

CATHOLIC UNIVERSITY COLLEGE OF GHANA

JOB SATISFACTION AND EMPLOYEE TURNOVER IN MISSION  
HOSPITALS: EVIDENCE FROM SELECTED MISSION HOSPITALS IN  
THE BONO REGION

VINCENT MISSAH AKWEI

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THE BONO REGION

BY

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Administration, Catholic University College of Ghana, in partial fulfilment of  
the requirements for the award of Master of Business Administration degree in  
Human Resource Management

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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:.....

### **Supervisor's Declaration**

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the Catholic University College of Ghana.

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

Name:.....

## **ABSTRACT**

This study builds on current studies on this area by examining job satisfaction and employee's turnover in mission hospitals in Bono Region. Stratified and simple random sampling techniques were used to select 193 and 198 respondents from Holy Family Hospital-Berekum and Methodist Hospital-Wenchi respectively. Data were analyzed using descriptive statistics, correlation and logistic regression. Findings revealed that poor remuneration package is a prevailing cause of employees' turnover at mission hospitals in Bono Region. Findings also revealed that there is inverse relation and effect of job satisfaction and employee's turnover at the mission hospitals in Bono region. Findings also revealed that there exist employees' turnover challenges at the mission hospitals. The study recommends that more effort should be made to look at the variables, leading to the construct of underlying causes of employees' turnover, such as poor working environment, poor remuneration packages, employees and management relationship and lack of career progression, human resource departments should improve measures to address employees' turnover intension to mitigate challenges posed by turnover at the mission hospitals. It also recommends that further studies on job satisfaction and turnover at mission hospitals should include other regions.

## **ACKNOWLEDGEMENTS**

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## **DEDICATION**

To my lovely children; Ignatius, Cyprian, Benedict, Simeon and my wife –  
Francisca Henewaa, who inspired and supported me with their prayers to make  
this Thesis a success.

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## **LIST OF ACRONYMS**

**IT** Involuntary Turnover

**DT** Discharge Turnover

**VT** Voluntary Turnover

**AT** Avoidable Turnover

**UT** Unavoidable Turnover

# **CHAPTER ONE**

## **INTRODUCTION**

In organization the Human Resources are the most valuable resources that contribute significantly towards the attainment of organizational goals. In effect, the Human Resources is termed as the life blood of every organization. It has always been difficult for the organizations to compete in this current era of competition without the loyal and competent Human Resource. The loyal employees are the most productive and a major source of development for the organization and vice versa. It becomes a challenge for the Human Resource Managers to retain the employees for long period and to minimize the turnover in the organization. The high turnover of employees in organizations, results to the increasing hiring of new workforce and a decrease in productivity.

An organization can gain the competitive advantage due to their ability to retain qualified, productive and loyal work force. Turnover is the most focused area by the scholars, academicians, researchers and the human resource managers. The employees' retention within an organization is also considered the input for improving the financial performance of the organization.

### **Background to the Study**

Workers are said to be the most important part of an organization so satisfaction with the job is said to be an important factor that leads to the intention one leaving out of work or stay. Employee satisfaction is very important to every organization and it plays vital role in the success of the organization with regards to turnover (Tamires et al 2017). It is a combination of how an individual feel, thinks and perceive about his or her Job and it is affected by many internal and external factors (Tamires et al, 2014). A set of

positive and negative feelings that an employee has about his job is known as job satisfaction (Ayesha et al, 2014).

As part of job satisfactory needs, employers have a duty to fulfill job safety and security for employees to work and offer huge returns to the organization. Ensuring job satisfaction in an organization, would give employees a better motivation and more time to concentrate on job performance and avoid dissatisfaction and insecurity resulting to employee turnover. A voluntary approach on the part of the management to offer job satisfaction policies that are over and above what is laid down by the laws would boost the morale of employees and motivate them to perform better (Anitha, 2016).

Turnover is affected by attitude and feeling of workers; it could have both positive and negative impact in the industry and services. When there is an increase in the intention of employees to leave it results in creating a bad impact on the organization. Job satisfaction is a critical factor in attracting and retaining a skilled workforce globally. The extant scholarly thought substantiates a positive relationship among employee satisfaction, customer satisfaction, and corporate performance (Huang, et al., 2015). This link is stronger in high-contact service industries that require a substantial level of contact between the service provider and the customer or the client. Health care institution is a high-contact service sector, where most of the services are delivered with a high level of interaction between clients and employees. Employees with a low level of satisfaction have less incentive to excel and as such, may deliver lower service quality (McPhail, et al., 2015),

While in the health sector payments of salary are the key factors that lead towards the satisfaction with job. It gives internally satisfaction to the

person; moreover, it can be increased by awarding, promotion, improving in security and safety measures, incentives on task according to the demand of a worker. Studies have been conducted on turn over intention of health care employees and indicated that culture of employee, lack of security and safety, better opportunity and environment may influence satisfaction with the job (Tamires et al, 2017).

Health care employees specifically nurses in medical staff are the most valued members of the medical institution who take care of the closest one for 24 hours. Mostly the health care employees perform many duties in the medical institutions but still they are not paid according to their needs. Similarly, situation has been seen a study conducted in Malaysia by McPhail, et al..(2015) satisfaction with pay is said to be the basic goal of the worker to overcome the financial crisis, this results in effecting the individual and as well as the organizational performance. If hospital staff or nurse's intention to leave the organization is high so it ends up creating a negative impact on the medical institution. In order to overcome this, employees should be given better opportunity so that they can excel and make the organizational tasks achievable.

Shortage of health care staff in the health industry always creates a bad impact, if it happens due to the intention to leave, it is the human resource management's responsibility to maintain their workers by focusing on factors regarding job satisfaction. Regarding working condition leading to job satisfaction many cases have been reported that included supervisor's attitude, security and safety measures, policies and healthy environment. Therefore, it is prudent for an organisation seeking better performance as avoidance of negative turnover from employees to ensure that proper working conditions are practiced

in the organization. Evidence suggested that workplace violence adversely affects employees' health and work functioning by increasing perceived threat and decreasing perceived safety. (Nissen et al, 2019). Every country or institution has different working conditions that can best fit for the organization to overcome the turnover intention. The focus of the study is to assess employees' job satisfaction and turnover among mission hospitals in Ghana using Holy Family Hospital Berekum and Methodist Hospital-Wenchi to determine dissatisfaction with work resulting in turnover intention.

### **Statement of the Problem**

Human resources are the most important input of any healthcare system. The World Health Organization Report cited in Momanyi & Kathure, (2015) found that the human resources bill is usually the biggest single item in the recurrent budget for health. The report indicated that in many countries two thirds or more of the capital recurrent expenditure reflects labor costs. Job satisfaction is an essential element for maintenance of the workforce numbers of any organization.

Lack of job satisfaction for employees not only leads to high turnover rates but could also have detrimental effects on the individual, like burnout (McPhail, et al., 2015). Turnover provides the organization with new ideas and is normal process. However, it does not need to be unnecessary and excessive. A high turnover rate leads to inability of an organization to provide quality care and job satisfaction to employees. (McPhail, et al., 2015). The resignation or leaving of employees, whether better or low performing, create gaps causing understaffing, deterioration of service quality and further overburdening of remaining employees. Employee turnover creates a downbeat syndrome for



remaining staffs, thereby increasing stress among managers resulting in failure to providing clear guidelines to cope with for the stressed workforce (Mbah & Ikemefuna, 2012).

There is the need for management to ensure that employees in an organization in which mission hospital are not exception work in safe and healthy environment that will promote their optimum utilization in the sense that unhealthy working conditions are costly both to the affected worker and the organization. Therefore, failure to provide better working condition to protect employees from hazards and risks will lead to loss of staff. The more employees believed security and safety measures are sufficiently prioritized at work and the better their knowledge on better condition of work, the higher they perceive job satisfaction linking avoidable negative turnover.

In Ghana, mission hospitals just like other health organisations are also affected by employee job satisfaction in relation to turnover. Various research studies shows employees' job satisfaction correlated with work environment factors such as motivation, development and training (Agbozo, 2017). A study conducted in Pakistan by Khowaja et al cited in Momanyi and Kathure, (2015) indicated that the nursing turnover rate in Pakistan from 1996-1999 had remained above 30%. The main reasons for the turnover were emigration of nurses to the UK and the USA, resignations and family responsibilities. Also, a study by Hassan et al. (2012) among bankers in Pakistan indicated an inverse relationship between job satisfaction and turnover intention to quit.

Many researches on employee job satisfaction and turnover in Ghana have either focused on other departments. Owusu (2014) explored the effect of job satisfaction on employees' performance in mining companies in Bibiani-

Anhwiaso- Bekwai District. Attrams (2013) investigated the perceptions and experiences of workers on motivation and employee satisfaction in Manhyia District Hospital. Nutsuklo (2015) assessed factors affecting job satisfaction among teachers of some selected senior high schools in Accra. Agbozo et al (2017) examined the effect of work environment on job satisfaction with the spotlight on a merchant bank in Ghana. Bonenberger et al (2014) conducted a study in three districts of the Eastern Region in Ghana and indicated that motivation and job satisfaction were key factors for health worker retention and turnover, Owusu, et al (2016) investigated perceptions of students about safety and security issues in University of Cape Coast (UCC). Atitsogbui & Amponsah, (2019) examined the relationship between turnover intention and job fit among Registered Nurses in Ghana and found no statistically significant relationship between nurses' turnover intention and job fit. Anin et al (2015) examine factors affecting job satisfaction of employees in the local building construction industry in Ghana using Quantitative survey-based research approach.

The above related studies provide useful insights on employees' job satisfaction in Ghana in many organizations in relation to turnover using different methodologies. Mission hospitals specifically Berekum Holy Family Hospital and Methodist Hospital-Wenchi were not examined to see employees' job satisfaction and turnover rate. This study will be conducted to fulfill this gap using logistic regression analysis. Table 1 below depicts existence of employees' turnover in the hospitals of the study from 2013 to 2018.

**Table 1: Employees Voluntary Turnover from 2013 to 2018**

Year	Total Employees Holy Family (Voluntary)	Turnover	Total Employees Methodist Hospital (Voluntary)	Turnover
2013	277	7	278	6
2014	285	3	289	5
2015	275	10	296	9
2016	314	8	320	8
2017	338	3	340	7
2018	330	6	372	9

Source: Holy Family-Berekum and Methodist Hospital-Wenchi (2020)

### **Purpose of the Study**

The general purpose of this study is to examine job satisfaction and employees turnover in mission hospitals in the Bono Region.

### **Research Objectives**

The main objective of this study was to examine job satisfaction and employees turnover in mission hospitals. A case of Holy Family Hospital Berekum and Methodist Hospital-Wenchi. To achieve the main objective the study seeks to achieve the following specific objectives. Additional specific objectives included:

1. To ascertain the underlying causes of employee turnover in Mission Hospitals
2. To examine the relationship between job satisfaction and turnover in Mission hospitals

3. To assess the effect of job satisfaction on the turnover in Mission hospitals
4. To find out the challenges posed by turnover in the Mission Hospitals

### **Research Questions**

The main research question was, how does job satisfaction level of employees influence turnover in Mission hospitals. Other questions posed during the study include:

1. What are the underlying causes of employee's turnover at the mission hospitals?
2. What is the relationship between job satisfaction and turnover in Mission hospitals?
3. What is the effect of job satisfaction on the turnover in Mission hospitals?
4. What are the challenges posed by turnover in the Mission hospitals?

### **Significance of the Study**

The study sought to assess job satisfaction and turnover in the mission hospitals, management, government and other stakeholders will have much insight into job satisfaction levels of the mission hospitals and can direct interventionist policies.

Again, the study will help stakeholder and policy makers to know the actual state of job satisfaction and turnover levels at the hospitals. Knowledge of these will help them to correct such anomalies arising for the benefit of the hospitals.

In addition, the study will contribute to current literature on job satisfaction and turnover levels at the mission hospitals in Ghana and the world

in general. As a result, the study will serve as a point of reference to job satisfaction and turnover researchers as well as public entities in general especially on mission hospitals issues.

Further, the study will serve as a foundation upon which future research can be conducted. Generally, research is interactive in character that is it can be examined from different perspectives. Granted this, some interesting findings of this study may motivate other researchers to explore the research problem from different perspectives so as to cast broader picture on job satisfaction and turnover in mission hospitals in Ghana.

### **Delimitations**

The study focused only on mission hospitals in Bono Region particularly, Holy Family Hospital, Berekum and Methodist Hospital, Wenchi in relation to employee's job satisfaction on turnover and the apparent attrition rate. The target respondents of the study included: medical, dental anesthesia, pharmacy, laboratory, physiotherapy, radiology, administration, maintenance, transport, accounts, health information, mortuary, nursing and eye. Respondents were given questionnaires to provide their opinions, views and information on job satisfaction and turnover.

### **Limitations**

The constraints of the researcher in carrying out this study were as follows: Only quantitative research techniques were employed for the study. The researcher could not assess the qualitative views of the respondents due to time and financial resources.

Also, the sample size was determined using 5% precision level instead of 1% which could have increase the number of the respondents for the study.

Again the study was limited to only primary data and not including secondary data due to time constraints.

The respondents were also unwilling to give responses due to fear of the unknown and in that the information collected may be used to intimidate them. Some respondents even turned down the request to fill questionnaires. This was mitigated by obtaining a letter of introduction from Catholic University, Fiapre, which assured the respondents of the academic purpose of the study and that it would be treated with maximum confidentiality

Another issue is the fact that this research was conducted in Holy Family Hospital, Berekum and Methodist Hospital-Wenchi. This meant that the results obtained cannot allow for generalization in other sectors, though it could be related to other Mission hospitals.

## **Definition of Terms**

### **Employees job satisfaction**

It is the feeling of pleasure and achievement which comes from policies of human resource, compensation, supervision, task clarity and career growth that employees experience in doing a job when they realize that their work is worth doing.

### **Turnover**

It is the rate at which workers join and leave the organization. In other words, it means how long employees tend to stay in the organization. According to the study topic, employee's job satisfaction is independent variable and turnover is dependent variable. Heneman and Judge (2009) have described four types of employee turnover under two categories. It

can be seen that turnover is either voluntary being initiated by the employee, or involuntary, being initiated by the organisation.

### **Involuntary turnover (IT)**

Involuntary turnover is split into discharge and downsizing types.

### **Discharge turnover (DT)**

Discharge turnover is aimed at the individual employee, due to discipline and/or job performance problems.

### **Downsizing turnover**

It occurs as part of an organizational restructuring or cost-reduction program to improve organizational effectiveness and increase shareholder value.

### **Voluntary turnover (VT)**

Voluntary turnover, in turn, is broken down into avoidable and unavoidable turnover.

### **Avoidable turnover (AT)**

Avoidable turnover is that which potentially could have been prevented by certain organizational actions, such as pay raise or new job assignment.

### **Unavoidable turnover (UT)**

A turnover that happens in unavoidable circumstances is called unavoidable turnover. For instance, Employee's death or spouse's relocation

### **Organization of the Study**

The entire study is presented in five chapters. Chapter one highlights on the background of the study, research objectives, and research questions,

significance of the study, delimitation, and limitations of the study and definition of terms. Chapter two presents the reviews of literature that are relevant to the objectives of the present investigation. Chapter three explains the methodology adopted in the study, including nature and sources of data, analytical tools and techniques used. Chapter four deals with the presentation and discussion of results. Chapter focuses on the summary, conclusion and recommendations of the study.



## CHAPTER TWO

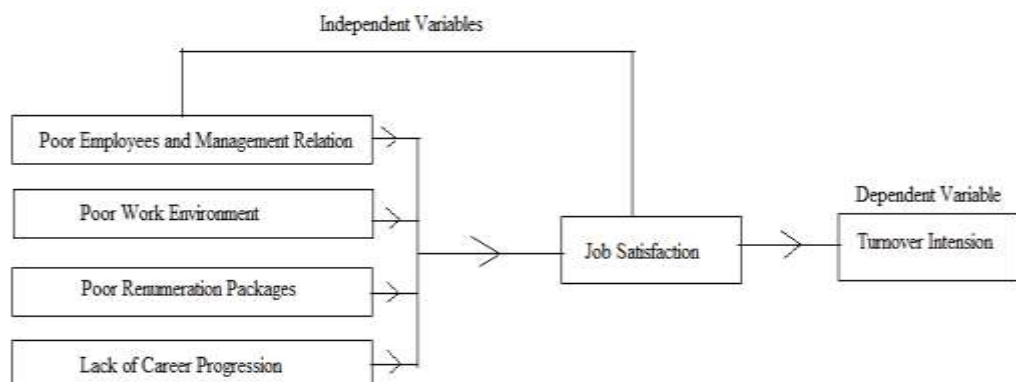
### LITERATURE REVIEW

#### Introduction

This chapter focuses on the review of relevant literature on employees' job satisfaction and turnover. The literature review specifically comprised, concept of employees' job satisfaction and turnover, empirical review on employee's job satisfaction on turnover under the conceptual framework,

#### Conceptual Framework

Conceptual framework is a collection of interrelated ideas based on theories. It is a reasoned out set of prepositions which are derived from and supported by data or evidence. It is a discussion of related theories attempting to predict a phenomenon. The researcher conceptualized turnover as the dependent variable and the factors causing turnover as the independent variables with demographic characteristics as control variables. The researcher assumed that the identified factors had either a positive or negative influence on turnover. These factors were to form the independent variables while Turnover formed the dependent variable.



*Figure 1:* Job satisfaction and labour turnover

Source: Author's construct (2020)

## **The Concept of Employees Job Satisfaction and Turnover**

### **Employee job satisfaction**

Employee satisfaction is a pleasurable or positive emotional state of an employee resulting from the appraisal of one's job or job experience (Locke, 1976 cited in Owusu, 2014). It is a feeling that can produce a positive or negative effect toward one's roles and responsibilities at work. Employee satisfaction simply explains attitude of employees toward their job. In other words, it describes the level of happiness of employees in fulfilling their desires and needs at the work. Hence, it is the pleasurable feelings that result from an employee perception of achieving the desire level of needs. Employee satisfaction as an intangible variable than could be expressed or observed via emotional feelings. In other words, it hinges on the inward expression and attitude of individual employee with respect to a particular job. For instance, an employee satisfaction is high if the job provides expected psychological or physiological needs. However, satisfaction is said to be low if the job does not fulfill the psychological or physiological needs (Cook, 2008). This implies that, satisfied employees have positive attitude toward job which leads to high performance level whereas dissatisfied employees have negative attitude toward work which yields low performance result (Greenberg & Baron, 2008). Job satisfaction is a combination of various factors that affect the employee cognitive, affective and behavioral circumstances that causes a person to be satisfied with his or her job. It can be under influenced by many external factors, but it remains something internal that has to do with how an employee feels. It presents a set of factors that cause a feeling of satisfaction.

According to Sembe and Ayuo (2017), satisfaction can be influenced by cognitive factors which include job benefits, Job value, and feelings about the job. Affective factors includes contentment with the job excitement and attachment with the job. Behavioural includes reduced absenteeism, punctuality at work, safety and security and low turnover rates.

Job satisfaction is an individual's subjective viewpoint encompassing the way he/she feels about his/her job and the employing organization. Moreover, job satisfaction is the pleasurable emotional state that results from the achievement of job values (Cronley & Kim, 2017). Job satisfaction is proven as one of the key factors that contribute to productivity and it is the amount of positive feelings which an individual has towards a job (Mustapha, 2013).

According to Arnold and Feldman (1996) cited in Anin et al (2015), indicated that there are a variety of factors that make people feel positive or negative about their job. These factors can be divided into two main areas, namely, personal determinants and organizational factors. Personal determinants were classified as age, gender, educational level and years of experience, organizational factors were classified as pay (wages), recognition, the work/task itself and security, Supervision and Promotion opportunities and Working Condition and Work Group

Job satisfaction can be viewed in the context of two decisions namely decision to belong; that is, to join and remain a member of an organization and the decision to perform; that is, to work hard in pursuit of high levels of task performance. The decision to belong concerns an individual's attendance and longevity at work. Workers who are satisfied with the job itself have more regular attendance and are less likely to be absent for unexplained reasons than

are dissatisfied workers. Job satisfaction is the pleasurable emotional state that results from the achievement of job values and its influencing factors are payment, working hours, schedule, benefit, level of stress and flexibility (Anin et al, 2015), Job satisfaction is an outcome of different factors like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions (Opkara, cited in Anin et al, 2015).

Spector (1997) defined job satisfaction simply as “the degree to which people like their jobs and the different aspects of their jobs.”

Job satisfaction is also defined as a response towards various facets of one’s job, which is a person, can be relatively satisfied with one aspect of his or her job and dissatisfied with other aspects (French, 1998). Robbins (2005) defined job satisfaction as a general attitude towards one’s job; the difference between the amount workers receive and the amount they believe they should receive.

This refers to the attitudes and feelings people have about their work and this comprises positive and favourable attitudes the other aspect is negative and unfavorable attitude that indicate job satisfaction and dissatisfaction, respectively. Positive and favorable attitudes towards the job indicate job satisfaction.

Negative and unfavorable attitudes towards the job indicate job dissatisfaction. Job satisfaction is more than a simple pleasure versus displeasure response. War (1998 cited in Robbins 2005) defined it as a more complex process that enhances the sophistication and quality of research. Job satisfaction refers to how well a job provides fulfillment of a need or want, or how well it serves as a source or means of enjoyment.

Saleem et al (2011) defined job satisfaction as the feeling an individual has about his or her job. Also Lock cited Saleem et al (2011) suggested that job satisfaction is a positive or pleasurable reaction resulting from the appraisal of one's job, job achievement, or job experiences. Furthermore, Anin et al (2015) defined job satisfaction as workers' emotional orientation towards their current job roles. In a nutshell many definitions of job satisfaction stand to define it as a work-related positive affection reaction. Among these definitions, this study used the definition which defines job satisfaction as an attitudes and feelings people have about their work and this comprises positive and favorable attitudes

Job Satisfaction according to Maulabakhsh, (2015), is “an affective and emotional response to various facets of one's job”. Locke, (1976) cited in Salminen. (2012) described it as “being an emotional response that results from the employee's perceived fulfillment of their needs and what they believe the company to have offered”, indicating that job satisfaction is a combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say, I am satisfied with my job.

Research suggests that job satisfaction has emotional and behavioural components. The emotional components are the feelings of happiness, anxiety, boredom, and excitement evoked by the job. The behavioural components includes early arrival, tardiness, working late, or faking illness in order to avoid work. Saleem et al (2011) identified two types of job satisfaction; firstly, the overall feeling about the job, and secondly, the feelings about the aspects of the job, such as benefits, salary, position, growth opportunities, work environment, and the relationships among employees. The considerable time spent by

employees at the work place makes job satisfaction a significant factor since dissatisfaction can have an adverse impact on the individual's personal life.

Many factors, including environmental and personal factors, can affect job satisfaction. Environmental factors include the job characteristics (e.g. stability), the salary, fairness in the workplace, safety and security and ergonomics (Meilby, & Claudi, 2015).

Rajan et al (2013) in their research paper concluded that job satisfaction strongly influences the productive efficiency of a hospital and increases effectiveness by making the employees more participative with the immediate superiors and providing the training programs.

Alavi and Askaripur (2003), reported that there are at least three reasons why managers must focus on the job satisfaction of its employees: Firstly, evidence suggests that unsatisfied individuals leave organizations. Secondly, satisfied employees are in better health and have longer life expectancy. Thomas, et. al. (2004) further maintain that a lack of job satisfaction has been associated with symptoms like anxiety, depression and poor physical and psychological health, which have concomitant consequences for absenteeism and commitment. Finally, job satisfaction in the workplace also affects individuals' private lives which in turn have an effect on turnover and other important work-related attitudes and behaviour.

### **Measuring job satisfaction**

One of the comprehensive studies was done by Van Saane et al. (2003) focusing on identifying a suitable research instruments to measure job satisfaction. Realization was reached that measurement should be undertaken on specific job performed by employee that relates to the work elements, work

demands, as well as occupational and vocational factors. He also developed measures on job satisfaction though using the job satisfaction scales and applied an organizational-wide survey as his main methods. Another tool on the other hand was introduced by Thomas, et. al. (2004) emphasized the use of “Job Diagnostic Surveys” in order to determine the extent and level of employee job satisfaction in the workplace. Similarly, Best and Thurston (2004) introduced the “Index of Work Satisfaction” as his main tool to develop context specific job satisfaction-based research measures that specifies evaluation and assessment of workers’ opinions and attitudes towards their jobs in relation to the level of job satisfaction

One of the most important, and powerful, job characteristics in determining job n satisfaction is job security. Clark cited in Best and Thurston (2004) used the British Household Panel Study to find that job security is most often cited as the most important job aspect from a list of seven specific job attributes. Blanchflower and Oswald cited in Chen et al (2010) used three different cross-sectional data sources to show that expectations of job loss have the largest negative impact on job satisfaction and further states that perceived job security is one of the most important components of job satisfaction.

### **Factors affecting job satisfaction**

This section examined some influential factors of employees’ job satisfaction such as wages, organisational culture, promotion and job security.

#### ***Wage***

Previous studies by Frye (2004) showed that there is a positive relationship between wages and employee performance and that income is the

major factor of employee satisfaction. A survey by Nguyen et al. cited in Brown et al (2008) also showed that job satisfaction is positively affected by wages. These findings have been corroborated by Brown et al., (2008) concluded that the salary system is the sole motivating factor for employees in the automobile industry. They also stated that compensations and rewards are important tools to control employee turnover rate. Wang & Seifert (2017) found that an increase in the salary has only temporary effects on employee satisfaction. In the other hand, according to Wang & Seifert (2017), wages cut can affect employees' moral. Also, employees' performances tend to go to the wrong direction. Therefore, most of the companies during recession tend to lay off people instead of cutting payment.

### ***Organizational culture***

Organisational culture can be defined as the set of characteristics that makes a company unique and distinguishes it from other companies, or as the way by which employees within a company interact and the work environment that this interaction creates. Researchers have expanded the definition of organizational culture, with Seifert (2017) stated that it is the unique quality and organization style of a given workplace, while Abu-Jarad, et al (2010) defined it as how things are done and dealt within an organization, as well as being a way for new employees to gauge how to interact with colleagues.

Alvesson and Spicer (2012) affirmed that culture encompasses a shared set of key values, understandings, assumptions, and norms among a company's employees. Organizational culture can be viewed as the normative binding that holds the entire organization together (Yildirim et al, (2016).



Organizational culture can have either a positive or a negative impact on employee motivation and performance. Previous studies had determined the relationship between culture and commitment. Yıldırım et al. (2016) found that positive culture increased the commitment of the employees. Also, marketing culture can influence the performance of the employees (Al- Mohammad, 2014). A successful culture encourages employees to perform their work tasks with energy and enthusiasm. The more encouraging and positive the culture, the greater the job satisfaction, the level of commitment and the consequent efforts expended by employees. When employees consider themselves crucial to the company growth, they take responsibility for the organization's overall well-being. Overt recognition and appreciation of good performance leads employees to perform better in order to achieve their personal work goals and those of the company. In addition, innovative culture and effective working environment can promote effective changes and generate high quality service and product. Also, strong culture can attract talented employees and reduce turnover rate (Kim et al., 2017).

### ***Promotion***

Promotion can be defined as the internal mobility within the company by changing position vertically. Many employees find that holding the same position and repeating the same daily tasks for many years is tedious, but that can be avoided if the employee has the expectation of gaining promotion to a higher position with new tasks and responsibilities. Abuhashesh (2014) pointed out, it is rare to see an employee remaining in one position for twenty years.

He/she either gains promotion or seeks new challenges elsewhere. Moreover, promotion brings higher status and better payment, as well as the feeling that hard work and loyalty are recognized and rewarded.

Organizational promotion policies and procedures play a big role in employee satisfaction. Some companies have a policy of internal promotion, while other companies prefer to recruit new employees to vacant positions. Successful companies reward their best employees with promotions, since obvious appreciation and reward from management encourage the employee to maximize his/her efforts, and thus, increase productivity. Naturally, an employee who enjoys high self-esteem will perform tasks confidently and efficiently, which is beneficial to the organization as a whole. A pro-active employee will seek advancement through education, training and development programs, thus enhancing their skills and experience in order to be recognized by management as somebody worthy of promotion (Abuhashesh, 2014).

According to Alvesson and Spicer (2012), companies looking to increase stability and retain long term employees should strengthen employer-employee relationships by creating trust and loyalty through a policy of internal promotion. Employee trust and loyalty can help the company to achieve its goals and gain long-term market success. Some companies use promotion on merit as a means of motivating employees. Merit policy is a fair method that encourages employees to work harder and stay loyal to the company because they know that ultimately the reward will be a promotion to a higher position, leading to higher wages and greater status. The result is increased job satisfaction, better performance and further advancement.

### ***Job Security***

Job security refers to the length of time employees are expected to remain in their job. In general, employees prefer to find a job that they can occupy in the long term, which works to the benefit of the company. Some companies offer lengthy contracts which protect employees from job termination. According to Shi (2017), job security is positively related to social safety. Employees with vulnerable position will increase their performance in order to maintain their high social status. Other studies have shown that job insecurity reduces employee commitment, satisfaction and performance (Short & Harris, 2017).

According to Iverson (1996) cited in Short and Harris (2017) job security leads to increased employee commitment, with long-term employees showing a stronger sense of loyalty. Lifetime employment and seniority changes employee performance and creates a sense of leadership. Personal factors, such as the age of the employee, level of education, number of children, position level, and income combine to encourage employees to remain in the job. As an employee gets older and has greater personal responsibilities, the need for job security increases. A long-term employee often has greater skill levels, which means they perform tasks to a higher standard and are more productive. In contrast, a company that cannot ensure job security will find that its employees quickly seek more stable employment with less risk, causing that company to suffer from high turnover rate which will affect it negatively. Low productivity and increased outlay in training new staff can result in higher prices passed on to customers and can provoke customer dissatisfaction. When a company loses its customers trust, it will inevitably lose business and revenue.

## **Employees turnover**

The term turnover is conceptualized in different form such as organizational turnover, occupational turnover, internal turnover, voluntary and involuntary and is generally explained as the mobility of individuals across the limits of an organization (Salminen, 2012). The concept of staff turnover implies the movement of staff members across the boundary of an organization. It occurs when workers voluntarily or involuntarily leave their jobs and must be replaced by new recruits. Turnover intention signifies a worker's voluntary and conscious decision to exit an organization or job and has been shown to be the best predictor and proxy for actual turnover (Juhdi et al, 2013).

Cho and Lewis (2012) added that turnover intention is very statistically significant not only as a predictor of actual turnover but also as a signal of employees who may not contribute to an organization at their full potentials. They indicated that employee turnover is considered by many as the most talked topic in Human Resource Management and is the ratio between the employees that needs to be replaced over given period of time over the average number of employees.

Employee turnover is considered as common yet critical problem to any businesses international. It exists as a result of employee job dissatisfaction that usually arise in the workplace (Taylor, 2008). Accordingly, he further stressed that, the causes of employee turnover are prevalently related to designations, salaries, work benefits and others. Rothrauff et al., (2011) also affirmed that there are unstoppable factors or forces that lead to employee turnover as it exists in many organizations and these forces increased the level and cases of turnover like working conditions, salary levels, time factors, working relationships,

attitude towards jobs, etc. However, Taylor (2008) strongly expressed his optimism that there are potential strategies that can be applied to organizations that when properly implemented will counter the ill effects of employee turnover.

However, organizations also have a responsibility to provide employees with jobs that are challenging and intrinsically rewarding (Robbins, 2005). According to Robbins (2005), there are many previous researchers that support the relationship between job satisfaction and turnover. One of it, from Spencer and Steers cited in Robbins 2005 in which they found that there is a strong negative relationship between job satisfaction and turnover of the hospital employees who are relatively low performers. Also, Mowday, et al (1982) also found that job satisfaction is consistently and negatively related to turnover. Similarly, Robbins, (2005) have another opinion on the relationship between job satisfaction and turnover intention.

They argued that the employee would leave the job because of dissatisfaction based on belief that there are other opportunities available at the job market. Data from a sample retail employees' in south western cities confirmed this prediction. Kazi and Zedah (2011) stated that job satisfaction can affect turnover decision by workers to terminate their employment. They also agreed that dissatisfied workers are more likely than satisfied workers to quit from their job. The first is to join and remain in an organization and the other is to work hard in achieving high performance.

Kazi and Zedah (2011) again reported that factors such as age and job satisfaction are good predictors of the turnover intention of the workers. Studies have also shown that intention to turnover can be used to predict future turnover.

Hancock et al., (2013) found that the relationship between job satisfaction and turnover is negatively related. However, he still believes that the relationship between satisfaction and turnover is also limited by economic condition. Meanwhile, job satisfaction will cause the turnover cognition and the intention of employee to escape from work environment. Moreover, two-meta analysis found that job satisfaction and turnover are negatively related (Tett & Meyer 1993 in Hancock et al. 2013).

Furthermore, Rajan, (2013) found that the intention to leave the job is negatively correlated with job satisfaction (-0.70). The evidence from United States School suggests that school with higher coverage satisfaction among teachers also have higher retention rates (Mrope and Bangi, 2014). Based on the literature discussed above, it can be concluded that there is a strong negative relationship between job satisfaction and turnover. Therefore, the hypotheses can be concluded that there is a negative significant relationship between job satisfaction and employee turnover.

Rajan (2013) observes that labour turnover may be categorized into five groups as follows. (i) Functional and dysfunctional turnover. Functional turnover is a turnover in which employees that perform poorly leave an organization; meanwhile dysfunctional turnover is a turnover in which employees that perform excellently leave an organization. (ii) Voluntary and involuntary turnover: Voluntary turnover is the turnover in which employee has own choice to quit or instances of turnover initiated at the choice of employees whereas involuntary turnover is one in which employees have no choice in their termination). (iii) Skilled and unskilled turnover: Untrained, uneducated and unskilled positions often face high turnover rate. On the other hand, skilled and

educated positions may create a risk to the organisation while leaving. Therefore, turnover for skilled and educated professionals incur replacement costs as well as competitive disadvantage of the business. (iv) avoidable and unavoidable turnover:

A turnover that happens in avoidable circumstances is called avoidable turnover, whereas a turnover that happens in unavoidable circumstances is called unavoidable turnover. (v) Internal and external turnover: Internal turnover happens when employees' send-off their current position and getting a new position within the same organization. It is related with the internal recruitment where organizations filling the vacant position by their employee or recruiting within the organization.

Mrope and Bangi (2014) indicated that employee turnover could pose a serious threat to the growth and productivity of any business organization. In fact employees' turnover rates are considered to be one of the persistent problems in organisations. Meanwhile, they observes that the foremost critical issue for employees today in all industries is hiring and keeping qualified and capable employees. Thus, for business organizations to stand the test of time in a highly competitive environment, the issue of employees' turnover must be addressed. Although, it may not be feasible for any organization to totally eliminate employees' turnover due to several reasons, nevertheless it could be reduced to the barest minimum.

Kazi and Zedah (2011) described employees' turnover as the regular change of employees around the employment market among organizations, professions and career; and between the conditions of full employment and that of being without a job. Employees' turnover can also be defined as a measure

of the number of employees leaving and being replaced within a particular period, usually a year, expressed as a percentage of the total labour force at the beginning of the period.

Hancock et al., (2013) affirmed that various authors have identified forces such as economy, nature of the job, demographics, individual, unmatched job, facilities at work place, lack of opportunity for growth, negative perception, lack of supervision and training and unequal pay structure that negatively influenced the cases of employee turnover based on their findings which thereby posing the undesirable situations in organizations

Rothrauff et al., (2011) defined staff turnover as “the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period”. According to Mrope and Bangi, (2014) refers to turnover as a “the termination of employees and the hiring of other employees to replace them”. Moreover, managers frequently refer to staff turnover as the “entire process associated with filling a vacancy”.

This definition is premised on the fact that each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained as replacement. This replacement cycle is described here as staff turnover.

Turnover could either be “avoidable or controllable” (voluntary) or “unavoidable” or “uncontrollable” (involuntary), functional or dysfunctional. Voluntary turnover is employee initiated while involuntary turnover is normally organisation initiated. However, death or mandatory retirement can also be considered as part of an involuntary turnover. Functional turnover is where the



employee's departure produces a benefit while dysfunctional turnover is where the employee leaving is replaced by an individual with lower output (Juhdi et al, 2013).

Staff turnover could be caused by pull or push factors, self-induced factors as well as job performance reasons. Pull factors refer to factors that draw employees towards another organization such as differences in salaries or pay, managerial practices, opportunities for further enhancement, kinship responsibilities as well as job stress. Push factors, on the other hand relate to factors that could lead to dissatisfaction in their present jobs to make workers seek alternative employment such as job satisfaction, the opportunity of getting higher pay elsewhere and human resource management issues. Self-induced reasons consist of education, age, tenure and marital status while job performance factors include strong role ambiguity, role conflict, communication systems and the intention to leave.

Turnover affects individuals, organizations, and the entire society. It allows employees to move away from a stressful situation into a different job that is more in line with their career objectives; prevents stagnation and complacency and facilitates change and innovation; generates the infusion of new ideas into the organization and the movement into new industries and organisations. It also affects the efficiency of the retained workforce, takes away knowledge about business processes and systems and consequently lead to a loss of productivity, increased workloads, employee replacement expenses, loss of intellectual capital, lower employee morale and interruption in quality service.

Taylor (2008) cited the effects of employee turnover as productivity losses, disruption of communication structures, loss of high performers, dissatisfaction among the remaining staff, negative public relations and operational disruption. Employee turnover is considered by many as the most talked topic in Human Resource Management. As defined by Hancock et al (2013) the term employee turnover refers to the ratio between the employees that needs to be replaced over given period of time over the average number of employees. The basis of employees' replacement maybe due to resignation, retirement, death and /or interagency transfer.

Turnover exist as a result of employee job dissatisfaction that usually arise in the workplace (Taylor, 2008). Accordingly, he further stressed that, the causes of employee turnover are prevalently related to designations, salaries, work benefits and others. Pilbeam and Corbridge (2002) also affirmed that there are unstoppable factors or forces that leads to employee turnover as it exists in many organizations and these forces increased the level and cases of turnover like working conditions, salary levels, time factors, working relationships, attitude towards jobs, etc. However, Taylor (2008) strongly expressed his optimism that there are potential strategies that can be applied to organizations that when properly implemented will counter the ill effects of employee turnover.

### **Possible causes of employee turnover**

#### ***Economy***

For organisations or companies that are highly developed, more employment generation is expected that the attractiveness of salaries and benefits will allow employees to switch jobs easily causing problems and

dilemma and the result is high incidence of employee turnovers. The presence of job vacancies in the marketplace that offers high salary packages will also cause turnover to other companies who cannot compete with their salary packages.

### ***Nature of the job***

The requirements and the nature of the job itself may cause employee turnover. As an example, jobs that requires creative thinking and skills would not be attractive to those employees that are contented with routine jobs and those that are exposed to highly critical and requires creative thinking and innovation may not find the job challenging that might increase the cases of turnovers because of dissatisfaction with the present job conditions.

### ***Demographics***

Demographic profiles of the employees may lead to employee turnovers such as age, gender, religious affiliation, tribe and income levels, etc. Some organisation developed gender biases that they might prefer men in the workforce than female. This can cause many females in that organization to switch jobs and look for alternative jobs where they see it fit. Age, religion and tribe factors also may directly relate to employee turnover like those companies for example that prefers young workforce than the old ones which may result to replacing the old workforce by new and young age generation employees.

### ***Individual***

When employees in their individual capacities are not satisfied with their present jobs would prefer to quit the job and find for better workplace. Searching for new job would seem easier for employees who have longer job experience and at the same time those companies that can provide future

opportunities and career developments will attract new employees easily. While many companies may not consider this scenario, willingness to improve and develop themselves are important considerations for individual in fostering loyalty to the organization. Poor performance will result to eventually employee turnover.

### ***Unmatched job***

Many companies hire employees and give them responsibilities which are far beyond their educational qualification and knowledge. For employees though they receive salaries but they feel that they have not utilized their knowledge and skills to the jobs that they are presently working resulting to dissatisfaction and possible turnover cases. While money is the consideration to work, satisfaction is also undeniably counted as determinants of less cases of turnovers.

### ***Substandard machines, tools and facilities at workplace***

Facilities and equipment being utilized in the workplace needed to be with the standards of quality as well as meets the requirements for maintaining health and safety. Substandard facilities are likely to contribute negatively employee dissatisfaction which also results to employee turnover. Defective equipment and substandard machineries for example will lead to work delays and non-compliance with deadlines and time wastage of efforts and time to compete.

### ***Lack of opportunity for growth***

When employees are not given clear direction of their career paths will not be motivated to work for the organization and are expected to ignore the concept of loyalty.

Employees expect from companies or organisation they are working and planning to work with greater benefits in return. If these terms and conditions are not available it will lead to employee's discouragement and will in turn build cases for employee turnovers.

#### ***Negative perception***

Employees are confined with the notion that every effort will be well-compensated and appreciated by the top management. If not duly taken consideration, this will lead to negative perceptions that management ignores every employee effort to contribute to the welfare of the organization. This will in turn might cause to employee turnover.

#### ***Lack of supervision and training***

Supervision and training are important considerations not only to new workforce but even to old workers to enhance their knowledge and skills. So, effective supervision with proper motivation of employees will enable them to perform better and improve the quality of their work. Their performance would also depend on how well managers manage the affairs of the organization including their employees. The absence of attending to these concerns may lead to employee turnovers.

#### ***Unequal pay structure***

When employees are paid which commensurate their performance and efforts, it is expected that better performance individually and in organization can be demonstrated. However, if there is presence of unequal pay structure this will cause employee dissatisfaction that eventually lead to employee turnover.

## **Relationship between Job Satisfaction and Employee Turnover**

Past researches have stated that job satisfaction is related to individual reactions of work environment (Vidal et al. 2007). It has been found that there is a relationship between job satisfaction and turnover intention. Similarly, Chen et al. (2010) pointed out that previous literature review in job satisfaction and turnover shows that an individual who experiences relatively low job satisfaction has an intention to change their job. The belief that satisfied employees are more productive than dissatisfied employees has been a basic tenet among managers for years, though only now has research begun to support this theory after decades of questions about job satisfaction-performance relationship (Judge, et al, 1997).

Job satisfaction is the positive emotional response to a job situation that results the employee attaining what they want from and value in their job (Vidal et al. 2007). The relationship between job satisfaction and turnover intention among nurses is well supported in the literature. Vidal et al (2007) posited that job satisfaction plays a major role in most theories of turnover and concludes that job satisfaction is strongly related to the intention to leave

Numerous research attempt has been made to bring out the impact of employee satisfaction with respect to employee turnover. Chen et al. (2010) investigated the impact of improving job satisfaction among employees and findings revealed that each of these measures had a positive correlation to a decrease in the cumulative employee turnover rates. Their research confirmed aspects of employee support, pay as well as welfare to be important variables influencing the degree of relationship between employee satisfaction-employee turnovers. Similarly, Mbah & Ikemefuna (2012) in their study in Nigeria

identified the level of employee monetary compensation, the nature and type of pass for found by the employee as well as supervisory support to be key influencing factors as far as job satisfaction impacted upon employee turnover. Furthermore, Kazi et al. (2012) also confirmed an inverse relationship to exist between employees who were well satisfied with the job or different elements of their organizational employment and correspondingly their turnover intentions. They identified the essential requirements for corporate organizations to focus on causes and sources of employee dissatisfaction as a measure to critically reduce employee turnover rates.

In another study, Battat & Som (2013) conducted research into employee satisfaction-employee turnover within the Malaysian hospitality industry identifying that employee dissatisfaction remained as the most notable cause of employees looking for better prospects within the hospitality industry mainly because it had a negative influence on employee commitment.

According to Kazi et al,(2012) indicated that increasing dissatisfaction in employees results in a higher chance of considering other employment opportunities. In his meta-analysis of US studies of non-nursing workers, the relationship between job satisfaction and intent to leave was found to be significantly different from zero and consistently negative.

Chen et al. (2010) found that the factors given by nurses as reasons for leaving were centered on issues known to affect job satisfaction such as ineffective supervisory relationships and poor opportunities for professional development, rather than external labour market forces of which managers would justifiably feel unable to control.

## **Underlying Theories**

This study was supported by the following theories, Maslow's hierarchy of needs, Herzberg's Two Factor theory, Mobley's psychological model, Job Satisfaction Theories such as Affect theory, Dispositional theory, Opponent Process theory, Equity theory Discrepancy theory as well as theories of employees turnover in the form of Exchange Theory, Human capital theory, Search theory, Matching Theory and Organisational Equilibrium Theory as a guide to specify key variables in the research topic

### **Maslow's hierarchy of needs**

There is an array of theories and models underpinning employees' job satisfaction and turnover. This study adopted Maslow's hierarchy of needs propounded by Abraham Maslow in the early 1950s (Johnny, 2018). The theory suggested that in order for an individual to be satisfied, five basic needs must be met: (i) physiological needs; (ii) safety needs; (iii) social needs; (vi) esteem needs; and (v) self-actualization needs. In this theory, Maslow explains that: (i) physiological needs include the need for relief from hunger, thirst, and fatigue; (ii) safety needs include the need to be free from bodily harm; (iii) social needs include the need for love, affection, and a sense of belonging; (iv) esteem needs include the need for individuals to be recognized and to achieve; and (v) self-actualization needs include the need to reach one's full potential in a specific area. Individuals who are genuinely self-actualized accomplish ultimate satisfaction by being dedicated to a specific duty, form of work, or mission with each of these traits serving a higher purpose than that of self-satisfaction. This theory posits that needs are ordered in a hierarchy from most to least and that employees are satisfied only if certain needs are met.



### **Herzberg's two factor theory**

Another theory of job satisfaction is Herzberg's Two Factor theory. The focus of this theory is motivation and it emphasizes the higher order of needs within an individual's motivation in organizations. Herzberg et al. cited in Matz et al, (2014) maintain that two major factors influence individual motivation at work, which include "hygiene factors" and "motivators." Hygiene factors are preventive. These factors can include salary, benefits, work policy, and work conditions. If hygiene factors are not acknowledged, dissatisfaction can occur. Contrary to hygiene factors, motivators serve as a stimulation source, which inspires employees. Motivators "serve to bring about the kind of satisfaction and the kind of improvement in performance that industry is seeking from its workforce". Motivation factors include meaningful work assignments, positive recognition, and sense of importance to an organization. Furthermore, the researcher contends that both job satisfaction and dissatisfaction are a result of different causes. This means satisfaction relies on motivators while dissatisfaction is a result of hygiene factors.

### **Mobley's psychological model**

Mobley's cited in Johnny (2018) indicated that Mobley's psychological model of turnover states that when an employee is dissatisfied with a job, he/she then begins to evaluate alternatives and quits if the alternative is anticipated to be more satisfying. Essentially, the process of turnover is a series of decisions that begins with the evaluation of an employee's current job and ends with a subsequent determination of satisfaction or dissatisfaction. This decision often leads to the intent to turnover or actual turnover. Based on this theory, the Mobley's suggest that an employee's decision to depart from a job is influenced

by the perceived ease and desirability of movement, which can be triggered by job satisfaction.

### **Affect theory**

Edwin A. Locke's Range of Affect Theory (1976) in Egan and Kadushan (2004) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work for example the degree of autonomy in a position moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

### **Dispositional theory**

Another well-known job satisfaction theory is the Dispositional Theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across

careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction.

A significant model that narrowed the scope of the Dispositional Theory was the Core Self-evaluations Model, proposed by Timothy A. Judge, Edwin A. (1997). Judge *et al.* (2001) argued that there are four Core Self-evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over her\ his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.

### **Opponent process theory**

According to opponent process theory, emotional events, such as criticisms or rewards, elicits two sets of processes. Primary processes give way to emotions that are steady with the event in question. Events that seem negative in manner will give rise to the feelings of stress or anxiety. Events that are positive give rise to the feeling of content or relaxation. The other process is the opponent process, which induces feelings that contradict the feelings in the primary processes. Events that are negative give rise to feelings of relaxation while events that are positive give rise to feelings of anxiety. A variety of explanations have been suggested to explain the uniformity of mood or satisfaction. This theory shows that if you try to enhance the mood of individual it will more likely fail in doing so. The opponent process theory was formulated to explain these patterns of observations.

### **Equity theory**

Equity Theory shows how a person views fairness in regard to social relationships. During a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another person puts forth. Equity Theory suggests that if an individual thinks there is an inequality between two social groups or individuals, the person is likely to be distressed because the ratio between the input and the output are not equal.

For example, consider two employees who work the same job and receive the same benefits. If one individual gets a pay raise for doing the same or less work than the other, then the less benefited individual will become distressed in his workplace. If, on the other hand, one individual gets a pay raise and new responsibilities, then the feeling of inequality is reduced.

### **Discrepancy theory**

The concept of self-discrepancy theory explains the ultimate source of anxiety and dejection. An individual, who has not fulfilled his responsibility feels the sense of anxiety and regret for not performing well, they will also feel dejection due to not being able to achieve their hopes and aspirations. According to this theory, all individuals will learn what their obligations and responsibilities for a particular function, over a time period, and if they fail to fulfill those obligations then they are punished. Over time, these duties and obligations consolidate to form an abstracted set of principles.

### **Exchange theory**

Social exchange theory is based on the idea that social behavior is the result of an exchange process, whose purpose it is to maximize benefits and

minimize costs (Brinkmann, 2005). The exchange can be understood in terms of material and non-material goods, such as the symbols of approval or prestige (Brinkmann, 2005). According to this theory, individuals consider potential reward and risks of social relationships. Further it implies that all human relationships are shaped by using a subjective reward-cost analysis and the comparison of alternatives. Someone who gives much will expect to get at least the same amount back from others and in return persons that receive a lot from others will be under pressure to give much back to them. People will terminate or abandon the relationship as soon as the costs outweigh the benefits (Farmer & Fedor, 1999).

The viability of social exchange theory is based on the assumption that individuals recognize one's life situations and notice each one's needs. It also refers to the principal of reciprocity, whereby privileges granted by one are returned by the other. The interaction between humans will be noticed consciously and in some way reciprocated. The willingness to generate an advance performance will be responded with a payback, either soon or with a time delay (Brinkmann, 2005).

### **Human capital theory**

The core thesis of human capital theory is that human's learning functions are comparable with other natural resources which are involved in the production process (Becker, 1993). The theory's roots are in the work of Adam Smith or William Petty. Yet it was Gary Becker who extensively developed the human capital theory in 1964. The concept of human capital claims that not all work is equal and that the employees' quality can be increased by investing in them (Becker, 1993). According to Becker (1993), education and training are

the most important investment in human capital. Learning capacity is closely related to earning level, thus it can raise a person's income.

The earnings of more educated people are mostly above average. The Turnover Intent education, experience and skills of a worker have an economic value for employers and for the economy as a whole. It emphasized that effective employees have to be constant learners in order to compete in an increasingly globally competitive enterprise environment. Hence occupational wage differentials refer to the amount of investment in human capital (Henneberger and Sousa- Poza, 2007).

There are two major forms of human capital investment; schooling and on-the-job training. Becker defined a school as an “institution specializing in the production of training” (Becker, 1993), such as university or high school. On-the-job training relates to the increasing productivity of employees by learning new skills and perfecting old ones while on the job (Becker, 1993). It can be distinguished between general and specific training. Training can be seen as general, if the acquired skill can also be used in another company. For example, a doctor trained in one hospital finds his skills also beneficial at other hospitals (Becker, 1993); whereas specific training is defined as “training that has no effect on the productivity of trainees that would be useful in other firms” (Becker, 1993). The development of capability requires both specialization and experience and can be gained partly from schools and partly from companies.

### **Search theory**

The search theory can be traced back to George Stigler's analysis how buyers (or sellers) acquire information as an investment. He argued that “a buyer (or a seller) who wishes to ascertain the most favorable price must canvass

various sellers (or buyers)” (Stigler, 1961 in Farmer and Fedor 1999). A special concern in this study is the worker’s optimal strategy when choosing from various potential opportunities in the labour market. The individual imperfect knowledge of labor market variables requires the usage of a so called “reservation price” for the search of employment various alternatives (Morrell et al., 2001). Reservation price is defined as “the lowest salary or Turnover intent. Wage at which a person will consider accepting a job and can be thought of as a short- hand heuristic which people use to decide whether to accept / reject a job offer in the face of little other information from the labor market” (Holt and David, in Morrell et al., 2001).

It is seen as endogenously determined, suggesting that it depends on opportunities in the labour market (Morrell *et al.*, 2001). For employees, search generates alternative positions or workplace outside the present organization, which can lead to actual turnover. Therefore Job search was detected as an important precursor to quitting in several studies (e.g. Mobley *et al.*, 1979). Job search can also lead to the appreciation of one’s present job after comparing it with the alternatives (Morrell *et al.*, 2001).

### **Organisational equilibrium theory**

Barnard provided a systematic framework where he discussed human motivations that are involved in the decision to belonging, which is also known as the organizational equilibrium. He argued that “the equilibrium of an organization means the capacity to maintain efficiency of an organization” (Mano, 1994). Organizations are dependent on the continuity of participants’ contributions and in order to maintain this, organizations have to offer equitable inducements. Thus Barnard’s specific evolution is the decision to participate, in

other words Turnover Intent “balancing of burdens by satisfactions which results in continuance” (Barnard, 1996 in Morrell et al 2001).

According to Morrell, et al, (2001), if the personal sacrifice is bigger than the inducements he gets, then the person will withdraw his contributions and will leave the company. Simon extended Barnard’s theory into the Barnard-Simon Organisational Equilibrium theory, which builds on Barnard’s observations. Simon argued that the achievement of organizational equilibrium contains the condition that the sum of contribution of all employees ensures the kinds and quantity of necessary inducements (Mano, 1994). However, Mano did not consider the functions of the organisation, such as the process of creation, transformation or exchange of utilities where Barnard also placed his emphasis (Mano, 1994).

The theories mentioned above may affect employee’s turnover into major three theoretical phases according to employee-organization socialization. Mano, (1994), see the socialization as three identifiable phases; Induction crisis, which occurs in the early stages of employment.

This is a period of high potential turnover when the strains and stresses of the new jobs are at the highest point. Few group bonds have been formed and the person –work relationship is still fragile. The differential transit, when the employee begins to feel familiar with the job and co-workers. The person-work relationship has developed and the person is less likely to leave in this period. Settled connection, when the person-work relationship is stable and satisfying and employee is fully integrated into the working group.



## **Empirical Review**

Chen et al. (2010) investigated the impact of improving job satisfaction among employees and findings revealed it had a positive correlation to a decrease in the cumulative employee turnover rates. Their research confirmed aspects of employee support, pay as well as welfare to be important variables influencing the degree of relationship between employee satisfaction-employee turnovers.

Mbahand Ikemefuna (2012) in their study in Nigeria identified the level of employee monetary compensation, the nature and type of pay for employee as well as supervisory support to be key influencing factors as far as job satisfaction impacted upon employee turnover.

Kazi et al. (2012) also confirmed an inverse relationship to exist between employees who were well satisfied with the job or different elements of their organizational employment and correspondingly their turnover intentions. They identified the essential requirements for corporate organizations to focus on causes and sources of employee dissatisfaction as a measure to critically reduce employee turnover rates.

Battat and Som (2013) conducted research into employee satisfaction and employee turnover within the Malaysian hospitality industry and identified that employee dissatisfaction remained as the most notable cause of employees looking for better prospects within the hospitality industry mainly because it had a negative influence on employee commitment.

Dalluay et al (2017) investigated the impacts of job satisfaction on employee turnover in Oman Air. Findings revealed that positive significant correlation on the following factors on job satisfaction: pay and promotion,

work relationships and the use of skills and abilities positively correlated to employee job satisfaction. But there is no relationship between the general working conditions as perceived by employees in Oman Air and employee job satisfaction.

Taylor (2008) indicated that employee turnover exist as a result of employee job dissatisfaction that usually arise in the workplace. He further stressed that, causes of employee turnover are prevalently related to designation, salaries, work benefits, time factors, working relationships and attitude towards jobs. Taylor strongly expressed his optimism that there are potential strategies that can be applied to organizations that when properly implemented will counter the ill effects of employee turnover.

Julius and Amponsah (2018) examined the relationship between turnover intention and job fit among Registered Nurses in Ghana. The results of the study showed no statistically significant relationship between nurses' turnover intention and job fit. However, psychological climate was found to fully mediate the relationship between turnover intention and job fit among the participants.

Boafo cited in Julius and Amponsah (2018) observed that 48.9% of potential Ghanaian nurses under training purposed to leave the country for better prospects elsewhere after their training. Cho and Lewis (2012) added that turnover intention is statistically significant not only as a predictor of actual turnover but also as a signal of employees who may not contribute to an organisation at their full potentials.

Holt cited in Zhang et al., (2017) indicated that an employee's perception of the workplace environment has a greater effect on the actions of

that employee than the person's individual qualities. Again, a workers' decision to leave an organisation is a response to the discrepancies between psychological climate and the expectations, needs and aspirations of the employee and deduce that an employees' psychological climate of the work environment influences their intention to stay or leave an organization or job.

Bhat, (2014) indicated that there is considerable evidence that a high level of personal job fit has several positive outcomes.

Bhat opined that in management literature, empirical investigations have shown that individual workers who possess a great degree of job fit have higher degrees of job satisfaction, organisational commitment, organizational identification, perceived organisational support, increased work performance, reduced turnover intentions and actual turnover.

Kwasi et al., (2016) uses structural equation modeling to test a model that posits that commuting stress would have direct and indirect effects (through burnout) on employee job satisfaction and turnover intention of employees from diverse occupations in Ghana, the results indicated that commuting stress was positively related to burnout and turnover intention but had no direct relationship with job satisfaction. The results were found to be invariant for men and women.

Leng and Chin (2016) did a study among employees in a marketing department to examine how person job fit, personality and organizational commitment have an impact on intention to continue working with an organization. Generally, the results revealed a statistically significant relationship between the three variables mentioned. However, organizational commitment partially mediated person job fit and intention to continue working

with an organisation. The study further indicated as organisational commitment increased intention to continue working with an organization increased.

This implies that, when employees' knowledge, skills and abilities fit the requirements of the work, or when his or her beliefs and values are similar to that of the organisation, their commitment upsurges and they are less likely to resign from the profession.

Chang et al., (2010) observed a negative relationship between person-job fit and turnover intention. Their results suggest that a worker whose knowledge, expertise and capabilities match the demands of the job is more probable to locate alternatives elsewhere which may surge their perceived job mobility and hence increase intention to exit.

Ilyas cited in Zhang et al., (2017) adopted variables such as person-job fit, organizational commitment, job satisfaction and intention to exit in examining organisational behaviour. The results revealed that person-job fit positively linked to job satisfaction and negatively linked with turnover intention. While organizational commitment was also found to have influenced the relationship between person-job fit and intent to quit, person-job fit rather showed a positive relationship with turnover intention, but was not statistically significant.

A study by Hassan et al. (2012) among bankers in Pakistan indicates an inverse relationship between person-job fit and turnover intention. However, the meditational analysis of psychological climate revealed a fully indirect effect on the relationship between turnover intention and person job fit. According to Shah et al., (2015), turnover intention rates are usually high where the

unemployment rate is low and more attractive alternative opportunities are available.

Aliya and Muhammad, (2019) examines the level of job satisfaction and turnover intention among nurses in Karachi. The findings shows that satisfaction with organizational policies and strategies, satisfaction with supervision, compensation levels, task clarity, and career development all have significant negative correlation with turnover intention and overall job satisfaction was found to have a significant negative association with turnover intention.

Islam et al., (2013) indicated that in service sector, employees' turnover intention reduces when they learn the culture of the organisation and when they are supported by the senior members of the organisation. Further, their study states that employee's emotional attachment to an organisation is very important to reduce their turnover intention.

Therefore, the relationship amongst intention to leave and commitment with organisation is said to be negative.

According to the finding of Halepota and Shah, (2010) "An empirical investigation of organisational antecedents on employee job satisfaction in a developing country" the perception regarding organisational justice, level of team work and the on-job trainings has positive impact on satisfaction with the job.

Their findings also said that the job clarity perception isn't positive and significant to satisfaction of job of employee. The research states that organisational justice and team spirit highly affect employee satisfaction with job.

Joo and Park, (2010) studied various variables that lead to intention to leave an employee from 500 Korean companies using correlation, hierarchical multiple regression analysis. The results indicated that antecedent for and intention to leave was organisational commitment, career satisfaction and learning culture of the organization.

According to a research carried in one of the supermarket chain in Malaysia by (Salleh et al, 2012). The study tends to find out the level of organizational commitment, satisfaction with job and intention to leave among the employees working at a retail company of Malaysia. A questionnaire was developed which had questions about the respondent's satisfaction, demographic information, commitment with the organization and the intention to leave. Job descriptive index was used to measure the job satisfaction. The result gave empirical findings that all the factors had an effect in the intention to leave.

Chen et al., (2014) examined how leadership affect turnover rate. That is how leadership can help managers to supervise their employees, the effects of the manager's gender and his or her own satisfaction with supervision on employee work attitudes. Results show that middle manager's satisfaction with senior managers was related positively to line employee's satisfaction with middle managers, which in turn, was correlated positively with line employee's intentions to remain.

Further, it was found that middle manager's gender moderated the relationship between middle manager's satisfaction with supervision and line employee's satisfaction with supervision, the relationship was stronger when the middle manager was female.

According to the finding of Yuan et al., (2014) research paper "Occupational commitment, industrial relations and turnover intention", occupational commitment is beneficial for industrial relations, while this relationship is conditioned on employees' turnover intention in Chinese firms. Results show that except for limited choices, the other three types of occupational commitment are positively related to industrial relations. The result further reveals that employees that are emotionally strong with their workplace and their occupation are more focused at performing their current work and more easily realize their organisational identity. Again intention to leave is negatively related to the industrial relations, which implies that those working employees who have a higher level of turnover intention, leave their current job are less likely to care about their relationship with their current workplace. Also, turnover intention negatively moderates the relationships between employees' occupational commitment and industrial relations.

Loncar, (2010) investigated the relationship amongst job satisfaction, turnover intention and pay satisfaction and how it affects the employees using data from 200 registered nurse. After the regression tool was applied it was observed that the nurses who were satisfied with their pays were happy with their jobs and had no intention to quit their jobs whereas those nurses who had low pays were unsatisfied to an extent and lead to turnover intention. The study further revealed that turnover intention is caused by insufficient pay roles of nurses in health sector. This leads them to leave the organization that is termed as turnover.

Blaauw, et al., (2013) examined relationship of satisfaction with job on turnover intention in South Africa, Tanzania and Malawia health workers using

a sample of 2220. The participants were given a self-administered questionnaire.

The variables were studied by applying the multiple regressions on them and the results confirmed that turnover intention is related to the satisfaction with the job.

Tnay and Slong, (2013) investigated the effects of commitment with organisation and satisfaction with job on the intention to leave of employees working in a production industry. Job satisfaction (Satisfaction with Pay and Supervisory Support) and organisational commitment are taken as independent variables while employee's turnover intention is taken as dependent variable. The independent variables Pearson Correlation Coefficient were taken. The result of the study implied that the independent variables were in a negative relationship with the intention to leave of employees. Whereas as the commitment with organization did not had any impact on the intention to leave of the working employees in the organization.

Biswas, (2010) examined two variables, satisfaction with job and involvement with job as a mediator among the turnover intention of employees and the psychological climate using a sample of 357 managers from different organisations. The results indicated that "psychological climate is a statistically major analyst of organisational effectiveness and the two variables job satisfaction and job involvement are significant intermediaries in broadcasting the influence of the analyst variables to the criterion variables."

Ozbag and Ceyhun, (2014) investigated the reconciling effects of satisfaction with job on the relation between work-family conflict and intention to leave using 100 Turkish Marine Pilots. The conclusion exposed that shifting



system and work family conflict have a positive outcome on turnover intentions whereas numbers of exercise and job satisfaction have a negative outcome on turnover intentions. The finding also pointed out that there is no considerable conciliation effect in relationship between the respondents' work family conflict and turnover.

It overall concludes, higher level of satisfaction with job is linked with lower level of turnover intentions may be because employees who are satisfied are more effective in handling work family conflict. However, the finding indicates that the effect of satisfaction of job on the turnover in relationship with work family conflict was not significant.

Carraher, (2011) studied the turnover of workers and businessman on their attitudes towards benefits, satisfaction with pay, age and gender from countries like Estonia, Latvia and Lithuania across a time frame of four year. Regression equation method was used and actual salary or pay data was obtained from organization's internal record. From results of the study, it was exposed that major predictors of intention to leave for workers and businessman were attitude towards benefits while pay satisfaction was significant only for employees. Further it was also observed that "equity and expectancy considerations" were helpful to explain differences in rates of turnover intention while only "expectancy theory consideration" was helpful for business owners. It was concluded that in order to retain and attract employees, benefits and pay are very important.

Lotfi and Pour, (2013) investigated the relation among organisational justice and job satisfaction. The study used descriptive-analytic type and a statistical method by applying multiple regression and Pearson correlation

coefficient. Results showed significant relation between organisational justice and job satisfaction. It is observed from the study that only procedural justice is able to predict job satisfaction. Apparently, the ones who feel satisfied about the organization's policies towards equity will have more job satisfaction.

Rahman and Iqbal, (2013) cited in Alam and Muammad, (2019) researched about the significant factor which identified the level of satisfaction of job of 48 commercial banks employees from 8 banks in Bangladesh. Results of the study revealed factors that influence satisfaction with job and intention to leave as, "job security, location of bank, employee's autonomy, basic salary and fringe benefits, career advancement opportunity, performance appraisal process and evaluation, goodwill of the bank, working environment, working schedule, peers relation among the employees etc." The result, shows a strong relation found in between turnover intention and job satisfaction in the Bangladesh private commercial banks.

Issa et al., (2013) examined sales person in pharmaceutical stores in Amman to find out the relation of intention to quit and satisfaction of job of 200 sales representatives. The statistical tool that was used was multiple regression, correlation and descriptive analysis. The result of the study highlighted that pay satisfaction was the leading dimension of job satisfaction when it comes to turnover intention. Therefore, having high satisfaction will smoothly reduce the turnover intention among the employees. Hence satisfaction with job and intention to quit had a negative relation with each other and satisfaction with pay was the leading dimension.

Bonenberger et al., (2014) examined how to improve motivation through motivating factors which creates satisfaction on job in the Eastern part

of Ghana, including, Akwapim, ManyaKrobo upper part and west part of Kwahu. The study discovered the impression of motivation and satisfaction of job on the intention to leave. The study revealed that there is significant impact of satisfaction with job and motivation on intention to leave. It further revealed that the greater heights of those two (motivation and satisfaction with job) minimized risk of workers' turnover intentions. The findings specify that with the use of effective human resource practices there is a way to inspire satisfaction of job and motivation that is the way to maintain the workers related to health at existing place.

Yucel, (2012) studied the relationship among commitment with organisation, satisfaction with job and intention to quit of employee using 250 respondents in manufacturing companies in Turkey. The study recognized that there have been significant relationships amongst the variables. The outcomes indicate that greater the level in the satisfaction of job would result greater organisational commitment which eventually leads to lesser intentions of turnover and conclude that satisfaction in job has positive relation with commitment to the organisation and negative relation with turnover intention.

Mahdi et al, (2012) examined satisfaction on job with turnover intention. The satisfaction on job was divided into two categories intrinsic and extrinsic satisfaction with job taken as independent variable and used to see the impact on dependent variable which is intention to quit. The study was conducted among Malaysian printing company employees using 32 respondents. The results indicate that turnover intention has significant negative relation to intrinsic satisfaction in job compare to extrinsic satisfaction in job.

Long et al, (2014) examined the impact of human resource management practices on intention to leave of employees in small and medium enterprise for which “Human resource practices” like “compensation and benefit, performance management, training and employee relations” is considered. After evaluation, “it is certain that the correlation between human resource management practices and the impact on intention to leave by workers is significant. The importance of human resource management practices in small and medium enterprises is critical in achieving competitive advantage.” Therefore, small and medium enterprises should implement effective strategies and human resource management practices to retain employees particularly the high performers. A proper supervision of human resource management practices is vital to retain workers of small and medium enterprises especially. “Human resource professionals and line managers should work closely to make sure that performance management, administration of compensation policy, training, and relations with employees, satisfaction with pay, supervisory support, and job satisfaction” are performed in an effective manner.

Hayati and Caniago, (2012) examined the impact on intrinsic motivation, satisfaction with job, commitment with organization and performance of job of Islamic work moral. The respondents of this study include the population of workers who work in “Islamic banks of Bandar Lampung” using 149 respondents. The result shows that the relation among “Islamic work ethic on intrinsic motivation, satisfaction with job, commitment with organization and performance of job are significant and positive.” The study achieved to the conclusion, “Islamic Work Ethic affects intrinsic motivation, satisfaction with job, commitment with organization and performance of job.”

Also, it was discovered that intrinsic motivation and satisfaction with job behave as a moderating variable among Islamic Work Ethic and commitment with organization and performance of job.

Momanyi and Kaimenyi (2015) investigated factors causing high nursing turnover in mission hospitals in Kenya. Descriptive research design was used with the application of both qualitative and quantitative approaches of research to collate, analyze and present data using a sample size of 147 Registered and Enrolled nurses working in various departments of the Hospital. Stratified random sampling technique was used to ensure representation of these professional cadres of staff. The study revealed that retention of nurses is an important issue because shortages could lead to work over-loads, burnout and dissatisfaction of nurses, turnover, and compromised standards of patient care.

Panagiotis et al, (2019) explore the key determinants of job satisfaction and employee turnover in high contact services studying employees' electronic word of mouth expressed through online reviews. 297,933 employee online reviews for 11,975 US tourism and hospitality firms were used.

Results revealed that firms with high scores in leadership and cultural values yield higher employee satisfaction. The result further revealed that career progression is a critical factor of employee turnover, with a unit increase in the career progression rating being accompanied with 14.87% reduction in the likelihood of an employee to leave the company. Again an increase in job satisfaction by one unit is associated with an increase in return on assets between 1.2% and 1.4%.

Julius and Kwesi, (2018) examined the relationship between turnover intention and job fit among Registered Nurses in Ghana.

The study adopted the quantitative research approach and the cross-sectional survey design in collecting data on the variables of interest. The results of the study showed no statistically significant relationship between nurses' turnover intention and job fit. However, psychological climate was found to fully mediate the relationship between turnover intention and job fit among the participants studied.

Johnny, (2018) examine the relationship between job satisfaction and turnover intent of executive level central office administrators in Texas public school districts. Data were collected from a random sample of 234 participants in which survey instruments of job satisfaction and turnover intent were used. Based on the results of the study, it was concluded that a moderate inverse relationship exists between job satisfaction and turnover intent and job satisfaction explained 41.3% of an executive level central office administrator's intent for turnover.

Billie and. Louise (2007) explores the impact of job satisfaction components on intent to leave and turnover for hospital-based nurses in order to identify the most influential factors. Systematic search of the literature was undertaken to identify relevant international research. Findings suggest that stress and leadership issues continue to exert influence on dissatisfaction and turnover for nurses.

Level of education achieved and pay were found to be associated with job satisfaction. The study revealed that changes over time in sources of dissatisfaction revealed that factors related to the work environment rather than individual or demographic factors were still of most importance to nurses' turnover intentions.

Sara et al, (2011) examined the antecedents of nurse turnover to gain a better understanding of the problem and help hospitals reduce their turnover rates. A sample of 287 nurses working for a variety of Belgian hospitals participated in the study. A survey method was used to collect quantitative data, which were analyzed through standard multiple linear regression, mixture regression models and t-tests.

Results indicated that both job satisfaction and organizational commitment significantly predicted nurse turnover intention. However, subsequent individual differences analyses revealed the existence of two subgroups of nurses. In the satisfaction focused group, only job satisfaction was found to predict nurse turnover intention, whereas in the satisfaction and commitment focused group both job satisfaction and organizational commitment were related to turnover intention.

Nana et al (2013) investigated the determinants of job satisfaction among Ghanaian teachers using 270 teachers randomly selected from five (5) public Senior High Schools in the Asuogyaman District of Ghana. Findings show that indeed, teacher satisfaction was determined by school factors, community factors and the characteristics of the teacher. The study also confirms a significant link between job satisfaction among teachers and their retention as well as accepting postings and remaining to teach in under resourced districts.

Justice et al (2017) examined the key factors that influenced the level of job satisfaction and turnover intention of professional accountants in Ghana. Using a survey research design, questionnaires were used to obtain data from professional accountants working in various organisations in Ghana.

The relevant data were subjected to statistical analysis using exploratory factor analysis and binomial test was applied. The results revealed that majority (59%) of professional accountants in Ghana are satisfied with their current jobs. The study also showed that compensation, working conditions, job autonomy, work relationships, opportunities to use skills and abilities and communication were the key factors that influenced the job satisfaction and turnover intention of professional accountants in Ghana.

Prince, et al, (2018) assessed the influence of job satisfaction and organizational justice on turnover intentions among teachers. One hundred and fourteen teachers at the Offinso South District of Ghana were conveniently selected to complete the Organizational Justice Index, the Teachers Satisfaction Scale and the Turnover Intention Scale.

From the results, turnover intentions negatively correlate with organizational justice and job satisfaction of teachers. With regard to the components of job satisfaction, only pay contributed a significant variance to their turnover intentions. Among the components of organizational justice, distributive and procedural justice contributed also significantly to turnover intentions.

Ingiaino, (2012) on her study titled a phenomenological study of motivations, experiences and reflections as related to teachers training and development in Tanzania showed that findings from the survey, interview and focus group data presented that teachers in primary and secondary schools appreciated their training yet did not feel successful in the teaching profession. Factors such as lack of pay, lack of basic needs such as housing,



food and water, lack of teaching supplies and overcrowding seemed to be stronger issues than their lack of training

According to Mboya, (2011) who was studying labour mobility in the banking industry of Tanzania, showed five latent variables which are comprised of several manifest variables as causes of labour mobility as follows:

First is individual employee determinants associated with employee attraction which are the need for further studies, the need for career advancement, the need for recognition, achievement, the need for status, utilization of competencies and corporate image; second is individual employee determinants associated with employee retention, these are the ones which make an employee to remain with his or her current employer despite the availability of other employment opportunities within the industry.

Ramasodi, (2010) who was studying factors influencing job satisfaction for healthcare professionals and Josias, (2005) cited Ramasodi (2010) who was studying the relationship between job satisfaction and absenteeism within electricity utility in South Africa, supported Toni by their conclusion that employees needs and motivators vary however, promotions, salaries, quality of supervision, coworkers relationship, opportunity to develop and communications were identified as main factors. Umar (2007) who was studying non-work factors and labour turnover in Nigeria, Michael (2008) in South Africa who studied panacea for employees' retention in public and private sector organizations their findings supported Toni, Josias and other researchers mentioned above.

## **Chapter Summary**

Job satisfaction as a construct can be determined by various factors as indicated by various authors. It is considered to be the important factor in determining employees' turnover because of its inverse relation with turnover. Factors that will enhance employees' job satisfaction if addressed will reduce employees' turnover in every organisation.

## **CHAPTER THREE**

### **RESEARCH METHODS**

#### **Introduction**

This chapter looks at the research methods that were used to undertake the study. Research methods entail research design, study area, population, sampling and sampling techniques, data collection instrument, data collection procedure, research instrument, validity and reliability, data analysis and ethical issues.

#### **Research Design**

The study adopted descriptive research design using cross sectional survey method to assess employees' job satisfaction and turnover of Holy Family Hospital- Berekum and Wenchi Methodist Hospital. Quantitative data technique was employed; quantitative research is concerned with cause and effect of societal development and makes use of data based on empirical observation and its corresponding critical interpretation.

#### **Study Area(s)**

Methodist Hospital is located in Wenchi, which is one of the twenty-two municipality in the Bono region of Ghana. Wenchi is located in the western part of Bono region and situated at the North-East of Sunyani. The hospital was established in 195 in a small room at the current location of the Police station as a dressing station.

The hospital has now grown to become a two hundred and thirty eight bed facility which serves as a referral Centre for 19 health facilities within Wenchi Municipality. The Hospital sometimes receives cases from Bamboi and Tinga health post in the Northern Region.

. The hospital has the following departments: administration, accounts, pharmacy, medical, laboratory, physiotherapy etc. The mission and vision of the hospital is to provide holistic and accessible health services in an efficient, effective and client sensitive manner with qualified and motivated staff within Christian principles and government policies with other stakeholders.

Berekum Holy Family Hospital is a Catholic Diocesan Hospital which serves as the Municipal Hospital. It is part of the Sunyani Diocesan Health Service and the Diocesan Health Service Board serves as the Governing Board. It was established in 1948 by the Medical Mission Sisters and became a Diocesan Hospital in 1978. Berekum Holy Family Hospital since 1969 has been Network with the Ministry of Health, a private hospital and community-based facilities and personnel and it is coordinated by the Municipal Health Management Team. Berekum Holy Family Hospital has a Nursing Training College and Midwifery Training School attached to the Hospital. The School of Nursing and the Midwifery Training School started in 1955 and 1964 respectively. These two schools were the only professional training programmes for nurses in the Brong Ahafo Region until 2004 when the Government established one in Sunyani. Berekum Holy Family Hospital also trains subsidiary staff: EN Anesthetics, Theatre Technicians, Laboratory Assistants, Ward Assistants and Dispensary Assistants for local use and other Institutions. The vision of the hospital is to provide high quality health care in the most effective/efficient and innovative manner, specific to the needs of the communities they serve and at all times acknowledging the dignity of the patient.

## Population

The study obviously selects from a group of individuals or employees, termed population to make inferences about the general population. Amedahe and Gyamfi (2016) defines a population as a group of individual persons, objects, or items from which samples are taken for measurement or as the entire aggregation of cases that meet a designated set of criteria. In this study, the target population was workers / employees of Methodist Hospital-Wenchi and Holy Family Hospital-Berekum consisting of 392 and 374 respectively. The populations of the study according to departments are shown in table 2.

**Table 2: Employee in Various Departments at the Hospitals**

Departments	Number of Employees Holy Family- Berekum	Number of Employees Methodist Hospital-Wenchi
Medical	15	24
Dental	2	7
Anesthesia	4	-
Pharmacy	16	17
Laboratory	8	14
Pysiotherapy	2	6
Radialogy	2	-
Administration	32	7
Maintenance	8	10
Transport	5	3
Accounts	16	17
Health Information	10	10
Mortuary	2	2
Nursing	248	249
Eye	2	4
Medical Stores	2	3
Others	-	19
Total	374	392

Source: Holy Family Hospital-Berekum and Methodist Hospital-

Wenchi, Records (2019)

## **Sampling Procedure**

The sample size of the study was determined using the formula  $n = \frac{N}{1+Ne^2}$  where  $N$  = total population and  $e$  = level of precision, developed by Yamane cited in Anokye (2015). The study used a sample size of 198 out of 392 workforce from Methodist Hospital-Wenchi as at 2019 constituting 50.51% [ $n = \frac{392}{1+392(0.05)^2} = 198$ ] and 193 out of 374 workforce from Holy Family Hospital-Berekum as at 2019 consisting 51.6% [ $n = \frac{374}{1+374(0.05)^2} = 193$ ] respectively at 5% precision level. The sample size for Methodist Hospital-Wenchi was 198 and 193 for Holy Family Hospital-Berekum. A stratified sampling technique (Probability sampling method) was used to compute respondents to make up the sample size. Simple random sampling was then used to identify respondents to respond to issues of employees' job satisfaction and turnover at the various hospitals.

## **Data Collection Instruments**

The study adopted primary sources of data collection techniques. Primary sources are original sources from which the researcher directly collects data that have not been collected previously. Section A of the questionnaires comprising respondents' demographic characteristics. Likert type questionnaire developed by Rensis cited in de Winter & Dodou (2012) designed in the form [1= Strongly Agree (SA), 2 = Agree (A), 3= Neutral (N), 4= Disagree (D) and 5 = Strongly Disagree (SD)] was used in Section B through D to collect primary data in relation to the research objectives such as: underlying causes of employees turnover in the Mission hospital consisting of work environment, poor remuneration package, employees and management relationship and lack of career progression; employees job satisfaction and the challenges posed by

employees turnover in Mission Hospital. Section E of the questionnaires was employees' turnover intension whether he or she has intension to quit the existing work.

The study adopted face and content validity ways of accessing the questionnaire. The researcher first allowed expert to look at the items in the questionnaire and agreed that the test is a valid measure of the concept which it is being measured just on the face of it. After face validity is achieved the researcher proceeded to access the questionnaires content validity by allowing experts familiar to the construct to also independently review all questionnaires items to their level of agreement. Reliability of questionnaires items was tested using reliability scale and items with less Cronbach's alpha were deleted to ascertain internal consistency.

#### **Data Collection Procedure**

Questionnaires were sent personally to the respondents in order to afford the researcher the opportunity to establish rapport with them and brief them on the objective of the study and also explain each item on the questionnaire, as well as offer any assistance that will be needed by the respondents. The questionnaires were collected within one week after dissemination from respondents. The respondents were assured the confidentiality of the information they provided.

Some bottlenecks experienced were lack of cooperation from the respondents to fill correctly the questionnaires, but mistakes were all corrected. Some respondents were also unwilling to give responses due to fears that their information will be used against them. Some respondents even turned down the request to fill questionnaires.

## **Data Processing and Analysis**

The data collected were edited, coded before analyzing. This facilitated easy identification. Data collected were analysed using Statistical Package for Social Sciences (SPSS) Version 23. Descriptive statistics method was employed in describing the nature or condition and the degree in detail of the present situation of the data by using means and standard deviations to assess employees' job satisfaction and employees' turnover in the various hospitals. Correlation matrix was used to establish the relationship between employees' job satisfaction and turnover and logistic regression methods were used to analyse the effect of employees' job satisfaction and turnover.

## **Ethical Considerations**

The researcher followed ethical standards as expected in research studies. Respondents were assured that participation is voluntary and that they can withdraw participation willingly. To avoid invasion of their privacy, their consent was sought first. As respondents are more inclined to share the perception that their privacy is being invaded, they were assured of confidentiality of data. Again, respondents were assured that data collected would be limited to academic purposes.

## **Chapter Summary**

The research design adopted in this study was descriptive research design using cross sectional survey method. The target population for the study was workers of Holy Family Hospital Berekum and Methodist Hospital-Wenchi. Stratified and simple random sampling techniques were used to compute and select respondents to answer questionnaire on issues of job satisfaction and



employees' turnover. The statistical package for social science (SPSS) version 23 was used to analyse the data.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter places emphasis on the presentation of the findings made in the course of the study. The chapter analyses and interprets the data gathered from the field. The findings are presented in charts and tabular forms for ease of interpretation. The presentation is done in the order of the research questions and objectives. The presentation and analysis of data are followed by discussion of results.

#### Data Presentation

##### Turnover intension

This section discusses employee turnover intension at the selected Mission Hospitals in the Bono Region. The results are presented in Table 3

**Table 3: Turnover Intension of Employees**

Variable	Holly Family Hosp. Berekum		Methodist Hosp. Wenchi	
	Turnover Intension		Turnover Intension	
	Frequency	Percentage	Frequency	Percentage
Yes	93	48.2	25	12.6
No	100	51.8	173	87.6

Source: Field Survey (2020)

Table 3 above indicates that, majority 51.8% of the respondents from Holy Family Hospital-Berekum had intension of not leaving their job and 48.2% had intension of leaving their job. Also, majority 87.4% of the respondents from

Methodist Hospital-Wenchi had intension of not leaving their job and 12.6% had intension of leaving their job

### **Underlying causes of employees turnover at mission hospitals**

This section examines the underlying causes of employees' turnover at mission hospitals. Respondents were asked to rate their levels of agreement and disagreement using a likert scale questions of 5 items, which are strongly agree (SA = 5), agree (A = 4), neutral (N = 3), Disagree (D = 2) and strongly disagree (SD = 1). Respondents' agreements mean and standard deviation were computed. Mean score greater 3 were interpreted as agreement, those below 3 were interpreted as disagreement, whereas those equal 3 were midway opinions. The findings have been summarized in the tables (Table 4, Table 5, Table 6 and Table 7) below respectively.

**Table 4: Analysis of Poor Work Environment**

Variable	Holly Family Hosp. Berekum		Methodist Hosp. Wenchi	
	Mean	Std	Mean	Std
Health care and social amenities are inadequate	3.622	1.206	3.062	1.227
Lack of furniture, desk and office space	3.181	1.255	3.383	1.202
Inadequate lightening and proper ventilation	2.808	1.306	3.472	1.186
No proper atmosphere to reduce stress	3.637	1.320	3.446	1.117
Grand Means	3.312	1.271	3.409	1.183
Average Grand Means			3.361	

Source: Field Survey (2020)

Results from Table 4 with respect Holy Family Hospital-Berekum indicates that no proper atmosphere to reduce stress was rated as the most

influential causes of turnover. It obtained a mean score of 3.637, indicating that respondents' close agreement and a standard deviation value of 1.320. Health care and social amenities are inadequate rated second. It recorded a mean score of 3.622 and standard deviation of 1.206, which demonstrated the fact that respondents had close agreement that it is underlying cause of turnover, lack of furniture; desk and office space was identified as the third variable in assessing poor working environments. Rating on the scale shows that it obtained a mean score of 3.181 and standard deviation of 1.255 showing respondents had midway agreement on issues of poor work environment at the hospital. The grand mean and standard deviation values were 3.312 [*grand mean* > 3] and 1.271 respectively indicating that employees at Holy Family Hospital-Berekum do agree that there is poor working environment. This affirms Hancock et al., (2013) after investigating forces of employees' turnover and concluded that, lack of facilities at work place, lack of opportunity for growth, negative perception, lack of supervision and training negatively influenced the cases of employee turnover

Also result from Methodist Hospital-Wenchi indicates that inadequate lightening and proper ventilation was rated as the most influential causes of turnover. It obtained a mean score of 3.472, indicating that respondents' close agreement and a standard deviation value of 1.186. No proper atmosphere to reduce stress rated second. It recorded a mean score of 3.446 and standard deviation of 1.117, which demonstrated the fact that respondents had close agreement that it is underlying cause of turnover, lack of furniture; desk and office space was identified as the third variable in assessing poor working environments. Rating on the scale shows that it obtained a mean score of 3.383

and standard deviation of 1.202 showing respondents slight agreement that it is underlying cause of employees' turnover.

Health care and social amenities are inadequate was the fourth rated by the respondents with mean 3.062 and standard deviation of 1.227 as underlying cause of employees' turnover at the hospital. The grand mean and standard deviation values were 3.409 [*grand mean* > 3] and 1.183 respectively indicating that employees at Methodist Hospital-Wenchi do agree that there is poor working environment. The overall average grand mean of the selected mission hospital is 3.361. This shows that generally employees at the selected mission hospitals have opinion that there exist poor working environment.

**Table 5: Analysis of Poor Remuneration Package**

Variable		Holly Family Hosp. Berekum		Methodist Hosp. Wenchi	
Poor	Remuneration	Mean	Std	Mean	Std
Packages					
Low wage as compare to other sectors		3.321	1.122	3.790	0.928
Inadequate benefits as a result of extra work		3.839	1.035	3.123	0.889
Delay in payment of salaries		2.725	1.392	2.808	0.763
Delay in payments of allowances		4.171	1.125	3.892	1.087
Grand Means		3.514	1.168	3.458	0.917
Average Grand Means			3.458		

Source: Field Survey (2020)

Results from Table 5 with respect Holy Family Hospital-Berekum indicates that delay in payments of allowances and rewards was rated as the most influential causes of turnover. It obtained a mean score of 4.171, indicating respondents' close agreement and a standard deviation value of 1.125. Inadequate benefits as a result of extra work rated second. It recorded a mean score of 3.839 and standard deviation of 1.035, which demonstrated the fact that respondents had close agreement that it is underlying cause of turnover. Low wage as compare to other sectors was identified as the third variable as a cause of employee turnover.

Rating on the scale shows that it obtained a mean score of 3.321 and standard deviation of 1.122 showing respondents little agreement on the variable as a cause of employees' turnover at the hospital. Delay in payment of salaries was the fourth rated by the respondents with mean 2.725 and standard deviation of 1.392. The grand mean and standard deviation values were 3.514 and 1.392 respectively. The grand mean value [*grand mean* > 3] shows that employees at Holy Family Hospital-Berekum do agree that there is poor remuneration package.

Also result from Methodist Hospital-Wenchi indicates that delay in payments of allowances and rewards were rated as the most influential causes of turnover. It obtained a mean score of 3.892, indicating respondents close agreement and a standard deviation value of 1.087. Low wage as compare to other sectors rated second with mean 3.790 and standard deviation 0.928, which demonstrated the fact that respondents agree that it is underlying cause of turnover. Inadequate benefits as a result of extra work was identified as the third variable with mean 3.123 and standard deviation 0.889 showing respondents

midway opinions. Delay in payment of salaries was the fourth rated by the respondents with mean 2.808 and standard deviation 0.763. The grand mean and standard deviation values were 3.403 and 0.917 respectively. The grand mean value [*grand mean* > 3] shows that employees at Methodist Hospital-Wenchi also agree that there is poor remuneration package.

The overall average grand mean of selected mission hospitals is 3.458 indicating that generally employees at the selected mission hospitals have opinion that there is a poor remuneration package.

**Table 6: Analysis of Employees and Management Relation**

Variable	Holly Family Hosp. Berekum		Methodist Hosp. Wenchi	
Employees and Management Relation	Mean	Std	Mean	Std
Conflict exist between employees and managers	2.740	1.157	3.824	0.872
Unjust treatment of employees at little mistake	3.222	1.305	3.477	1.076
Employees are being bullied by supervisors	2.606	1.258	2.575	0.998
No candid and honest appraisals systems	2.523	1.136	3.622	0.956
No communication with managers and employees	2.829	1.269	2.383	0.979
Grand Means	2.784	1.225	3.176	0.979
Average Grand Means	2.980			

Source: Field Survey (2020)

Results from Table 6 with respect Holy Family Hospital-Berekum indicates that unjust treatment of employees at little mistake was rated as the most influential causes of turnover. It obtained a mean score of 3.222, indicating respondents' midway agreement and a standard deviation value of 1.305. No communication with managers and employees rated second. It recorded a mean score of 2.829 and standard deviation of 1.269, which demonstrated that respondents disagree that it is not a cause of employee's turnover. Conflict exist between employees and managers was identified as the third variable as a cause of employee turnover. Rating on the scale shows that it obtained a mean score of 2.740 and standard deviation of 1.157 showing respondents disagreement on it as a cause of employees' turnover at the hospital.

Employees are being bullied by supervisors was the fourth rated by the respondents with mean 2.606 and standard deviation of 1.258. No candid and honest appraisals systems were the fifth rated by the respondents with mean 2.523 and standard deviation of 1.136. The grand mean and standard deviation values were 2.784 and 1.225 respectively. The grand mean value [*grand mean* < 3] shows that employees at Holy Family Hospital-Berekum disagree that poor employees and management relation is cause of employees' turnover.

Also result from Methodist Hospital-Wenchi indicates that conflict exist between employees and managers was ranked first with mean 3.824, indicating respondents' agreement and a standard deviation 0.882. No candid and honest appraisals systems rated second with mean 3.622 and standard deviation 0.956, which demonstrated that respondents agree that it is a cause of employee's turnover. Unjust treatment of employees at little mistake was identified as the



third variable with mean 3.477 and standard deviation 1.076 showing respondents agreement on it as a cause of employees' turnover at the hospital. Employees are being bullied by supervisors was the fourth rated by the respondents with mean 2.575 and standard deviation 0.998. No communication with managers and employees was the fifth rated by the respondents with mean 2.383 and standard deviation of 0.979. The grand mean and standard deviation values were 3.176 and 0.979 respectively indicating employees' midway opinion on poor employees and management relation is a cause of employees' turnover.

The overall average grand mean of selected mission hospitals is 2.980. This shows that generally employees at the selected mission hospitals disagree that poor employees and management relationship is a cause of employees' turnover

**Table 7: Analysis of Lack of Career Progression**

Variable	Holly Family Hosp. Berekum		Methodist Hosp. Wenchi	
	Mean	Std	Mean	Std
No career prospect at the hospital	3.659	1.257	3.011	0.551
No existing career prospect at the hospital	2.953	1.081	2.712	0.575
Lack opportunity for promotion	2.516	1.168	2.953	0.991
Lack of training, seminars and workshops	2.481	1.271	3.293	1.127
Grand Means	2.902	1.194	2.992	0.811
Average Grand Means	2.947			

Source: Field Survey (2020)

Results from Table 7 with respect Holy Family Hospital-Berekum indicates that no career prospect at the hospital was rated as the most influential

causes of turnover. It obtained a mean score of 3.657, indicating respondent's agreement and a standard deviation value of 1.257. No existing career prospect at the hospital rated second. It recorded a mean score of 2.951 and standard deviation of 1.081, which demonstrated that respondents disagree that it is not a cause of employee's turnover. Lack opportunity for promotion was identified as the third variable as a cause of employee turnover. Rating on the scale shows that it obtained a mean score of 2.516 and standard deviation of 1.168 showing respondents disagreement on it as a cause of employees' turnover at the hospital. Lack of training, seminars and workshops was the fourth rated by the respondents with mean 2.481 and standard deviation of 1.271. The grand mean and standard deviation values were 2.902 and 1.194 respectively. The grand mean value [*grand mean* < 3] shows that employees at Holy Family Hospital-Berekum disagree that lack of career progression is a cause of employees' turnover.

Also result from Methodist Hospital-Wenchi indicates that lack of training, seminars and workshops was ranked first with mean 3.293 and standard deviation 1.127. No career prospect at the hospital rated second with mean 3.011 and standard deviation 0.551, which demonstrated that respondents had midway opinion that it is a cause of employee's turnover. Lack opportunity for promotion was identified as the third with mean 2.953 and standard deviation 0.991 showing respondents' disagreement on it as a cause of employees' turnover at the hospital. No existing career prospect at the hospital was the fourth with mean 2.712 and standard deviation 0.575. The grand mean and standard deviation values were 2.992 and 0.811 respectively. The grand mean value [*grand mean* < 3] shows that employees at Methodist Hospital-

Wenchi disagree that lack of career progression is a cause of employees' turnover.

The overall average grand mean of selected mission hospitals is 2.947. This shows that employees at the selected mission hospitals disagree that lack of career progression is a cause of employees' turnover. The results of overall grand means of the selected hospitals are shown in Figure 2.

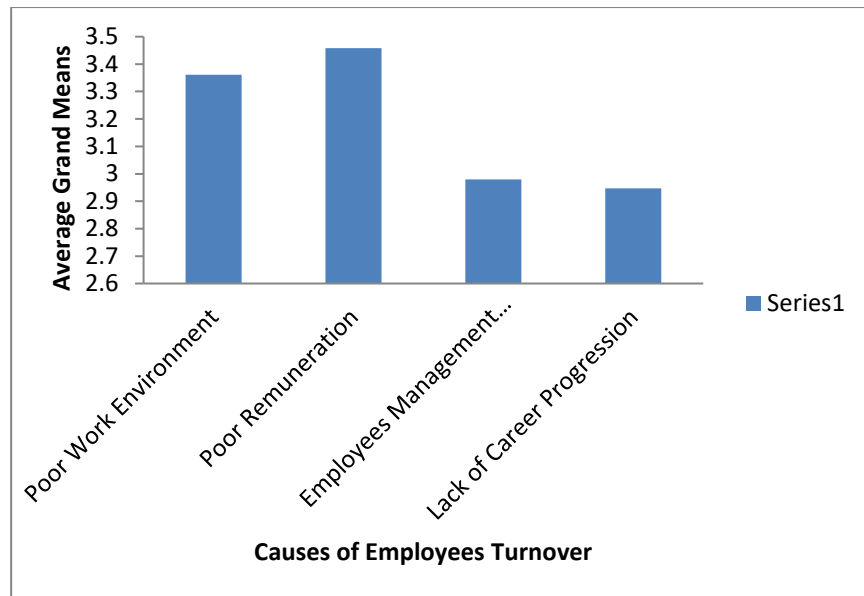


Figure 2: Underlying causes of employees' turnover

Source: Field survey (2020)

Table 5 and figure 2 indicates that the most influential underlying cause of employees' turnover at the selected mission hospitals is poor remuneration packages. The next influential cause of employees' turnover is poor working environment depicted in table 4 and figure 2. This general finding affirms Holt cited in Zhang et al. (2017) who indicated that an employee's perception of the workplace environment has a greater effect on the actions of that employee than the person's individual qualities and further explain that an employees'

psychological climate of the work environment influences their intention to stay or leave an organisation.

### **Relationship between job satisfaction and turnover in mission hospitals**

This section examined relationship between job satisfaction and turnover in mission hospitals. The study assesses employees job satisfaction level using a likert scale questions of 5 items, from strongly agree (SA = 5) to agree (A = 4), neutral (N = 3), Disagree (D = 2) and strongly disagree (SD = 1). Table 8 shows mean and standard deviation of respondents.

**Table 8: Analysis of Job Satisfaction and Turnover**

Variable	Holly Family Hosp. Berekum	Hosp. Methodist Wenchi	Hosp. Berekum	Hosp. Methodist Wenchi
	mean	std	mean	std
I'm adequately consulted regarding policies	1.855	1.287	3.28	1.166
I absent myself from work due to dissatisfaction	1.865	1.119	2.337	0.747
I'm satisfied with overall compensation/salary	2.974	1.304	2.332	1.188
My goals at work are very challenging	3.202	1.143	3.399	0.896
I have freedom to use my own judgment	3.062	1.184	3.684	0.828
I'm satisfy with educational investment for me	2.891	1.117	3.487	1.16
This organisation will continue to need me	3.678	1.065	2.026	0.401
My job performance history will protect me	3.731	1.203	3.622	1.098
I will work here up to pension	2.761	1.317	2.363	0.897
My organization can control things not to affect me	3.279	1.129	3.622	1.088
I have sense of secure future in this organisation	3.305	1.096	2.311	0.795
I work in safe and healthy environment	3.155	1.206	2.337	1.034
Grand Mean	2.979	1.18	2.9	0.942
Average Grand Means			2.939	

Source: Field Survey (2020)

The results in Table 8 show that employees of Holy Family Hospital-Berekum disagree that they are adequately consulted regarding policies with

mean 1.855 and standard deviation 1.287, they absent themselves from work due to dissatisfaction with mean 1.865 and standard deviation 1.119, they are satisfied with overall compensation/salary with mean 2.974 and standard deviation 1.304, they are satisfy with educational investment the hospital does for them with mean 2.819 and standard deviation 1.117, they will work at the hospital up to pension with mean 2.761 and standard deviation 1.317.

The respondents then had slight agreement that the hospital will continue to need them with mean 3.678 and standard deviation 1.065 and their job performance history will protect them with mean 3.731 and standard deviation 1.203. Again respondents had midway agreement that their goals at work are very challenging with mean 3.202 and standard deviation 1.143, they have freedom to use their own judgment with mean 3.062 and standard deviation 1.184, the hospital can control things not to affect them with mean 3.279 and standard deviation 1.129, they have sense of secure future in the hospital with mean 3.305 and standard deviation 1.096 and they work in safe and healthy environment with mean 3.155 and standard deviation 1.206. The grand mean and standard deviation values were 2.979 and 1.180 respectively. The grand mean value [*grand mean* < 3] shows that employees at Holy Family Hospital-Berekum have job dissatisfaction opinions.

Also result from Methodist Hospital-Wenchi indicates respondents had midway opinion that they are adequately consulted regarding policies with mean 3.280 and standard deviation 1.166, They then disagree that they absent themselves from work due to dissatisfaction with mean 2.337 and standard deviation 0.747, they are satisfied with overall compensation/salary with mean 2.332 and standard deviation 1.188, they agree that they are satisfy with

educational investment the hospital does for them with mean 3.487 and standard deviation 0.828, they disagree that they will work at the hospital up to pension with mean 2.363 and standard deviation 0.897. They had disagreed that the hospital will continue to need them with mean 2.026 and standard deviation 0.401 and agree that their job performance history will protect them with mean 3.622 and standard deviation 1.098.

Again respondents had midway agreement that their goals at work are very challenging with mean 3.339 and standard deviation 0.896, they agree that they have freedom to use their own judgment with mean 3.684 and standard deviation 0.828, they agree that the hospital can control things not to affect them with mean 3.622 and standard deviation 1.088, they disagree that they have sense of secure future in the hospital with mean 2.311 and standard deviation 0.795 and finally disagree that they work in safe and healthy environment with mean 2.337 and standard deviation 1.034. The grand mean and standard deviation values were 2.900 and 0.942 respectively. The grand mean value [*grand mean* < 3] shows that employees at Methodist Hospital-Wench have job dissatisfaction opinions. The overall average grand mean of selected mission hospitals is 2.939. This shows that employees at the selected mission hospitals have job dissatisfaction opinions leading to turnover intension.

The study employed correlation matrix method to assess the relationship between job satisfaction and employees' turnover at the mission hospitals. Continuous data of variables of job satisfaction were obtained by averaging the Likert scale responses of the employee's opinions on the questionnaires ranging from 1 (Strongly agree) to 5 (Strongly disagree) of variables leading to job satisfaction. The result is shown in Table 10.

**Table 9: Correlation Matrix**

	Holy Family Hospital-Berekum	Methodist Hospital-Wenchi
Pearson Correlation	Job Satisfaction	Job Satisfaction
Turnover Intension	-0.390*	-0.171*
P-value	0.000	0.018
N	193	198

\* Correlation Coefficient is significant at 5% significant level

Source: Field Survey, Akwei (2020)

Table 9 summarized correlation coefficients between job satisfaction and turnover intension of employees at the mission hospitals. The correlation coefficient between job satisfaction and turnover intension at Holy Family Hospital-Berekum is -0.390 and is statistically significant, also the correlation coefficient between job satisfaction and turnover intension at Methodist Hospital-Wenchi is -0.171 and is statistically significant.

#### **Effect of job satisfaction on the turnover in mission hospitals**

In order to assess the effect of job satisfaction on turnover intensions at the mission hospitals logistic regression module was employed. Turnover intension of respondents was dummied as [Yes = 1, No = 0] as dependent variable and job satisfaction as independent variables. The logistic regression results are shown in table 10 and 11.

**Table 10: Logistic Regression Holy Family Hospital-Berekum**

Variable	$\beta$	SE	Wald	df	Sig
Job Satisfactions	-1.766	0.357	24.504	1	0.000
Constant	5.369	1.111	23.343	1	0.000

Source: Field Survey, (2020)

**Table 11: Logistic Regression Methodist Hospital-Wenchi**

Variable	$\beta$	SE	Wald	df	Sig
Job Satisfactions	-1.243	0.527	5.558	1	0.018
Constant	1.810	1.567	1.330	1	0.249

Dependent Variable: Turnover Intension

Source: Field Survey, (2020)

Table 10 and Table 11 show the result of logistic regression of job satisfaction and employees' turnover intension of the mission hospitals. Logistic regression including independent variable for Holy Family Hospital-Berekum and Methodist Hospital-Wenchi are shown in table 10 and 11. Variable is statistically significant only if ( $p < 0.05$ ), the results under Holy Family Hospital-Berekum indicated that, job satisfaction ( $\beta = -1.766$ , p-value= 0.000) showing negative or inverse effect between job satisfaction and turnover intension. The results under Methodist Hospital-Wenchi indicated that, job satisfaction ( $\beta = -1.243$ , p-value= 0.018) showing negative or inverse effect between job satisfaction and turnover intension.

### **Challenges posed by turnover in the mission hospitals**

This section examined the challenges posed by turnover at the Mission Hospitals using a Likert scale questions of 5 items, from strongly agree (SA =



5) to agree (A = 4), neutral (N = 3), Disagree (D = 2) and strongly disagree (SD = 1). Table 12 shows mean and standard deviation of respondents.

**Table 12: Analysis of Challenges of Employees Turnover**

Variable	Holly Hosp. Berekum mean	Family Berekum std	Methodist Wenchi mean	Hosp. Wenchi std
Challenges of Employees Turnover				
Expenses on vacancies as result of advertisement	4.569	0.719	3.829	0.795
Loss of continuous services and quality	4.456	0.756	3.881	0.647
Additional fees for recruitment, interviews, training	4.399	0.823	3.632	1.515
Hospital objectives are not always met	2.171	1.044	3.012	0.785
Inefficiency of new staff	4.414	0.868	3.705	1.056
Loss of clients and moral impact due to turnover	2.139	1.078	3.216	0.804
Increased workload as result of employees' turnover	4.424	0.617	3.959	0.918
Grand Mean	3.796	0.843	3.604	1.074
Average Grand Means		3.7		

Source: Field Survey (2020)

Results as shown in Table 12 with respect Holy Family Hospital-Berekum on challenges of employees' turnover indicated respondents agree that expenses on vacancies as result of advertisement was rated as the significant challenge variable. It recorded a mean mark of 4.569 and a standard deviation of 0.719 which signifies respondent's agreement to the variable. Loss of continuous services and quality was ranked second on the scale with mean mark of 4.456 and a standard deviation 0.756, Increased in workload as result of employees' turnover was considered third. It attracted a mean mark of 4.424 and a standard deviation of 0.617. Inefficiency of new staff was fourth on the scale of challenges. It obtained a mean value of 4.414 and standard deviation 0.868. Additional fees for recruitment, interviews, training were rated fifth in assessing challenges with a mean 4.399 and a standard deviation 0.823.

Respondent then disagree that hospital objectives are not always met with a mean value of 2.171 and a standard deviation of 1.044 and loss of clients and moral impact due to turnover with mean 2.139 and standard deviation 1.078. The grand mean and standard deviation values were 3.796 and 0.843 respectively. The grand mean value [*grand mean* > 3] shows that employees at Holy Family Hospital-Berekum indicates that employee's turnover had challenges.

Also result from Methodist Hospital-Wenchi indicates respondents agree that expenses on vacancies as result of advertisement with mean 3.829 and a standard deviation 0.795. They agree that loss of continuous services and quality with mean 3.881 and standard deviation 0.647. They again agree that increased in workload as result of employees' turnover was a challenge with mean 3.959 and standard deviation 0.918. They further agree that both inefficiency of new staff with mean 3.705 and standard deviation 1.056 and additional fees for recruitment, interviews, training with mean 3.632 and standard deviation 1.515 were challenges of employees' turnover.

Respondent then had midway opinions on hospital objectives are not always met with a mean value of 3.012 and a standard deviation of 0.785 and loss of clients and moral impact due to turnover with mean 3.216 and standard deviation 0.804. The grand mean and standard deviation values were 3.604 and 1.074 respectively. The grand mean value [*grand mean* > 3] shows that employees at Methodist Hospital-Wenchi have opinion that employees' turnover had challenges.

## **Discussion of Results**

Employees' opinions on the underlying causes of turnover at the selected Mission Hospitals in the Bono Region indicated that poor working environment and poor remuneration packages are the main influential factors. The findings collaborated with Rothrauff et al., (2011) who affirmed that forces that lead to employee turnover are working conditions and working relationship. It is also in line with the following, Loncar, (2010) who investigated the relationship amongst job satisfaction, turnover intention and pay satisfaction among nurses and conclude that nurses who were satisfied with their pays were happy with their jobs and had no intention to quit their jobs. Carraher, (2011) who investigated turnover of workers and businessman on their attitudes towards benefits, satisfaction with pay from countries like Estonia, Latvia and Lithuania across a time frame of four years and identify pay satisfaction as a major predictor of intention to leave.

On the issues of relation of job satisfaction and turnover intension, the study found out that employees unanimously disagree that they are adequately consulted regarding policies, they are satisfying with overall compensation and they will work at the hospital up to pension. The general findings affirm Tnay and Slong, (2013) who investigated the effect satisfaction with job on the turnover intention of an employees at a production industry and revealed that job satisfaction have negative relationship with the turnover intention of employees.

The results also show that there is inverse relationship between job satisfaction and employees' turnover intension at the selected mission hospitals under the study. This shows that improvement on employees' job satisfaction

decrease employees' turnover intentions at the selected mission hospitals in the Bono region. The findings collaborate with Kazi et al. (2012) as they confirmed an inverse relationship between employees who were well satisfied with their job and their turnover intentions. It again support, Chang et al., (2010) who observed a negative relationship between person-job fit and turnover intention, Aliya and Muhammad, (2019) who examines the level of job satisfaction and turnover intention among nurses in Karachi and found significant negative correlation between turnover intention and job satisfaction, Ozbag and Ceyhun, (2014), who investigated the effects of satisfaction with job on the relation between work-family conflict and intention to leave at Turkish Marine Pilots and concludes that higher level of satisfaction with job is linked with lower level of turnover intentions.

With the issues on the challenges faced by the selected mission hospitals with the turnover, it was evident that there are actually some setbacks that the selected mission hospitals faced such as: expenses on vacancies, loss of continuous service and quality, additional fees for recruitments and training, inefficiency of new staff and increased in work load. Finding of the study is in line with Mrope and Bangi (2014) who indicated that employee turnover is a serious threat to the growth and productivity of any organisation and is considered to be one of the persistent problems in many organisations.

On assessing effect of job satisfaction on the turnover intension at the selected mission hospitals. The study revealed that the likelihood or probability for an employee at Holy Family Hospital-Berekum turnover intension will decrease by -1.766 when their job satisfaction levels improves by one percent. Again, the likelihood or probability for an employee at Methodist Hospital-

Wenchi turnover intention will decrease by -1.243 when their job satisfaction levels improves by one percent. The result of the study collaborates with Aliya and Muhammad, (2019) who examines the level of job satisfaction and turnover intention among nurses in Karachi and conclude that overall job satisfaction was found to have a significant negative association or effect with turnover intention. The finding further affirms Blaauw, et al., (2013) who examined relationship of job satisfaction on turnover intention in South Africa, Tanzania and Malawi health workers and confirmed that turnover intention is negatively related to job satisfaction.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter summarizes the main findings of the study in relation to the research questions, conclusions of the study and gives recommendations based on the findings of the study.

#### Summary of Findings

This study examined job satisfaction and employees' turnover in Mission hospitals in the Bono region. The research design employed in this study was descriptive research design using cross-sectional survey for data collection. The total population for the study comprised of employees of Holy Family Hospital-Berekum and Methodist Hospital-Wenchi. The study used a total sample of 193 respondents from Holy Family Hospital-Berekum and 198 respondents from Methodist Hospital-Wenchi. Data collected were analyzed using statistics package for social science version 21 (SPSS) by employing mean, standard deviation, bar chart, percentages, correlation matrix and logistic regression.

The Data collected and analyzed indicated that most of the respondents were female, below the age of 50 years specifically between ages 30-39 and are mostly diploma holders.

Research question one was to examine underlying causes of employee's turnover at the mission hospitals. The study made use of 4 variables to examine poor working environment, 4 variables to examine poor remuneration packages, 5 variables to examine employees and management relationships and 4 variables to examine lack of career progression. The findings of the study

revealed that respondents rated poor remuneration packages as the highest among all underlying causes of employees' turnover intention at the mission hospitals, followed by poor working environment, employees and management relationships and lack of career progression in descending order. The overall average grand mean shows that poor remuneration packages are the significant cause of employees' turnover at the mission hospitals in the Bono Region.

Research Question two was to assess the relationship between job satisfaction and turnover in Mission Hospitals. The study used 12 variables to examine employees' job satisfaction. Findings of the study revealed that employees at the selected mission hospitals are less satisfied using the overall average grand mean. Findings of the study further revealed there is inverse relation between employees' job satisfaction and turnover intention at the mission hospitals in Bono Region. This implies that as management improves employees' job satisfaction issues their turnover intentions will reduce

Research Question three was to examine effect of job satisfaction on the turnover in Mission Hospitals. The logistic regression results show that employees of the selected mission hospitals in Bono Region turnover intention are likely to reduce when their job satisfaction levels improve by a percent margin. This indicates that the likelihood of an employee of the selected Mission Hospital to remain at post will increase if job related issues are address

Research Question four was to determine challenges posed by turnover in the Mission Hospitals? The study used 7 variables to determine challenges posed by turnover in the Mission Hospital. The overall average grand mean

indicates that employees at Mission Hospitals have opinion that employees' turnover posed challenges at the hospitals.

### **Conclusions**

This study examined job satisfaction and employee turnover in Mission Hospitals in Bono Region. Findings of the study revealed that respondents have opinions that a poor remuneration package and poor working conditions are prevailing causes of employees' turnover at mission hospitals in Bono region. The study concludes that poor remuneration packages ate the main causes of employees' turnover at the selected mission hospital in the Bono Region.

The results also revealed that there is inverse relation between job satisfaction and employees' turnover intensions in the Mission Hospitals in Bono Region. The again concludes that there is negative relationship between employees' job satisfaction and employees' turnover at the selected Mission Hospital. The respondents again have opinions that there are employees' turnover challenges at the Mission Hospitals. The study further concludes that expenses on vacancies, loss of continuous service and quality, additional fees for recruitments and training, inefficiency of new staff and increased in work load are the main challenges pose by turnover

### **Recommendations**

From the data analysis and findings the researcher makes the following recommendations:

1. More effort should be made to look at the variables or elements, leading to the construct of underlying causes of employees' turnover, such as poor working environment, poor remuneration packages, employees and management relationship and lack of career progression.



2. Human resource departments should improve measures to address employees' turnover intention to mitigate challenges posed by turnover at the mission hospitals.
3. Strengthen staff relationships: Furthermore, management also need to focus upon strengthening the staff relationships in terms of working as a team and solving issues as a team which creates a perception of being important for the hospitals among staffs and thereby improves the job satisfaction level among them
4. Provide opportunities for career advancement: Management of the hospitals should also provide a platform for staffs in terms of providing them opportunities to develop their career within workplace by means of adopting coaching, mentoring as well as leadership skill development programs thus ensuring that staffs are trained to take up higher level jobs within the enterprise thereby improving their job satisfaction level.
5. Provide professional development opportunities: In addition to the above, hospitals should also invest upon career development of their staffs in terms of providing them training and various degrees to enhance their skills and professional knowledge so that they can grow professionally within the workplace thereby making the staffs to feel being valued and thus have a higher job satisfaction level.

### **Suggestions for Future Research**

Any related future studies on this topic could further look at job satisfaction and turnover at Mission hospitals in other regions or nationwide.

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**APPENDICES**

**APPENDIX A**

**CHATOLIC UNIVERSITY COLLEGE, FIAPRE**

**QUESTIONNAIRE**

Dear respondent,

This questionnaire is designed to collect information about job satisfaction and employees turnover in Mission hospital specifically holy family hospital, Berekum and Methodist H – Wenchi. It is purely an academic exercise and I assure you that all information given will be treated confidential and solely for the purpose of this study.

**Section A: Underlying Causes of Employees Turnover in this Hospital**

1. Please indicate to what extent you agree or disagree with the following underlying causes of employees turnover in this hospital, using the scale: SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree

<b>Work Environment</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
Health care services and amenities for employees are inadequate					
Lack of furniture, desk, office space and other usable materials					
No suitable lightening, air condition and proper ventilation					
There is no proper atmosphere to reduce employees stress level					
<b>Poor Remuneration Packages</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
Low wage positions as compare to other sectors or similar sector					
Inadequate benefits for employees as result of extra work done					
Delay in payments of salaries and no financial reward					
Delay in payments of allowances					
<b>Employees and Management Relationship</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
There is always conflict between employees and management					

Employees are being treated unjustly and embarrassed at little mistake					
Employees are being bullied by supervisors and no positive feedback					
There is no candid and honest appraisal systems					
Lack of communication between managers, supervisors and employees					
<b>Lack of Career Progression</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
There are no career prospect at the hospital					
Discounted with existing career prospect at the hospital					
Lack of opportunity for promotion, growth and elevation					
Lack of training, seminars and workshops to improve skills					

### Section B: Employees Job Satisfaction

2. Please indicate your opinion to the extent you agree or disagree with the following as in line to your job satisfaction level in this hospital, using the scale:

SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree

Please rate the following variables that improves your satisfaction level at workplace

<b>Variable</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
I am adequately consultant regarding policy changes.					
I regularly absent myself from work due to dissatisfaction					
I am satisfied with my overall compensation/salary					
My goals at my work are very challenging					
I have freedom to use my own judgment					
I am satisfied with investments my organization makes in my education					

I am confident that this organization will continue to need my service					
My job performance history will protect me from losing my job					
In my opinion I will work in this hospital up to pension					
This organization can control things that will affect me personally					
I have sense of secure future in this organisation					
I work in a safe, healthy and comfortable environment					

### Section C: Challenges of Employees Turnover

3. Please indicate your opinion to what extent you agree or disagree with the following challenges will be posed as result of employees turnover in this hospital, using the scale: SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree

Variable	SA	A	N	D	SD
Expenses on vacancies as a result of advertisement					
Loss of continuous services and quality					
Additional fees for interviews, recruitment and training					
Hospital objectives are not always met					
Inefficiency of new staff					
Loss of clients and the moral impact of the hospital are rundown					
Increase in workload as a result of employees absence					

### Section D

4. Please kindly indicate whether you have intension of quitting you current place of employment for another organization or sector

Yes [ ] No [ ]