

Job Satisfaction and Employee Turnover Intention: A Case Study of Private Hospital in Erbil

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Abstract: Today it became a huge challenge for Human Resource Managers to retain the employees for longer time of period and decrease the rate of employee turnover. The main research objective is to find out the correlation between job satisfaction and employee turnover intention in private hospital in Erbil. A quantitative method was used to analyze the current study. 144 participants were involved in this study from private hospital in Erbil. The correlation between job satisfaction factor as independent factor and turnover as dependent factor, the value of R for the Job satisfaction is $=.386^{**}$ which indicates that turnover is a positive and weak correlation with turnover intention. The coefficients analysis for this study, the value Beta for turnover is $=.386 > 0.01$, which supported the research hypothesis. This study showed that there is a positive correlation between job satisfaction and employee turnover. Finally, on the turnover intentions of private hospital personnel in Erbil, most of them would quit in case if they have a better opportunities.

Keywords: Job Satisfaction, Private Hospital, Turnover

1. Introduction

In every organization the Human Resources are considered as the main organizational source (Schroeder, 2012). Today it became a huge challenge for Human Resource Managers to retain the employees for longer time of period and decrease the rate of employee turnover. Increasing the rate of employee turnover will result in increasing the cost of recruitment accordingly organization's productivity will decrease. At the present time many academicians, human resource managers, researchers and scholars are paying attention on employee turnover. Increasing the rate of employee turnover reduces organizational efficiency and productivity. Therefore, it is essential to study the relation between employee turnover and job satisfaction. (Sowmaya & Panchanatham, 2011), defined job satisfaction as emotion or feeling that an employee has regarding current job. Also, they pointed out that many academic scholars tried to determine several job satisfaction components, assess relative significance for each job satisfaction components and investigate the influence of all these job satisfaction components on employee's satisfaction and productivity. Satisfied employees are recognized to demonstrate the higher level of productivity and efficiency in organisations. By examining job satisfaction an organisation will be able to increase positive consequences for instance employee satisfaction, and will decrease employee turnover. The main research objective is to find out the correlation between job satisfaction and employee turnover intention in private hospital in Erbil.

2. Literature Review

2.1 Employee Turnover

Ponnu and Chuah (2010) defined employee turnover as a percentage comparison of the amount of individuals an organization should replace in a specific time of period to the average amount of total individuals within an organization. Tumwesigye (2010) defined employee turnover as a rotation of individuals around the labor market; it could be between companies, states of unemployment and employment, and between occupations and jobs.

A great concern that many organizations, turnover increases cost of the organization particularly in job with minimum wages. There several factors influence the rate of turnover of an organization, and these factors could be from employees and employer. These factors could be compensation, benefits, wages, and job analysis and so on. According to Holtom, et al., (2008) in case of turnover, it causes indirect and direct expenses to an organization, which compromises the cost of human resource, training, advertising, retention and loss of productivity.

According to DeConinck and Stilwell (2004) many researchers believed that employee turnover and job satisfaction are negatively associated. Conversely, the opposite view as well exists, for instance, the term of employee turnover, a moderately specific perception, can't be fruitfully clarified by more general perceptions for example commitment and job satisfaction. The link between employee turnover and job satisfaction could be associated by many factors or variables for instance, compensation, stress, environment, training and so on.

A study was carried out in manufacturing industry in Malaysia. The aim of the study was to measure four variables (employee relationship, benefits, compensation, working environment and demographic) as independent factor and job satisfaction as dependent factor. The outcome of the study proved that managers are required to execute long term plan in order to be able to avoid high employee turnover. Identifying the level of job satisfaction considers an important factor to decrease rate of employee turnover (Teoh et al., 2011).

Lambert, et al., (2001) stated that turnover could be forecasted through using complete measures of level of job satisfaction. Therefore, increasing level of job satisfaction is strongly correlated with low rate of turnover. Furthermore, many academic researchers proved that the association between turnover and level of job satisfaction is moderated by turnover intentions.

Feng, et al., (2010) stated that many studies proved a positive relation between individual intention and leaving behavior. Usually, it is considered that employee turnover intention and job satisfaction are inversely associated.

The contrast relation between turnover and job satisfaction is very essential. One of the major objectives of research in turnover is to examine the actual turnover; nonetheless, turnover data is frequently unreachable to scholars. Regularly, turnover data are not easy to obtain due to it is not precisely or consistently gathered. Therefore, academic scholars should rely on employee turnover intention as an alternative for actual turnover. Therefore, it has been proved that investigative turnover intention considers one of the effective tools, due to the fact is the factor that immediately and always predict turnover (Jaffari, et al., 2011).

Every organization effectively depends on several variables for instance job satisfaction and turnover. In terms of the intention of employee turnover means voluntary an individual leaves its job, which could have negative influence on organization's outcome. Though, follow-up to low levels of job satisfaction, high rate of individual turnover within an organization, therefore, that could be as low compensation, poor training, recruitment and selection, development and so on (Atak, 2011).

Employee turnover will have a negative influence on an organization, especially in terms of expenses, so, turnover causes huge cost to an organization. In case of turnover, organization should set up a new replacement, time management, training, selection, and recruitment) all these variables will cause a huge cost to an organization (Hanif & Yunfei, 2013).

However, different individuals have different methods of turnover. For instance, an individual with a pleased disposition mostly is less likely would leave her or his position. In some cases, an organization might know the variables that might lead the individual to leave her or his job, may be could help an organization to decrease the rate by conduction several method of solving for instance could confirm that individuals are in a high level of job satisfaction. Furthermore, individual with high level of turnover intention more often consider as less effective and always attempt to find a way to leave the organization. As many scholars proved the main reason of increasing rate of individual turnover in the workplace is level of job satisfaction. Mainly dissatisfied individuals are willing to leave the organization (Oghojafor & Adebakin, 2012).

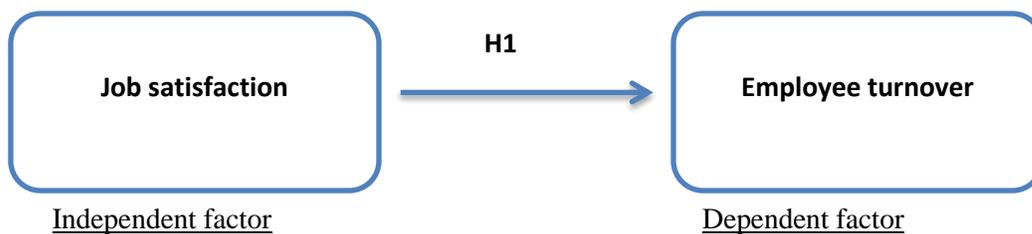
2.2 Job Satisfaction

According to Calvo-Salguero, et al., (2010) job satisfaction is defined as an attitude related with an individuals' degree of their dislike or like their current job. Suminto (2014) defined job satisfaction as a consequence of various elements such as satisfaction, promotion, relationships among employees, pay and equal employment opportunity. Ali (2009) defined job satisfaction as the positive emotional feeling consequence from achieving what an individual desires or values from his or her current job.

Locke (1976) defined job satisfaction as a positive feeling consequence from the assessment of an individuals' job. Robbins (1999) defined job satisfaction as person's overall attitude toward job. Mullins (1993) stated that inspiration is closely associated to job satisfaction. Many factors are related to job satisfaction for instance, social relationships, job analysis, employee training, desires and needs, recruitment and selection, orientation, working conditions, development and quality of management (Absar, et al., 2010).

Conceptual framework

Research Model



Research Hypothesis:

H1: There is a positive correlation between job satisfaction and employee turnover.

3. Research Methodology

3.1 Design of the Study

The purpose of this research is to investigate the impact of job satisfaction on employee turnover in private hospital in Erbil. The questionnaire was divided into two sections, the first section consisted of demographic questions; starting with respondent's age and respondents' gender. The second part of questionnaire consisted of 39 questions, 18 questions for employee turnover and 11 questions for job satisfaction.

3.2 Sampling Size and Target Population

A random sampling technique was used, where all employees had equal chances of being selected for the sample. The study was carried out at private hospital in Erbil. The researchers distributed 170 questionnaires, only 156 questionnaires were received and from 156 questionnaires only 144 questionnaires were completed properly.

3.3 Instruments

The questionnaire is structured in the form of multiple choice questions. The participants were asked to rate how strongly they agree on each item on a five points Likert order scale. The questionnaire is designed and adapted from Atteya, 2013; Olusegun, 2013.

4. Results and Analysis

Table 1-Demographic analysis

Items	Scales	Frequency	Percent
Age	20-25	41	28.5
	26-30	30	20.8
	31-35	26	18.1
	36-40	20	13.9
	40-45	16	11.1
	45 and above	11	7.6
Gender	Male	93	64.6
	Female	51	35.4

Table (1), shows demographic analysis for respondents participated in this study. 41 participants were from age 20-25 years old, 30 respondents were from age 26-30 years old, 26 respondents were from age 31-35 years old, 20 respondents were from age 36-40 years old, 16 respondents were from age 40-45 years old and only 11 respondents were from age 45 years old and above. In terms of participants' gender; 93 participants were male and 51 participants were female.

Table 2- Factor analysis

Factor	Items	Factor loading
Turnover	I would quit my present job for a similar position with better pay in another organization at the least opportunity	.512
	Continuation with my present employer will not fulfill my life expectation	.613
	As soon as I can find a better job, I will quit this organization	.704
	I often think about quitting my job	.811
	I will probably look for a job outside of this organization within the next 3 years	.757
	It is very unlikely that I would ever consider leaving this organization	.614
	I prefer very much not to continue working for this organization	.534
	I will likely actively look for a new job in the next year.	.789
Job satisfaction	I consider my job unpleasant.	.656
	I am often bored with my job.	.898
	I feel fairly well satisfied with my present job.	.749
	Most of the time, I have to force myself to go to work.	.715
	Most days, I am enthusiastic about my work.	.864
	I am disappointed I ever took this	.766

Factor analysis determines essential variables that clarify the outline of associations within a set of perceived variables. Factor analysis is frequently used in reducing data to classify a small number of variables that clarify most of the variance perceived in greater number of visible variables. Table (2) indicates that the turnover factor has 8 items and job satisfaction factor has 6 items.

Table 3-Reliability Statistics

Factor	Cronbach's Alpha	N of Items
Turnover	.812	7
Job satisfaction	.799	6
Turnover and job satisfaction	.805	13

Table (3) shows the reliability analysis for both factors (turnover and job satisfaction). According to the reliability tests, the researchers found out Cronbach's Alpha for turnover items =.812 which are greater than .6 this means that 7 items for turnover factor were reliable for this study and the Cronbach's Alpha for job satisfaction items =.799 which are greater than .6 this means that 6 items for job satisfaction factor were reliable for this study and the out Cronbach's Alpha for turnover and job satisfaction items =.805 which are greater than .6 this means that 13 items for turnover and job satisfaction factors were reliable for this study.

Table 4-Correlations analysis

		turnover	Job satisfaction
turnover	Pearson Correlation	1	.386**
	Sig. (2-tailed)		.000
	N	144	144
satisfaction	Pearson Correlation	.386**	1
	Sig. (2-tailed)	.000	
	N	144	144

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

Table (4) shows the correlation between job satisfaction factor as independent factor and turnover as dependent factor. The value of R for the Job satisfaction = .386** which indicates that turnover is significantly but has weak correlation with turnover intention.

Table 5-Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.386 ^a	.149	.143	1.57898

a. Predictors: (Constant), turnover

As seen in the table (5), the value of R square = .149 which indicates that 15% of variables have been explained.

Table 6-ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.967	1	61.967	24.855	.000 ^b
	Residual	354.033	142	2.493		
	Total	416.000	143			

a. Dependent Variable: Turnover
 b. Predictors: (Constant), Job satisfaction

Table (6) shows the value of F for an independent factors and a dependent factor is 24.855 >1 which indicates there is a significant association between three independent factors and dependent factor.

Table 7-Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.942	2.022		2.939	.004
	turnover	2.512	.504	.386	4.985	.000

a. Dependent Variable: Turnover

Table (7) shows the coefficients analysis for this study. As seen in the above table the value Beta for turnover = .386 > 0.01, this indicates that turnover factor was positively and weak correlation with job satisfaction.

5. Conclusion

According to the research findings, the following conclusions are illustrated. Job satisfaction has significant but weak influence (.386) on turnover intention of the participants. The outcome of this research could be used as useful administrative tools that might further improve the hospitals' effectiveness and efficiency. On job satisfaction, most of participants are unclear regarding the level of job satisfaction in their hospital. This demonstrates that there is still need for enhancement in their service. This study showed that the greater is the employee's Job satisfaction the less likely they are to express the intention to quit. Finally, on the turnover intentions of private hospital personnel in Erbil, most of them would quit in case if they have a better opportunities.

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