offer the possibility of anonymity.
4. Questionnaires also require less skill in conducting and is time saving.
5. As many questions as possible can be asked.⁴³

However, despite many advantages there are also several disadvantages of the questionnaire. Bless and Achola list the following disadvantages of the questionnaire:

1. it requires a sufficient level of literacy and familiarity with the language used.
2. Questionnaires might be filled out by other people other than the chosen participants.

3. The response rate tends to be low.
4. Because of low response there is risk of bias particularly in the mail-questionnaire method.⁴⁴

In order to overcome some of the disadvantages the questionnaires should have simple and straight forward questions. The answer expected and how the answer should be recorded must also be unambiguous.⁴⁵ Therefore, the instrument was checked and corrected by the supervising lecturer as well as pretested for validity and reliability.

6. QUESTIONNAIRE DESIGN

The questionnaire consisted of both closed-ended and open-ended questions. The closed ended questions required the respondents to give only one possible answer. The subjects had an opportunity to express their views in response to open-ended questions.

There were thirty four (34) questions altogether. The first eighteen (18) questions were designed to elicit demographic data of the respondents. These were put first, so that the respondent would feel at ease before going into the questions concerning the topic under study. This also provides some motivation for the respondents to want to continue.⁴⁶

Questions nineteen (19) to twenty (20) were meant to find out about the respondent's expectations of working in the government service, and how much of

their expectations were fulfilled. In questions twenty one and twenty three (21 - 23) the respondent was asked about the experiences he/she found most satisfying or least satisfying while working in the government service and the most satisfying experience while working in his/her present work.

Questions twenty four to twenty nine (24 - 29) were designed to elicit information from respondents regarding the Zambia Nurses Association. The questions that followed, thirty to thirty one (30-31) were to elicit data regarding when the respondent resigned, the person to whom the respondent talked when he/she considered resigning and the response from the person to whom talked. Question thirty two (32) was meant to find out about the respondents actual reasons for resigning.

The last two questions thirty three to thirty four (33 - 34) were meant to elicit suggestions which could help retain post-basic nursing graduates in the government service and any comments regarding topic under study.

7. DATA COLLECTION AND ANALYSIS

Data were collected between the third week of April and third week of May, 1989 because this was the time convenient to the researcher. The respondents were given five (5) weeks in which to complete and

return the questionnaire. There was eighty percent (80%) return of the questionnaires: Three (3) of the twenty (20) questionnaires returned were rejected because it was discovered that the respondents had not actually resigned from the government service but had just been seconded to organisations in which they were working. Thus only 17 questionnaires were analysed. Of these one respondent (6.25%) was male and fifteen (93.75%) were female post-basic nursing graduates.

Data were analysed during the fourth week of May, 1989 manually with the aid of a pocket calculator. The scores were worked out in percentages.

CHAPTER IV

PRESENTATION AND INTERPRETATION OF DATA

Data collected were presented in tabular and descriptive form. Presentation of data in tabular form makes it easier to summarise findings and tabulated data are easier to remember.⁴⁷

Tables were arranged according to question sequence and all the relevant information given by the respondents is depicted in the tables. The findings of the study are interpreted below in the tables.

table 1: DISTRIBUTION OF RESPONDENTS BY AGE AND SEX

AGE IN YEARS	SEX		TOTAL	
	MALE	FEMALE	NUMBER OF RESPONDENTS	%
Under 25 years	-	-	-	-
25 - 29 years	-	-	-	-
30 - 34 years	1	5	6	35
35 - 39 years	-	10	10	59
40 years and above	-	1	1	6
TOTAL	1	16	17	100

Table 1 shows the distribution of respondents by age and sex. Sixteen (16) of the respondents were females while one (1) respondent was male. The majority of the

females, 10 (59%) respondents were aged between thirty five and thirty nine years. Out of the six respondents aged 30 - 34 years, five (5) were female and one (1) male. One (6%) female respondent was in the age range of 40 years and above.

TABLE 2: MARITAL STATUS OF RESPONDENTS

MARITAL STATUS	NUMBER OF RESPONDENTS	PERCENTAGE
Single	3	18%
Married	13	76%
Widowed	-	-
Divorced	1	6%
Separated	-	-
TOTAL	17	100

The table shows that majority (76%) of the respondents were married. Three (18%) of the respondents were single while one (6%) of the respondents was divorced.

TABLE 3: RESPONDENTS WHO STAYED WITH HUSBAND OR WIFE
IN THE SAME TOWN BEFORE RESIGNING

RESPONSE	NUMBER OF RESPONDENT	%
Yes	13	100
No	-	-
TOTAL	13	100

This table shows that all the thirteen (100%) married respondents were staying with their husband or wife before resigning from the government service.

TABLE 4: NUMBER OF CHILDREN RESPONDENT HAD BEFORE
RESIGNING

NUMBER OF CHILDREN	NUMBER OF RESPONDENTS	%
None	2	12
1 - 2	8	47
3 - 4	7	41
5 - 6	-	-
7 and over	-	-
TOTAL	17	100

This table indicates that the majority (88%) of the respondents had one to four children. Of these eight (47%) respondents had between one and two children while

seven (41%) of the respondents had three to four children. Only two (12%) did not have any child. None of the respondents had more than four children.

TABLE 5: DISTRIBUTION OF RESPONDENTS ACCORDING TO HIGHEST PROFESSIONAL QUALIFICATIONS AND INSTITUTION FROM WHICH QUALIFICATION OBTAINED

HIGHEST PROFESSIONAL QUALIFICATION	INSTITUTION		NUMBER	TOTAL %
	UNZA	OTHER		
MSc in Nursing	-	-	-	-
BSc.	6	-	6	35
DNE	5	-	5	29
CPHN	4	-	4	24
MTD	2	-	2	12
TOTAL	17	-	17	100

NB: UNZA - University of Zambia

MSc in Nursing - Master of Science in n Nursing

BSc - Bachelor of Science in Nursing

DNE - Diploma in Nursing Education

CPHN - Certificate in Public Health Nursing

MTD - Midwifery Tutors Diploma

The table shows that all the respondents had obtained their highest professional qualification from the

University of Zambia. Six (31%) of the respondents possessed a Bachelor of Science in Nursing degree, while five (29%) had a Diploma in Nursing Education and four (24%) were holders of a Certificate in Public Health Nursing. Two (12%) respondents were also holders of a Midwifery Tutors Diploma.

TABLE 6: YEAR WHEN RESPONDENT FIRST QUALIFIED FROM THE INSTITUTION WHERE HIGHEST PROFESSIONAL QUALIFICATION WAS OBTAINED

YEAR QUALIFIED	NUMBER OF RESPONDENTS	PERCENTAGE
1978 - 1980	6	35
1981 - 1983	5	29
1984 - 1986	5	29
1987 - 1989	1	6
TOTAL	17	100 (app.)

The table shows that six (35%) of respondents obtained their qualification between 1978 - 80, five (29%) between 1981 - 1983, and another five (29%) between 1984 and 1986. Only one (6%) respondent obtained the qualification between 1987 and 1989.

NB: There were no graduates yet in 1989 at the time when the study was conducted. The year 1989 was added only for the sake of convenience of time periods.

TABLE 7: INSTITUTION AT WHICH RESPONDENT WORKED BEFORE
RESIGNING AND YEAR IN WHICH RESPONDENT RESIGNED

INSTITUTION	YEAR RESIGNED			NO. OF RESPONDENTS		%
	1978-80	1981-83	1984-86	1987-89		
Lusaka School of Nursing	-	4	-	1	2	12
Lusaka School of Midwifery	-	-	-	2	2	12
Lusaka Urban District Council	-	-	1	1	2	12
University Teaching Hospital	-	-	-	2	2	12
Kitwe School of Nursing	-	4	1	-	2	12
Mansa Zen School	-	1	1	-	2	12
Mdola School of Nursing	-	1	-	1	2	12
Chinama College of Health Sciences	-	-	1	-	1	6
Provincial Medical Officer's Office Lusaka	-	-	-	1	1	6
Chwezi School of Nursing	-	-	-	1	1	6
TOTAL	-	4	4	9	17	100

Table 7 shows that out of the 17 (100%) respondents, nine (52.9%) respondents resigned between 1987 and 1989, four (23%) respondents resigned between 1984 and 1986 and another four (23.5%) resigned

between 1981 and 1983. Out of the ten (10) health institutions identified seven (70%) had at least two tutors who resigned while three of these institutions had one (1) post-basic nursing graduate who resigned. More than half of the respondents (52.9%) resigned in the last three years than all the previous three periods combined (47%). Thus of late there has been an increase in the number of post-basic nursing graduates resigning from the government service.

TABLE 8: POST HELD BY RESPONDENT BEFORE RESIGNING

POST HELD	NUMBER OF RESPONDENTS	%
Tutor	8	47
Public Health Nurse	5	29
Tutor-in-Charge	2	12
Principal Tutor	2	12
Senior Tutor	-	-
TOTAL	17	100

(6)
The table above shows that majority of respondents held the post of tutor before resigning from the government service. This accounted for eight (47%) respondents. Five (29%) respondents held the post of Public Health Nurse, while 2 (12%) of the respondents held the post of Principal Tutor. Two (12%) other respondents had

held the post of Tutor-in-Charge. This shows that most respondents had been nurse tutors.

TABLE 9: MONTHLY INCOME GAINED BY RESPONDENT BEFORE RESIGNING

RANGE OF MONTHLY INCOME	TOTAL	
	NUMBER OF RESPONDENTS	PERCENTAGE
K700 and above	7	41
K600 - K699	5	29
K500 - K599	2	12
K400 - K499	2	12
Less than K400	1	6
TOTAL	17	100

This table shows that seven (41%) of the respondents received an income of K700 per month and more while one (6%) respondent received less than K400 at the time of resigning.

TABLE 10 : NUMBER OF TUTORS AND STUDENTS IN THE IN WHICH
RESPONDENT WORKED BEFORE RESIGNING

NUMBER OF TUTORS IN SCHOOL	NUMBER OF STUDENTS IN SHCOOL					TOTAL	
	LESS THAN 50	50 TO 99	100 TO 149	150 TO 200	201 AND above	NUMBER OR RESPONDENTS	%
1-2	2	-	1	-	-	3	27
3-4	-	-	-	-	-	-	-
5-6	-	2	3	-	-	5	46
7-8	-	1	-	1	-	2	18
9 and above	-	-	-	-	1	1	9
TOTAL	2	3	4	1	1	11	100

Table 10 shows that among the nurse tutors the majority 5(46%) worked in a nursing school with five to six tutors. Out of these five (46%) respondents three (3) respondents had worked in a school with a capacity of 100-149 students while two respondents worked in a school with 50 to 99 students.

The above table shows eleven (11) as the total number of respondents who were nurse tutors as opposed to 12 as shown in table 8. This is due to the fact that one respondent did not indicate the number of tutors in the school in which she had been working.

TABLE 11 : NUMBER OF YEARS RESPONDENTS WORKED AS A
POST BASIC NURSING GRADUATE BEFORE RESIGNATION

RANGE OF YEARS WORKED	NUMBER OF RESPONDENTS	%
Less than 1 year	1	6
1 - 2 years	3	18
3 - 4 years	5	29
5 - 6 years	6	35
7 - 8 years	2	12
9 years and above	-	-
TOTAL	17	100

Table 11 shows that 6 (35%) of the respondents had worked for 5-6 years in the Government before resigning while five (29%) had worked for 3-4 years before resigning from the Government Service. Only one (6%) respondent had worked for less than one year while none of the respondents had worked for nine or more years before resigning.

TABLE 12: RESPONDENT'S JOB AT PRESENT

JOB	NUMBER OF RESPONDENTS	PERCENTAGE
Nurse	14	82
Other eg. Manager	3	18
TOTAL	17	100

Table 12 shows that fourteen (82%) of the respondents worked as nurses in their new organisations. Three (18%) respondents had other jobs such as Manager in business organisation.

TABLE 13: RESPONDENTS PRESENT POST

POST	NO. OF RESPONDENTS
Nurse tutor	4
Manager	2
Programme Officer	2
Registrar	1
Nursing Sister	1
Head Nurse	1
Industrial Sister	1
Nurse Examination Officer	1
Principal Tutor	1
Occupational Health Nurse	1
School Nurse	1
No response	1
TOTAL	17

The above table shows that respondents are holding various responsible positions other than the one they held while working for the government.

TABLE 14: RESPONDENT'S PRESENT RANGE OF MONTHLY INCOME

RANGE OF MONTHLY INCOME	TOTAL	
	NUMBER OF RESPONDENTS	PERCENTAGE
K1750 and above	8	47
K1500 - K1749	4	24
K1250 - K1499	3	17
K1000 - K1249	-	-
TOTAL	17	100

Table 14 shows that eight (47%) of the respondents were currently earning a monthly income of K1750 and above, while four (24%) of the respondents were earning K1500 - K1749 per month. Only three (17%) of the respondents were earning K1250 - K1499 and no respondent was earning between K1000 - K1249 per month.

TABLE 15: RESPONDENTS EXPECTATIONS OF WORKING IN THE GOVERNMENT SERVICE AS A POST BASIC NURSING GRADUATE

EXPECTATION	NUMBER OF RESPONDENTS	%
Immediate promotion to post for which qualified	8	22
Carry out work for which one trained	7	19
Better salary	6	16
Good conditions of service	4	11
Other: eg adequate staffing in school, more responsibility, appreciation of one's work etc.	4	11
Opportunity for personal development: eg attending seminars	3	8
Good career structure	2	5
Good working environment	2	5
No response	1	3
TOTAL	37	100

NB: The number of respondents in table 15 and some other tables is more than 17 because some respondents gave more than one response.

Table 15 indicates that most of the respondents expected to be promoted to posts for which they had qualified as post basic nursing graduates. This accounted for 8 (22%) of the respondents. Seven (19%) of the respondents expected to carry out work for which they had qualified, six (16%) respondents expected a better salary, while one (3%) respondent had no response.

TABLE 16: RESPONDENTS EXPECTATIONS FULFILLED WHILE WORKING IN THE GOVERNMENT SERVICE

RESPONSE	NO. OF RESPONDENTS	%
Some	10	59
None	7	41
All	-	-
Most	-	-
TOTAL	17	100

Table 16 indicates that the majority of the respondents had some of their expectations fulfilled. This accounted for 10 (59%) of respondents while 7 (41%) respondents said none of their expectations were fulfilled. None of the respondents had all or most of their expectations fulfilled.

TABLE 17: MOST SATISFYING EXPERIENCE FOR RESPONDENT
WHILE WORKING IN THE GOVERNMENT SERVICE

RESPONSE	NUMBER OF RESPONDENTS	%
Carrying out work for which respondent was trained	7	26
Availability of training opportunities	5	19
Other: eg. contributing to matters related to student learning, varied clinical experience, counselling etc)	5	19
Administering school of nursing	3	11
Good cooperation from colleagues	3	11
Initiating programmes (eg. school programme)	2	7
Job security	2	7
TOTAL	27	100

Table 17 shows that carrying out the work for which one was trained received the highest response for the most satisfying experience while working in the Government Service. This accounted for 7 (26%) respondents. Five (19%) respondents stated availability of training opportunities and five (19%) other respondents gave various responses such as contributing to matters related to student learning, varied clinical experience, counselling and so on. Three (11%) respondents mentioned administering school of nursing while three (11%) other respondents said good cooperation from colleagues was their most satisfying experience while working in the Government Service. Two (7%) respondents stated initiating programmes and 2(7%) other respondents stated that Job Security was their most satisfying experience.

TABLE 18: LEAST SATISFYING EXPERIENCE FOR THE RESPONDENT
WHILE WORKING IN THE GOVERNMENT SERVICE

RESPONSE	NUMBER OF RESPONDENTS	%
Indifferent attitude of superior towards need of subordinates	5	17
Poor conditions of service	5	17
Poor salary	4	14
Lack of material resources to carry out work smoothly, eg equipment.	4	14
Other: (eg working in rural areas for too long, home visits on foot, high house rent etc).	4	14
Lack of promotions	3	10
Lack of refresher course	2	7
Lack of career structure	2	7
TOTAL	29	100

Table 18 shows that the majority of the respondents, 5(17%) found that an indifferent attitude of superiors towards needs of the subordinates and poor conditions of service were the least satisfying experiences. Only two (7%) of the respondents found lack of refresher course and lack of career structure as least satisfying. Thus most respondents felt that an indifferent attitude of superiors towards needs of subordinates and poor conditions of service were the least satisfying experiences while respondents worked in the Government Service.

TABLE 19: RESPONDENTS' MOST SATISFYING EXPERIENCE
IN PRESENT WORK

RESPONSE	NUMBER OF RESPONDENTS	%
Other: eg good medical facilities working in urban areas, teaching, low house rent etc.	8	22
Good conditions of service	6	17
Freedom to work independently	5	14
Good salary	5	14
Leading others	5	14
More responsibility	4	11
Recognition of ones work	3	8
TOTAL	36	100

The above table shows that 8 (22%) of the respondents mentioned various experiences as being satisfying in their present work. Six (17%) respondents found good conditions of service as satisfying while 3 (8%) respondents mentioned recognition of ones work contribution as most satisfying.

When subjects were asked to state whether they had been members of the Zambian Nurses Association before resigning from the Government service eleven (65%) stated that they were members while six (35%) were not.

TABLE 20 : FREQUENCY OF PAYMENT OF ANNUAL MEMBERSHIP FEE
AND ATTENDANCE AT ZAMBIA NURSES ASSOCIATIONS
(ZNA) MEETINGS

FREQUENCY OF PAYMENT OF FEES	ATTENDANCE AT MEETINGS				t T O T A L	
	ALWAYS	MOST OF THE TIME	SOME TIME	NOT AT ALL	NUMBER OF RESPONDENTS	%
Always	2	1	3	-	6	55
Sometimes	-	1	1	1	3	27
Most of the time	-	2	-	-	2	18
Not at all	-	-	-	-	-	-
TOTAL	2	4	4	1	11	100

The table shows that majority of the respondents had been paying their annual fees regularly. This accounted for six (55%) of respondents. The majority (10) of the respondents had been attending Zambia Nurses Association's meetings. This accounts for 2 respondents who attended meetings all the time, 4 sometimes and 4 attended meetings most of the times. Only one respondents did not attend meetings.

Out of the eleven respondents who had been members of the Zambia Nurses Association while employees of the Government seven (64%) found the association useful while 2 (18%) did not. Two (18%) did not respond to whether they found the association useful or not. Thus the majority of the respondents found the association useful.

NB: Table 20 shows 11 as the total number of respondents because these were the only one who said they had been members of the Zambia Nurses Association before resigning from the Government Service.

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	ALWAYS	MOST OF THE TIME	SOME TIME	NOT AT ALL	NUMBER OF RESPONDENTS	%
Always	2	1	3	-	6	55
Sometimes	-	1	1	1	3	27
Most of the time	-	2	-	-	2	18
Not at all	-	-	-	-	-	-
TOTAL	2	4	4	1	11	100

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NB: Table 20 shows 11 as the total number of respondents because these were the only one who said they had been members of the Zambia Nurses Association before resigning from the Government Service.

TABLE 21 : WAYS IN WHICH RESPONDENT FOUND THE ASSOCIATION USEFUL

RESPONSE	NUMBER OF RESPONDENTS	%
Updating members in both local and International issues.	5	35
Bringing nurses together to share their experiences on nursing matters and others through workshops, seminars etc.	5	33
Being mouth piece for nurses eg fighting for improved conditions of service.	3	20
Offering scholarships	1	7
Providing opportunity for one to be recognised as a member of a professional body	1	7
TOTAL	15	100

Table 21 shows the ways in which the respondents found the association useful. Five (33%) respondents mentioned updating members in both local and international issues, while another five (33%) respondents stated bringing nurses together to share their experience on nursing matters and others.

The two respondents who said that they did not find the association useful gave the following reasons:

1. The association produced very little results for nurses.
2. The association lacked the power to fight for the welfare of the nurses eg. better salaries, improved conditions of service etc.
3. The association is not action-oriented.

TABLE 22: SUBJECTS' RESPONSE TO WHETHER THEY TALKED TO SOMEONE WHEN THEY CONSIDERED RESIGNING FROM THE GOVERNMENT SERVICE

RESPONSE	NUMBER OF RESPONDENTS	%
Yes	17	100
No	-	-
TOTAL	17	100

Table 22 shows that all 17 (100%) respondents confided in someone when they considered resigning.

TABLE 23: PERSON TO WHOM RESPONDENT TALKED

RESPONSE	NUMBER OF RESPONDENTS	%
Husband	12	70
Other eg superior colleague, friend	2	12
Wife	1	6
Father	1	6
Mother	1	6
TOTAL	17	100

Table 23 shows that the majority of the respondents talked to their husbands before resigning. Two (12%) talked to other people such as colleagues, and superiors and only one (16%) respondent talked either to the wife, father or mother. This shows that majority of the respondents talked to their spouses.

TABLE 24. COMMENT RECEIVED BY RESPONDENT FROM
PERSON TO WHOM RESPONDENT TALKED

COMMENT	NUMBER RESPONDENTS	%
Encouraged to resign	13	72.22
Persuaded not to resign	2	11.11
Doubtful about security of new job	1	5.56
Enlightened about advantages and disadvantages of leaving the Government for private sector.	1	5.56
Would recommend highly for new job.	1	5.56
TOTAL	18	100.01

The above table indicates that 13 (72%) of the respondents were encouraged to resign. Thus most of the confidants encouraged respondents to resign.

TABLE 25: RESPONDENT'S ACTUAL REASONS FOR RESIGNING
FROM THE GOVERNMENT SERVICE

REASON	NUMBER OF RESPONDENTS	%
Poor salary	10	25
Other: eg monotony of work, abnormal chain of command, lack of incentives.	9	22
Inadequate job satisfaction	6	15
Poor conditions of service	4	10
Superior's insensitivity to problems of subordinate.	4	10
Lack of promotion prospects	3	8
Needed challenging job	2	5
Lack of career structure	2	5
TOTAL	40	100

Table 25 shows that most of the respondents left the Government service because of poor salaries and this accounted for 10 (25%) of the respondents. Nine (22%) of the respondents mentioned various other reasons for resigning such as abnormal chain of command, lack of incentives etc. Only two (5%) said they needed a challenging job and the other two (5%) left due to lack of a career structure.

CHAPTER V

DISCUSSION OF FINDINGS, NURSING IMPLICATIONS, CONCLUSION,
RECOMMENDATIONS AND LIMITATION OF STUDY

1. Discussion of findings

The main purpose of the study was to determine factors which influence post-basic nursing graduates from the University of Zambia to resign from the Government service. The study results were based on the analysis of responses from seventeen (17) subjects who responded to the mailed questionnaires.

The results of the study show that sixteen (16) of the respondents were females while one (1) respondent was a male. Ten (59%) of the respondents were aged between thirty five (35) and thirty nine (39) years and all the respondents in this age group were females. Six (35%) of the respondents were aged between thirty (30) and thirty four (34) years. One (6%) female respondents was aged forty (40) years or above. Sixteen (94%) of the respondents were aged between thirty (30) and thirty nine (39) years. This suggests that most of the respondents were in their thirties.

Thirteen (76%) of the respondents were married. Three (18%) of the respondents were single. One (6%) respondent was divorced.

The results also show that all the thirteen (100%) married respondents were staying with their husband or wife before resigning.

Majority of the respondents had one (1) to four (4) children. Fifteen (88%) of the respondents were in this parity group. Two (12%) of respondents did not have any children.

All (100%) of the respondents had obtained their highest professional qualification from the University of Zambia. A small majority of at least six (31%) had at least obtained a Bachelor of Science degree in Nursing while five (29%) had a Diploma in Nursing Education. Four (24%) of the respondents had a Certificate in Public Health Nursing and two (12%) respondents had obtained a midwifery tutors diploma.

Majority of the respondents obtained their qualifications between 1978 and 1980 accounting for six (35%) of the respondents. Five (29%) of the respondents obtained their qualifications between 1981 and 1983 while another five (29%) did so between 1984 and 1986. Only one (6%) respondent obtained his qualification between 1987 and 1989. The reasons for the lower response between 1987 and 1989 could be attributed to the fact that in 1989 there were no post-basic nursing graduates who had graduated yet. Those who graduated between 1987 and

1988 were less likely to resign because they were expected to be serving their bonding term to the Government.

The results show that the majority of the nursing graduates who resigned were nurse tutors and accounted for 12 (73%) of the respondents. The nurse tutors held the following posts; tutors - 8 (47%); tutor-in-charge - 2 (12%) and Principal Tutor 2 (12%). Only five (29%) of respondents were Public Health Nurses.

Majority, 7 (41%) of the respondents received a monthly income of K700 or more while one (6%) respondent received less than K400 per month at the time of resignation.

Regarding the number of tutors and students in the nursing schools in which respondents worked before resigning, table 10 shows that five (46%) of the respondents worked in schools with five (5) to six (6) tutors and only one (9%) respondent worked in a school with more than nine (9) tutors. The table also shows that four (4) respondents worked in the nursing school with 100 - 149 students, while one respondent worked in the nursing school with 201 or more students and another in a school with 150 - 200 students.

Table 11, shows that eleven (64%) of the respondents had worked for 3 - 6 years before resigning. Four (24%) of the respondents had worked for two years or less and only two (12%) respondents worked for seven to eight years. The

fact that most of the respondents had worked for at least three to six (3-6) years before they considered resigning is a cause for concern and calls for an investigation into the reasons why most of the post-basic nursing graduates who resigned did so after having worked for this period.

With regards to the respondents' present job, fourteen (82%) of the respondents retained nursing jobs while three (18%) took up other jobs such as Managers or did not respond. Table 13 shows that all the respondents who retained nursing jobs also held various posts within the nursing field such as nurse tutor, head nurse, occupational health nurse and so on. Thus, though post-basic nursing graduates resign from the Government service they still want to remain within the nursing field when they take up jobs in other organisations.

Almost half, thus 8 (47%) of the respondents were currently earning a salary of K1,750.00 or more and two (12%) of the respondents were earning between K1000-K1249 per month.

In contrast to the present Government salaries, a tutor at a salary scale of Ms. 11 is getting K1307.00 per month.⁴⁸

A Public Health Nurse with a certificate in public health nursing is placed at Ms 12 and therefore gets a salary less than that of a tutor. The fact that most of the respondents were earning a salary more than that of their colleagues in the Government service may suggest one of the reasons why these graduates resigned.

Table 15 shows varied expectations which respondents had of working in the Government service as a post-basic nursing graduate. As put forward in rank order of highest frequency to the least, immediate promotion to post qualified for was first with 22 percent response while good career structure and good working environment were the least with five percent each but one.

As indicated in table 16, ten (59%) of the respondents said only some of their expectations were fulfilled. It was surprising to the research^{er} to note that seven (41%) of the respondents said none of their expectation were fulfilled while working in the Government service. None of all the respondents stated that all or most of their expectations were fulfilled. This may imply that something is wrong within the Government Service.

Table 17 shows varied experiences which respondents found most satisfying while working in the Government Service. As put forward in rank order of highest frequency to the least, carrying out work for which one was trained was first with twenty six percent response. Initiating programmes, such as nursing school programmes, and job security were the least with seven percent response each. Out of the seventeen (100%) respondents, the majority, 5 (17%) of the respondents said an indifferent attitude of superiors towards the needs of subordinates was their least satisfying experience while working for the Government.

Bittel states that "its only natural that Supervisors should reflect in their attitudes the consideration they get or do not get from higher management."⁴⁹ An equal number of five (17%) respondents mentioned poor conditions of service. Table 18 shows that 2 (7%) respondents said lack of refresher courses and two others (7%) mentioned lack of career structure as the least satisfying experiences they encountered while working for the Government.

In table 19, eight (22%) of the respondents stated various experiences, such as good medical facilities, teaching, low house rent and others as the most satisfying experiences in their present organisations while three (8%) mentioned recognition of one's work contribution.

Eleven of the respondents had been members of the Zambia Nurses Association while six (35%) were not. Of these who were members six (55%) said that they always paid membership fees, six (55%) were attending association meetings always or most of the time and four (36%) were attending meetings sometimes while one (9%) did not. This suggests that most of the respondents were members of the association who had been paying membership fees all the time and had been attending meetings regularly. The results shows that most of the respondents were interested in the affairs of the association.

Seven (64%) of the eleven respondents who were members of the association found the association useful while two (18%)

did not find it useful and two (18%) did not state whether they found it useful or not. Those who found the association useful mentioned the following ways (in order of highest frequency to the least)

- updating members in both local and international issues
- bringing nurses together to share their experiences on nursing matters.
- being a mouth-piece for nurses
- offering scholarships
- providing opportunity for one to be recognised as a member of a professional body

This means that the association proved to be useful to most of those respondents who were members.

The ways in which the association was not useful were:

- it produced very little results for the nurses
- it lacked the power to fight for the welfare of the nurses e.g. better salaries, improved conditions of service and so on.

This suggests that the association needs to face the challenge to meet its members' expectations if it has to be seen as useful. The results show that all (100%) the respondents talked to someone when they considered resigning from the Government service. Twelve (70%) of the respondents confided in their husbands and at least one (6%) respondent talked to either the wife, father or mother.

Thus most of the respondents confided in their spouses. Table 24 shows that the majority of the respondents were encouraged to resign by the person to whom they talked and accounted for 13 (72%) of the respondents. This suggests that the significant others had played a role in making the decision to resign by the respondent.

Table 25 shows that there were varied reasons which caused the respondents to resign. The highest frequency of observation shows that ten (10) respondents resigned because of poor salaries offered by the Government. Nine (22%) respondents gave various reasons such as monotony of work, abnormal chain of command, lack of incentives et cetera. Six (15%) respondents stated inadequate job satisfaction while four (10%) mentioned poor conditions of service. Four other respondents mentioned the superior's insensitivity to problems of subordinates and three respondents said lack of promotion prospects was their actual reason for resigning. The least number of respondents (2) mentioned a need for a challenging job and two others said lack of career structure. Therefore, it could be said that salaries played a major role in influencing the respondents to resign. This finding is supported by Pensulo whose study among Zambian nurses in Lusaka revealed the same findings.⁵⁰

Respondents in the study gave various suggestions which could help retain post-basic nursing graduates in the Government service. These suggestions include:

1. improvement of conditions of service
2. offer better salaries to post-basic nursing graduates.
3. high level nurse administrators should be sensitive to the needs of the subordinates.
4. immediate promotion of the post-basic nursing graduate upon completion of training.
5. Create better career structures to allow for promotion to higher posts.
6. Provision of good working environment (e.g. make enough equipment available on the wards for nursing procedures to be carried out in an acceptable manner).
7. Counselling of graduates on existing problems in the Government Service to make them aware of what exists in the field before graduation .
8. Graduates themselves should help find ways and means of overcoming the existing problems in the Government Service instead of resigning.
9. Provision of incentives such as transport allowance etc.
10. Superiors should acknowledge contributions made by the subordinates towards improvement of health care.
11. Higher authorities in the Ministry of Health should honour their promises.
12. There should be less interference in the management of nursing schools from medical superintendents.
13. Promotions should be made on merit.
14. Allow nurses to have part-time jobs or set up private nursing homes.

Other comments which respondents made were:

1. There is no job satisfaction in the Gouvernement Service.
2. Improve staffing levels in nursing schools.
3. Post-basic nursing graduates should not be supervised by people less qualified than themselves.
4. Some post-basic nursing graduates may be misfits for the profession as they might have found themselves in the profession because of failure to train elsewhere.
5. Lecturers in the Department of Post-Basic Nursing of the School of Medicine should stop treating post-basic nursing graduates as though these graduates were still students in the department.

With regards to the hypotheses of this study, the hypothesis that post-basic nursing graduates who are dissatisfied with their conditions of service in the Government are more likely to resign from the Government has been supported. This is because results as outlined in table 18 (p.39) clearly show that most of the respondents stated poor salaries, poor conditions of service, lack of promotion prospects and other reasons as least satisfying experience while working for the Government. The same factors were also given as the reasons why the respondents resigned. The findings in table 16(p.37) also support the hypothesis because none of the respondents said most or all of their expectations had been fulfilled while working in the Government Service.

The hypothesis that respondents who experienced grave personal problems while working in the Government Service were more

likely to resign than those who did not experience such problems could not be supported as there were no data to support it. The third hypothesis that a post-basic nursing graduate who feels overburdened with work because of understaffing in the Government nursing school is more likely to resign than one working in a Government nursing school which is not understaffed is also tentatively supported. For instance, table 10 shows that some schools had only 1-2 tutors. This is also supported by the fact that some respondents commented that there is need to improve staffing levels in nursing schools. One respondent stated that:

"Improvement in staffing levels in schools and wards would lessen workload on tutors and ward nurses. This may make them stay in Government".

Some of the findings in this study are similar to the findings of a study conducted by Zuraikat and McClosky in Jordan. Their study revealed that most nurses resigned because of poor salaries, lack of accommodation and lack of satisfaction of psychological needs and others.⁵¹ Zuraikat and McClosky's study also revealed that the Government must initiate a new approach to ensure nurses' salaries in the field were more attractive. Some respondents in the author's study were of the opinion that the Government should offer the post-basic nursing graduate a graduate salary like any other graduate with allowances such as transport, uniform, housing and laundry. Another respondent added that in the Government "you even have to fight for an increment after completing studies at UNZA".

The study also revealed that the introduction of a good career structure for promotion prospects should be top priority. This suggests that such a good career structure would help meet the expectations of post-basic nursing graduates working in the Government Service.

SUMMARY

The study outlines various factors associated with why post-basic nursing graduates resign from the government service. The study shows that most of the post-basic nursing graduates who resigned are those in their thirties, married with one to four children and mostly those who have worked for the Government for atleast three to six years. The study also shows that most of these graduates resigned because of varying reasons. Of importance are poor salaries, poor conditions of service, negative attitude from superiors, lack of career structure, lack of incentives such as transport allowances, all of which culminated into job dissatisfaction.

Other interesting findings which emerged were that inspite of dissatisfying conditions or experiences, the Government service offered post-basic nursing graduates such satisfying experiences as an opportunity to practice what they are trained for and also an opportunity for further training. The study also revealed that when they decided to resign, most of the post-basic nursing graduates seemed to have been encouraged to resign from the Government Service by their spouses. It was quite interesting to the researcher

to note that most post-basic nursing graduates stated they were members of the Zambia Nurses Association contrary to the popular view that these graduates do not take an interest in the Association.

3. NURSING IMPLICATION

The study presents various implications for the nursing profession in Zambia:

(a) Nursing Education

Most of the respondents who resigned were nurse tutors. This therefore implies that nursing schools with one or two tutors for example, could seriously be affected if any of the tutors resigned. This is because there would be no one qualified to teach the student nurses left in the school or the tutor remaining in the school would be overburdened with work which might prevent one from giving his/her best. The end result would be poor education for the student nurses. Therefore, there is need for more tutors in the nursing schools most especially in those schools with one to two tutors.

Barret stated that the goal of those who are responsible for staffing is to provide an adequate amount of staff of the right mixture of personnel to give proper care to the client.⁵²

Few opportunities for further training and the inability by the Ministry of Health to offer Scholarships and promotions on merit were other major problems mentioned by post-basic nursing graduates. Consideration therefore should be given to providing more opportunities for further training and offering scholarships and promotions on merit. Moreover, equal opportunities should be given to these graduates to attend workshops, seminars, refresher courses and In-Service education for professional growth. This could be achieved with co-operation from the Department of Post-Basic Nursing of the University of Zambia, National Institute of Public Administration and other relevant organisations.

NURSING PRACTICE

The fact that some respondents suggested provision of adequate supply of equipment and supplies on the wards is important because lack of such materials may render provision of nursing care inadequate and incompetent.

NURSING ADMINISTRATION

The results of the study revealed that most of the Post-basic nursing graduates who resigned from the Government Service were in the age range of thirty to thirty nine (30-39) years. In addition most of these graduates had worked for at least three to six (3-6) years. This implies that

nursing administrators and higher government authorities must be concerned. This is because the government is losing the most experienced Post-basic nursing graduates to other organisations. Moreover, it simply means wastage of the tax payers money as one respondent put it.

It has been indicated in this study that most of the Post-basic nursing graduates actually resigned because of poor salaries. The implication is that the Post-basic nursing graduates feel inadequately remunerated in comparison to their educational qualifications. Szilagyi has suggested that if the organisation want people to join and remain in it then the organization's reward system should be seen to facilitate the process of people joining the organization. He further states that the reward system should vary the distribution of rewards so as to reinforce the difference in managerial levels and in the importance of different jobs.⁵³ The government must initiate a new approach to ensure that Post-basic nursing graduates receive better benefit packages and make salaries in the field more attractive.

The findings indicated that most of the respondents expected to be promoted to posts for which they qualified immediately after completing the course. This implies that, it takes too long before one is promoted. Therefore, there is need for high level nurse manager and other concerned authorities

such as personnel division to re-evaluate the availability of posts and the promotion system and speed up promotions

Most Post-basic nursing graduates found carrying out the job for which they were trained to be the most satisfying experience while working in the Government Service

There is need therefore for nurse administrators to encourage and support these graduates to do the work for which they were trained. Nurse administrators need to adopt a positive attitude when dealing with Post-basic nursing graduates to prevent frustration on the part of the graduate.

NURSING RESEARCH

It has been shown that failure of most of the expectations of working in the Government Service to be met can influence Post-basic nursing graduates to resign. Therefore, future research is needed to determine the relationship between the inability of expectations to be met and resignation among Post-basic nursing graduates.

4. CONCLUSION

As indicated in the text this study shows that there are various factors which influence post-basic nursing graduates to resign from the Government Service.

It is also important to note that inspite of these causative factors post-basic nursing graduates have also offered several

suggestions to help retain these graduates into the Government Service. It is not only the responsibility of the nurse administrators, higher health authorities and the Government but also the post-basic nursing graduates themselves to take positive steps towards treatment of the problem. The Zambia Nurses Association as a professional body should also wake up and face this challenging situation and help its members solve the problems they are facing. Aiken et al state that resolving these problems could lead to significant improvement in the quality of patient care.⁵⁴

5. LIMITATIONS OF THE STUDY

Limitations of the study included the following:

1. the findings of this study can not be generalized to the population from which the sample was drawn because the purposive sampling method used for this study is not representative.
2. the sample was small and not representative to generalize the findings.
3. the data collection instrument though checked and pre-tested for validity and reliability may have resulted in lack of clarity in the responses given by the respondents.
4. the time in which to carry out the study was limited.

6. RECOMMENDATION

1. a similar study need to be conducted on a larger scale in order to generalize the findings to the populations.
2. the Government should improve salaries and conditions of service for post-basic nursing graduates.
3. high level nurse managers should be sensitive to the needs of post-basic nursing graduates.
4. better career structure should be created for post-basic nursing graduates.
5. post-basic nursing graduates themselves should help find ways and means of overcoming problems which they encounter while working for the Government.
6. the party and its Government should ensure a good working environment in health institutions by making available enough equipment and other material resources both in the clinical areas and nursing schools in order that tutors can teach and carry out nursing care effectively.
7. counselling services should be provided to post-basic nursing graduates while they are undertaking the post-basic nursing course to make them aware of what they could expect while working for the Government.
8. the Zambia Nurses Association should take an active role in the welfare of its members.

Appendix i

10th February, 1989,

The Permanent Secretary,
Ministry of Health,
P.O. Box 30205,
LUSAKA.

u.f.s. The Head,
Department of Post-Basic Nursing,
P.O. Box 50110,
LUSAKA.

ATTENTION: SENIOR STATISTICIAN

Dear Sir,

RE : REQUEST FOR NAMES OF PAST UNZA GRADUATES FROM POST-BASIC NURSING PROGRAMMES AND THE NAMES OF THE SAME
WHO HAVE SINCE RESIGNED FROM GOVERNMENT SERVICE

I am a fourth year student in the above mentioned department of the School of Medicine, studying for a Bachelor of Science degree in Nursing, specializing in Medical-Surgical Nursing. In partial fulfilment of this course, I am required to conduct a research study. My research topic is "Factors influencing Post-Basic Nursing graduates from the University of Zambia to resign from Government Service". I would be very grateful if you could kindly assist me with the information pertaining to the following:

1. Total number of the Registered Nurses from the Ministry of Health who have been sponsored for Post-Basic Nursing courses at the University of Zambia from 1976 to 1988.
2. Total number of all the Post-Basic Nursing graduates from the University of Zambia who resigned each year from Government Service between 1978 and 1988.

Thanking you in advance.

Yours faithfully,

B.L. BWALYA (MR.)

Appendix ii

9th February, 1989.

The Registrar,
General Nursing Council of Zambia,
P.O. Box 33521,
LUSAKA.

u.f.s. The Head,
Department of Post-Basic Nursing,
P.O. Box 50110,
LUSAKA.

Dear Madam,

RE : NAMES AND ADDRESSES OF ALL POST-BASIC NURSING GRADUATES
FROM THE UNIVERSITY OF ZAMBIA REGISTERED WITH THE GENERAL
NURSING COUNCIL AND WORKING IN NON-GOVERNMENT SERVICE
WITHIN ZAMBIA.

I am a fourth year student in the above mentioned department of the School of Medicine, studying for a Bachelor of Science degree in Nursing, specializing in Medical-Surgical Nursing. In partial fulfilment of this course, I am required to conduct a research study. My research topic is "Factors influencing Post-Basic Nursing graduates to resign from the Government".

I would be very grateful if you could kindly assist me with the information regarding the above mentioned subject. The information would enable me to get in touch with the graduates for them to complete the questionnaire regarding my study.

Your utmost assistance will be highly appreciated.

Thanking you in anticipation.

Yours faithfully,

B.L. BWALYA (MR.)

1. What is your sex?
 - a. Male
 - b. Female

2. How old were you at your last birthday?
 - a. under 25 years
 - b. 25 - 29 years
 - c. 30 - 34 years
 - d. 35 - 39 years
 - e. 40 years and above

3. What was your marital status before resigning from the Government?
 - a. Single
 - b. Married
 - c. Widowed
 - d. Divorced
 - e. Separated

- . NB If you were married proceed to question 4.
If you were not married proceed to question 5.

- 4(a) Before you resigned from the Government were you staying with your husband in the same town in which he was working?
 - a. Yes
 - b. No

Figure 1: Schematic representation of the experimental design. The figure shows two horizontal timelines. The top timeline is labeled 'Training' and spans from 'Pre' to 'Post'. It includes a 'Pre' point, a 'Training' period, and a 'Post' point. The bottom timeline is labeled 'Test' and spans from 'Pre' to 'Post'. It includes a 'Pre' point, a 'Test' period, and a 'Post' point. The timelines are connected by a vertical line, indicating a continuous process.

5. How many children did you have at the time of your resignation from the Government service?

- None
- 1 - 2
- 3 - 4
- 5 - 6
- 7 and above

6. What is your highest professional qualification?

- a. Master of Science in Nursing
- b. Bachelor of Science in Nursing
- c. Diploma in Nursing Education
- d. Certificate in Public Health Nursing
- e. Other, please specify _____

7. From which institution did you obtain your highest professional qualification?

- a. University of Zambia
- b. Other, please specify _____

8. State the year when you first qualified from the institution mentioned in question 7.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100 101 102 103 104 105 106 107 108 109 110 111 112 113 114 115 116 117 118 119 120 121 122 123 124 125 126 127 128 129 130 131 132 133 134 135 136 137 138 139 140 141 142 143 144 145 146 147 148 149 150 151 152 153 154 155 156 157 158 159 160 161 162 163 164 165 166 167 168 169 170 171 172 173 174 175 176 177 178 179 180 181 182 183 184 185 186 187 188 189 190 191 192 193 194 195 196 197 198 199 200 201 202 203 204 205 206 207 208 209 210 211 212 213 214 215 216 217 218 219 220 221 222 223 224 225 226 227 228 229 230 231 232 233 234 235 236 237 238 239 240 241 242 243 244 245 246 247 248 249 250 251 252 253 254 255 256 257 258 259 260 261 262 263 264 265 266 267 268 269 270 271 272 273 274 275 276 277 278 279 280 281 282 283 284 285 286 287 288 289 290 291 292 293 294 295 296 297 298 299 300 301 302 303 304 305 306 307 308 309 310 311 312 313 314 315 316 317 318 319 320 321 322 323 324 325 326 327 328 329 330 331 332 333 334 335 336 337 338 339 340 341 342 343 344 345 346 347 348 349 350 351 352 353 354 355 356 357 358 359 360 361 362 363 364 365 366 367 368 369 370 371 372 373 374 375 376 377 378 379 380 381 382 383 384 385 386 387 388 389 390 391 392 393 394 395 396 397 398 399 400 401 402 403 404 405 406 407 408 409 410 411 412 413 414 415 416 417 418 419 420 421 422 423 424 425 426 427 428 429 430 431 432 433 434 435 436 437 438 439 440 441 442 443 444 445 446 447 448 449 450 451 452 453 454 455 456 457 458 459 460 461 462 463 464 465 466 467 468 469 470 471 472 473 474 475 476 477 478 479 480 481 482 483 484 485 486 487 488 489 490 491 492 493 494 495 496 497 498 499 500 501 502 503 504 505 506 507 508 509 510 511 512 513 514 515 516 517 518 519 520 521 522 523 524 525 526 527 528 529 530 531 532 533 534 535 536 537 538 539 540 541 542 543 544 545 546 547 548 549 550 551 552 553 554 555 556 557 558 559 560 561 562 563 564 565 566 567 568 569 570 571 572 573 574 575 576 577 578 579 580 581 582 583 584 585 586 587 588 589 590 591 592 593 594 595 596 597 598 599 600 601 602 603 604 605 606 607 608 609 610 611 612 613 614 615 616 617 618 619 620 621 622 623 624 625 626 627 628 629 630 631 632 633 634 635 636 637 638 639 640 641 642 643 644 645 646 647 648 649 650 651 652 653 654 655 656 657 658 659 660 661 662 663 664 665 666 667 668 669 670 671 672 673 674 675 676 677 678 679 680 681 682 683 684 685 686 687 688 689 690 691 692 693 694 695 696 697 698 699 700 701 702 703 704 705 706 707 708 709 710 711 712 713 714 715 716 717 718 719 720 721 722 723 724 725 726 727 728 729 730 731 732 733 734 735 736 737 738 739 740 741 742 743 744 745 746 747 748 749 750 751 752 753 754 755 756 757 758 759 760 761 762 763 764 765 766 767 768 769 770 771 772 773 774 775 776 777 778 779 780 781 782 783 784 785 786 787 788 789 790 791 792 793 794 795 796 797 798 799 800 801 802 803 804 805 806 807 808 809 810 811 812 813 814 815 816 817 818 819 820 821 822 823 824 825 826 827 828 829 830 831 832 833 834 835 836 837 838 839 840 841 842 843 844 845 846 847 848 849 850 851 852 853 854 855 856 857 858 859 860 861 862 863 864 865 866 867 868 869 870 871 872 873 874 875 876 877 878 879 880 881 882 883 884 885 886 887 888 889 890 891 892 893 894 895 896 897 898 899 900 901 902 903 904 905 906 907 908 909 910 911 912 913 914 915 916 917 918 919 920 921 922 923 924 925 926 927 928 929 930 931 932 933 934 935 936 937 938 939 940 941 942 943 944 945 946 947 948 949 950 951 952 953 954 955 956 957 958 959 960 961 962 963 964 965 966 967 968 969 970 971 972 973 974 975 976 977 978 979 980 981 982 983 984 985 986 987 988 989 990 991 992 993 994 995 996 997 998 999 1000 1001 1002 1003 1004 1005 1006 1007 1008 1009 1010 1011 1012 1013 1014 1015 1016 1017 1018 1019 1020 1021 1022 1023 1024 1025 1026 1027 1028 1029 1030 1031 1032 1033 1034 1035 1036 1037 1038 1039 1040 1

9. State the institution at which you were working before resigning from the Government service.

10. State the year in which you resigned from the Government service.

11. What post did you hold before you resigned from the Government?

- a. Principal Tutor
- b. Senior Tutor
- c. Tutor
- d. Public Health Nurse
- e. Other, please specify

12. In what range was your monthly income at the time of resignation?

- a. Less than K400 per month
- b. K400 - K499
- c. K500 - K599
- d. K600 - K699
- e. K700 and above

NB. If you had been working in a School of Nursing proceed to question 13. If not proceed to question 15.

13. How many tutors were in the School at which you were working before resignation?
 - a. 1 - 2
 - b. 3 - 4
 - c. 5 - 6
 - d. 7 - 8
 - e. 9 and above
14. How many students were in the School in which you were working before your resignation?
 - a. Less than 50
 - b. 50 - 99
 - c. 100 - 149
 - d. 150 - 199
 - e. 200 and above
15. How many years had you worked as a Post-Basic Nursing graduate before resigning from the Government?
 - a. 1 - 2 years
 - b. 3 - 4 years
 - c. 5 - 6 years
 - d. 7 - 8 years
 - e. 9 - years and above
16. What is your job at present?
 - a. Nursing
 - b. Other, specify _____

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17. What post do you hold at present?

18. In what range is your present monthly income?

- a. Under K1000 per month
- b. K1000 - 1249
- c. K1250 - 1499
- d. K1500 - 1749
- e. K1750 and above

19. What were your expectations of working in the Government service after you qualified as a Post-Basic Nursing graduate?

20. How much of your expectations were fulfilled while working in the Government service?

- a. All
- b. Most
- c. Some
- d. None

21. What experiences did you find most satisfying while working in the Government service?

22. What experiences did you find least satisfying while working in the Government service?

23. List the experiences that are most satisfying to you in your present work.

24. Were you a fully paid up member of the Zambia Nurses Association ?

- a. Yes proceed to question 25
b. No proceed to question 30

25. How often were you paying for annual membership fee?

- a. Always
- b. Most of the time
- c. Sometimes
- d. Not at all

26. How often were you attending Zambia Nurses Association meetings?

- a. Always
- b. Most of the time
- c. Sometimes
- d. Not at all

27. Did you find the Association useful?

- a. Yes Omit question 29
- b. No Proceed to question 29

28. In which way was the Association useful to you?

29. In which way was the Association not useful to you?

30. (a) When you considered resigning from the Government service did you talk to someone?

a. Yes

b. No

(b) If yes, to whom did you talk?

a. husband

b. Wife

c. Father

d. Mother

e. Other, Please specify _____

31. What comment did you get from the person to whom you talked?

32. What were your actual reasons for resigning from the Government service? (List in order of priority).

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33. What suggestions would you offer in order to prevent post-basic nursing graduates resigning from Government service?

34. Please write down in the space provided below anything else that you wish to state about factors influencing post-basic nursing graduates from the University of Zambia to resign from Government service.

THANK YOU FOR COMPLETING THE QUESTIONNAIRE.

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