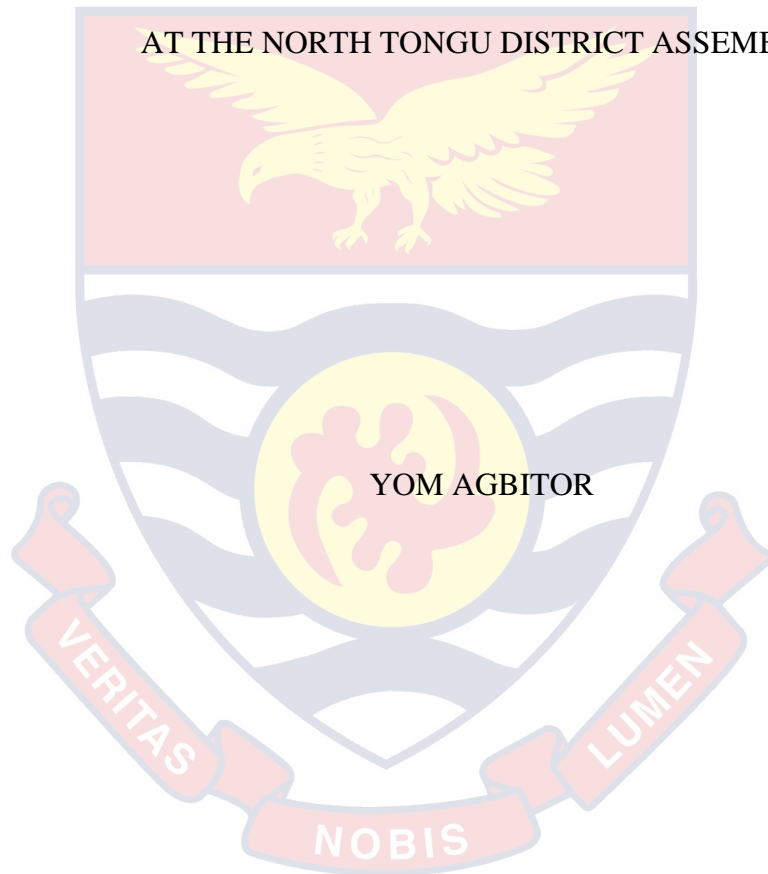


UNIVERSITY OF CAPE COAST

JOB SATISFACTION AND TURNOVER INTENTION OF EMPLOYEES
AT THE NORTH TONGU DISTRICT ASSEMBLY

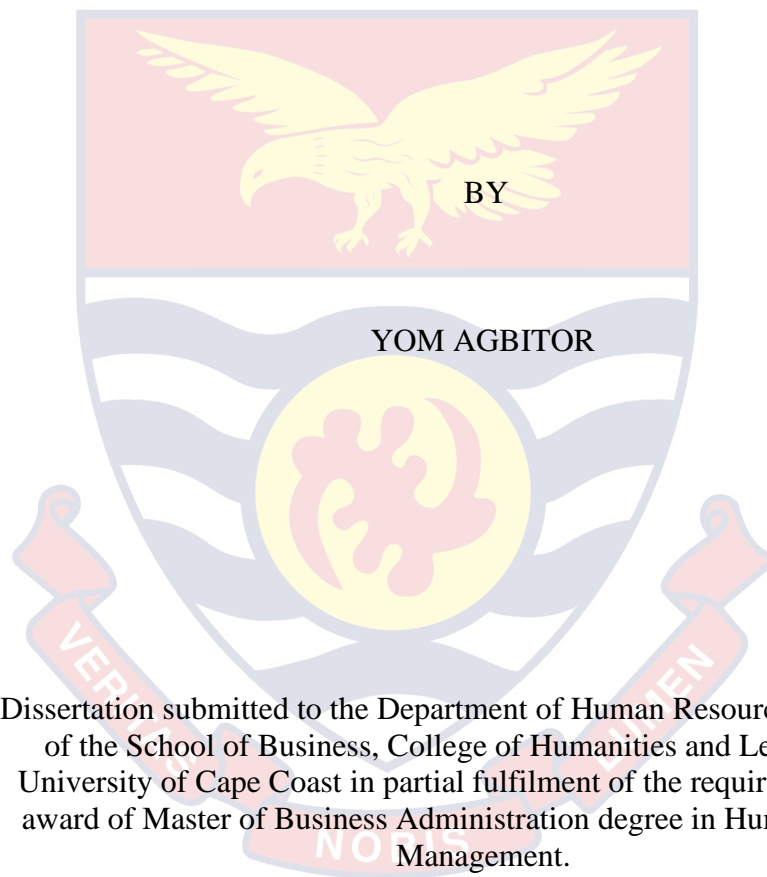


2021

UNIVERSITY OF CAPE COAST

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AT THE NORTH TONGU DISTRICT ASSEMBLY



Dissertation submitted to the Department of Human Resource Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast in partial fulfilment of the requirements for the award of Master of Business Administration degree in Human Resource Management.

AUGUST 2021

DECLARATION

Candidate's Declaration

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

Candidate's Signature..... Date.....

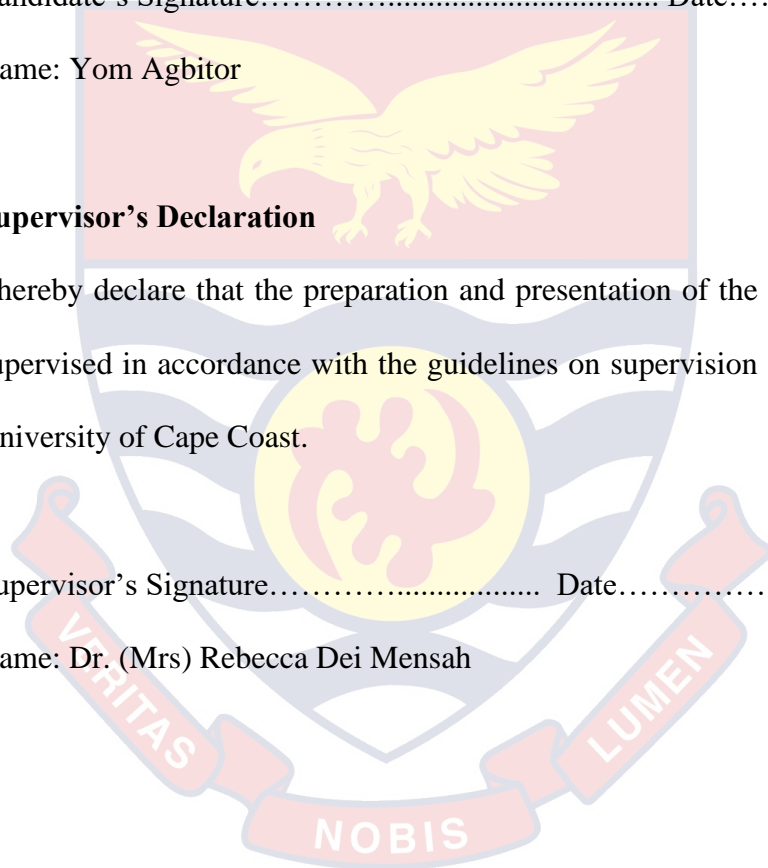
Name: Yom Agbitor

Supervisor's Declaration

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

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

Name: Dr. (Mrs) Rebecca Dei Mensah



ABSTRACT

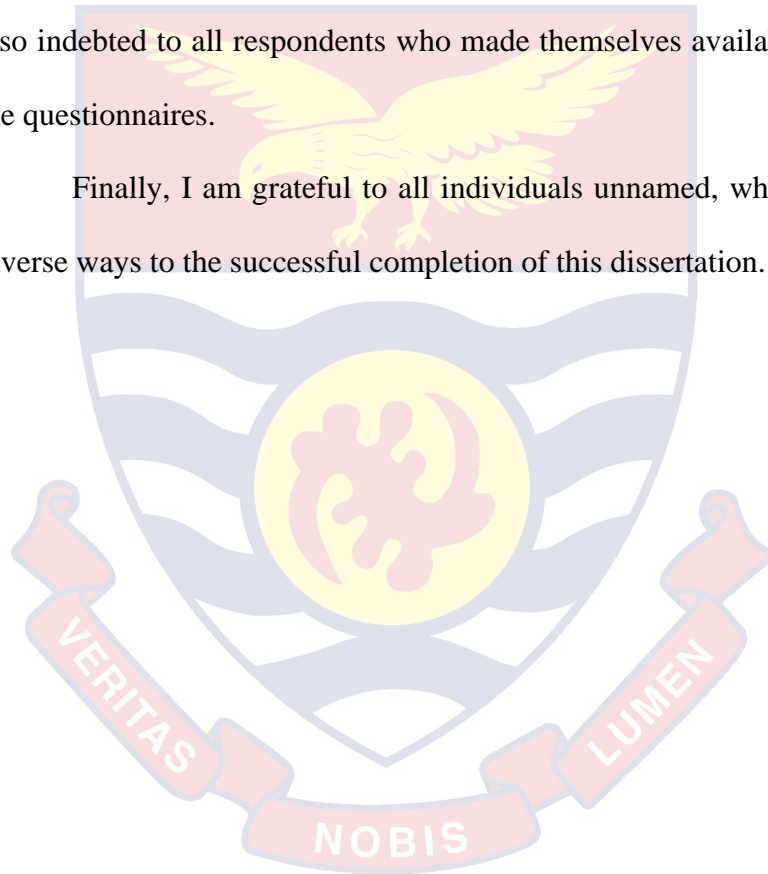
The study examined job satisfaction on employees' turnover intention at the North Tongu District Assembly of Ghana. Specifically, three research objectives were investigated; to assess the level of job satisfaction of employees at the North Tongu District Assembly; to assess the perception level of employees of turnover intentions at the North Tongu District Assembly; and to examine the effect of job satisfaction on employees' turnover intention at the North Tongu District Assembly of Ghana. The study employed the quantitative approach and descriptive correlational design. A structured questionnaire was used to gather data from 86 respondents at the North Tongu District Assembly of Ghana. The data was then processed using the IBM SPSS Statistics (version 26). Both descriptive (mean and standard deviation) and inferential statistics (regression) were used to address issues in the study. The study found that there was a low level of job satisfaction and high turnover intentions among the employees in the District Assembly. The study also found a negative significant effect of job satisfaction on turnover intention of the employees. The study, therefore, recommended that the District Chief Executives and Coordinating Directors should occasionally hold dialogues with the employees to discuss issues about their job.

ACKNOWLEDGEMENTS

I would first of all appreciate my supervisor, Dr. (Mrs) Rebecca Dei Mensah, for her support, encouragement and guidance in helping put this work to its current state. I am very grateful to her constructive criticisms to every detail of this dissertation.

Also, I am thankful to management of the North Tongu District Assembly for allowing me collect data for the completion of this study. I am also indebted to all respondents who made themselves available to respond to the questionnaires.

Finally, I am grateful to all individuals unnamed, who have helped in diverse ways to the successful completion of this dissertation.



DEDICATION

To my caring and supportive husband, Pastor Wisdom Agbemordzi.



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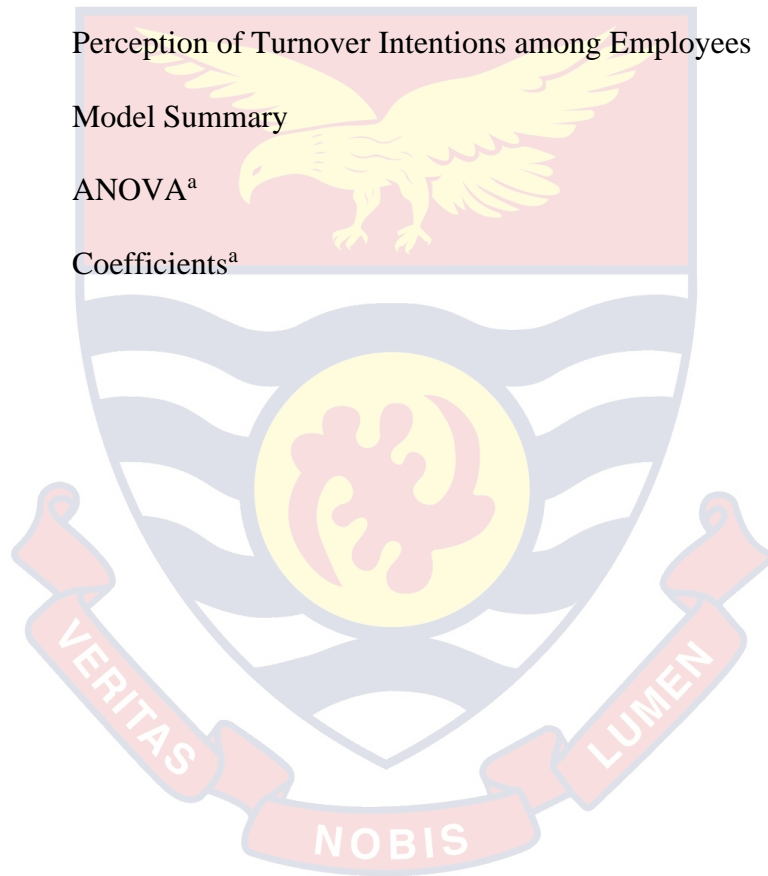
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CHAPTER ONE

INTRODUCTION

The wake to keep workers of an organisation satisfied has been a topic of discussion by many scholars. More specifically in this new world of work, organisations have taken additional steps to meeting the needs of their workers (Johnson, 2020). Literature claimed that job satisfaction is able to predict how well organisational members think of either staying or exiting the organisation. This introduction chapter captures the background of the study, the problem statement, research objectives and questions, the significance, delimitation and organisation of the study.

Background of the Study

The success or failure of many organisations these days hinge on the availability and sustainability of right calibre of human resource at right time and right place (Bedon & van Mourik, 2016). Therefore, staffing and maintaining well trained and committed employees in any organisation is the hallmark of the management. Long term relationship of employees with the organisation not only ensures continuity and sustainability of organisational culture at workplace, but also helps in controlling organisations' expenses on frequent recruitment, selection and training of employees on the one hand and provides sign of motivation at workplace on the other hand (Ali, 2011). A cursory look over the business would reveal that many organisations failed due to poor management of human resources while others succeeded due to judicious human resource management (Bedon & van Mourik, 2016). One of the most critical problems an organisation may face irrespective of nature and

type of organisation is employees' turnover. Persistent turnover intentions are developed due to their job dissatisfaction at workplace (Ramadhani, 2014; Ayalew, 2015; Bedon & van Mourik, 2016).

Therefore, one of the crucial problems for management dealing with human resources in any organisation could be arresting the causes leading to job dissatisfaction and hence giving rise to the attitude marked with turnover intention. Employees' dissatisfaction engenders very serious problems for the organisation instead of using their energy for the achievement of its objectives. Dissatisfied employees if remained in the organisation may involve in counter-productive activities such as theft, poor service, destructive rumors and sabotage of equipment (Ali, 2011). It has also been found that when employees are not satisfied, they report physical disturbances such as tension, depression, lassitude, apprehension and sleeplessness (Sasaki, Serenko, Sato & Palvia, 2019; Azeez, Jayeoba & Adeoye, 2016).

Dissatisfied employees also complain of stiffness in muscles and joints (Johnson, 2020). Besides these problems, employees' dissatisfaction gives rise to high level of turnover intention (Vroom, 1964; Rahman et al., 2008; Sarminah, 2006; Korunka et al., 2005) which ultimately leads to actual turnover (Griffeth, Hom & Gaertner, 2000). If the factors causing dissatisfaction are not identified, they can give rise to severe problems for the organisation i.e., the employees will show physical disturbances as mentioned above, they may complain of stiffness in muscles and joints or they may leave the organisation.

According to Johnson (2020), employee turnover has always been a matter of concern for organisations. A large degree of employee turnover is highly detrimental to both the organisation as well as the employees. High

employee turnover rate implies high costs in re-hiring to replace departed employees (Liu, J., Zhu, Wu & Mao, 2019). When an employee leaves an organisation, the remaining employees face difficulties to complete their duties (Xu, Wu & Li, 2018). For organisations is very important to maintain a strong workforce in order to remain competitive in the fast-expanding global economy in compassing with technological advances (Medina, 2012).

How to reduce employee's turnover is a very pivotal challenge for today's Human Resources managers. Pay better incentives and employee's motivational techniques have been useless and old practices of the human resource management (David & Venatus, 2019). Many scholars have posited that employee turnover can be predicted measuring job satisfaction's factors and that high job satisfaction is associated with low employee turnover (Ayalew, 2015; Bedon & van Mourik, 2016; Xu et al., 2018; Liu et al., 2019; Johnson, 2020). The aforementioned scholars posited that the relationship between job satisfaction and actual employee turnover is moderated by intentions. It therefore suffices to say that these researchers in their quest to establish a relationship job satisfaction and turnover intentions considered employee turnover intention as an immediately precedent variable for actual employee turnover.

Reukauf (2018) pointed that, job satisfaction is able to predict the attitudes of the employees towards turnover intentions. The study conducted by the author showed a positive negative relationship between job satisfaction and turnovers intention of employees. In line with this finding was a study conducted by Jadoo et al. (2015) who stated that, the turnover intention of doctors in Iran was highly correlated with job satisfaction through good working

condition and security. Jadoo et al. further noted that, organisations that employ effective strategies in meeting the most requirement of their employees is able to hoop the employee's satisfaction and reduce turnover intentions.

Correspondingly, in the African context, studies on job satisfaction and turnover intention indicated similar findings. A study by Olusegun (2013) on Library personnel in Nigeria shown that job satisfaction was a predictor of turnover intentions. According to the author, job satisfaction is influenced by variety of factors like quality of one's relationship with the supervisor, quality of physical environment in which one works and the degree of fulfilment in one's work. Moreover, Ayalew (2015) noted that, employees who are dissatisfied with their job in organisations develop the intention to leave those organisations. The study reported that job satisfaction dimensions such as working conditions had a strong inverse nexus with turnover intention among bank workers in Addis Ababa, Ethiopia. Similarly, David and Venatus (2019) reported significant relationship between job satisfaction and turnover intentions of Police Officers in Rural Communities in Dekina Local Government Area of Kogi State, Nigeria and concluded that workers who are satisfied are more likely to be committed to their organisations and decreased the intention of quit from a job.

According to the Frederick Herzberg's (1959) Dual Factor Theory which underpins this study, employees derive satisfaction from certain factors at the workplace which he called motivators and others which merely reduces dissatisfaction he called hygienic. These factors the authors described as prima facie to the stability of the motivation employees derive from their work. The author further noted that, organisations that uphold the values of ensuring good

working environment, supervisor support, ethical climate, trust and participation or work place isolation, recognition, challenging work, training and development are more likely to achieve job satisfaction from their employees.

Despite the strong relationship between job satisfaction and employee's turnover intention reported in extant literature as revealed by the aforesaid scholars, some studies had shown contrary findings either by weak association or not association (Medina, 2012). Reukauf (2018) found no relationship between intrinsic variables of job satisfaction and turnover intention. Again, studies of these nature are yet to be seen in the Ghanaian setting, hence, the significance of this study job satisfaction and turnover intention at the North Tongu District Assembly.

Statement of the Problem

The contemporary world of business is plagued with skilled employees moving from one job to another and taking with them the knowledge and technical expertise that is needed for the smooth operation of a company (Dorance, 2014), and mostly these movements create potential costs to organisations in terms of loss of valuable human resources and the disruption of ongoing activities (David & Venatus, 2019). This phenomenon has become a worldwide issue that has confounded many organisations, researchers and practitioners alike for decades. Currently, employee turnover intentions permeate most of the organisations in both developed and developing nations (Bedon & van Mourik, 2016; David & Venatus, 2019; Johnson, 2020; Reukauf, 2018).

According to the CIPD (2018) survey report on employee turnover rate in the UK, the nationwide turnover rate was 18.1 per cent. The report further indicated that employees' turnover varies from sector to sector. On the average the turnover for the public sector was 13.3 percent while it was 22.6 percent for the private sector respectively across nations. As revealed in studies conducted by Johnson (2020), Sasaki, Serenko, Sato and Palvia (2019), and Reukauf (2018), the relationships of colleagues and work environment have positive results on job satisfaction. If the organisations will provide a good working environment and assist in creating pleasant coworker relationships among workers it can enhance the job satisfaction. Furthermore, the level of salary and job satisfaction does not affect the turnover intention directly but the level of salary and job satisfaction indirectly affects the turnover rate of employees.

Additionally, the greater the level of salary the greater the level of job satisfaction and the greater will be the organisational commitment and this greater level of organisational commitment will lead to lower intention to quit. Again, studies of these nature are yet to be seen in the Ghanaian setting, but from an anecdotal evidence gathered from the interaction with some of the workers of North Tongu District regarding this study reveals that most workers mostly leave as soon as they develop intentions due dissatisfaction with the agreed conditions of service pertaining their employment contract.

Although several other scholars found a positive relationship between job satisfaction and turnover intention (Ramadhani, 2014; Ayalew, 2015; Bedon & van Mourik, 2016; Xu et al., 2018; Liu et al., 2019; Johnson, 2020), such studies are limited in the Ghanaian context particularly the North Tongu District Assembly. Again, few studies that investigated job satisfaction and turnover

intentions focused on the relationships, determinants, and factors influencing job satisfaction without paying attention to how this phenomenon could impact workers' intention to leave an organisation (Sasaki, Serenko, Sato & Palvia, 2019; Xu et., 2018; Ramadhani, 2014; Mahdi et., 2012).

Furthermore, few other studies conducted in Ghana have placed much emphasis on the effect of leadership (Osei-Adjei, 2019) and job characteristics (Jankeitey, 2018) on job satisfaction leaving a wide gap and creating relevance to the conduct of this present study. This study therefore seeks to fill these gaps by investigating the effects of job satisfaction on turnover intentions among workers at the North Tongu District Assembly.

Purpose of the study

Generally, the study seeks to investigate job satisfaction on turnover intentions among employees at the North Tongu District Assembly.

Research Objectives

In order to achieve the overall purpose of the study, the following specific research objectives pursued were to;

1. assess the level of job satisfaction of employees at the North Tongu District Assembly.
2. assess the perception level of employees on turnover intention at the North Tongu District Assembly.
3. analyse the effect of job satisfaction on turnover intention of employees at the North Tongu District Assembly.

Research Questions

In order to attain the specific research objectives, answers will be found for the following specific research questions.

1. What is the level of job satisfaction among employees at the North Tongu District Assembly?
2. What is the perception level of employees on turnover intentions at the North Tongu District Assembly?
3. What effect does job satisfaction have on turnover intention of employees at the North Tongu District Assembly?

Significance of the Study

The findings of the study will be of immense help to many different stakeholders. To start with, it is expected that the findings of this study will provide insights that management of North Tongu District Assembly can rely on to make scientifically informed decisions as to how to manipulate the predictors of job satisfaction considered in the study to curb the quitting intent of employees at the workplace. Similarly, the findings will provide enough evidence on how management can justify its investments in making sure employee stay committed both to work and the organisations overall goals and as well curb intentions to quit among employee. Again, all insignificant indicators can be seen and worked on accordingly by management of the Assembly. Moreover, the findings of this study may be useful for human resource practitioners as it will provide them information about the measurement of the constructs and how these constructs could be manipulated to produce a desired state of output in work settings. Additionally, Students and

researchers alike may also tap into the rich information that this study brought on board.

The study serves as a source of literature regarding the effect of job satisfaction and turnover intentions which inferred by future researchers. It will also provide research gaps that can be exploited by students and researchers to better build knowledge regarding the association among job satisfaction and intention to quit. Furthermore, the study may provide information that may contribute to theory building or justify existing supporting theories (considered in the study) in African context. Human resource practitioners may also see how the manipulation of the satisfaction predictors can actually impact turnover over intentions and this could also serve a guide to proposing solutions to other District Assembly where similar set of conditions exist.

Delimitation of the Study

The study investigated the effect of job satisfaction on turnover intentions among employees at the North Tongu District Assembly. The choice of this study area was not without premise. Osei-Adjei (2019) studied job satisfaction at the district assembly level and provided generalization for the entire public workers in Ghana. Although, this study was limited to the employees of the North Tongu District Assembly, nonetheless, the findings of this are useful for all managers and stakeholders in the public sector on how to handle job satisfaction and turnover of their employees.

Limitations of the Study

The researcher encountered some challenges in the process of conducting the study. Due to the outbreak of the COVID 19 in the early months

of the year, data collection became cumbersome and has to take a long time before administering questionnaire to respondents. Apart from this constraint of the researcher, the study was focused on only one district out of 216 in Ghana which seems small for a study like this for generalisation. The research should have included at least half of the districts in Ghana to allow for wider inclusion.

Organisation of the Study

The study is divided into five chapters. The first chapter consists of an introduction which includes the background, problem statement, objectives, research questions, significance, scope, limitations and organisation of the study. Chapter two provides a review of related literature of the study with emphases on a theoretical framework as well as an empirical analysis of the study while the third chapter outlines the methodology of the study which includes population, research design, sampling and sampling procedures, sources of data, data collection and procedures for data presentation and analyses. Chapter four analyses as well as discusses the results of data while the final chapter, summarize and offer recommendations and conclusion to the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

In this current era of the new world of work, retaining employees has become essential to the sustainability, profitability and overall growth of an organisation (Cloutier, Felusiak, Hill & Pemberton-Jones, 2015). In this sense, understanding the forces or indicators that play important role in an employee's contemplation of exiting an organisation is imperative to addressing economic and social costs to an organisation (Qazi & Shafique, 2015). Hunt (2014) connected an absence of job satisfaction to worker turnover intention. The focus of this chapter therefore, was to outline arguments made by prior researchers in respect of the constructs under the study. The chapter opened discussion on the relevant theories that underpin the study and have been adopted in extant literature to expand knowledge in the field. The chapter further reviewed the concepts of job satisfaction and turnover intention widely from numerous standpoints. Relevant empirical literature was also identified and examined to provide analysis of the gaps the study is proposed to fill.

Theoretical Review

Theoretically, the concept of job satisfaction has been well elucidated by a number of theories ranging from Maslow's hierarchy of needs, Herzberg's dual factor theory, the Existence, Relatedness and Growth (ERG) theory, to the Equity theory. Each of these theories use different prepositions, postulations and assumptions in explaining the idea of worker's job satisfaction. The Maslow theory for example, claimed that individuals have some needs that stimulate

their behaviour, and that these needs are arranged in an order of importance/hierarchy from the basic physiological to the complex self-actualisation needs. However, theory also argued that, instances where these needs are not met, the individual experiences de-motivation or dissatisfaction. Herzberg's motivation-hygiene theory, on the other hand, advocates that an individual's relation to work is fundamental and that one's attitude towards work can determine success or failure.

Conversely, Alderfer's ERG theory submits that all human needs can be accessed and satisfied concurrently, rather than from bottom to top as advanced by Maslow's, either way, as needs are satisfied, employees are inspired to strive to satisfy a new need; while equity theory draws attention to one role of job comparisons with those of another in determining satisfaction (Ejiogu, 1992). In spite of these varying opinions by these motivation and job satisfaction theorists, they all came to a conclusion that employees have needs, and that satisfactory job attitudes are function of correspondence between the needs of individuals and their job situation. In other words, it is agreed that when the features of a job commensurate the needs of workers, he or she will have job satisfaction. Despite the position of these scholars trying to link their theories with job satisfaction, the one that was chosen on the basis of the study is the Herzberg's Dual-Factor theory. The reasons for the theory are discussed in the ensuing section.

Herzberg's Two-Factor Theory

Herzberg's two-factor theory, also known as motivation-hygiene Theory, is the foundation theory for the examination of the relationship between job satisfaction, job dissatisfaction and the potential for an employee to exit a

small business enterprise (David & Venatus, 2019). Herzberg's theory has been one of the theories of job satisfaction that is generally recognized and acknowledged by researchers (Naqvi, Kanwal, Ishtiaq & Ali, 2013). As far back 1959, Herzberg first studied employee attitude related to job satisfaction and job dissatisfaction (Herzberg, Mausner, & Snyderman, 1959). This study led Herzberg to develop the motivation-hygiene theory, which presented a list of contributing factors to employee attitudes about their jobs. Herzberg (1968) continued his quest to understand employee attitude related to job satisfaction and dissatisfaction. The author then developed the two-factor theory, identifying two groups of factors that influence employees' job satisfaction; motivators (intrinsic factors) and hygiene (extrinsic factors).

Motivational factors, also referred to as satisfiers, described motivation and dissatisfiers are hygiene factors (Herzberg, 1974). According to Herzberg, while achievement, recognition, work itself, responsibility, advancement, and opportunity for growth and advancement are key constructs of satisfiers, company policy, supervision, work conditions, salary, job security, and interpersonal relations are hygiene factors (Ozguner & Ozguner, 2014). Herzberg's two-factor theory is the theoretical framework for the study and will be the main theory for comparative analysis. Job satisfiers are important for increasing motivation, which leads to greater productivity (Chaudhury, 2015). Job dis-satisfiers are not motivational, but lacking job satisfiers leads to job dissatisfaction (Chaudhury, 2015). Understanding the meaning behind the results of Herzberg's two-factor theory-based analysis is important. Herzberg's study of engineers and accountants in Pittsburgh, Pennsylvania in the late 1950s revealed that factors causing job satisfaction are different from factors causing

job dissatisfaction (Herzberg, 1964). An absence of factors resulting in job satisfaction does not necessarily mean job dissatisfaction; rather it means no job satisfaction. An absence of factors resulting in job dissatisfaction does not necessarily mean job satisfaction; rather it means no job dissatisfaction. An employee may be dissatisfied even when the intrinsic results are good. Good intrinsic results do not necessarily equate to an employee being satisfied. The same conclusion applies to extrinsic factor results; poor responses do not necessarily mean the employee is dissatisfied (Kulchmanov & Kaliannan, 2014).

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. Herzberg's two-factor theory remains as one of the most prominent foundations for studies of performance and motivation (Jarkas, Radosavljevic & Wuyi, 2014) and so is the relevance of the theory to this study. It could be deduced from the theory that, when employees are satisfied with their job as a result of the job's characteristics, employees may feel reluctant to seek another job elsewhere. Johnson (2020) and David and Venatus (2019) averred that, employee turnover intentions are much constrained when there is adequate perception of job satisfaction. Hunt (2014) claimed that, a lack of job satisfaction is associated to employees leaving the organisation. Based on these assertions, the researcher finds this theory appropriate to explaining the concepts and constructs chosen for the study.

Conceptual Review

This review will help enhance our knowledge concerning the constructs used in this study. The constructs are job satisfaction and its dimensions as well as turnover intentions. The definitions given in the literature concerning job satisfaction will initially be addressed followed by a discussion of its application. Turnover intentions will also be discussed with emphasis placed on its importance in the public sector organisations and the different perspectives provided in the literature in defining and measuring it.

The Concept of Job Satisfaction

The concept that satisfied employees, which is extended beyond pay, originated from research in the 1930s (Girma, 2016). One of the key reasons job satisfaction is the focus of researchers is because of its link to employee turnover (Li et al., 2016). Job satisfaction is a recent term because unlike in the prior centuries where a person's occupation was determined by a parent's occupation, in this new world of work, a person's occupation is now determined by one's desire to work for a particular company (Olusegun, 2013). This is why every employee has one's own perception of what makes him or her satisfied on the job (David & Venatus, 2019).

Although the concept of job satisfaction has been extensively researched no conclusion has been reached on a single definition by these prior researchers. According to Chughati and Perveen (2013), job satisfaction is regarded as how an employee feels about the job. Boateng, Kanyandewe and Sassah (2014) noted in his research that job satisfaction is an employee's attitude and beliefs about the entire job structure. Basak and Calisir (2015) added that factors that influence an employee's job satisfaction could be internal and external. In the

congruent opinion of Shukla, Adhikari and Ray (2016), job satisfaction is defined as the extent to which an employee expresses content with the features of his or her job. This definition avers that; individual employees has a level of satisfaction to the job he or she holds in the organisation. Reukauf (2018) supported similar definitions by viewing job satisfaction as an employee's assessment of all aspects of the job. Personal feelings and the outward demonstration of those feelings is another definition of job satisfaction (Masum et al., 2016). The degree to which employees are satisfied with the aspects of work defines job satisfaction (Basirudin et al., 2016).

Although there may be differences in definitions of job satisfaction, there remains a central theme of personalization of feelings by the employee. Job satisfaction is not a precise science; however, job satisfaction is evident when employees demonstrate their highest level of skill (Che Nawi et al., 2016). Karabina (2016) offered a definition of employee satisfaction that incorporates Herzberg's two-factor dimensions, feelings of satisfying and dissatisfying in relationship to the job. Employee satisfaction is critical to the sustainability of an organisation (Girma, 2016; González, Sánchez & López-Guzmán, 2016). Increased employee job satisfaction leads to increased customer satisfaction; ultimately leading to greater potential for organisational profitability and tenure (Che Nawi et al., 2016). Leaders of organisations set goals for the organisation, which are critical to increasing the longevity of the organisation.

There have been studies conducted on the factors that impact job satisfaction. The studies demonstrate that many factors affect the perception of an employee's satisfaction with the job. Basak (2015) concluded that internal and external factors, including gender, management style, and organisational

culture, impact job satisfaction. An increase in employee job satisfaction correlates to intrinsic factors (Ileri, 2016). Rukh, Choudhary and Abbasi (2015), in a study conducted in a Pakistan manufacturing organisation, found job satisfaction to have a strong correlation with demographic, financial and non-financial factors. Arshadi and Damiri (2013) analyzed responses from employees from an Iranian drilling company and found a strong relationship between stress on the job and turnover intention. A simple adjustment to a job may be enough to change an employee's job satisfaction increase (Pagán, 2013).

This evidence suggest that managers can decrease turnover intention through analysing the causes of employee job satisfaction and initiating actions to reduce the turnover rate in all organisations. It is beneficial to an organisation to increase employee job satisfaction and decrease employee turnover. Employees who feel conflicted about which job responsibility they are to handle at any given time results in a lack of job satisfaction, which often results in turnover intention (Conant, 2017). Studies, including one conducted by Kalifa, Ololo, and Tafese (2016), concluded that the longer an employee works for an organisation, the less the employee considers leaving the organisation.

Professionals within an organisation have the opportunity to decrease turnover intention by increasing job satisfaction. Practices initiated and demonstrated by human resource professionals within an organisation correlate to turnover intention in the Singapore childcare industry (Pek-Greer, Wallace & Al-Ansaari, 2016). Study results showed a correlation between human resource practices with job satisfaction support the need of organisational policies and procedures to be employee-centric. Human resource practices, including pay, training, and benefits influence employee job satisfaction and intent to leave an

organisation (Williams & Owusu-Acheampong, 2016). Yon, Kim, Ko and Park (2016) studied the impact of various leadership roles within an organisation on employee job satisfaction within IT organisations in Korea. Results of this study support the relationship between human resource practices and leadership to employee job satisfaction. The information from these studies can assist human resource professionals in their strategic approach.

Factors of Job Satisfaction

Job satisfaction has also been found by scholars such as Klassen, Usher and Bong (2010), Maertz and Griffeth (2004), Chang and Lee (2007), Mensor and Tayib (2010), Anik, Akin, Norton, Dunn and Quoidbach (2013), Chen, Yang, Shiau and Wang (2006), Sesanga and Garrett (2005) to be a functions of many factors. For instance, Klassen et al. (2010) found promotion, pay, supervisory support, team or group cohesion and job requirement as the main factors of job satisfaction. Maertz and Griffeth (2004), on the other hand, discovered factors such as competitive salary, job autonomy, good supervision and interpersonal relationship, training and development opportunities, better working conditions and job security.

Additionally, Chang and Lee (2007), Mansor and Tayib (2010), and Anik et al. (2013) found organisational culture as prime factor of job satisfaction; while Sesanga and Garrett (2005) identified factors such as good remuneration and supervision, opportunity for promotion, co-worker's behaviour, working conditions, and the job itself as factors of job satisfaction. Likewise, Chen et al. (2006) discovered factors such as organisation vision, result feedback and motivation, management system, working conditions, pay and benefits, as influencer of job satisfaction.

According to the Herzberg's Two Factor Theory employees are under the influence of factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors). The hygiene factors are company policies, supervision, interpersonal relations, salary, status, working conditions and job security. The motivator factors are achievement, responsibility, advancement, growth and work itself (Aziri, 2011). On a research developed by Hong Tan, Waheed and Teck-Hong (2011) applying the Herzberg's Two Factor Theory to examine what motivates sales personnel and the level of job satisfaction in the Malaysian retail industry, the results showed that recognition, company policy, working conditions and salary were the most significant factors in motivating sales personnel.

During a research study developed by Dorance (2014) on the possible reasons for an employee to leave the organisation the results showed that salary, welfare, relationship with co-workers, career growth and working conditions were the major factors for intention of turnover. A study focused on finding out what factors make the personnel satisfied in the Sudanese construction industry showed that satisfaction with co-workers, satisfaction with supervisor and satisfaction with pay, satisfaction with job advancement, satisfaction with working hours, satisfaction with benefits and satisfaction with job security were the most significant factors (Long, Perumal & Ajagbe, 2012).

After having analyzed the information above, the following factors has been selected for review and assessment; recognition, supervisor, co-workers and pay.

Recognition

Recognition is the appreciation or approval of positive accomplishment or positive behaviour of an individual. Recognition includes small gestures that are important to employees. Conscious people think about the acknowledgment of their jobs, are more confident with themselves which contribute with their proactively. Researchers have showed that both financial and nonfinancial rewards have impacted positively in the job satisfaction and motivation of employees (Tessema, Ready & Embaye, 2013). To recognize the achievements of the workers is a perfect way to retain and enhance the talent in a company in a highly competitive today's work environment (Conexion ESAN, 2015). The recognition is usually treated as a form of reward. In general, there are two types of rewards that an organisation can use to motivate their employees and generate a good performance. The first is the money, which plays a role very important in the reinforcement of employees' commitment, especially when is applied following models contrasted scientifically. The second type of reward is the recognition not economic (IIC, 2013).

Supervisor Support

Supervisor play important role in organisations by enforcing the practices and rules with subordinates applying some level of flexibility. Employees under the same law enforcement but working in different departments can perceive the same rules and procedures in a different way due to different supervisor's management styles. Supervisors who support co-workers' impact positively on job satisfaction. Many researchers have revealed that the lack of supervisory support tends to increase in job stress and decrease satisfaction (Kula & Guler, 2014).

Co-workers

Relationship among co-workers is a type of interpersonal relationship based on two concepts: the leader-member relationship and co-workers' interactions. This relationship shows how well the two parties coordinate with one another. Co-workers' behaviours also affect the relationship between the co-workers. The job satisfaction has a positive relation with the leader-member linkage and with co-worker's coordination that means that the better the coordinative relationship between the leaders and subordinates are, the higher the job satisfaction is (Lin & Lin, 2011).

Pay

Money is considered the universal reinforcer due to its power to exchange things. Having money allows a person to satisfy basic needs such as food and shelter; then it allows a person to satisfy secondary needs such as travels, a new car, clothes, etc. Further, money can help to achieve the self-actualization of a person. If an individual defines happiness in terms of the things that money can buy, pay will have a positive relationship with satisfaction. If workers believe their pay is fair with modest increments, and they meet their basic needs, their behaviour will remain the same (Andre, 2008). Pay is a motivator for many employees initially, but it is not a powerful motivator in the long term. For decades, pay has had an important role in attracting and retaining people at work and has increased in today's economic environment (Tessema, Ready & Embaye, 2013).

Turnover Intentions

Human resource professionals struggle with employee retention (Edet, Benson & Williams, 2017). Turnover intention is the probability that an employee will choose to leave an organisation identified by specific time periods (Chao, Jou, Liao, Kuo, 2015). Voluntary turnover is an inherent part of running a business. Turnover directly impacts the profitability of a business (Harrison & Gordon, 2014); therefore, it is understandable why managers are concerned about turnover. Considering Small Business Administration (SBA) researchers claimed that only one-half of new small businesses survive after five years, it is essential that management makes necessary changes to increase sustainability (US Department of Labour Statistics, 2014). If business leaders in small organisations can understand factors leading employees to consider leaving the organisations, there is the potential for business leaders to reduce turnover through a change in business practices. This study focuses on whether employee job satisfaction and employee job dissatisfaction correlate to turnover intentions.

Not all turnover is considered a problem. There are employees who are not a cultural fit, do not have the skill set to perform the work, or do not have the motivation to work. Ahmed and Kolachi (2013) stated that turnover allows for new employees to enter the organisation, bringing new ideas. However, turnover can negatively impact profitability and return to stakeholders (Ahmed & Kolachi, 2013). Some researchers question whether turnover intention is an indicator of actual turnover. A study of U.S. federal agencies cautioned managers not to assume that turnover intention and turnover are positive correlational constructs (Cohen, Blake & Goodman, 2015). Through this study,

the researchers concluded that only telecommuters, workload satisfaction, and pay satisfaction, of the 12 significant variables, have a direct correlation between turnover intention and turnover (Cohen, Blake & Goodman, 2016).

The business climate continues to evolve. There is more competition on a global scale. It is critical for leadership in organisations to understand why employees intend to leave as well as why employees actually leave (Salman, Abdullah & Saleem, 2016). There could be different reasons employees consider versus act upon leaving an organisation. Employees may choose to leave an organisation for personal reasons including the employee's values, work-life balance, or health condition. (Fashola, Akanni & Ajila, 2016). Employees may also choose to leave because of perceived issues within an organisation including pay, benefits, employee treatment, internal politics, job responsibilities or leadership (Fashola et al., 2016). Perception and life status may play a critical role in turnover intention.

Empirical Review

Employee job satisfaction has been the topic of many studies. There is overwhelming support by researchers for a positive correlation between a high level of employee job satisfaction to a low level of turnover intent. Employee job satisfaction is only one construct that researchers consider when studying turnover intention. For instance, Johnson (2020) studied the moderation effect of generational cohorts (baby boomers, generation X and millennials) on the relationship between job satisfaction and turnover intention of registered nurses in general and surgical hospitals in the U.S and found that, job satisfaction factors had significant relationship with turnover intentions. The study averred that, so far as workers are satisfied with their job in the organisation, the

tendency to leave is low. The finding was supported by a significant negative relationship between the two constructs. 324 full time Registered Nurses who worked in the hospitals for more than 2 years participated in the study so as to ascertain the true perception of the employees (Johnson, 2020).

In Johnson's study, the factors of job satisfaction were grouped as extrinsic and intrinsic factors and regressed against voluntary turnover intention and drawn the conclusion that, both extrinsic and intrinsic job satisfaction factors have a significant relationship with voluntary turnover intentions among Generation X and millennials. Among baby boomers, the analysis of the statistical data showed no relationship between intrinsic and extrinsic job satisfaction factors and voluntary turnover intent.

In another study by Alam and Asim (2019) in their quest to examine the relationship between the level of job satisfaction and turnover intentions of nurses in hospitals in Karachi, Pakistan, the authors claimed that administrative policies and strategies, satisfaction with supervision, compensation levels, task clarity, and career development had significant negative relationship with turnover intention. In this study, job satisfaction was analysed using the aforesaid factors which were identified from a random sample of 400 nurses from the hospitals in Karachi. Methodologically, Alam and Asim employed the quantitative research approach where the factors of job satisfaction were regressed on the turnover intentions.

However, although the various factors of job satisfaction were found to be correlated with turnover intention, the authors should have also examined the relationship between the overall job satisfaction and the turnover intention. Their findings have therefore provided a myopic interpretation on the true state

and influence of job satisfaction on the turnover intention of the nurses in their various establishment.

However, David and Venatus (2019) who also studied job satisfaction using different factors from that of Alam and Asim (2019) found that although the specific factors of job satisfaction were associated inversely with turnover intention of Police Officers, overall job satisfaction was also found low as compared to the level of their turnover intention. These findings concurred that the Police Officers in the rural communities in Dekina Local Government Area of the Kogi State, Nigeria were ever ready to quit their jobs if the poor compensation packages, irregular promotion and lack of career development continue to persist. Analysis of the data collected from the police officers using semi-structured questionnaire was done with help of SPSS vs 22. The study recommended that the police organisations should ensure the officers are given adequate attention in terms of proper promotion, regular and adequate compensation and appropriate or indiscriminate career development initiatives.

Sasaki, Serenko, Sato and Palvia (2019) analysed the determinants of job satisfaction and their effects on turnover intention of Information Technology workers in Japan using structural equation modeling and concluded that, job satisfaction factors could be best categorized into two; the positive side and the negative side. Whereas the authors argued for self-efficacy and friendship networks as factors on the positive side; work exhaustion and work-home conflict were claimed to be classified as factors of job satisfaction on the negative side. The researchers then examine the effects of these factors of job satisfaction on the turnover intentions of the workers found out that, self-efficacy and friendship networks are work place was highly and negatively

correlating with turnover intention of the workers than work exhaustion and work-home conflict. In the nutshell, the findings of the researchers implied that, as the employees by virtue of their perception indicate some level of satisfaction for their job, it affects their thinking of quitting the establishment.

In a survey of 361 nurses of the United Kingdom's National Health Service Fasbender, Van der Heijden and Grimshaw (2019) conducted a hierarchical multiple regression and simple slope analysis of the interaction of on-the-job embeddedness and off-the-job embeddedness on the relationship between job satisfaction and turnover intention and found interesting results. The study found that, job satisfaction was significantly and negatively associated with turnover intention and that such relationship was influenced by on-the-job embeddedness and off-the-job embeddedness differently. Whereas this negative relationship was stronger when off-the-job embeddedness was high, same was not the case when on-the-job embeddedness was improved. Conclusions drawn from these analyses suggest that management of the Nursing profession should be more aware of the importance of the off-the-job embeddedness so as to prevent nurse's turnover despite the negative relationship established between job satisfaction and turnover intention.

Reukauf (2018) posited that employee turnover has been one of the key contributors to the failure of US small business. In Reukauf's view, employers must take stringent steps to understanding what motivates employees to stay in the organisation. In light of that, the study of Reukauf (2018) investigated the role of intrinsic and extrinsic factors of job satisfaction on the turnover intentions of the employees in small businesses in the US. Using 129 employees as respondents from small businesses in New York to respondent to the

Minnesota Satisfaction questionnaire and Turnover Intention Survey, multiple regression was employed to analyse the data. Surprisingly, the results showed that, extrinsic factors predicted turnover intention while the intrinsic factors did not. Observation from the researcher from this mixed finding showed that, employees are more likely to exhibit adequate expression of knowledge when they are given the chance to practice without unnecessary supervision and orders from superiors.

In an earlier study, Azeez, Jayeoba and Adeoye (2016) investigated the nature of relationships and influence among employees' job satisfaction, turnover intention and organisational commitment among employees of Lagos State university. A sample which consists of 320 employees of Lagos State University was selected randomly to respond to items on Job Satisfaction Scale (JSS), Turnover Intention Scale (TIS) and the Organisational Commitment Scale (OCS). The Pearson's Product Moment correlation coefficient and multiple regression analyses were used to analyze collected data. The results show that although there was a significant negative relationship between employees' job satisfaction and turnover intention, no statistically significant relationship was found between employees' job satisfaction and the three dimensions of organisational commitment.

Jadoo et al.'s (2015) conclusion called for an urgent need for government of Iraq to adopt effective strategies to avert the rising turnover intention rate of its doctors at the time. In their study captioned job satisfaction and turnover intention among Iraqi doctors-descriptive cross-sectional multicenter study showed how doctors in Iraq expressed worry on the dissatisfied work. The study utilized descriptive cross-sectional and multistage

sampling technique select 576 doctors across 20 hospitals in Iraq. Participants completed a self-administered questionnaire, which included socio-demographic information, work characteristics, the 10-item Warr-Cook-Wall job satisfaction scale, and one question on turnover intention. Multiple logistic regression analyses were conducted to identify significant factors affecting turnover intentions. The findings revealed over 50% of the doctors were actively seeking alternative employment while expressing higher dissatisfaction for the job. On overall, the job satisfaction and turnover intention showed significant negative nexus.

Conceptual Framework

One of the important components of the research is how well to represent one's ideas diagrammatically for easy comprehension of readers. Adom et al., (2016) argued that the conceptual framework forms the "blueprint" of every research and gives clarity and direction to the ideas being expressed in such research. Grant and Osanloo (2014) emphasised the importance of a conceptual framework by stating that, it is the foundation upon which research is constructed. A conceptual framework is a visual or a written product, that "explains, either graphically or in narrative form, the main things to be studied or the key factors, concepts, or variables and the presumed relationships among them (Ravitch & Riggan, 2011). Accordingly, Robson (2011) described the conceptual framework as the system of concepts, assumptions, expectations, beliefs, and theories that supports and informs the research. It is therefore, a key part of the research design. Based on the purpose and the quidding objectives of the study, the conceptual framework for this present study is presented in Figure 1.

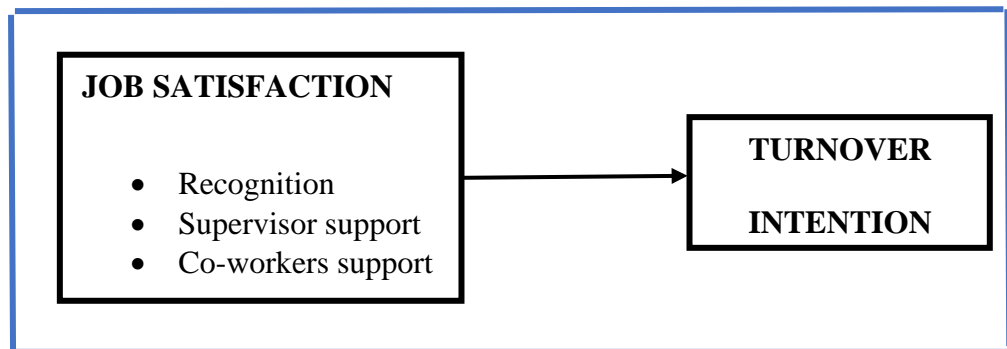


Figure 1: The Conceptual Framework

Source: Field Data, Agbitor (2020)

Figure 1 depicts the structural representation of the relationship between job satisfaction and turnover intention. As shown from the figure, the job satisfaction is the independent variable whilst turnover intention is the dependent variable. Empirical evidence suggests that, job satisfaction is able to predict a nexus with turnover intention. In this study the variables defining job satisfaction are recognition, supervisor support, co-workers support and pay.

Chapter Summary

Extant literature has alluded the rapid rate of turnover in most organisations to lack of job satisfaction from the workers. The review of the literature brought to light the major factors that influence job satisfaction in any organisation. Although, several researchers hold different views on the factors that stimulate job satisfaction, those of special interest in this study were recognition, supervisor support, co-workers' friendliness and pay. The chapter discussed the theory underpinning the study through to empirical review and conceptual framework.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter primarily dealt with the study's methodology and design. It described the procedures that was adopted in conducting this study. It presented the research design, study organisation, population, sample and sampling procedure. It also includes the instrument used for data collection and how the data was analysed and presented as well as the ethical considerations.

Research Philosophy

There are several perspectives of the theory that have influenced the structure, process and direction of social science research. Saunders, Lewis and Thornhill (2016) identified five major philosophies that have shaped social science research over the years: positivism, critical realism, interpretivism, postmodernism and pragmatism. The authors posited that each of the research philosophies has something unique and valuable to contribute to the research undertaken by the researchers. Therefore, the type of philosophy held by individual researchers will often lead to embracing a strong qualitative, quantitative and mixed-methods approach in their research (Creswell, 2014).

This study is grounded in the positivist approach, which relates to the philosophical system that embraces issues that can be scientifically verified and hence provide a basis for generalisation. This means that positivists focus on procedures that lead to the generation of “facts uninfluenced by human interpretation” (Saunders et al., 2016). The positivists are of the belief that it is through scientific research approach that researchers can unravel the objective

truth existing in the world. In addition, Sekaran and Bougie (2016) advanced that positivists usually believe in the thoroughness and replicability of research work, the reliability of observations and the generalisability of research observations. In respect of the preceding, the positivists usually rely on large samples and quantitative techniques for data analysis.

The proponents of positivism rely on the deductive reasoning to state theories that they can examine through fixed, predetermined research design and objective measures (Sekaran & Bougie, 2016). Saunders et al. (2016) advanced that positivist paradigm supports studies which are quantitative in nature. The assumption behind the positivist paradigm is that “there is an objective truth existing in the world that can be measured and explained scientifically.” The paradigm is appropriate in the study because of the hypotheses that were tested through theories of social exchange, social learning and PSM.

Research Approach

According to Neuman (2014), Creswell (2014), and Saunders, Lewis and Thornhill (2016), there are three broad approaches of research, namely; quantitative, qualitative and mixed methods. While quantitative approach enables the researcher to examine associations between variables, qualitative approach deals with small aspects of social reality (Ofori & Dampson, 2011). Saunders et al. (2016) advanced that the difference between quantitative methods of research and qualitative methods of research may be influenced by the nature of data used for the study. Whereas numeric data is used in quantitative research, non-numeric data is utilised in a qualitative research.

Neuman (2014) posited that the two approaches can also be differentiated in terms of the procedure used in data collection and analyses. For example, whereas in quantitative research method, questionnaire is predominantly used by researchers for data collection and also analysing data quantitatively, in qualitative research method, interview is used by researchers for data collection and the analysis is done qualitatively. Sekaran and Bougie (2016), and Saunders et al. (2016) indicated that the third approach which is mixed method is merely a combination of the earlier two approaches. The authors further asserted that whilst the quantitative research method permits the generalisation of the sample results to the entire population, qualitative research method is not for the generalisation of the sample results to the entire population.

The current study employs the quantitative research approach. This is due to the nature and purpose of the study under consideration. The current study demands that researcher collect numerical data that would be analysed quantitatively. The current study also demands that the study's result is generalised on the entire population. Tashakkori and Teddlie (2010) averred that quantitative methods are often considered as deductive in nature because inferences from tests of statistical hypotheses result to general inferences about characteristics of a population. Lincoln, Lynham and Guba (2011) are also of the view that quantitative approach to research is directed towards the development of testable hypothesis and theories which are generalisable across settings.

Research design

The researcher adopted for this study an exploratory and descriptive survey research. The study had a broader purpose of describing the level of job satisfaction and turnover intentions and also evaluating the effect between the constructs. The study in part adopted the descriptive survey design because it allowed for the gathering of opinions, beliefs, or perceptions about a current issue from a large group of people (Lodico, Spaulding & Voegtle, 2006). Also, the explanatory was used to analyse the effect of the job satisfaction on turnover intention. The main thrust of survey design was to collect appropriate data which work as a base for getting results and drawing conclusion. Bartels (1997) opines that, in descriptive surveys, the events or conditions either exist or have occurred and the researcher merely selects the relevant variables for the analysis of the relationships and reports the way things are. The research designs were therefore suitable for the study because data was collected through questionnaire, to answer the research questions.

Study Unit

The North Tongu District is one of the twenty-five (25) districts in the Volta Region which has the district capital and administrative centre at Battor Dugame. District was first established in 1989 as the Adidome District. The name was later changed as the district's inhabitants pushed for a more unifying name for the district. The Assembly had a total of eighty-six (86) employees at the time the study was conducted.

Population

Population is the entire aggregation of cases that meet a designed set of criteria (Graneheim & Lundman, 2004). According to Ngechu (2004), population is seen as a set of elements, events, people, or group of items under a research-based investigation. Leedy and Ormrod (2010) also postulated that population can be seen as the target group about which the researcher is interested in acquiring information and drawing conclusions. The target population of the study is the workers of North Tongu District Assembly regardless of their religion, language and other socio-demographic background. Both male and female employees with permanent employment at the district were included. The total number of employees in the district according to the HRM record was eighty-six (86).

Sample and Sampling Procedure

Sampling is done to select from the population a representative. Data is often not taken from the entire population when that population is large (Saunders, Lewis & Thornhill, 2016). The main objective of sampling is to select a representative group of components that reflect the characteristics of the population. A sample of eighty-six (86), which comprised the entire population of the employees in the Assembly participated in the study. This means that a census techniques was adopted in the study. According to Sekaran and Bougie (2016), a census method allows for all the units of the analysis to be included in the study to offer more opportunity for all to participate in a given study.

Research Instrument

Self-administered questionnaires were used to collect data from the respondents. A questionnaire is a set of questions with a definite purpose designed for a target group of people to be administered by themselves within a particular time frame. Brown (2014) state that, questionnaire guarantees high efficiency in data collection and high generalizability of results over the more intensive research designs. Questionnaire is chosen for the data collection because it is a self-reported measure which guarantees confidentiality. It is also more likely to elicit truthful response with regard to the information required from the respondents. The questionnaire was designed to be brief. Also, appropriate language was used to avoid ambiguity and to attract respondent's interest. The questionnaire consisted of different types of questions. And each was tailored based on the objectives outlined for the study.

The questionnaire was developed using existing scales developed by prior researchers. The job satisfaction questionnaire was adapted from the scale developed by Spector (1997) and turnover intention was adapted from Mobley, Horner and Hollingsworth (1978). These scales have been reported to have high reliabilities and have been recently used by other researchers in the study. In Reukauf's (2018) and Bedon and van Mourik's (2016) study, Chronbach's Alphas for the constructs and sub constructs of the job satisfaction and turnover intention loaded above the 0.70 reliability threshold. Moreover, the instrument covered sections A-C where section A collected respondents' characteristics, section B and C comprising job satisfaction and turnover intention respectively.

Pre-Testing

According to Pallant (2016) and Saunders et al. (2016), pre-tests are required ahead of a main survey for the following reasons. Firstly, they ensure that instructions, questions and scale items are clear. They further help potential respondents to comprehend the questions and respond appropriately. Finally, they help researchers to do away with any questions that may offend potential respondents. In line with this, after approval of the questionnaire by supervisor, the researcher engaged in pre-testing on ten (10) employees in the Cape Coast Metropolitan Assembly. This site for the pre-test was chosen because of proximity to researcher and its similarity with the main study area; all being part of local government structure (Metropolitan, Municipal and District Assemblies). This sample size was deemed appropriate as it conforms to Saunders et al.'s (2016) minimum criteria of 10 for pilot studies by students. The outcome of the pre-testing indicated the instructions and scale items were clear to the respondents. This led to the maintenance of all scale items.

Reliability and Validity

Reliability is a key component to be considered when evaluating a particular instrument. Reliability, according to Bless and Higson-Smith (2000), is concerned with consistency of the instrument. An instrument is said to have high reliability if it can be trusted to give an accurate and consistent measurement of an unchanging value. Reliability means dependability or consistency (Neuman & Kreuger, 2003; Creswell, 2014). It indicates the likelihood that a given measurement technique will repeatedly yield the same description of a given phenomenon. The role of reliability is to minimise the errors and biases in a study (Yin, 2017). In line with the foregoing, Cronbach's

Alpha coefficient, as depicted in Table 1, was generated on the pre-test data so as to validate the internal consistency of the study elements. It has been revealed in the earlier researches that reliable scales are those with Cronbach’s Alpha coefficient of 0.70 or more (Pallant, 2016). Based on this threshold, it can be concluded that all the study’s constructs have good internal consistency.

Table 1: Computed Reliability Coefficients for the Pre-Test Data Collected

Dimensions	No. of items	Cronbach Alpha
Job Satisfaction	17	.942
Turnover intention	4	.944

Source: Field Survey (2020)

Furthermore, validity of an instrument, on the other hand, refers to how well an instrument measures the particular concept it supposed to measure (Bryman, 2016). They further argue that an instrument must be reliable before it can be valid, implying that an instrument must be consistently reproducible; and that once this has been achieved, the instrument can then be scrutinised to assess whether it is what it purports to be. To ensure validity of questionnaires, the researcher reviewed relevant literature to determine how earlier researchers as recommended by Bryman (2016) have measured study’s constructs.

Data collection procedure

Questionnaires was administered to the employees of the district for the purpose of collecting the data. A letter of introduction was presented to the District Chief Executive, to allow for data collections as part of measure to ensure ethical standards were met. The distribution and collection of the questionnaire was done personally by the researcher and collected from the respondents within three weeks.

Data processing and Analysis

The statistical tools employed for this study was the IBM SPSS Statistics (version 26). SPSS was used for data processing and generation of demographic characteristics of respondents and mean, standard deviations and multiple regression were used to address the objectives of the study. The choice of the tool was based on its efficacy in examining the relationships between variables that were set in this study. Again, for the specific objectives, means and standard deviation were used for analysis of objectives one and two while correlation and regression were used for analysis of objective three.

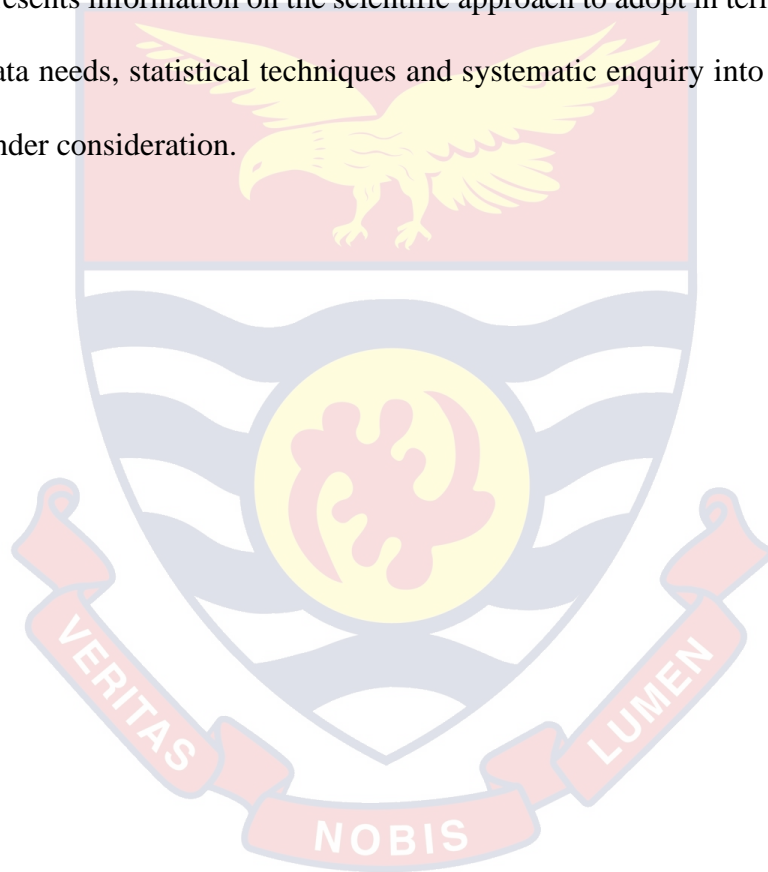
Ethical Issues

According to Plaisance (2006), ethics is mostly associated with morality and deals with issues of right and wrong among groups, society or communities. It is therefore important that everyone who is engaged in research should be aware of the ethical concern of participants (Rubin & Babbie, 2016). The researchers will employ every effort to avoid as far as possible violation of ethical principles. Edginton, Enarson, Zachariah, Reid, Satyanarayana, Bissell and Harries (2012) have identified the basic ethical consideration for research as; respondents being fully informed about the aims methods and benefits of the research, granting voluntary consent and maintaining the right of withdrawal. The rationale for the study, assurance of confidentiality and the right of withdrawal was explained to the participants. First of all, the researcher took a letter of introduction from the researcher's department regarding the researcher's intention to conduct the study and presented to the Assembly to allow for data collection. The researcher in the conduct of this study also educated the participants concerning the details needed for the study, the

reasons why the information are being gathered, the rationale, as well as the way in which they were expected to participate.

Chapter Summary

This chapter has provided information as to the research design appropriate for the study, how the primary data for the study will be collected, organized, analysed and presented for easy comprehension. This chapter also presents information on the scientific approach to adopt in terms of approach to data needs, statistical techniques and systematic enquiry into the investigation under consideration.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This fourth chapter of the present study presented results of the entire study followed by the discussion of the results and their implication in the Ghanaian context. The study was conducted among employees of the North Tongu District Assembly to evaluate the effect of job satisfaction on their turnover intentions in the district. All the employees in the district were regarded respondents where questionnaires were distributed to them to collect their opinions on the phenomenon.

Socio-Demographic Characteristics of Respondents

Before reporting on the main objectives of the study, the demographic characteristics of the respondents comprising gender, age, level of education and number of years worked in the district were presented as shown in Table 2.

Table 2: Personal Data of Respondents

Variable	Option	Frequency (N)	Percent (%)
Gender	Female	40	46.5
	Male	46	53.5
Age	Under 20 years	7	8.1
	21 – 35 years	58	67.4
	36 – 50 years	16	18.6
	Over 50 years	5	5.8
Level of Education	High school Grade	33	38.4
	Bachelor	36	41.9
	Postgraduate	7	8.1
	HND	7	8.1
Working years	Non-formal education	3	3.5
	1-5 years	57	66.2
	6-10 years	20	23.3
	11-15 years	6	7
	Over 15 years	3	3.5
Total		86	100

Source: Field Survey (2020)

The results from Table 2 show that majority of the employees were males 53.5% as compared to the females 46.5%. With respect to the age distribution of the respondents, the results indicate that the highly represented age group were those in the 21-35 age brackets 67.4%. This was followed by those in the brackets of 36-50, 18.6%. The third highest age group was those under 20, 8.1%. The least group was those over 50 years 5.8%. The age distribution showed that the assembly has relatively younger employees.

The highest academic qualification of the employees was Bachelor's degree (41.9%); this is followed by High School Grade levers 38.4%, Postgraduate and HND 8.1% each and only 3% of the respondents are the non-formal education workers. With respect to the number of years the employees are engaged in Assembly, majority of the respondents worked between 1 – 5 years, 66.3%, followed by those within 6 – 10 years 23.3%. Also, employees who were engaged between 11 – 15 years which constituted a percentage of 7% whereas over 15 years' employees were 3.5%.

Normality Assessment

Central to the assumptions underlining the use of correlation and regression technique for data analysis is the checking of how well the data is evenly distributed within the constructs employed in a study. According to Pallant's (2016) criteria for assessing normality, Skewness values ranging between 0 to ± 1 and Kurtosis values ranging between 0 to ± 1.5 are enough to justify that, normality rules are not violated in a study.

Table 3: Test of Normality

Statements	Min Max		Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
When I do a good job, I receive the recognition for it that I should receive	1	4	.393	.254	-.841	.503
Those who do well on the job stand a fair chance of being promoted	1	4	.511	.255	-.720	.506
There is really too little chance for promotion on my job.	1	4	.326	.254	-.936	.503
I do not feel that the work I do is appreciated.	1	4	.465	.254	-.879	.503
There are few rewards for those who work here.	1	4	.804	.254	-.287	.503
I don't feel my efforts are rewarded the way they should be.	1	4	.867	.254	.115	.503
I like my supervisor	1	4	.765	.255	-.257	.506
My supervisor is quite competent in doing his/her job.	1	4	1.094	.255	.643	.506
My supervisor shows too little interest in the feelings of subordinates.	1	4	.470	.255	-.548	.506
My supervisor is unfair to me.	1	4	1.113	.255	.281	.506
I like the people I work with	1	4	.853	.255	-.143	.506
I enjoy my co-workers	1	4	.900	.255	.575	.506
There is too much bickering and fighting at work	1	4	1.024	.255	.320	.506
The people I work with are friendly	1	4	.914	.255	-.223	.506
I feel I am being paid a fair amount for the work I do	1	4	.573	.255	-1.085	.506
I feel satisfied with my chances for salary increases	1	4	.678	.255	-.332	.506
The benefits we receive are as good as most other organizations offer	1	4	.922	.257	-.112	.508
I often think about quitting my present job	1	7	.142	.254	-1.414	.503
I will probably look for a new job in the next year	1	7	.068	.254	-1.407	.503
As soon as possible, I will leave the organization	1	7	.310	.254	-1.182	.503
The first pages of a newspaper I read daily are the job advertisement pages.	1	7	.221	.254	-1.450	.503
Valid N (listwise)						

Source: Field Survey (2020)

A quick glance of Table 3 confirmed that, the data was normal for all the items of the constructs of the study (job satisfaction and turnover intention).

This is because, the both the Skewness and Kurtosis statistics were found within the acceptable range of values as claimed by Pallant (2016).

Level of Job satisfaction of Employees

This section was designated to analyse the result of the first objective of the study. the first objective sought to assess the level of job satisfaction of the employees in the North Tongu District Assembly. Prior to the analysis of the objective, an assessment of the normality of the subscale constructs defining job satisfaction and job satisfaction itself were done to determine how well the data was to the explanation of the stated objective. According to Pallant's (2016) criteria for assessing normality, Skewness values ranging between 0 to ± 1 and Kurtosis values ranging between 0 to ± 1.5 are enough to justify that, normality rules are not violated in a study. A quick glance of Table 3 confirmed that, the data was normal for constructs considered for job satisfaction in the study.

The objective was therefore, analysed using the mean values generated for the subscale constructs. In this study, recognition, supervisor support, coworker relationship and pay were used as constructs of job satisfaction adapted from Spector (1997). The overall assessment of the objective was done using a scale ranging from 1 to 5 with 1 to 2.9 representing low levels and 3 to 5 representing high levels of a variable as applied by Dess, Lumpkin and McFarlin (2005).

Table 4: Level of Job Satisfaction

	Mean	Std. Deviation	Skewness	Std. Error	Kurtosis	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Recognition	2.1400	.618	-.264	.255	-.737	.506
Supervisor Support	1.9522	.65157	.541	.255	.327	.506
Co-worker Relationship	1.9017	.69148	.529	.255	-.481	.506
Pay	1.9053	.78124	.302	.257	-1.209	.508
Job Satisfaction	1.9847	.47905	.185	.260	.063	.514
Valid N (listwise)						

Source: Field Survey (2020)

The results in Table 4 as per the guidelines of Dess et al. (2005) suggests that there was low level of job satisfaction ($M=1.9847$, $SD=0.47905$) among the workers of the North Tongu District Assembly. This is because the mean value of job satisfaction was within the 1 to 3 range for determining lower levels of a construct or variable. Specifically, the employees stated that they were not all that satisfied with the level of recognition the Assembly offers them in respect of the performance of their job ($M=2.1400$, $SD=0.618$). With regards to the level of supervisor support, they indicated that they were not satisfied with that relationship ($M=1.9522$, $SD=0.65157$). Again, it was found that the environment in with the employee's work does not promote good coworker relationship and that the employees stated that, it does little at contributing to their job satisfaction level in the District Assembly ($M=1.9017$, $SD=0.69148$). finally, the results suggest that pay was also a lower factor contributing to the

level of job satisfaction of the employees in the Assembly ($M=1.9053$, $SD=0.78124$).

The findings of the study corroborate with that of Anik, Akinin, Norton, Dunn and Quoidbach (2013) who pointed that when an organisation does not treat the elements of promotion, pay, supervisory support, team or group cohesion and job requirement well they will result to employees' job dissatisfaction. In addition, Chen et al. (2006) discovered factors such as organisation vision, result feedback and motivation, management system, working conditions, pay and benefits, as elements that must be strategically manipulated in an organisation to spur job satisfaction of its employees. Therefore, management of the district should strategically and synergically adopt policies that will enhance the satisfaction of the employees in the assembly.

Perception Level of Turnover Intentions among Employees

The second objective of the study was to assess the perception of the employees of the North Tongu District Assembly on their turnover intentions. The assessment proceeded with the checks on the normality of the data collected on the variable. A cursory check on Table 5 shows there were no issues of normality or discrepancies in the data. This means that, the indicators of turnover intentions were rated normal and that further analysis was granted. The main finding of the objective was presented in same table, Table 5 using the scores of the means and standard deviation.

Table 5: Perception of Turnover Intentions among Employees

	Mean	Std. Deviation	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
I often think about quitting my present job	3.0465	1.40509	1.010	.260	1.330	.514
I will probably look for a new job in the next year	3.4070	1.52144	.571	.260	.099	.514
As soon as possible, I will leave the organisation	3.4535	1.50025	.595	.260	.368	.514
The first pages of a newspaper I read daily are the job advertisement pages.	3.4070	1.71071	.148	.260	-.654	.514
Turnover intention	3.3285	1.27433	.484	.260	.984	.514
Valid N (listwise)						

Source: Field Survey (2020)

From the table, a number of questions adapted from Mobley et al. (1978) were asked to examine the perception level of the respondents toward their job on turnover intention in the Assembly. The results suggest that turnover intention was high among the employees of the Assembly (Dess et al., 2005). When the respondents were asked that “I often think about quitting my present job”, majority of them agreed that, they were considering leaving their present job (M=3.0465, SD=1.40509). Again, majority of the respondents concurred that they were thinking of looking of new jobs within the next year (M=3.4070,

$SD=1.52144$). in respect of the possibilities of the employees leaving the organisation, majority of them again opined that it was highly possible for them to leave the organisation ($M=3.4535$, $SD=1.50025$). Finally, the most of them confirmed that they constantly visit the first pages of the newspapers to read about other job openings in other organisation ($M=3.4070$, $SD=1.71071$).

The implication of the findings is that the employees of the Assembly hold the willingness to leaving the organisation should other job opportunities come up. Salman, Abdullah and Saleem (2016) stated, turnover intentions should be a critical issue for leaders of every organisation by going forward to clearly understanding the needs of the employees to solving turnover in organisations. In support of this finding, Fashola, Akanni and (2016) disclosed that, turnover intention of employees may be due to the life status of the individual employee, organisational politics and leadership hinges. Thus, management of the Assembly should investigate further to understanding the employees and capturing their whole heart to remain in the organisation.

Job Satisfaction and Turnover Intention

This section of the study reported the findings relating to the final objective which sought to analyse the effect of job satisfaction and turnover intentions of the employees of the North Tongu District Assembly. According to Pallant (2016), a regression analysis is conducted to establish cause and effect between two variables. Here, job satisfaction was the independent variable while turnover intention being the dependent variable. In analysing the effect, simple regression was applied and findings were captured in the table that ensue.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.226 ^a	.051	.040	1.89896

a. Predictors: (Constant), Job Satisfaction

Source: Field Survey (2020)

First, Table 6 inform the researchers about the relationship and the extent to which variation in the dependent variable was accounted for by the independent variable. In view of Tabachnick and Fidell (2012), the column marked R, which is also the correlation coefficient, tells the direction and strength of the relationship between the dependent and independent variable whiles, Adjusted R-squared, also, the coefficient of determination explains the extent to which changes in one variable affect the other. Per the results in Table 6, it could be concluded that, there is weak relationship between job satisfaction and turnover intention using Cohen’s (1992) criteria ($\pm 0.1 \leq R \leq \pm 0.29$ = weak relationship; $\pm 0.3 \leq R \leq \pm 0.49$ = moderate relationship and $\pm 0.5 \leq R \leq \pm 1$ = strong relationship). Again, the results indicated that 4% (Adjusted R Square) variation in turnover intention was accounted for by job satisfaction.

However, to ascertain the statistical implication of the results in Table 6, Table 7 was generated to explain such implications.

Table 7: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.346	1	16.346	4.533	.036 ^b
	Residual	302.908	84	3.606		
	Total	319.254	85			

a. Dependent Variable: Turnover Intentions

b. Predictors: (Constant), Job Satisfaction

Source: Field Survey (2020)

From Table 7, the regression model was statistically significant because the significant value was seen well below the threshold for determining the statistical significance of a 95% confidence interval, 2-tailed ($F(1, 84) = 4.533$, $P = 0.036 < 0.05$). prior researchers claimed that, a probability level of less than or equal to 0.05 meet the condition for significance of a regression model (Pallant, 2016; Tabachnick & Fidell, 2012).

Table 8: Coefficients^a

Model		Unstandardized		Standardized	t	Sig.
		Coefficients				
		B	Std. Error			
	(Constant)	5.593	.878		6.373	.000
1	Job Satisfaction	-.915	.430	-.226	-2.129	.036

a. Dependent Variable: Turnover Intentions

Source: Field Survey (2020)

Table 8 confirmed results in Table 6 and Table 7 that there is a significant influence of job satisfaction on turnover intention ($t = -2.129$; $P = .036$). This finding leads to the conclusion that, there is a significant negative effect of job satisfaction on turnover intention of employees at the North Tongu District Assembly. By implication, job satisfaction serves as a negative predictor for turnover intention in the district and hence, if the employees are satisfied with their job in the assembly their turnover intentions will be low. This means that the management of the district assembly together with relevant stakeholders such as the ministry of local government should ensure employees of the North Tongu district assembly are satisfied with their job in terms incentives for recognising the efforts of the employee, promoting supervisor and co-worker's relationship as well as giving them adequate salaries.

The findings of the study support those of Johnson (2020), Alam and Asim (2019), Fasbender, Van der Heijden and Grimshaw (2019), Reukauf (2018) and David and Venatus (2019) who found that job satisfaction was inversely related and has a significant influence on turnover intention of employees.

Chapter Summary

The chapter discussed the results of the study which begun with the demographic characteristics of the respondents followed by the main findings of the study. In the results, it came to light that the males were many than the females in the assembly of which majority of them too were within their youthful ages. The findings of the results showed that there was low level of job satisfaction among the employees. Also, it was concluded that employees hold high perception about their leaving the organisation and finally, the study found that there was significant effect of job satisfaction on turnover intention of the employees at the North Tongu District Assembly.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

The chapter presents an overview of the findings of the study. This was preceded by a summary of the research methods employed in the study. In addition to that, the chapter presents an overview of the analytical tools employed in this study and the results based on the objectives of this study, recommendations based on the key findings of the study and suggestions for further research.

Summary of the Study

The study employed the descriptive correlational design to meet the methodological underpinning of the research design. Using all the 86 employees of the Assembly as respondents, the study employed a 5-Likert typed questionnaire to gather data from the respondents. To analyse the specific objectives of the study, different statistical techniques were employed. Whereas descriptive statistics such as mean and standard deviation were utilised to address the first and second objectives, inferential statistics (regression) was adopted for analysis of the third objective. Moreover, the study conducted a preliminary assessment of the normality of the data collected for constructs of the study after running commentary of the demographic characteristics of the respondents. The assessment showed that data was normal and was furthered applied for advanced analysis of the objectives of the study.

Key Findings

The study was primarily designed to investigate the effect of job satisfaction on the turnover intentions of employees at the North Tongu District Assembly. To achieve the overall purpose of the study, the study pursued the following specific objectives;

1. To assess the level of job satisfaction of employees at the North Tongu District Assembly.
2. To assess the perception of employees on turnover intention at the North Tongu District Assembly.
3. To analyse the effect of job satisfaction on turnover intention of employees at the North Tongu District Assembly.

With respect to the first objective of the study which assessed the level of job satisfaction of the employees at the North Tongu District Assembly, the findings indicated that, at a whole there was low level of job satisfaction among the employees of the Assembly. The employees indicated low levels of agreement to all the constructs (recognition, supervisor support, coworker relationship and pay) that were adapted to measure job satisfaction in the study. In the assessment, means and standard deviation was employed as applied by previous scholars.

For the second objective of the study, it was found that, the employees indicated a high level of perception about their turnover intention in the Assembly. Majority of the respondents indicated that, they were thinking of leaving the organisation, and seeking other job opportunities elsewhere. It was concluded therefore that the employees had high perception of turnover intentions in the organisation.

The final objective which addressed the effect of job satisfaction on turnover intentions of the employees of the North Tongu District Assembly revealed interesting findings. The study found that job satisfaction had a negative significant influence on turnover intention of the employees in the North Tongu District Assembly.

Conclusion

The study was aimed at investigating the effect of job satisfaction on the turnover intention of employees at the North Tongu District Assembly. Based on the key findings and implications drawn, the study made the following conclusions.

In reference to the first objective, the study's result revealed that, there was low level of job satisfaction among the employees of the Assembly. The study implied that when management of organisations especially the districts assemblies in Ghana ensures adequate provision of recognition, supervisor support, environment to promote coworker relationship and satisfactory pay, the employees will be much satisfied with their job. Therefore, the study concluded the low level of job satisfaction at the North Tongu District Assembly was attributed to the insufficient provision of the conditions and conditions necessary to spark employees' job satisfaction in the assembly.

With regard to the second objective of the study, it was concluded that the employees of the Assembly have high perception level about turnover intention. The results had been largely supported by previous studies that, under some settings, employees exhibit some intentions to leave the organisations they work for. The implication drawn from the study suggest when the management of the organisation feels their employees have such intentions, appropriate

investigations should be made to address the issues. These investigations can be done through employer-employee dialogues, allowing freedom of unionism so that the employees can easily place request to management about things bordering their job in the workplace.

Finally, in the third objective, there was a statistically significant negative effect of job satisfaction and turnover intention in the Assembly. This led to the conclusion that, the elements of job satisfaction which were considered in the study predicted employees' turnover intention.

Recommendation

Based on the strength of the research findings and conclusions made, the following recommendations are hereby made:

The study recommends that the Ministry of Local Government and Rural Development (MLGRD) should institute mechanisms that will raise the job satisfaction level of the employees in the various District Assemblies in Ghana. This could be achieved by formalising employee recognition schemes, encouraging the various heads of the Districts Assemblies as well as the immediate supervisors to maintain cordial relationship with their subordinates. In addition, directors of the Assemblies should conduct coworker relationship programmes such as socialisations occasionally to reinforce the need for employees to maintain harmony among themselves.

The study also recommends that measures be taken to reduce the turnover intention of the employees in the District Assemblies in Ghana. To achieve this job evaluation and constant feedback mechanisms should be put in place to help identify the issues the employees face and address them. More so, management of the Assemblies should occasionally hold dialogues with the

employees to discuss issues of prominence among the employees so collaboratively the employees will feel involved.

The study finally recommends that the MLGRD through its Coordinating Directors and Mayors, Municipal or District Chief Executives conduct comprehensive investigation into what affect the turnover intentions of the employees in the Assemblies. This could be done through broader consultation with the employees, seminars, and meetings.

Suggestion for Further Study

The study was conducted using four element of job satisfaction which were adapted from only one author. Further researchers therefore, should explore more factors of job satisfaction such as “life status, internal policies or work environment” as applied by other researchers to determine the extent of job satisfaction in organisations. Again, the study was conducted on a smaller sample size (86) which may not provide good reliability and validity of the study and so future researcher should consider a larger population as compared to the one used in this study. Finally, future researchers should consider a mixed method to investigating a phenomenon like this. This will provide a clearer understanding of the issues on the ground as the researchers through qualitative studies will uncover the explicit views of the employees on job satisfaction and turnover intentions.

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APPENDIX: QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

SCHOOL OF BUSINESS

Research Questionnaire

I am a final year student from the Department of Human Resource management of the University of Cape Coast (UCC). As part of the requirement for the award of Master of Business Administration in Human Resource Management, I am conducting a study on the effect of job satisfaction and turnover intentions. You have been selected to participate in this study to seek your opinion. This study is for academic purposes and thus the information you provide will be treated with the greatest confidentiality (Please tick as applicable).

SECTION A: PERSONAL DATA

1. Gender

- a). Female [] b). Male []

2. Age

- a). Under 20 [] b). 21-35 []
c). 36-50 [] d). Over 50 []

3. Level of Education

- a). High school graduate [] b). Bachelor Degree []
c). Postgraduate [] d). HND [] e). Non-
formal education []

4. Number of years working in this District

- a). 1-5 years [] b). 6 – 10 years []
c). 11-15years [] d). Over 15 years []

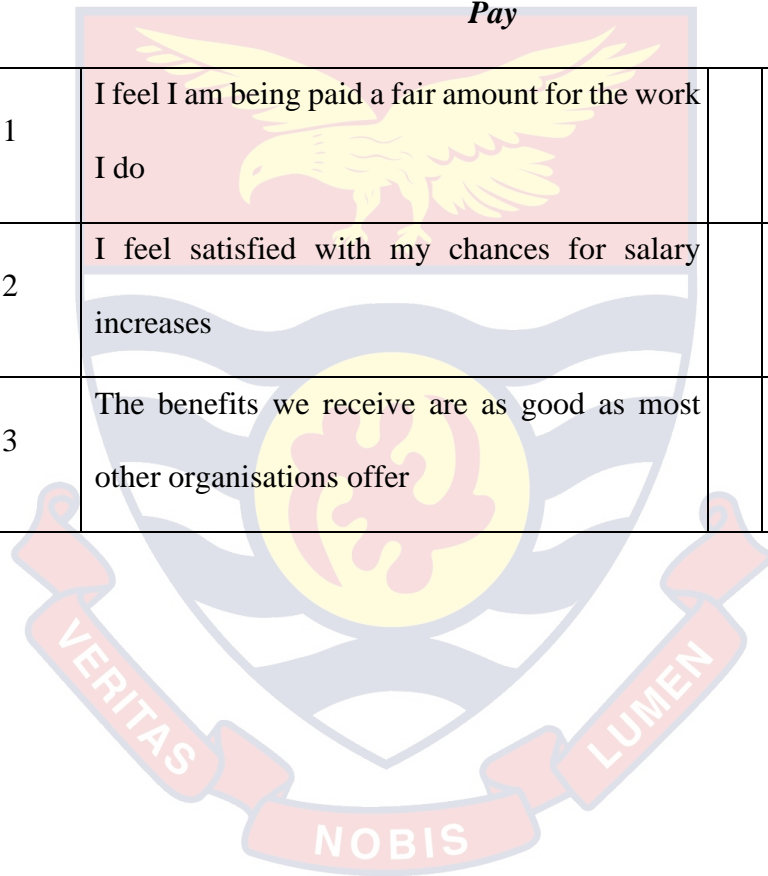
SECTION B: JOB SATISFACTION

The statements below relate to your perception about your job in the District.

Using the scale from 1 (least agreement) to 5 (highest agreement), rate your level of agreement with each of them. Tick (√) in the most appropriate column.

N°	Item	1	2	3	4	5
Recognition						
1	When I do a good job, I receive the recognition for it that I should receive					
2	Those who do well on the job stand a fair chance of being promoted					
3	There is really too little chance for promotion on my job.					
4	I do not feel that the work I do is appreciated.					
5	There are few rewards for those who work here.					
6	I don't feel my efforts are rewarded the way they should be.					
Supervisor support						
1	I like my supervisor					
2	My supervisor is quite competent in doing his/her job.					
3	My supervisor shows too little interest in the feelings of subordinates.					
4	My supervisor is unfair to me.					

<i>Co-worker relationship</i>					
1	I like the people I work with				
2	I enjoy my co-workers				
3	There is too much bickering and fighting at work				
4	The people I work with are friendly				
<i>Pay</i>					
1	I feel I am being paid a fair amount for the work I do				
2	I feel satisfied with my chances for salary increases				
3	The benefits we receive are as good as most other organisations offer				



SECTION C: TURNOVER INTENTION

The statements below relate to your perception about your job in the District.

Using the scale from 1 (least agreement) to 5 (highest agreement), rate your level of agreement with each of them. Tick (√) in the most appropriate column.

N°	Item	1	2	3	4	5
1	I often think about quitting my present job					
2	I will probably look for a new job in the next year					
3	As soon as possible, I will leave the organisation					
4	The first pages of a newspaper I read daily are the job advertisement pages.					

THANK YOU FOR YOUR TIME AND PARTICIPATION

