



**ST. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES**

**THE EFFECTS OF JOB SATISFACTION ON EMPLOYEES' TURNOVER  
INTENTIONS: THE CASE OF BLACK LION SPECIALIZED HOSPITAL HEALTH  
PROFESSIONALS**

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Addis Ababa, Ethiopia**

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERISITY SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIRMENTS FOR THE MASTER OF BUSSINESS ADMINISTRATION (GMBA)**

**Approved by Board of Examiner**

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## **DECLARATION**

I, undersigned, declare that the work entitled the Effects of Job Satisfaction on Employees' Turnover Intention in Black lion Specialized Hospital is the result of my own effort and study and that all sources of materials used for the study have been acknowledged. I have produced it independently except for the guidance and suggestion of my Research Advisor. This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the General Master of Business Administration.

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Molla Adego

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Date

## **LETTER OF CERTIFICATION**

This is to certify that Molla Adego has conducted this study on the topic the Effects of Job Satisfaction on Employees' Turnover Intention in Black lion Specialized Hospital Health professional under my supervision. This work is original and suitable for the submission in partial fulfillment of the requirement for the award of General Master of Business Administration.

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**Werku Makonnen (PhD)**

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**Date**

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## **L IST OF ABBREVIATION/ACRONYMS**

**D.F.:** - Degree of freedom.

**SA:** - Strongly Agree.

**A:** - Agree.

**Fig:** - Figure.

**BLH:**-Black Lion Hospital.

**HRM:**-Human Resource Management.

## **LIST OF FIGURES**

- 1. Figure .1**

## **Abstract**

*In labor-intensive and service-oriented companies, satisfaction of the prominent staffs has a positive impact on the overall performance of the service industry. Hence, Black lion hospital as a service industry sector so as to provide efficient service to its customer and to cope up with the emerging competitive service industry, should have to improve employee handling and create a mechanism to retain qualified and efficient employees. The purpose of this study is to examine the effects of job satisfaction in relation to pay, nature of work, and promotion opportunity on turnover intention in Black lion hospital health professional staffs. This study employed a descriptive, explanatory study design and it was done based on primary and secondary source of data. A self-administered questionnaire was distributed to collect valuable information from the respondents. The collected data were analyzed using descriptive statistics and multiple regressions analysis. The result revealed that, among the factors examined in this study, only satisfaction with promotion opportunity has a significant negative correlation to intention of employees' turnover. The study suggests the management to undertake a study on the existing HR policies and procedures, and to take measures that can guarantee transparency and fairness of employee carrier development programs to keep them satisfied on their job and retained in the hospital.*

Key words: Job satisfaction, Intention of employees' turnover, Black Lion Hospital

# CHATER ONE

## INTRODUCTION

### 1.1. Background of the study

Organizations are social systems where human resources are the most important factors for effectiveness and efficiency. Organizations cannot succeed without their employees' efforts and commitment. In the organization the Human Resources are the life blood of life. It is difficult for the organization to compete in the current era of competition without the loyal and competent Human Resource. The loyal employees are the most productive and a source for the development of the organization and vice versa. It becomes challenge for the Human Resource Managers to retain the employees for long period and to minimize the turnover in the organization. (Khan & Aleem, 2014). This is where the concept of employee turnover is coming into the picture because it is a concept that is revolving around how exactly an organization will try to capture and keep its workforce with itself rather than letting them leave the organization.

Efficient utilization of human resource in the organization is the base for organizational existence and development. HR professionals and organization executives are seen implementing different mechanisms to retain their experienced employees. It is necessary to keep track of people that help in building and maintaining a strong organization. The role, position and also the prominence that is given to human resources within any organization is considered to be a reflection of its overall approach and understanding of how human resources drive organizational processes. In most cases, organizations do understand the value and significance that is usually attached with the human resources that they possess. Although in many cases the organization will succeed to get the human resources who are efficient and effective in the tasks and duties that they are doing within the organizational unit but the key point of challenge comes up when organizations try to make sure that the employees who are good in their jobs and duties will be retained within the company itself.

Employees are important assets of any organization, whether business or non-profit. Several experts noted the role played by employees in creating competitive advantage for the organization (Lepak& Gowan, 2008; Pfeffer, 1994). Employees must be given the support they

need in order for them to stay with the organization. Otherwise, this will create a high employee turnover that could undermine the success of the organization. (Dalluay, et al., 2017). In this emerging competitive world, humans are considered the most precious assets that impact on the performance. (Kabene, et al., 2006). Particularly, In the health sector, doctors, nurses, and other health workers staffs are the most valuable assets and have prominent role for the achieving of the government objective to provide the maximum health services to the public. (Khan & Aleem, 2014). As stated by many researchers in the business and services industry satisfaction of the prominent staffs in any organization have a positive impact on the overall performance and efficiency of the organization. In this regard, labor-intensive and service-oriented companies like black lion hospital should focus on increasing job satisfaction to create organizational commitment. Companies must include issues of employee turnover on its agenda. Hence, Black lion hospital as a public institution so as to provide efficient service to its customer and to cope up with the emerging competitive service industry, should have to improve employee handling and create a mechanism to retain qualified and efficient employees for the longer period by enhancing employee job satisfaction since it is very vital for the organization. It is also very essential to improve the working environment for the prominent staffs in order to achieve its objectives. To this end, it has to develop efficient human resource system that enhance employee satisfaction and reduce turnover intention. Hence, without the developed system of human resource, it is difficult to manage and retained the doctors and other health care providers.

The high turnover of employees in the organization is a factor for increase the cost of hiring new workforce and decrease the productivity. An organization can gain the competitive advantage due to retaining of qualified, productive and loyal work force. The turnover is the most focused area by the scholars, academicians, researchers and the human resource managers. The employee retention is also considered the input for improving the financial performance of the organization (Raikes & Vernier 2004). The outcome of the increased level of turnover in the organization is also in the form of indirect cost like burden on the existing workforce, loss of social capital and low morale. (Des & Shaw 2001). The increasing trend of turnover enhances the cost and reduces the productivity and efficiency of the organization. (Khan & Aleem, 2014). Hence, it is crucial to study the factors affecting the turnover intention in the organizations.

There are several factors to be considered in understanding the percentage of employee turnover intention in relation to the satisfaction of employees. For example, salary satisfaction of employees, nature of work and other factors could affect their decision to stay or leave the company. Similarly, health professionals in black lion hospital have several problems that significantly, affect the turnover intention in relation to job satisfaction. Some of the problems which affect professionals turn over intention in relation to job satisfaction are related to personal issues, social issues and work-related issues, economic issues, environmental issues and the like. Among others all the above-mentioned problems, results in health professional dissatisfactions which is manifested in the employee day to day service rendering activities.

Employees' satisfaction with their jobs and commitment to their organizations has been viewed as major determinants of organizational effectiveness. Job satisfaction critical to retaining and attracting well-qualified personnel. Concerns about employees' job satisfaction is just as, or even more, critical in the knowledge-based sectors, such as the health-care industry as they are in other business sectors. These factors are especially important in professionalized and service-based organizations, such as hospitals where long-term specialist training and retention issues are highly important. Employees who experience job satisfaction are more likely to be productive and stay on the job. Job dissatisfaction has been found to be a strong and consistent predictor of intention to leave as well as turnover. Employees' job satisfaction is also found to be positively related to patient satisfaction in health-care settings. Employees' commitment is a valuable asset in an organization.

Research has shown that increased commitment improves employees' job satisfaction, motivation, performance and creativeness, and reduces absenteeism and turnover. Justification for the need to investigate employees' job satisfaction is exemplified in the seemingly observed relationship between the lower levels of job satisfaction and negative symptoms of absenteeism, grievance expression, tardiness, low morale and high turnover. Job satisfaction is important indicators to managers because of the desire to retain a stable and committed workforce. Researchers are keenly interested in understanding the factors that influence an individual's decision to stay or leave an organization. (Ali M. M., 2008)

Thanks to global health care development program, particularly, to Millennium development goal Ethiopian health system is passing through a period of transformation for over longer periods. The remarkable improvement involving a number of health, nutrition, and population indicator in the health sector in Ethiopia has shown over the last decade. Since then, the Ministry of Health has been working on a comprehensive health-care reform programs, especially in hospitals. One of the aims of this reform program is to strengthen health-care management. However, human resource management in Ethiopia hospitals particularly in black lion hospital is still not what it should be and the human aspects relating to employee satisfaction and organizational commitment, which affect productivity, are neglected. There are a small number of research studies in the literature that have examined the associations between job satisfaction, and turnover intention in the Ethiopian hospitals particularly in Black lion hospital. Most of these studies have been based on data collected in Western countries and, also, limited to health-care employees. However, where job satisfaction has been found to be a direct predictor of turnover, has not been analyzed. This study aims to overcome this by focusing on issues such as employee attitudes, like satisfaction and commitment, and the extent to which these factors contribute to their intention to leave the organization.

## **1.2. Statement of the problems**

It is always the challenge for companies to ensure that their employees stay with the organization. The decision making of employees is affected by many factors associated with the satisfaction in the workplace as well as the treatment they get from the management. In this regard, the employee turnover is a response of employees on the policies, benefit packages, nature of the works, and culture of the organization as well as leadership styles, and support of the management. According to Kumar, turnover is a critical human resource issue in all sectors of the economy which affects productivity, in this regard service quality, and profitability of the service. Moreover, employee turnover is a major concern in an organization's competitive advantage since it would have an impact on the organization's efficiency, productivity, and sustainability of the organization. Particularly, Turnover intention of employees refers the likelihood of an employee to leave the current job he/she are doing. Every organization regardless of its location, size or nature of business has always given a key concern about Employees' turnover intention. Employee's turnover intention is a deprived feeling or need of

employees to leave organization which is working in (Zahid H.B., 2013). Bluedom (1982) recommended the use of turnover intention over actual turnover is preferred because actual turnover is more difficult to predict than intentions as there are many external factors that affect turn over behavior. Turnover intention has been widely used in many researches as an appropriate dependent variable as it is linked with the actual turnover and more preferably show the feeling of currently working employees. Intention to turnover refers to an individual's perceived probability of staying or leaving an employing organization (Cotton and Tuttle, 1986). (Tett and Meyer 1993), on the other hand, referred to turnover intentions as a conscious and deliberate willfulness to leave the organization. (Barak et al. 2001) in their review of antecedents to turnover argued that many studies use intent to leave rather than actual turnover as the outcome variable due to two main reasons. First, there is evidence to indicate that workers typically make a conscious decision to do so before actually leaving their jobs. Second, it is more practical to ask employees of their intention to quit in a cross-sectional study than actually tracking them down via a longitudinal research to see if they have left.

As the information obtained from the Black lion hospital human resource shows, the hospital has experienced a significance turnover of employees, substantially health professionals. However, the reason for the resignation of employee is not well studied, and the hospital also have not given considerable attention for the issue. It is challenging to obtain concrete evidence for the basic cause of withdrawal of employee from the hospital since there is no experience of consistence exit interviewing or a particular study up on the workers whom currently working in the hospitals.

Therefore ,the source for the problems has a background from the data obtained by preliminary assessment conducted up on the employees by the hospital in 2009 and 2010 and several previous management discussions over the issues, and un structured interviewing made by the researcher among some staffs left the hospital from July 2011 up to January 2012 ,and staffs retained in the hospital .Academic studies conducts in the hospitals also revealed that, the turnover intention is widespread due to the unsatisfactory needs of the professional staffs. Employees' turnover intention of the hospital depend up on many factors which are internal and external to the hospital. Among the internal factors, in which the researcher wanted to focus in this case is job satisfaction.



Job satisfaction has been repeatedly identified as the main reason why employees leave their jobs (Barak et al., 2001). Many studies (for example, Mobley et al., 1978) ;(Price and Mueller, 1981;) (Shore and Martin, 1989) (Aryee and Wyatt, 1991); (Hellman, 1997); (Chan and Morrison, 2000) ;(Ghiselli et al., 2001) ;(McBey and Karakowsky, 2001) have reported a significant negative relationship between job satisfaction and intention to leave the organization. Accordingly, the Hospital Human resource management and the hospital top management identified internal factors associated with job satisfaction as root cause of the turnover intentions. As the report of the management meeting, preliminary studies and exit interviewing conducted up on employees revealed that, most of the employees are dissatisfied and have an intent to leave the hospitals. It is manifested largely in the health professionals expressly, nurses, doctors and pharmacists and up on employee of laboratory and diagnostic centers. This dissatisfaction resulted in fatigue development, burn out of professionals, negative symptoms of absenteeism, grievance expression, tardiness, low morale and consequently, intention to quit work. Furthermore, since these employee's emotional arrangement apparent over the day today service delivering activities, it affects the efficiency of the hospital service delivery and consequently the health of the patients. Specifically, problems of satisfaction in relation to payment, nature of work, poor promotional trend, poor management support, and un favorable work environment are among the major ones. Therefore, for this study purpose among several internal factors of turnover intentions only factors related to job satisfaction in connection with payment, promotional opportunity, nature of work, and supervision will be studied.

The objective of this paper is to find out the factors like Pay, Promotion, supervision, Job Safety, and Nature of the Work that affect the level of job satisfaction. Furthermore, the effect of job satisfaction on employees' turnover intention in the hospital service industry in black lion hospital health professionals.

### **1.3. Research questions**

In this research the main problem needs to be examined is the employee turnover intention in Black lion hospital as a result of job dissatisfaction. Therefor in line with the research problems this study will examine the effects of job satisfaction in relation to the following research questions

1. What is the effect of job satisfaction with pay on employee turnover intention?

2. What is the effect of satisfaction with nature of work on employee turnover intention?
3. What is the effect of satisfaction with supervision on employee turnover intention?
4. What is the effect of satisfaction with promotion opportunity on employee turnover intention?

## **1.4. Objective of the Study**

### **1.4.1. General Objective**

The objective of this study is to examine the effect of employee Job satisfaction on employee turnover intention in Black lion hospital health professional staffs and to study the factors of job satisfaction in line with research problems.

### **1.4.2 Specific Objective**

In the course of addressing its major objectives, the research's specific objectives were:

1. To examine the effects of satisfaction with pay on employees' turnover intention;
2. To examine the effects of satisfaction with nature of work on employees' turnover intention;
3. To examine the effects of satisfaction with supervision on employees' turnover intention.
4. To examine the effects of satisfaction with promotion opportunity on employees' turnover intention.

## **1.5. Significance of the study**

The very purpose for this research is to examine the effect job satisfaction on employee turnover intention among Black lion hospital health professional. The outcome of this research will be helping the management of the hospital as a primary concerned body and other stakeholders to identify factors which have an effect on job satisfactions, consequently turnover intentions, and to take crucial measures to retain value adding health professionals in the hospital and to practice proper means of addressing them. Furthermore, the following benefits could be obtained from the research:

- The result could provide lesson to other hospitals with the similar situation
- It can contribute to the existing knowledge and practice of retaining of employees through job satisfaction in the context of Ethiopian hospitals;

- It may serve as a baseline for subsequent researches on the impacts of job satisfaction on employees' turnover intention.

## **1.6. Scope of the study**

The scope of the study is restricted with internal factors of job satisfaction, in relation with pay, nature of work, supervision and promotion opportunity among the health professionals in Black lion hospitals. It doesn't take in to consider other Administrative staffs in the hospitals. This study takes in to account only the internal factors of turnover intention in relation to job satisfaction.

## **1.7. Hypothesis of the study**

The researcher proposed to explore the relationship between job satisfaction and employee turnover intentions, under four factor variables in relation to job satisfactions and construct the following hypothesis.

Ho.1: Satisfaction with pay is negatively related with employees' turnover intention.

Ho.2: Satisfaction with nature of work is negatively related with employees' turnover intention.

Ho.3: Satisfaction with supervision is negatively related with employees' turnover intention.

Ho.4: Satisfaction with promotion opportunity is negatively related with employees' turnover intention.

## **1.8. Limitation of the study**

It is limited to the health professionals only; it doesn't consider other administrative staffs. It also restricted to examine the effect of job satisfaction up on turnover intention in relation to pay, promotional opportunity, nature of work, and supervision support which is internal to the organization. Therefore, it cannot be considered as inclusive.

## **1.9. Organization of the study**

The research report comprised of five chapters. Chapter one consists of background of the study which discuss briefly literature related to the study. Statement of the problem which define the

problem that the study intends to. Basic research questions that clearly state the basic questions that will be answered based on the data collected and analyzed. Objective of the study that driven directly from the research questions. Definition of basic terms, significance of the study that states about the study intends to empirically inform decision – makers and others concerned about the problem at hand. Delimitation of the study talks about the boundary of the research in terms of geographical location, methods, variables, subjects or tools to be used. Chapter two contains relevant literatures about the study that helps to understand the whole research study i.e., it is a section what authors said about the subject matter. Chapter three consists of issues about the type and design of the research; the subjects/participant of the study; the sources of data; the data collection tools/instruments employed; the procedures of data collection; and the methods of data analysis used clearly. Chapter four summarizes the results/findings of the study, and interprets and/or discusses the findings by extensively using the literature and chapter five comprises conclusions, limitations of the study and recommendations.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

This chapter reviews the relevant literature to form a basis for the study. In this literature review the researcher will evaluate the theoretical literature, and the empirical literature and construct conceptual framework on the impacts of employee job satisfaction on employee turnover intention. The chapter has been organized under three major sections. The first section is the theoretical literature, under this section a review of Herzberg's two-factor theory and conceptual definition of the constructs (turnover intention, and employee job satisfaction) will be focused. The theoretical framework also states what different authors discussed about job satisfaction, and its effect on employee turnover intention. And it also discusses the different aspects of job satisfaction and employee turnover. The second section is the Empirical review, under this section the different contemporary research findings on job satisfaction and its effect on employee turnover intention will be discussed. Finally, the third section will be on the construction of conceptual framework

The purpose of this literature review was to provide context and analysis for the research question guiding this study: What is the effect of job satisfaction with pay, nature of work, supervision and promotion opportunity on employee turnover intention in health professionals in Black lion hospital. Literature reviews are critical to supporting the research question that is brought up in a study but is still unanswered (Jacobs, 2013). Attention to discussing and resolving questions in a literature review is of more importance than the telling of a story (Pollock & Bono, 2013).

#### **2.1. Theoretical literature**

##### **2.1.1. Motivation-hygiene theory**

The theoretical framework that was the foundation of this study is Herzberg's motivation-hygiene theory which would be applicable to the topic of this project (Ben S. et al., 2003). It is among one of the content theories of motivation, developed by Herzberg in 1959, is an explanation of the factors, hygiene and motivation which could affect an employee's job satisfaction or dissatisfaction. (Herzberg, 1968) identified the factors as either motivators or

hygiene factors and referred considered motivators (intrinsic factors) such as achievement, responsibility, the work itself, recognition, and advancement/promotion as key constructs underlying the theory for job satisfiers while hygiene (extrinsic factors) such as company policy, supervision, work conditions, salary, job security, and interpersonal relations as key constructs of job dis-satisfiers.

Herzberg states that motivation factors can create high levels of job satisfaction, although the lack of these factors does not guarantee job dissatisfaction. In addition to that, hygiene factors can lead to dissatisfaction, but their absence does not guarantee satisfaction (Qasim, Cheema & Syed, 2012). In this regard according Herzberg the hygiene factors which are denoted as dissatisfier doesn't motivate employee; their removal (hygiene factor) from a job does not necessarily make the job satisfying. Instead, it would result in a neutral state. As such, job satisfaction and job dissatisfaction are independent of each other. Hertzberg states that the opposite of job satisfaction is not dissatisfaction, but a lack of satisfaction or no job satisfaction. This would mean that the opposite of dissatisfaction is not satisfaction, but a lack of dissatisfaction or no job dissatisfaction. Herzberg in his research argued that employees are motivated by internal values rather than values that are external to the work. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called "motivators" (Ben S. et al, 2003). Motivation would only occur as a result of the use of intrinsic factors (Ben S. et al ,2003). In this regard Herzberg's motivation theory, based on intrinsic and extrinsic constructs, is a determinant in turnover intent (Frey, Bayón, & Totzek, 2013).

(Herzberg, 1974) concluded that motivators influence long lasting employee performance results, which is in contradiction to hygiene factors that lead to short-term employee performance and attitudes about the job. The primary source of employee job satisfaction correlates to job satisfaction and job dissatisfaction correlates to work content (Herzberg, 1974). An escalation of employee concerns resulting from hygiene factors imposes a risk for business managers (Herzberg, 1974). Sustainability of a theory is an important consideration for a researcher.

## **2.1.2 Definition and Concepts related to job satisfaction and turnover intentions**

### **2.1.2.1. Employees' Turnover Intention**

Turnover intention is the probability that an employee will choose to leave an organization identified by specific time periods (Chao, Jou, Liao, Kuo, 2015). Intention to turnover refers to an individual's perceived probability of staying or leaving an employing organization (Cotton and Tuttle, 1986). (Tett and Meyer 1993), on the other hand, referred to turnover intentions as a conscious and deliberate willfulness to leave the organization.

One of the main goals of turnover research is to measure actual employee turnover, however, employee turnover data is often inaccessible to researchers. Frequently, this data is unavailable because it is not accurately or consistently collected. Thus, researchers must rely employee turnover intention as a proxy for actual employee turnover. After all, stated (Lambert, et al., 2001), measuring turnover intention is the next best method, because it is the variable that consistently and immediately precedes actual employee turnover. It has been acknowledged by many researchers that turnover intention is a best predictor of actual turnover (Mobley, 1977); (Home and Griffeth, 1995); (Michaels and Spector, 1982); (Mobley, et al., 1978); (Brodie, 1995); (Fishbein and Ajzen, 1974). (Mobley, et al. 1979). (Rajasekar, S.& Chinnathami, 2013)

(Barak, et al., 2001) in their review of antecedents to turnover argued that many studies use intent to leave rather than actual turnover as the outcome variable due to two main reasons. First, there is evidence to indicate that workers typically make a conscious decision to do so before actually leaving their jobs. This relationship is supported by the attitude-behavior theory (Fishbein and Ajzen, 1975), which holds that one's intention to perform a specific behavior is the immediate determinant of that behavior. Second, it is more practical to ask employees of their intention to quit in a cross-sectional study than actually tracking them down via a longitudinal research to see if they have left. In addition, actual turnover may be more difficult to predict, as there may be other factors such as employment alternatives that affect a person's turnover behavior.

#### **2.1.2.1.1. Employee turnover**

Employee turnover is the rotation of workers around the labor market, between firms, jobs and occupations, and between the states of employment and unemployment (Abassi& Hollman,

2000). Turnover is referred as an individual's estimated probability that they will stay or not stay in an employing organization (Cotton & Tuttle, 1986). Employee turnover is one of the major concerns of HR practitioners since resignation of value contributing employees affects the performance and competitiveness of the organization. That is why many researches could be conducted. According to (Dr. Gabriel, et al., 2012) as cited in (Abbasi, et al., 2000) employees are seen as a major contributor to organizations competitive advantage and to maintain this advantage employee turnover should be discouraged by management. Those organizations which are ignorant to employee turnover problem or retention of employees, they will get difficulty in achieving organizational objective.

Employees must be given the support they need from HR professionals and organization executives in order for them to stay with the organization. Otherwise, this will create a high employee turnover that could undermine the success of the organization. Since nothing gets done without man-power, HR professionals and organization executives are consider implementing different mechanisms that enhance employee satisfaction and reduce turnover intentions. A Successful manager is the person who will help his employees to find satisfaction in their work, and "satisfaction" is important to an employee's decision to stay or leave the organization. (Buckingham and Coffman, 1999; Kriseman, 2002; Kaye and Jordan- Evans, 1999). Many companies are now facing many problems such as their product quality is suffering, level of their customer satisfaction is dropping and many organizations are facing problems because their key person are leaving the organizations (Ambrose, 1996; Caplan and Teese, 1997; Reichheld, 2001; Deal and Kennedy, 1999).

#### **2 .1.2.1.2. Types of turn over**

##### **Voluntary and Involuntary Turnover**

Voluntary turnovers are those that initiated by the employee out of his/ her own choice (e.g. to take job in other organization for better salary).while involuntary turnover is the one in which employee has no choice in the termination as it might be due to long term sickness, death, moving overseas, or employer-initiated termination such as decision of management (e.g. dismissal for gross misconduct),(Heneman, 1998).In general, all resignations not formally initiated by employers are voluntary resignations (Loquercio, et al., 2006).



Voluntary turnovers are further distinguished into functional and dysfunctional turnovers. Functional turnovers are the resignation of substandard performers and dysfunctional turnovers refer to the exit of effective performers. Dysfunctional turnover is of greatest concern to the management due to its negative impact on the organization's general performance. Dysfunctional turnover could be further classified into avoidable turnover (caused by lower compensation, poor working condition, etc.) and unavoidable turnovers (like family moves, serious illness, death, etc.) over which the organization has little or no influence (Taylor, 1998).

For most part, voluntary turnover is treated as a managerial problem that requires attention, thus its theory has the premise that people leave if they are unhappy with their jobs and job alternatives are available (Hom & Kinicki, 2001). Therefore, most studies have focused on voluntary rather than involuntary turnover (Wright, 1993). In this study too, only voluntary form of turnover has been considered and discussed. (Griffith, et al., 2000) conducted a review research on employee turnover and described the most-cited variables that affect turnover. The model developed by them incorporates the factors that explain the turnover process. It includes variables related to both job content and external environment factors that explain turnover. It is generally believed that the process of employees' turnover is the reversed transformation process of employees' retention psychology and behaviors.

### **Internal and External Turnover**

Turnover can also be undertaken within the organization. This type of turnover happens when an employee with his/her own initiatives promote to another position and when an employee transfer to another position by the decision of the management. This type of turnover since it is for the benefit of both parties, the employees' and employers' it is usually satisfies the needs of the parties. As the name indicates an external turnover are those types of turnover that occur when an employee separates the organization to join another. This may happen due to voluntary or involuntary reasons.

#### **2.1.2.2. Job Satisfaction**

The concept of job satisfaction, viewed through different lenses by various scholars, is defined differently. According to (Hoppock, 1935), job satisfaction is a combination of psychological, physiological and environmental circumstances by which a person can admit that he is satisfied

with his job. Hence, Employee, who satisfy with their job may exert high effort to organizational wish for getting more effective work done. Job satisfaction may be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Dunnette and Locke, 1976). (Muna A. A., 2017). This positive feeling results from the perception of one's job as fulfilling or allowing the fulfillment of one's important job values, provided these values are compatible with one's needs (Dunnette and Locke, 1976). Given that values refer to what one desires or seeks to attain (Locke, 1969). Job satisfaction can be considered as reflecting a person's value judgment regarding work-related reward. (Greenberg and Baron, 2008), for instance, viewed job satisfaction as a feeling that can produce a positive or negative effect toward one's roles and responsibilities at work and added that it is important to understand the concept of job satisfaction as there is no single way to satisfy all workers in the workplace.

This concept, according to (George and Jones,2005), is the combination of feelings and beliefs, which include the mental, emotional, and physical domains. (Cranny, Smith and Stone, 2014) defined job satisfaction as employees' emotional state regarding the job, considering what they expected and what they actually got out of it. In fact, an employee with low expectations can be more satisfied with a certain job than someone who has high expectations. If one's expectations are met or exceeded by the job, then one is happy and satisfied with the job. Job dissatisfaction is the unpleasant affections that one feels if one appraises the job as a barrier in achieving one's values. (Locke, 2002) states that three factors exist in any appraisal process of the job: the perception about the facet of the job, a value system, and an evaluation of the relationship between the perception and the value system. Furthermore, employees have set goals and values in mind, if their job assists them in achieving those goals, they are satisfied. (Robbins, 2005) defined job satisfaction as a set of emotions that one feels about one's job. Smith, Kendall and (Hulin ,2007) defined job satisfaction as "feelings or affective responses to facets of the situation, (Ndulue & Ekechukwu , 2016). Job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. (Merriam, S., 2009). It encompasses specific aspects of satisfaction related to pay, benefits, promotion, working conditions, supervision, organizational practices and relationships with co-workers (Misener, et al., 1996).

### **2.1.3. Job satisfaction and Employees' Turnover Intention**

There are lots of researches that shows the impact of job satisfaction on employee turnover intentions. Most of them indicated that there a significant statistically negative relationship between job satisfaction and employee turnover intention. A study by (Macintosh and Doherty ,2010) showed that job satisfaction strongly and inversely influenced intention to leave the organization for employees in the fitness industry; furthermore, the authors found that of the dimensions shown to impact job satisfaction, atmosphere appeared to be most meaningful. (Schwepker, 2001) noted that positive and statistically significant relationships have been reported in dozens of studies exploring leaving intentions and actual leaving behavior. In other words, intention to leave a job is an immediate precursor to actually leaving. (Elizabet, 2012).

A positive and friendly workplace was an important indicator of job satisfaction in the study. Similarly, (Schwepker, 2001) found a Satisfaction with workplace culture is similar to the definition of job satisfaction presented earlier, in that, workplace cultural satisfaction is a reflection of how well an employee's expectations of workplace culture are aligned with the reality of the office culture. Positive relationship between professionalism in the workplace and job satisfaction. In his research, (Schwepker ,2001) also noted that statistically significant, negative relationships have been found between turnover intention and climates that are innovative, as well as pleasant.

Organizational scholars have shown that job satisfaction is positively associated with worker productivity and negatively associated with employee turnover (Egan et al., 2004; and Silverthorne, 2004). In other words, greater job satisfaction is associated with greater productivity, so more satisfied employees ought to be more productive, relative to lesser-satisfied employees (Silverthorne, 2004). These findings are aligned with research showing that job satisfaction is positively related to employee engagement. Research has shown that more satisfied employees are more engaged in their work, while less satisfied employees are less engaged. Lower levels of engagement are associated with employee withdrawal, particularly in terms of voluntary turnover (Lambert et al., 2001). Therefore, it is accepted that job satisfaction and employee turnover intention are inversely related. ( Habib, et al., 2014).

#### **2.1.4. Factor Affecting turnover intention**

In this section the researcher will focus on factors affecting turnover in Black lion specialized Hospital in lieu with the scope of the research title. Among the numerously examined job satisfaction related factors of turnover such as pay (compensation), nature of work, supervision, promotion opportunity, working environment, job security, work family balance, job analysis, organizational culture, job stress, career growth, social support, emotional intelligence and performance appraisal the researcher selected only the four factors, which are assumed to be more significant factors and considered appropriate to the scope of the study. These factors are assumed to be more significant and supposed to be examine recurrently.

Therefore, among the several internal factors of turnover, job satisfaction related factors such as, satisfaction with pay, nature of work, supervision and promotion opportunity which is internal to the organization and which are related to management will be discussed and beside this hypothesis will be established.

##### **2.1.4.1. Impact of Rewards/pay on Job satisfaction and Employee Turnover**

The scholars studied the public sector managers to find out the determinants of job satisfaction and it was concluded that the job satisfaction level of employee is significantly affected by the compensation practices in the organization (Sokoya, 2000). (Opkara, 2002) in the study found that there are the certain factors that influence the level of job satisfaction of the employee. These are the compensation, promotion opportunities, the work itself, relationships with co-workers and the supervision. The pay was considered the dominant factor in measuring the job satisfaction of employee. It was found that the lower level of compensation is the cause of employee turnover (Abassi and Hollman,2000).

##### **2.1.4.2. Impact of Promotion on Job satisfaction and Employee Turnover**

Many scholars investigated the significant relationship of jobs satisfaction with promotion opportunity. It was concluded that promotion significantly affect the job satisfaction of employees (Dawson, 1987). (Nguyen, Taylor, & Bradley, 2003) found the satisfaction level of employee is affected with existence of promotion opportunities in the organization. Investment for the career advancement of Human Resource has an impact on retaining the workforce of an organization for a long period of time, (Hall & Moss, 1998; Hsu, Jiang, Klein & Tang, 2003;

Steel et al., 2002; Woodruffe, 1999). Promotion opportunity has significantly and negatively related to intention of employees' turnover, (Mekonin N, 2004).

#### **2.1.4.3. Impact of Working Conditions on Job satisfaction and Employee Turnover**

Many researchers conduct a study on the impact of working environment on employee job satisfaction and in turn employee turnover intentions. (Hyttter, 2008) explained that the work environment is considered in the context of industrial environment like clamor, lifts etc. The attributes of work environment are different in the service sector as compared to industrial sector as it deals with the clients (Normann, 1986). The working environment is considered the most significant factor of job satisfaction. (Spector, 2008). (Cappelli, 2000), revealed that work life balance, work environment and career opportunities are factors that affect job satisfaction and employee retention.

#### **2.1.4.4. Impact of Nature of work on Job satisfaction and Employee Turnover**

The other job satisfaction related factors of turnover examined in this study is nature of work. Many scholars found that the nature of work has an impact on the satisfaction level of employee in turn on turnover intention of employees. (Ting, 1997); (Locke, 1995) found the significant relationship of job satisfaction and turnover. (Robbins, et al., 2003) refer to the work itself as “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results. The work that related to the aptitude of employees is most fascinated for them. (Robbins,1993). It was found during the study of clerical employees in the banking sector that the turnover intention has negative correlated with nature of work (Koh and Goh,1995).

## **2.2. Empirical Review**

Many researchers conducted a study on the effects of job satisfaction related factors on employees' turnover intention. They used different factors of job satisfaction to assess the effects of such factors on employees' turnover intention. For this study purpose, since the purpose of the study not to undertake assessment all the job satisfaction related factors on the turnover intention, only a literature related to four job satisfaction related factors such as Satisfaction with pay, nature of work, supervision, and promotion opportunity will be reviewed.

Among the researchers who studied on the causes of employees' turnover/ turnover intention, some of them that discuss about job satisfaction related factors will be included here under.

Among the several researchers who studied on the causes of employees' turnover/ intention to quit their job, (Khan & Aleem, 2014), (Elizabeth M. 2012), (Mekonnen N., 2004), ( Al Mamun & Hasan, 2017),( Siddiqui, et al., 2012), ( Mahdi, et al., 2012), Belete AK. (2018), (Reukauf, 2018), (Dalluay , et al., 2017), ( Tiwari, 2015) and (javed, et al., 2014) are the findings included in this research. These researchers investigated the determinant factors of employee turnover/ intention to leave by examining the possible antecedents.

A study conducted by (Khan & Aleem, 2014), examined the impact of job satisfaction on employee turnover intention of Autonomous Medical Institutions of Pakistan. In their study, they consider Pay, Promotion, Working Conditions and Nature of Works are amongst the prominent factors of job satisfaction that subsequently, affect employee turnover. The researchers used both primary and secondary sources for collecting data to conduct the study. Data were analyzed through the SPSS 20.0. The findings suggested that the variables like Pay, Promotion, Working Conditions and Nature of Work are the prominent for the job satisfaction level of the employees and subsequently, it significantly impacted turnover. The researcher suggested the management has to take in to account the job satisfaction related factors in order to enhance job satisfaction level of employee and to minimize the turnover level of the employees in the Autonomous Medical Institutions.

( Medina, 2012) as a graduate level MA student in Columbia University conducted a study on Job Satisfaction and Employee Turnover Intention in the context of organizational culture, using data from the Quality of Work Life (QWL) module, a sub-section of the General Social Survey (GSS). The study was conducted on hypothesis testing of the inverse relationship of job satisfaction and employee turnover. The result confirmed the inverse relationship of job satisfaction and employee turnover intention and indicate that, each additional unit increase in job satisfaction is associated with a decrease in turnover intention; and, holding job satisfaction constant, employees with high workplace cultural satisfaction have lower turnover intention compared to employees with low workplace cultural satisfaction. The study was conducted to explore the relationships of job satisfaction and employee turnover.

Mekonnen N. (2004), conduct study on the effects of job satisfaction on employee turnover intention among employees working in Wegagen bank, Addis Ababa branch. The Researchers was considered satisfaction with pay, nature of work, promotion and supervision as the four facets of job satisfaction that affect employee turnover intention. Partly descriptive and partly causal or explanatory research design was followed and applied mixed research method. Both the primary and secondary sources for collecting data have been employed. A self-administered structured questionnaire was also applied to collect the relevant information from the respondents. The analysis was conducted by using descriptive statistics and multiple regressions. The researcher concludes that, only satisfaction from promotion opportunity has negatively and significantly related to intention of employees' turnover in the wegagen bank employees. The researcher recommended the management to examine and evaluate the HR policies and procedures.

( Al Mamun & Hasan, 2017) conducted a study on Factors affecting employee turnover and sound retention strategies in business organization: a conceptual view. The researcher considered nine factors such as Managerial factors, working environment, Pay, Fringe benefit, Career promotion, Job fit, Clear job expectation, Perceived alternative employment opportunity and Influence of co-workers a determinant factors of employee turnover. The study was a conceptual paper conducted to identify the problems and analyze the information obtained and to recommend possible solution. The conceptual paper was aimed to determine the reasons and key factors in the perspectives of the relevant literature and identify to the intention of employee turnover. The researcher concluded that job satisfaction is the key determinant of turnover intention. The paper suggested various possible strategies on how to enhance job satisfaction and minimize the turnover and retain employees in the organizations.

(Siddiqui, et al., 2012), conduct a study to determine the relationship between the factors that contribute towards the turnover intention of faculty members of different colleges of Karachi. In the study satisfaction Questionnaire administered, descriptive statistics (mean and standard deviation) is applied to study the sample characteristics and linear regression to investigate the relationship between variables have been employed. In a study the researcher considers ten factors (facets) of job satisfaction to analyze the relationship with turnover intention, found six out of ten factors have significant negative correlation with turnover intention among the

employees of different colleges of Karachi. These factors are salary, job security, recognition, promotion, working conditions and principal, with all nine facets. The researcher recommends to have been given special consideration for six factors of job satisfaction so as to maintain the satisfaction level of employees in the faculty and minimize turnover intentions.

(Mahdi, et al., 2012), conduct a study on the relationships between job satisfaction and employee turnover intentions among the employees in XYZ Sdn. Bhd, Malaysia. It was conducted with a total of 32 employee and structured questionnaire were administered in a controlled environment. The results manage to extract both intrinsic and extrinsic job satisfaction that influences the turnover intention. In a study the statistical analysis showed that, both forms of job satisfaction (intrinsic and extrinsic satisfaction) have inverse relationship on employees' turnover intentions though the influence is much stronger in the intrinsic factor than extrinsic factors.

(Belete AK., 2018), conducted an empirical study on factor affecting employee turnover intentions. This conceptual paper focused only on ten factors (job satisfaction, job stress, organizational culture, organizational commitment, salary, organizational justice, promotional opportunity, demographic variables, leadership styles, and Organizational Climate). The paper proposed the identified factors, as an influencing factor of turnover intention for future researcher.

(Reukauf, 2018), in his Doctoral Study in Walden University conducted a study on the relationship between intrinsic, and extrinsic employee job satisfaction, and employee turnover intention among employees in small businesses. The researcher considers independent variables of (a) achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement, and (f) opportunity for growth and advancement, as employee satisfiers while (a) company policy, (b) supervision, (c) work conditions, (d) salary, (e) job security, and (f) interpersonal relations (as employee job dis-satisfiers (Ozguner&Ozguner,) 2014. And considers the turnover intention as the dependent variable. In the study Minnesota satisfaction Questionnaire, and Turnover Intention Survey were used to collect the data and the multiple linier regression analysis to investigate the relationship between variables have been employed. In the study it was found that Extrinsic motivations such as pay, job security, and fringe benefits were negatively correlated with turnover intention, while intrinsic and gender were not significantly correlated. The study



suggested Business leaders to look at pay, management, work environment, policies, and benefits to ensure employees are satisfied with their job so that turnover is controlled.

(Dalluay , et al., 2017) conducted a study on the impact of job satisfaction on employee turnover with the chosen organization, Oman Air. Specifically, the study deal with six factors such as general working conditions, pay and promotion, work relationships, use of skills and abilities and work activities in relation to job satisfaction and employee turnover. The study utilized the descriptive research design that employed mainly the survey questionnaires to gather information. For the analysis frequencies and percentages, mean and standard deviations, correlation and Regression were applied. The study conclude that pay and promotion, work relationships and the use of skills and abilities positively correlated to employee job satisfaction with R-values 0.451, 0.398, and 0.253 are significant while negative correlation for work activities with 0.388 and significant at  $p=0.004<0.5$  level of significance. But there is no relationship between the general working conditions as perceived by employees in Oman Air. The study suggested organizations leaders to take major considerations on pay and promotion, work relationships and using the skills and abilities of employees through addressing these areas to ensure job satisfaction and less turnover.

(Javed, et al., 2014), conducted a study in Islamia University of Bahawalpur on determinants of job satisfaction and its impact on employee performance and turnover intentions in different organization staffs. The study considers employee empowerment and workplace environment as the antecedents to understand their effect on job satisfaction, and further the impact of job satisfaction on job loyalty, job performance and turnover intention. A self-administered questionnaire and Convenient sampling technique were used for data collection from several organizations. SPSS is used for data analysis statistically. The results showed significant positive association of employee empowerment, workplace environment, job loyalty and job performance with job satisfaction. Furthermore, there is a significant negative relationship between job satisfaction and turnover intention.

### **2.3. Overview of theoretical and empirical studies**

In the above reviewed literature, I observe different researcher study that considers various factors of employee job satisfaction, in turn employee turnover intention/turnover. The

researchers employed different research approaches, and analytical technique and found little consistency in their study findings. Also, several reasons have given for the question why employee leave their work or employee turnover intentions/turnover. Among the reason, Job related factors, personal characteristics related factors, environmental factors are the major reason that have been given by the researcher. The variable utilizes for the research also dissimilar, as Herzberg's motivation theory, in collective term some employ either extrinsic factors or intrinsic factors while others in contrary to Herzberg's motivation-hygiene theory utilize both intrinsic and extrinsic factors of job satisfaction to examine the effect of factors of job satisfaction on turnover intention of employee.

## **2.4. Conceptual framework**

According to (Saunders et al. 2007), "A conceptual framework indicates how the researcher views the concept involved in a study, especially the relationship among concepts". It can guide research by providing an illustration of theoretical constructs and variables of interest. Designing a conceptual model begins with conducting a thorough review of the literature. Peer reviewed journal articles, books/monographs, conference papers, theses/dissertations and other relevant references have investigated for conducting this research. Therefore, researchers have developed a conceptual framework based on the reviewed literature (Al Mamun & Hasan, 2017). In this regard I tried to go through the different literature that are assumed to be substantiated to the scope of this research title and form research frame work.

In the review process several factors related to job satisfaction and employee turnover intentions are identified. Among the factors that were considered by researchers are pay (compensation), nature of work, supervision, promotion opportunity, working environment, job security, job analysis, organizational culture, job stress, career growth, social support, work relationships, use of skills and abilities and work activities, organizational commitment, organizational justice, employee empowerment and performance appraisal. Among the job satisfaction related factors some factors such as pay (compensation), nature of work, supervision, promotion opportunity, working environment and organizational commitment are the major factors that most of the researchers repetitively examine their effect on turnover intention.

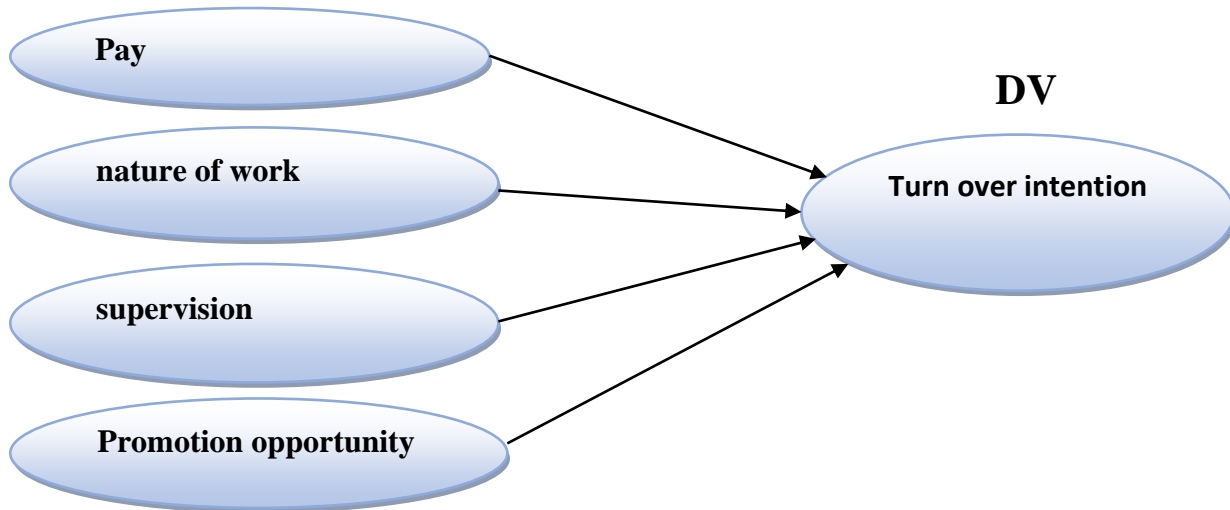
For the sake of time and others resource constraints, the researcher among the several job satisfaction related factors considers satisfaction with pay, nature of work, supervision and promotional opportunity to form the frame work for this research. The researcher assumed these job satisfaction related factors have strong relation with the hospital turnover intention problems. The choice of these job satisfaction related factors of turnover validated with justification that, the framework concern area matched with the scope of the research and examining the relationships of dependent variables such as turnover intention and independent variable could be possible.

Previous study in the Autonomous Medical Institutions of Pakistan indicates the above factors as the prominent factors for the job satisfaction level of the employees. The researcher assumed these factors of job satisfaction to have a relationship with the Hospital turnover intentions problems. Based on the previous findings of theoretical literature and the need for more studies, below is the proposed research framework for this study.

**Figure .1**  
**Job satisfaction**

**Conceptual Framework**

(Independent Variable)



# **CHAPTER THREE**

## **RESEARCH DESIGN AND METHODOLOGY**

### **INTRODUCTION**

The research method is a strategy of enquiry, which moves from the underlying assumptions to research design, and data collection (Myers, 2009).

It is the systematic way of dealing with the research problem successfully and finding out the scientific way of conducting a research. It helps the researcher to be aware of the choice of steps usually adopted to study research problem together with the underlying logic behind them (Rajasekar, et al., 2013), (Merriam, S. 2009). This chapter describes the research design, research instruments and data analysis tools and methods that was used during data collection sampling methods for the purpose of achieving the research objectives. Further it will discuss the ethical consideration, and limitations for this study.

### **3.1. Research Methods**

There are two main research approaches by which social science research including business studies is conducted. These are qualitative (interpretive) and quantitative (positivist) research approach.

#### **3.1.1. Qualitative Research**

Based on the opinions of authors, qualitative research has many definitions. Some draw attention to the research purpose and focus while others stress on epistemology perspective. According to Merriam (2009), qualitative researchers are interested in understanding the meaning people have created in particular how they make sense of their world and the experience they have in the world, Parkinson, G., & Drislane, R. (2011). (However, Parkinson and Drislane (2011) perceive qualitative research as using methods such as participant observation or case studies which result in a narrative, descriptive account of a setting practice. In the applied research context, Nkwi et al. (2001) emphasize that qualitative research involves any research that uses data that do not indicate ordinal values. This implies that the defining decisive factor is the type of data generated or used. In a nutshell, qualitative research involves collecting and/or working with images, text,

or sounds which allows for the inclusion of variety of data collection and analysis technique in addition to the diversity of theoretical and epistemology frame that are associated it. (Qualitative studies involve researching the answers to predetermined questions. Qualitative research relies on visual and verbal cues (Masue, Swai, & Anasel, 2013). Qualitative studies consist mainly of case studies, open-ended questions, experiential information, and personal accounts. Qualitative studies create theories (Venkatesh et al., 2013). Evaluating data using a qualitative approach to research will explain a theory rather than quantify the phenomenon (McCusker & Gunaydin, 2015). A qualitative research method was not appropriate for this study because this study involved a statistical analysis of existing data.

### **3.1.2. Quantitative research**

Aliaga and Gunderson (2000) define quantitative research strategy as explaining phenomena by collecting numerical data that are analyzed using mathematically based methods. Therefore, this definition implies that quantitative research is essentially about collecting numerical data to explain a particular phenomenon. Similarly, Bryman (2004) explains this as an approach that places on measurement, collection and analysis of data. It is useful when working on a large-scale needs' assessment or baseline survey. Quantitative data are numeric data or the data gathered is calculated numerically. There are different quantitative analysis methods such statistics, graphs and charts which allow the researcher to calculate the data more appropriately. The quantitative data analysis is the calculation of data through statistical technique. The quantitative analysis often relies on the deductive approach. The collection of quantitative data in this research has indicated the positivistic method.

Quantitative analysis is a widely used research method and is expected to give positive results of the survey/ Questionnaire. This study will use the main method of quantitative approach that is questionnaire. Questionnaire is used for descriptive and explanatory research and also to collect the large number of responses from the participants to analyze the data. The researcher has chosen self-administered questionnaire which is completed by respondents; it is managed electronically through Internet/ Intranet, postal or delivery and collection, Venkatesh, V. & Brown, S (2013).

This study adopted prominently a quantitative research approach and to some extent qualitative approach since the study intendeds to gather quantitative and qualitative data that describes the nature and characteristics of the impacts of job satisfaction on employee turnover intention. Therefore, it is adopted research mixed.

### **3.2. Research design.**

Research design is the blueprint for fulfilling research objectives and answering research questions (John et al., 2007:20-84). It ensures that the study would be relevant to the problem and that it uses economical procedures. According to Burns and Bush (2002:120), research design is defined as a set of advance decisions that make up the master plan specifying the methods and procedures for collecting and analyzing the needed information. This helps the researcher to formulate the sort of data to collect for the study. These are some of the main types of research design namely exploratory, explanatory, descriptive and cross-sectional. The study adopted a descriptive, explanatory or causal research design since the study intended to gather quantitative and qualitative data in order to examine the relationship between satisfaction with pay, nature of work, supervision & promotion opportunity on one hand and intention of employees' turnover, on the other hand.

According to Sekeran (2003), descriptive research design is type of design used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation, Quinlan, C. (2011). The study considers these designs appropriate since it facilitated towards gathering of reliable data examining the effect of job satisfaction on employee turnover.

### **3.3. Population and Sampling Design**

#### **3.3.1. Research population**

A population refers to the aggregate of all cases that conform to some designated set of specifications it is the entire set of relevant units of analysis or data (Kothari, 2008). Population consists of groups, individuals, organizations, documents and so on, which are appropriate for the research (Quinlan, 2011). According to Cohen et al. (2000), population is a group of people who are subject to a piece of research. A research will be conducted using the entire population

or using a sample population depends on the size of the population, requirements and time available for study. In this study context the research population for this study were the total number of health professional staffs who were working in Addis Ababa University college of health science Black Lion Specialized Hospital, which is according the information from the college human resource management in Black lion Hospital encompassed of 1657 professional employees. Therefore, all permanent staff's health professionals who were directly involved in service delivery in health care as well as in academic activity and students who were a permanent staff of the college and the hospital who were pursuing their postgraduate studies in local universities are the target population for this study, which is according to the human resource management comprised of 1657 health professionals. The study targets health professional staffs in the hospital and categorized in to professional areas since they have experienced various efficiency problems as result of employees' turnover rates. In this study the researcher conducted the investigation on health professionals in black lion specialized hospital by classifying the total population in to different strata. The target population was divided into different categories as shown in Table 3.1 below.

**Table.1. Stratification**

| Population category | Female     | Male       | Frequency   | Percentage |
|---------------------|------------|------------|-------------|------------|
| Medical doctors     | 130        | 349        | 479         | 29         |
| Nurse               | 598        | 256        | 854         | 51.5       |
| Medical Laboratory  | 26         | 37         | 63          | 3.8        |
| Pharmacy            | 34         | 51         | 85          | 5.12       |
| Midwifery           | 28         | 41         | 69          | 4.16       |
| Anesthesia          | 23         | 16         | 39          | 2.35       |
| Physiotherapy       | 6          | 8          | 14          | 0.8        |
| Radiology           | 20         | 19         | 39          | 2.35       |
| Biomedical Engineer | 3          | 12         | 15          | 0.9        |
| <b>Total</b>        | <b>868</b> | <b>789</b> | <b>1657</b> | 100%       |

**Exclusion criteria.**

Employees which have supportive role in health care giving service such as assistance lab technician, facilitators in the service area, runner and cash collector in the diagnostics and

examination area are not included since the researcher believe that these areas are by a little bit different from the study population. And are not directly involved in care giving services, they are mostly engaging in supporting and facilitating activities. The other excluded staffs in this study are all students of sub specialty, specialty, PHD and Masters students which are not a permanent staff of both the college and the hospital. The permanent staffs of the college and the hospital which are following their education outside the country are not included. This was because of the inaccessibility of the employees as well as due to the other factors, such as different in life condition, in living standard. etc. All permanent administrative staffs and health professionals in academic stream both in the college and in the hospital are not included, since the main subject of the study is to investigate the turnover intention of employee in related to job satisfaction factors such as pay, nature of work, supervision, promotion opportunity with regard to employees in the hospital services. It was due to that the service delivery mode as well as the nature of work and pays and promotional opportunity varies in the academic and hospital service areas.

### **3.3.2. Sampling Design**

A sample is a small sub group of the population (Quinlan, 2011). Sampling refers to the process by which part of the population is selected and conclusions are drawn about the entire population (Cooper & Schindler, 2001). The basic idea of Sampling is that by selecting some of the elements in a population, we may draw conclusions about the entire population (Cooper and Schindler, 2011, p.364). The quality of a study is often better with sampling than with a census. Sampling possesses the possibility of a better interviewing (testing), more thorough investigation of missing, wrong or suspicious information, better supervision and better processing than is possible with complete coverage (Deming, 1990, p. 26). Sampling also offers the advantage of lower cost involved, greater speed in relation to data collection, and also availability of population elements.

#### **3.3.2.1 Sampling Frame**

Sampling frame refers to the list of elements from which the sample is actually drawn, and is closely related to the population (Cooper & Schindler, 2001). According to Cooper and Schindler (2011) it is a complete and correct list of population members only. However, it is important to note that the sampling frame often differs from the theoretical population because of



errors and omissions, Dempsey B. (2003). The list containing the names of the respondents in the respective population categories were sourced from the organization Human resource department and were used as the sampling frame for the study. Therefore, the total population for this study consisted of 1657 employees from various functional area of health professionals in black lion specialized hospital

### **3.3.2.2 Sampling Technique**

The researcher was adopted both Probability and non-probability sampling methods to take the sample from the total population. Since the population was heterogeneous population, the stratified random sampling technique was employed in the selection of sample elements. The study applied a stratified random sampling technique to select a sample of 313 respondents from the total of 1657 population. According to Dempsey (2003) stratified sampling is considered appropriate since it gives respondents an equal chance of being selected as a study respondent and this it has no bias and eases generalization of the obtained findings. Stratified random sampling ensures inclusion, in the sample, of sub groups, which otherwise would be omitted entirely by other sampling methods because of their small number of population (Kothari, 2003), (Medina., 2012). In this study, in order to assure equal chance of being selected as a study respondent, the researcher categorized total population in to nine functional areas of strata namely; Medical Doctors, Nurse, Medical Laboratory, Pharmacy Midwifery, Anesthesia, Physiotherapy, Radiology, and Biomedical engineering. And the non-probability sampling technique of convenience sampling also used to gather information from each stratum. A non-probability, convenience sampling techniques also employed for the sake of easily accessibility of data and the probability of obtaining huge amount of data. Convenience sampling is a procedure that gains and gathers the appropriate information from the unit of study or sample that are suitably accessible (Zikmund, 1997).

### **3.3.2.3 Sample Size**

This refers to the number of elements selected from a given population. According to Saunders (2007), Sampling techniques provide a variety of different methods that allow the researcher to lesser the total quantity of data desired to be collected by taking into account only data from a sub-group rather than all possible cases. In this study the researcher undertakes the investigation on health professional employees in Black lion specialize hospital by segregating the total health professional in to nine functional

categories. (Nyanga, 2015). For the purpose of analyzing the research problem, a total number of three hundred thirteen (313) individuals were selected from nine stratum by deriving a formula from Kothari, (2004). Kothari, (2004) stated that in case of finite population the sample size determination formula is as follows

$$n = \frac{Z^2 \times p (1-p) \times N}{e^2 \times (N-1) + Z^2 \times P(1-P)}$$

Where, N = size of population, n = size of sample, e = acceptable error, p = sample proportion, q = 1 – p; z = the value of the standard variance at a given confidence level.

The size of the total health professional population is 1657, where p is 0.5 because at this p value n will be the maximum and the sample will yield at least the desired precision. The z value at 95% of confidence level is 1.96.

$$n = \frac{(1.96)^2 \times 0.5 (0.5) \times 1657}{0.05^2(1657-1) + (1.96)^2 \times 0.5(0.5)} = \frac{1592}{5.1} = 312.15$$

Therefore, the adjusted maximum sample size will then be 313 respondents. This is the total sample that I will consider while collecting data.

Because of the homogeneity of employees within a job categories and difference between job categories, stratified random sampling is selected. The researcher determined the sample size of each stratum by using the following proportionate sampling formula as described below.

$$nh = \frac{N_h}{N} * n,$$

Where, ‘nh’ is sample size of the stratum, ‘Nh’ is the population size of the stratum, ‘N’ is the total population and ‘n’ is total sample size.

**Table2. Sample size determination**

| Population category    | Frequency   | Percentage (Nh/N | Total sample size (n= 310) |            |
|------------------------|-------------|------------------|----------------------------|------------|
| Medical Doctors        | 479         | 0.29             | $0.29*313=$                | 91         |
| Nurse                  | 854         | 0.518            | $0.515*313$                | 161        |
| Medical Laboratory     | 63          | 0.038            | $0.038*313$                | 12         |
| Pharmacy               | 85          | 0.0515           | $0.051*313$                | 16         |
| Midwifery              | 69          | 0.0418           | $0.041*313$                | 13         |
| Anesthesia             | 39          | 0.0236           | $0.0235*313$               | 7          |
| Physiotherapy          | 14          | 0.0084           | $0.008*313$                | 3          |
| Radiology              | 39          | 0.0236           | $0.0235*313$               | 7          |
| Biomedical engineering | 15          | 0.009            | $0.009*313$                | 3          |
| <b>Total</b>           | <b>1657</b> | <b>1.0000</b>    |                            | <b>313</b> |

### **3.4 Data Collection Instrument and Procedure**

#### **3.4. 1. Data Collection Instrument**

Both primary and secondary source of data are considered as a data source by the researcher. The researcher was collected primary data through the use of self-administered structured questionnaires. And also collected secondary data by reviewing annual reports, HR policies, procedures, and Management meetings. The primary data was collected using a self-administered questionnaire that was intended to gather quantitative data relating to demographic, and research variables such as pay, nature of work, supervision, promotion opportunity, job satisfaction and employees' turnover intention. Respondents from each stratum were selected using non-probability, (Medina, 2012) convenience sampling techniques. Convenience sampling is a procedure that gains and gathers the appropriate information from the unit of study or sample that are suitably accessible (Zikmund, 1997). (Medina., 2012). In this study a non-probability convenience sampling was used to select the sample from each stratum because the accessibility of the population in the sampling frame is not easy since the nature of professional working hours in the hospital is irregular. It is not easy to get randomly selected a professional at any

time. The questionnaire is annexed. Data collected using questionnaire was checked for its consistency and completeness before analysis was made.

The questions have been designed to consist of three sections, Section one related to bio-data, in which a personal information obtained. Section two pertaining to job satisfaction related factors, in this research case it is consisted of four factors of job satisfaction, namely pay, nature of work, supervision and promotion opportunity. Section three pertaining to the effect of job satisfaction related factors on employee turnover intentions.

### **3.4.2 Validity and Reliability**

Patton (2002), states that validity and reliability are two factors which any researcher should be concerned about while designing a study, analyzing results and judging the quality of the study.

#### **3.4.2.1. Measuring Reliability**

Healy & Perry (2000), assert that reliability is the extent to which results are consistent over time and an accurate representation of the total population under study. Cronbach's Alpha was used as to check reliability and internal consistency. Cronbach's Alpha is a reliability coefficient that indicates how well items in a set are positively correlated to one another. The Cronbach's coefficient was used to check internal reliability of items used in the study.

#### **3.4.2.2. Validity**

Healy & Perry (2000), explain that validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. It estimates how accurately the data obtained in the study represents a given variable or construct in the study (Mugenda, 2008). The questionnaire will be given to other experts in research to seek their opinion about the adequacy and representativeness of the instrument to ensure it covers all the variables being measured as a way of eliminating content validity.

### **3.4.3 Data Collection Procedure**

Before the data were collected, the ethical clearance letter was obtained from the Health science college. The researcher has gathered a feedback from the advisor and other experts before the questionnaire was used to collect data. Then a self-administered questionnaire designed to gather a descriptive data were provided to the sample population. The Likers scale had five scales

ranging from 1 which represents “strongly disagree”, 2 refers to “disagree”, 3 “neutral”, four represents “agree” and 5 represents “strongly agree”. The questionnaires were directly distributed to the respondents. Thus, the filled questionnaires were collected from each respondent according to the time line provided for data collection and ready for analysis.

### **3.5. Method of data analysis**

According to Sarandakos (1998), the analysis of data allows the researcher to organize data collected during the study in order to assess and evaluate the findings and to arrive at some valid, reasonable and relevant conclusion. The study adopted a descriptive statistic such as mean for presenting and summarizing data. In addition, statistical instrument such as Inferential statistics, specifically correlation matrix and multiple regression analysis were employed to analyze, evaluate and interpret the stated hypotheses. According to Cooper & Schindler (2009), the method allows a researcher to digest and understand large quantities of data and effectively communicate their importance aspects in a research study. Quantitative data were analyzed using Statistical Package for Social Sciences (SPSS) which is a software tool for data analysis. The techniques for quantitative data analysis were the frequency distribution and percentages besides regression and correlation which used to determine the proportion of respondents choosing the various responses and to see the relationship between job satisfaction and turn over intention. Finally, the analysis part was presented in the form of tables and examined in narrative form to ensure easily understanding of the analysis. This was done for each group of items relating to the research question and objectives. Qualitative data were analyzed by using content analysis.

### **3.6. Ethical consideration**

In this study issues pertained to informed consent, confidentiality, privacy and anonymity were upheld. During the data collection, respondents were requested their informed consent and they were informed as to why the data would be collected. They are also informed about the objective and methods of the study.

## **CHAPTER FOUR**

### **RESULT AND DISCUSSIONS**

The objective of this study was to examine the effects of satisfaction with pay, nature of work, supervision and promotion opportunity on employees' turnover intention in health Professional staffs in Black Lion Specialized Hospital. In this study first hand data was collected from hospital health professionals by using self-administered questionnaire and secondary source of data was collected through reviewing HR annual and semiannual reports and from exit interview while employees getting ready to leave the hospital. The collected data were described and analyzed using statistical tool- multiple linear regressions with the help of SPSS.

Due to the prevalence of the pandemic COVID 19, the researcher in order to avoid cross contamination distribute questionnaire by using internet. And a total of 313 online questionnaire was prepared and distributed to the hospital health professional staffs based on the allotted number for each category. Out of the total online distributed 313 questionnaire to the professional staffs of the hospital based on the assigned quota in each category, only 261 respondents of have answered the questionnaire.

In this chapter, the results of empirical study are reported and discussed. It begins with describing status of satisfaction with each factor to professional staffs in the hospitals, the overall goodness fit of the model, the relationship between the independent and the dependent variables and the level of significance of their correlation.

#### **4.1. Results of Descriptive Analysis on the factors**

In this section the researcher employed SPSS version 25 to describe and analyze relationships between the factors. The collected data was entered and reported by using SPSS. The mean value of each satisfaction factor with respect to respondents' category is analyzed and presented.

**Table 3: Mean value of the factors**

| Job Category           |                | Satisfaction with Pay | Satisfaction With nature of Work | Satisfaction with Supervision | Satisfaction with Promotion opportunity | Turnover intention |
|------------------------|----------------|-----------------------|----------------------------------|-------------------------------|---|--------------------|
| Nurse                  | Mean           | 3.6305                | 2.8757                           | 2.8823                        | 3.3329                                  | 2.9841             |
|                        | N              | 143                   | 143                              | 143                           | 143                                     | 143                |
|                        | Std. Deviation | .72409                | .51789                           | .92391                        | .77820                                  | .53980             |
| Pharmacist             | Mean           | 3.6458                | 2.8472                           | 2.6146                        | 3.4000                                  | 2.8182             |
|                        | N              | 16                    | 16                               | 16                            | 16                                      | 16                 |
|                        | Std. Deviation | .57049                | .37598                           | .74714                        | .81650                                  | .58163             |
| Medical Laboratory     | Mean           | 3.6806                | 2.6296                           | 2.4306                        | 2.8000                                  | 2.8409             |
|                        | N              | 12                    | 12                               | 12                            | 12                                      | 12                 |
|                        | Std. Deviation | .81791                | .44780                           | .79283                        | .70324                                  | .49205             |
| Midwifery              | Mean           | 3.7424                | 2.9899                           | 3.3788                        | 3.4727                                  | 3.2975             |
|                        | N              | 11                    | 11                               | 11                            | 11                                      | 11                 |
|                        | Std. Deviation | .66401                | .43732                           | .74196                        | .90453                                  | .46726             |
| Anesthesia             | Mean           | 3.9722                | 2.9815                           | 2.7222                        | 3.2000                                  | 3.0152             |
|                        | N              | 6                     | 6                                | 6                             | 6                                       | 6                  |
|                        | Std. Deviation | .32347                | .30965                           | .63828                        | .77974                                  | .39592             |
| Physiotherapy          | Mean           | 3.8889                | 2.6296                           | 3.2778                        | 3.7333                                  | 3.0303             |
|                        | N              | 3                     | 3                                | 3                             | 3                                       | 3                  |
|                        | Std. Deviation | .63099                | .44905                           | .82215                        | .11547                                  | .29223             |
| Radiology              | Mean           | 3.5833                | 3.0833                           | 2.7500                        | 3.3000                                  | 2.5000             |
|                        | N              | 4                     | 4                                | 4                             | 4                                       | 4                  |
|                        | Std. Deviation | .73912                | .39933                           | .96705                        | .25820                                  | .47238             |
| Biomedical Engineering | Mean           | 2.6667                | 1.9630                           | 2.1667                        | 2.2667                                  | 2.6970             |
|                        | N              | 3                     | 3                                | 3                             | 3                                       | 3                  |
|                        | Std. Deviation | .86603                | 1.09055                          | .86603                        | 1.50111                                 | .89227             |
| Medical Doctors        | Mean           | 3.6587                | 2.7231                           | 2.6429                        | 3.1683                                  | 2.9322             |
|                        | N              | 63                    | 63                               | 63                            | 63                                      | 63                 |
|                        | Std. Deviation | .70229                | .58621                           | .84235                        | .92087                                  | .46925             |
| Total                  | Mean           | 3.6443                | 2.8229                           | 2.7989                        | 3.2674                                  | 2.9586             |
|                        | N              | 261                   | 261                              | 261                           | 261                                     | 261                |
|                        | Std. Deviation | .70713                | .53318                           | .88584                        | .82800                                  | .52305             |

As illustrated in the above table, among the nine job categories the mean values of satisfaction with pay, and promotion opportunity of seven job categories, Nurse, Pharmacy, Midwifery, Anesthesia, Physiotherapy, medical doctor, and Radiology are above the average (i.e.,3) whereas

the mean value of satisfaction with nature of work and supervision are below the average, it shows that majority of health professional staffs are dissatisfied with the nature of work and hospital supervision. The mean value of satisfaction with pay, nature of work, supervision, and promotion opportunity in biomedical Engineering and medical laboratory job categories is below the average, which indicates that, the employees in these department are dissatisfied. The other point illustrated in the above table is that, the mean value of turnover intention, which is below the average, which indicates presence of less intention of turnover on majority of the health professional staffs.

In general majority of professional staffs have expressed their satisfaction with pay and promotion opportunity as shown by their mean value to be more than the average whereas mean value of satisfaction with nature of work and supervision is inferior to the average. This lower mean value shows the dissatisfaction of majority of staffs by the hospital nature of working condition and supervision. There is also less intention of turnover observed on majority of staffs as indicated by mean value below the average.

#### 4.2. Results of Regression Analysis

Multiple regressions analysis was conducted to determine whether a relationship exists between the independent variable and the dependent variable and their level of significance.

##### Overall goodness fit of the model

**Table 4. Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |
| 1     | .617 <sup>a</sup> | .381     | .371              | .41473                     | .381              | 39.386   | 4   | 256 | .000          |

**a. Predictors: (Constant), Satisfaction with Promotion opportunity, Satisfaction with Pay, Satisfaction with Supervision, Satisfaction With nature of Work**

The model analysis includes the predictors (satisfaction with pay, nature of work, supervision and promotion opportunity) and dependent variable (turnover intentions). As indicated in the above model summary and below ANOVA table, the linear combination of the independent variable was significantly related to the dependent variable, R=.617, adjusted R square=.381, F=39.386 (p=0.000). The predictors, i.e., satisfaction with pay, nature of work, supervision and



promotion opportunity jointly accounts for 37.1 % of the variance in turnover intention/turnover, where as 62.9% is explained by another factor.

**Table 5. ANOVA**

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 27.098         | 4   | 6.774       | 39.386 | .000 <sup>b</sup> |
|       | Residual   | 44.032         | 256 | .172        |        |                   |
|       | Total      | 71.130         | 260 |             |        |                   |

**a. Dependent Variable: Turnover Intention**

**b. Predictors: (Constant), Satisfaction with Promotion Opportunity, Satisfaction with Supervision, Satisfaction with Pay, Satisfaction with Nature of work**

**Individual factors affecting turnover intention**

**Table 6: Coefficients**

| Model |   | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  |
|-------|---|-----------------------------|------------|---------------------------|--------|-------|
|       |   | B                           | Std. Error | Beta                      |        |       |
| 1     | (Constant)                              | 1.592                       | .157       |                           | 10.133 | .000  |
|       | Satisfaction with Pay                   | .119                        | .047       | .161                      | 2.530  | .012  |
|       | Satisfaction With nature of Work        | -.045                       | .065       | -.046                     | -.696  | 0.487 |
|       | Satisfaction with Supervision           | .248                        | .039       | .420                      | 6.417  | .000  |
|       | Satisfaction with Promotion opportunity | -.188                       | .041       | -.177                     | 2.734  | .007  |

**a. Dependent Variable: Turnover intention**

From the above table, it can be learnt that the higher satisfaction with pay the lessor employee turnover intention, (Beta.161). But when t value is (2.530) or p- value(sig) (0,012) for satisfaction with pay is considered, p-value <  $\alpha = 0.05$  or t-value is in between the normal curve (-1.96 and 1.96) respectively, the coefficient is significant. Thus, the effect of satisfaction with pay on employees' turnover intention is significant.

The coefficient of satisfaction with nature of work variable is -0.46 this implies that satisfaction with nature of work is negatively related with the employees' turnover intention. But there is no relationship between the nature of work as perceived by health professional staff's Black lion Hospital and employee turnover intention as evidenced by its p-value of 0.487, which is >0.05.

Satisfaction with supervision is positively related with employees' turnover intention; its p-value (.000) <  $\alpha = 0.05$ , satisfaction with supervision is a significant factor of employees' turnover intention in the hospital. The computed t-value of 6.417 is statistically significant at 1%. This indicates satisfaction with supervision has a significant effect on employees' turnover intention. Keeping all other variables constant, a unit change in the satisfaction of supervision would result in a 0.420 unit increase in turnover intention.

Of all the factor of job satisfaction, satisfaction with promotion opportunity has inversely related with employees' turnover intention. The computed t-value of 2.734 is statistically significant at 1%, its p-value (.007) which is <  $\alpha = 0.05$ . This indicates satisfaction with promotion opportunity has a significant effect on employees' turnover intention. Keeping all other variables constant, a unit change in the satisfaction of promotion opportunity would result in a .177 unit reductions in turnover intention.

### 4.3. Result of Correlation Analysis

**Table 7 Correlations**

|   |                     | Satisfaction with Pay | Satisfaction With nature of Work | Satisfaction with Supervision | Satisfaction with Promotion opportunity | Turnover intention |
|---|---------------------|-----------------------|----------------------------------|-------------------------------|---|--------------------|
| Satisfaction with Pay                   | Pearson Correlation | 1                     | .541**                           | .531**                        | .525                                    | .452**             |
|   | Sig. (2-tailed)     |                       | .000                             | .000                          | .000                                    | .000               |
|   | N                   | 261                   | 261                              | 261                           | 261                                     | 261                |
| Satisfaction With nature of Work        | Pearson Correlation | .541**                | 1                                | .565**                        | .553**                                  | .377               |
|   | Sig. (2-tailed)     | .000                  |                                  | .000                          | .000                                    | .000               |
|   | N                   | 261                   | 261                              | 261                           | 261                                     | 261                |
| Satisfaction with Supervision           | Pearson Correlation | .531**                | .565**                           | 1                             | .551**                                  | .577**             |
|   | Sig. (2-tailed)     | .000                  | .000                             |                               | .000                                    | .000               |
|   | N                   | 261                   | 261                              | 261                           | 261                                     | 261                |
| Satisfaction with Promotion opportunity | Pearson Correlation | .525**                | .553**                           | .551**                        | 1                                       | -.468**            |
|   | Sig. (2-tailed)     | .000                  | .000                             | .000                          |   | .001               |
|   | N                   | 261                   | 261                              | 261                           | 261                                     | 261                |
| Turnover intention                      | Pearson Correlation | .452**                | .377**                           | .577**                        | .468**                                  | 1                  |
|   | Sig. (2-tailed)     | .000                  | .000                             | .000                          | .001                                    |                    |
|   | N                   | 261                   | 261                              | 261                           | 261                                     | 261                |

**Correlation is significant at the 0.01 level (2-tailed).**

**Source: - Respondents questionnaire data, Oct 2013**

According to the table 8, Pearson correlation between job satisfaction factor pay and turnover intention was 0.452. which was Positively corelated with turnover intention. The relationship was statistically significant at 0.01(0.000 < 0.01) level (2-tailed). Thus, Ho. was rejected, as there was statistical evidence to claim that pay and turnover intention have a significant positive correlation.

Pearson correlation between nature of working condition and turnover intention was .377, which indicates a weak positive relationship. The relationship was statistically significant as correlation was significant at 0.01 (0.000 < 0.01) level (2-tailed). Thus, Ho. was rejected, since there was statistical evidence to claim that nature of working condition and turnover intention have a positive significant correlation.

Pearson correlation between supervision and turnover intention was found 0.577, which shows a strong positive relationship. The relationship was statistically significant as correlation was significant at 0.01 level (0.000 < 0.01) (2-tailed). Thus, Ho. was rejected, as there was statistical evidence to claim that supervision and turnover intention have a significant positive relationship.

Pearson correlation between promotion opportunity and turnover intention was -0. 468 which showed a negative relationship between promotion opportunity and turnover intention. Though relationship was weak. The relationship was statistically significant as correlation was significant at 0.01 level (0.000 < 0.01) (2-tailed). Thus, Ho. was accepted, as there was statistical evidence to claim that promotion opportunity and turnover intention have a significant negative relationship.

#### 4.4. Result of reliability analysis

**Table 8 Reliability Statistics of the combined items**

| <b>Reliability Statistics</b> |   |                   |
|-------------------------------|---|-------------------|
| <b>Cronbach's Alpha</b>       | <b>Cronbach's Alpha Based on Standardized Items</b> | <b>N of Items</b> |
| <b>.830</b>                   | <b>.841</b>   | <b>5</b>          |

**Source: SPSS ver.25 Cronbach alpha reliability analysis**

In this study as indicated in the above Reliability Statics table, Cronbach’s alpha reliability result of the combined five item is estimated .830. Which means 83 % of the variability in a composite

score is considered as true score or reliable score, or the items included in the reliability statistics are internally consistent and reliable.

Using rule of thumb of many Authors , (George and Mallery,2003), (Shemwell, Chase, & Schwartz, 2015 )” the Cronbach’s alpha fairly reliable, at  $\alpha = 0.70$ .” Therefore, the value of the study is within acceptable level.

**Table 9. Reliability Statistics of each variable**

|   | Cronbach's Alpha | No. Items |
|---|------------------|-----------|
| Satisfaction with Pay                   | 0.771            | 6         |
| Satisfaction With nature of Work        | 0.658            | 9         |
| Satisfaction with Supervision           | 0.894            | 6         |
| Satisfaction with Promotion opportunity | 0.8              | 5         |
| Turnover intention                      | 0.588            | 11        |

**Source: SPSS ver.25 Cronbach alpha reliability analysis**

As indicated in the above table, whereas the reliability of statistics of each variable concerned, the reliability of satisfaction with Pay type questionnaire items, satisfaction with nature of work type questionnaire items, satisfaction with supervision type questionnaire items, satisfaction with promotion opportunity type questionnaire items, and turnover intention type questionnaire items in Black lion hospital health professional staffs is 0.771, 0.658, 0.894, 0.8, 0.588 respectively.

Since a rule of thumb suggested that the Cronbach’s alpha value of questionnaire items fairly reliable if it is equal or greater than 0.50, Nunnally (1970) and 0.60 by Moss et al. (1998). Thus, the Cronbach’s Alpha value of job satisfaction related factors and turnover intention items were reliable and valid to measure the relationships between the research dependent and independent variables.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS & RECOMMENDATIONS

#### 5.1. Summary of major findings

- This study mainly investigates the effects of job satisfaction on employee turnover intention as applied to the chosen organization, Black Lion Hospital. The finding from the descriptive analysis reveals the satisfaction of majority of health professional staffs in the hospital with their pay and promotion opportunity. On the other hand, the finding also reveals the dissatisfaction of some of the staffs with the nature of work and supervision of the hospital.
- The finding from the regression analysis indicates that, factors such as pay and supervision, positively correlated to employee turnover intention with a coefficient of .161, .420 respectively and are significant at P-value =.012, and .000 respectively. Thus, reject Ho.1 and Ho 3 and accept Ha.
- Factor of job satisfaction, nature of work as perceived by employees in Black Lion Hospital has an insignificant negative relationship with employees' turnover intention as evidenced by its coefficient-.046 and p-value of 0.487. Thus, reject Ho2 and accept Ha. This finding is in contrary to (Siddiqui, et al., 2012), (Reukauf, 2018), and (Khan & Aleem, 2014) study results, in which they found that satisfaction with nature of work has a significant negative relationship with turnover intentions. This might be due to the difference in the context of the studies under taken.
- Factor of job satisfaction such as, promotion opportunity is found negatively correlated with employee turnover intention as evidenced by its coefficient-.177.and significant at P-value. 007.Thus accept Ho 4 and reject Ha.
- The finding from Pearson correlation analysis shows that there is an evidence of existence of linear relationship between job satisfaction factors (pay, nature of work, supervision and promotion opportunity) and turnover intention. Among the main factors namely pay, nature of working condition, supervision and promotion opportunity both positive and negative correlations were derived when analyzed in details the specific variables under these main variables. Generally, factors such as pay, nature of work and

supervision are positively correlated to employee turnover intention with R-values 0.452, .377 and 0.577 respectively and are significant at  $p=0.001$ , thus reject  $H_0 1$ ,  $H_0 2$ ,  $H_0 3$  and accept the alternative Hypotheses, whereas factors such as promotion opportunity is negatively correlated with turnover intention with R-values 0.468 and significant at  $p=0.001$ . Thus Accept  $H_0 4$  and reject  $H_a$ .

## **5.2. Conclusions**

As it is revealed in this project, factor of job satisfaction pays, supervision and promotion opportunity have statistically significant relationships with turnover intention, whereas nature of working have statistically insignificance relationship with turnover intention. Amongst significantly correlated factors of job satisfaction, satisfaction with pay and satisfaction with supervision are positively related with turnover intention, while satisfaction with promotion opportunity have a significant negative correlation with employees' turnover intention which is in line with (Siddiqui, et al., 2012), (Makonnen, N., 2004), and (Khan & Aleem, 2014).

Of all the factor of job satisfaction, promotion opportunity has inversely related with employees' turnover intention. The computed t-value of 2.734 is statistically significant at 1%, its p-value (.007) which is  $< \alpha = 0.05$ . This indicates satisfaction with promotion opportunity has a significant effect on employees' turnover intention. Keeping all other variables constant, a unit change in the satisfaction of promotion opportunity would result in a .177unit reductions in turnover intention. Therefore, the hospital should give emphasis for the satisfaction of employees on promotion opportunity to minimize their intention to leave.

In general, of all the factors of job satisfaction under study in this project work, promotion opportunity is found decisive in employees' turnover intention.

## **5.3. Recommendations**

The findings suggested that among the factor of job satisfaction under studied Pay, and supervision have a significance positive correlation with turnover intention whereas promotion opportunity have a significant negative relationship with turnover intention. It is a prominent decisive factor of job satisfaction of employees in Black lion Hospital. In line with this, this project suggests the following

- The management should undertake study on the HR policy, procedure and on the existing practice of career development, benefit packages, salary, and supervising activities and reconsider certain necessary measures to tackle turnover intention threat of the hospital.
- Reconsider career development programs: the management should prepare a clear platform that provide staffs a fair and equal opportunities to develop their career within workplace thereby their job satisfaction level will be improved.
- Career development programs should implement in its time line.
- The management should ensure fairness of promotion opportunity;
- the management should enhance the transparency of promotion function and salary and benefit infringement.
- Management should consider policy that expand job benefits health professional
- Management should Provide professional development opportunities: training and high-level educational opportunity should be accessible to 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.

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## 7. Annex; Questionnaire

### St. Marry University School of Business and Economics

#### General MBA Program

This is a questionnaire designed to collect data on the effect of job satisfaction on employees' turnover intention which will be used as an input for a thesis in partial fulfillment of General MBA. Your genuine response is solely used for academic purpose. Therefore, your kind cooperation is appreciated in advance.

If you have any question about this questionnaire, you can contact:

Molla Adego. Mobile No. 0911 33 24 98.

#### Section one

1. Gender  Male  Female
2. Age  21-30 years old  31-40 years' old  41-50 years' old  > 51 years' old
3. Marital Status  Married  Not married  Divorced  Widow
4. Qualification  BSC  MSC  PHD  Medical Doctor (GP)  specialist  sub specialist  and Above
5. Organizational Tenure  < 3 years  3 to 5 years  >5 years
- 6 Job Category  Nurse  Medical Laboratory  Pharmacy  Midwifery  Anesthesia  Physiotherapy  Radiology  Biomedical Engineering  Environmental Health  Medical Doctors
7. Shift schedules,  Morning,  Evening  Night

#### Section two; Questionnaires related to job satisfactions

Please put (√) in the place where the choice is appropriate for you.

| Benefit and compensation related issues |  |                |       |                            |          |                   |
|---|--|----------------|-------|----------------------------|----------|-------------------|
| No                                      |  | Strongly Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly disagree |
| 8                                       | I am paid fairly with the work I contribute to my company.                             |                |       |                            |          |                   |
| 9                                       | I feel valued by the organization when I think about what they pay me                  |                |       |                            |          |                   |
|   | My basic salary is sufficiently paid according to my daily working hours and work load |                |       |                            |          |                   |

|   |  |  |  |  |  |  |
|---|--|--|--|--|--|--|
|   | I am satisfied with my chances for salary increases  |  |  |  |  |  |
| 10  | I am satisfied with the benefits that I receive from organization  |  |  |  |  |  |
| 11  | My workplace provides an undisturbed environment   |  |  |  |  |  |
| 12  | The period between pay rises is reasonable.  |  |  |  |  |  |
| 13  | My general benefits (holidays, pension and other benefits) compared to what I could get in a similar position elsewhere are satisfactory |  |  |  |  |  |
| <b>Working condition related measures</b>         |  |  |  |  |  |  |
| 14  | Availability of conducive working environment for employees  |  |  |  |  |  |
| 15  | The physical working conditions (heating, lighting, etc) in the position   |  |  |  |  |  |
| 16  | The social position in the community that goes with the job satisfactory   |  |  |  |  |  |
| 17  | My work is varied and is not routine   |  |  |  |  |  |
| 18  | I feel I have too much work to do.   |  |  |  |  |  |
| 19  | I feel that my work is valuable to patient life  |  |  |  |  |  |
| 20  | My working hours are reasonable  |  |  |  |  |  |
| 21  | Availability of working materials  |  |  |  |  |  |
| 22  | I am frequently stressed out at work.  |  |  |  |  |  |
|   | The work I do is appreciated   |  |  |  |  |  |
|   | My workplace provides an undisturbed environment   |  |  |  |  |  |
| <b>Relationship with superior related measure</b> |  |  |  |  |  |  |
| 23  | Communication between me and my immediate supervisor is good   |  |  |  |  |  |
| 24  | My supervisor shows consideration for subordinates' feelings   |  |  |  |  |  |
| 25  | I am satisfied at work because I am always treated fairly by my supervisor   |  |  |  |  |  |

|   |  |                       |                             |                 |                   |                          |
|---|--|-----------------------|-----------------------------|-----------------|-------------------|--------------------------|
| 26  | The competence of my supervisor in making decision.  |                       |                             |                 |                   |                          |
| 27  | I am satisfied because I receive useful and constructive feedback from my direct supervisor  |                       |                             |                 |                   |                          |
| 27  | I am satisfied because my supervisor encourages us to set high goals   |                       |                             |                 |                   |                          |
| <b>Promotion related measures</b>                 |  |                       |                             |                 |                   |                          |
| 28  | I am satisfied with availability of the chance to growing as a professional in this company  |                       |                             |                 |                   |                          |
| 29  | Regarding promotion, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years |                       |                             |                 |                   |                          |
| 30  | I am satisfied with my work because there is an opportunity to learn new skills  |                       |                             |                 |                   |                          |
| 31  | I am satisfied with my work because there are opportunities for promotion  |                       |                             |                 |                   |                          |
| 32  | I am satisfied with my work because there is support for additional training.  |                       |                             |                 |                   |                          |
| 33  | Overall, I am satisfied with my present job  |                       |                             |                 |                   |                          |
| <b>Employee Turnover intention related issues</b> |  |                       |                             |                 |                   |                          |
| 34  | I intend to leave this company within a short period of time   |                       |                             |                 |                   |                          |
| 35  | I often think about quitting.  |                       |                             |                 |                   |                          |
| 36  | It is likely that I will actively look for a new job next year   |                       |                             |                 |                   |                          |
| 37  | I will probably look for a new job in the next year  |                       |                             |                 |                   |                          |
| 38  | I feel that I would have many alternative job opportunities if I were to leave the company   |                       |                             |                 |                   |                          |
|   | I often think of changing my job   |                       |                             |                 |                   |                          |
|   |  | <b>Very satisfied</b> | <b>Moderately satisfied</b> | <b>Not sure</b> | <b>Moderately</b> | <b>Very dissatisfied</b> |

|    |  |  |  |  | dissatisfied |  |
|----|--|--|--|--|--------------|--|
|    | <b>How satisfied or dissatisfied are you</b>   |  |  |  |              |  |
| 39 | With time of monthly salary and part time payments   |  |  |  |              |  |
| 40 | With the amount of Salary, you collect monthly, compared with the work you perform Overtime, |  |  |  |              |  |
| 41 | With your immediate supervisor   |  |  |  |              |  |
| 42 | With your opportunity to use your abilities  |  |  |  |              |  |
| 43 | With your Work Schedule  |  |  |  |              |  |
| 44 | With the amount of Work  |  |  |  |              |  |
| 45 | With your chance of promotion  |  |  |  |              |  |
| 46 | With opportunities for professional and personal development                                 |  |  |  |              |  |