

Research Article

Job Satisfactions and Turnover Intentions of Academic Staff Employee At Woldia University

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ABSTRACT

Conducive work environment is one of the fundamental elements of work effectiveness. Therefore, the study aimed to explore the relation among employs job satisfactions and turnover intentions on academic staff employees of Woldia University. A total of 206 (male=187 and female=19) academic staff employees were taken by stratified sampling from the university and the researcher also used semi-structured interview by selecting long experienced participants purposively to cross check the quantitative result by following qualitative approaches. Using pilot tested standardized scales data were collected. After cleaning the data, analysis were conducted using t-test, one way ANOVA along with descriptive statistical techniques. Results of the study disclosed, the workers job satisfaction has statistically negative

correlation ($r=-.366$, $p<0.05$). According to the results, there is no statistically difference ($t(204) = 9.89979$, $p<0.05$) in the reported levels of turnover intention among male and female academic employees. In the study the finding show that there were no statistically significant difference ($t(204) = -1.010$, $p<0.05$) in the reported levels of turnover intention between ages of academic employees. Finding disclosed that there is significance difference in the levels of turnover intention by educational levels. Large scale investigation is recommended for the University to give emphasis in designing long term institutional strategies in order to create work stability.

Keywords: Job Satisfaction, Turnover intention and Academic staff

Introduction

Background of the study

In higher institute academic staff plays a vigorous role for the success of an educational sector. Clearly the higher academic Professional pleased with their job the healthier and positive climate will be one of an institute to be effective in attaining their goals. According to Noordin [1] state that Positive climate of an academic institute results in higher job satisfaction which in turn increases the overall performance and productivity of the institution. On the other hand NCTAF, 2007 views that, teacher attrition costs the nation \$7 billion annually for recruitment, administrative processing and hiring, and professional development training of the replacement teachers in an educational sector. in spite of the fact that attrition problem does not result from the retirement of teachers, but in the school's inability to retain qualified teachers, with more than a third of all new teachers leaving the classroom within the first five years of employment [2,3], 2008 views that teacher attrition is an epidemic that researchers are trying to control through understanding the problem of job satisfaction.

Therefore, investigate job satisfaction and turnover intentions in context of academic staff the study area will play advantage because these variables have multiple impacts to the overall effectiveness of the instructors as indicated by the above empirical literature. Moreover, when the current researcher took decision to make this topic as focus of investigation of Woldia University as the study area, considered that this university is one of the governmental University in Ethiopia with the high turnover rate and intentions (report compiled by human resource personal data in 2011 stastical reports).

As far as the knowledge of the current researcher is concerned, there are little empirical studies conducted on the relationship

among these variables in any profession of the study area. Consequently, there is a dearth of empirical literature. The study intended to examine the relations job satisfaction with turnover in tension among academic staff employees in Woldia University.

Statement of the Problem

Berry, 1997 views that in order for an organization to be successful, it must continuously ensure the satisfaction of their employees. In other words, to lower the turnover rates, In an empirical study conducted by Ahmadi [4] it is underlined that absence of work-life balance, debilitating work environment, lack of encouragement, lack of recognition may lead to stress which ultimately causes dissatisfaction, burnout and finally increased turnover rate within organization.

In support of these, According to Luthans [5] if people work in a clean, friendly environment they were find it easier to come to work. If the opposite happen, they find it difficult to accomplish tasks. The researcher has heard some complaints that made teachers dissatisfied with their job. However, these factors did not revealed by researches. The previous studies were mainly focuses on western cultures in line with job satisfaction and commitment of other workers rather empirical studies did not address the turnover intentions of academic staff in our country.

As indicated in the above research literatures the main research gap that has been observed in the different researches show that job satisfaction has relation with the performance of the work force [6].The above study doesn't address the relation among job satisfaction with turnover intention. Rather it has been focus on productivity. Although the findings also did not show the turnover intentions focusing on academic staff.

Research Questions

Is there relation among job satisfaction, and turnover intentions of academic employees in Woldia University?

Is there significance difference on turnover intentions with academic staffs employees based on gender?

Are there statistically significant differences on turnover intentions of academic staff employees In Woldia University based on their (age, and educational background)?

What was the level of turnover intention among academic staff in Woldia University?

Objectives of the Study

General Objective

The general objective of this study was to study the relation among job satisfactions and turnover intentions of academic staff employee at Woldia University.

Specific Objectives

This study tried to address:

1. To study the relation between job satisfaction and turnover intentions academic employees in Woldia University
2. To dig out the association between turnover intentions and gender of academic staff employees in Woldia University
3. To identify Differences in turnover intentions based on academic staff employees demographic back grounds (age, and educational background).
4. To identify the level of turnover intention of academic employees of Woldia university.

Methodology of the study

Study design

The study were used the embedded design. This design is a mixed method in which one data set provides a supportive for secondary [7]. The researcher embedded qualitative data within a quantitative methodology.

Data source

According to the data obtained from Woldia university HR (human resource), the total numbers of academic staff employees are 861 and they have categorized in to 8 facilities. So the Source of population for this study were Woldia University academic staff employees.

Population of the Study

The total target population of this study were 861 academic employee in Woldia University.

Samples and sampling techniques

The sample of the study was obtained through the select number of academic staff by using stratified sampling techniques across eight facilities. This means that the lottery system or equal chance for the selected sample and unbiased information were obtained. In this study purposive sampling in order to have

depth information about the over satisfaction and turnover intention levels by interviewing four PhD participants and two of them selected participants who have long experience in Woldia University. The reason that the researcher uses interview of those PhD holders the quantitative result shows those have high turnover intentions as we compare with masters and degree holders, by following the quantitative findings it was important to cross check the results by using qualitatively through interviews. So that according to the data obtained from Woldia University human resource administration the target population of the study were 861 total academic employee among these 759 are male and 102 are female. Sampling size of the study used rule Krejcie and Morgan (1970) which could have been constructed using formula.

Data collection procedures

The researcher use adapting standardized questionnaires. The instrument help the researcher to gather all the necessary data from the respondents pertinent to the objectives of the research. Therefore after the instrument are adapting and constructing, the English version of the questionnaire were used to obtain relevant data from the respondents. In short, forward and back translations was made to validate the accuracy of the instruments. This, forward and back translations help the researcher to understand thoroughly the accuracy of the instruments. Accordingly, the researcher were organize his close friends as research assistants or coordinators to gather data from the participants as well as to facilitate communication during the data collection processes. In the end, these were translate and organize for the purpose for analysis.

Methods of data analysis

The data were analyse using statistical package for social science. However for the qualitative results semi-structured interviews were used.

1. Pearson product correlation coefficient was used to know the significance relationship between job satisfactions, with turnover intentions on academic staff in Woldia University.
2. Independent t-test was employed to decide whether there exists the significance difference between sex on turnover intentions among academic staff.
3. One-Way analysis of variance (ANOVA) was employed to check whether there exists a significant difference due to demographic variables age category, educational status and work experience on turnover intention

Result and Discussion

To know whether statistically significant relation among job satisfaction and turnover intention, Pearson correlation was used to compute. The result of the correlation analysis is presented in the following table.

Table 1 portrays the relationship among job satisfaction, and turn over intention among academic staff employees in Woldia University. The result shows that workers job satisfaction has statistically negative correlation with turnover intentions ($r = -.366, p < 0.01$).

Gender-based comparisons of respondents on the level of turnover intention

Table 2: Independent samples t-test for turnover intention by sex (N=206). Results of the analysis of independent samples t-test for turnover intention have been presented in Table 2. According to the results, there is no statistically significant difference ($t(204) = 9.89979, p > 0.05$) in the reported levels of turnover intention between male and female academic employees. In addition, when compared by mean scores of turnover intention, male and female participants do not differ significantly. More specifically, males' mean scores of turnover intention ($M=31.2513, SD= 7.36717$) is more or less equivalent with females' mean scores of turnover intention ($M=33.0000, SD=5.88784$).

Comparisons of respondents on the level of turnover intention across ages

Table 3: Independent samples t-test for turnover intention by age (N=206). According to the results, there is no statistically significant difference ($t(204) = -1.010, p > 0.05$) in the reported levels of turnover intention between ages of academic employees. In addition, when compared by mean scores of turnover intention, ages participants do not differ significantly. More specifically, 21-30 years' mean scores of turnover intention ($M=31.1429, SD= 7.60416$) is more or less equivalent with the age ranges 30-50' mean scores of turnover intention ($M=32.3778, SD=5.77333$).

Comparisons of respondents on the level of turnover intention across educational status presented

Table 4: Means, Standard deviations and one way ANOVA on turnover intention across educational status (N=206)

Analysis of one way ANOVA as shown in Table 4 revealed that there is significant mean differences ($F(2,205)=.402, p < 0.05$) in levels of turnover intention among groups of participants in different educational background. Indicates that participants who have PhD have shown statistically significant mean difference and higher level of turnover intention than those groups of participants working in 1st degree and second degree holders Table 5. The level of turnover intention of academic staff employees. The results one samples t-test for the level of turnover intention have been presented in Table 4. From this result, there is high level of turnover intention. More specifically, mean scores of turnover intention ($M=31.2513, SD= 7.36717$).

Results obtained from interview

Instructors were interviewed about the overall satisfaction level of academic staff employees in Woldia university they respond that they have dissatisfaction in the work areas because of the different factors that make them to be dissatisfied. Some of the listed problems were administrative like there is little cafeteria for the instructors, there is also transportation service problems at lunch time and also the university staff promotion is demotivate

Table 1: Relationship among organizational commitment, and turnover intention.

	Satisfaction	Turnover
Satisfaction	1	-.366**
Turnover	-.366**	1

Table 2: Independent samples t-test for turnover intention by sex (N=206).

No.	Dependent variables	Female(n=19)		Male(n=187)		t-value	Df	Sig
		M	SD	M	SD			
1	Turnover intention	33	5.88784	31.2513	7.36717	9.89979	204	0.318

Table 3: Independent samples t-test for turnover intention by age (N=206).

No.	Dependent variables	Age 21-30 (N=61)		Age 30-50 (N=44)		t-value	Df	Sig
		M	SD	M	SD			
1		31.1429	7.60416	32.3778	5.77333	-1.010	204	0.314

Table 4: Means, Standard deviations and one way ANOVA on turnover intention across educational status (N=206).

No	Dependent variables	FD (n=102)		SD(n=101)		PHD(n=3)		F
		M	SD	M	SD	M	SD	
1	Turnover	31.7745	7.69584	30.9901	6.88403	33.3333	2.08167	0.402

Table 5: The level of turnover intention of academic staff employees.

No	Dependent variables				
		M	SD	M	SD
1	Turnover	31.4126	7.24886	2.797	205

them to do work, finally they respond that the university research financial policy for researchers is not initiative.

Instructors were asked about the turnover intention of academic staff employees. They respond that there is high level of turnover intentions among academic staff employees in Woldia University. Finally the participants were asked to state the strategies that should be implemented to increase the work stability of academic staff employees. A response from interview would explain the strategies clearly as follow. Institutional development strategies is very important to make academic staff employees to be stable in their work (Woldia university academic staff employees).

Discussion

The purpose of this study was to examine the relationships among organizational commitment, and turnover. The aim of this study was to examine relationships among satisfaction and turnover intention of academic employees at Woldia university and to dig out the association between turnover intentions and gender of academic staff in Woldia University as well as to explore the variance attributed to job satisfaction, in predicting turnover intentions of academic staff in Woldia University. In this regard the discussion follows along the following lines.

Relationship among job satisfaction and turnover intention

As result of the study also shows negative correlation among job satisfaction and turnover intentions in woldia university academic staff employees. In line with this finding previous studies this study result is consistent with the finding of [8] their finding was negative correlation between job satisfaction and withdrawal cognition, or intention to quit. Similarly, Blacksburg [9] found a direct link between job satisfaction and turnover intention. In their 2014 study, [10] reported that job satisfaction had a significant predictive effect on turnover intention. In this study the workers job satisfaction has statistically negative correlation with turnover intentions. In line with this the satisfaction level of academic staff employees, the interview result shows that from some of the listed problems, the majorities are administrative the presence of a few cafeteria for the instructors, lack of pleasing offices that motivate them to do work, transportation service problems at lunch time and also the university staff promotion is not initiative. Finally they respond that the university research financial policy for researchers is not initiative.

The role of sex, age and educational background for felling of turnover intention

This study also tried to investigate whether there is significant difference in the level of turnover intention among academic employees across sex (male and female), educational background (first degree, second degree and PhD) and age. As we can infer from the results the independent sample t-test, there is no difference in turnover intention between the two sexes. This indicates that both sexes did not have difference in turnover intention this means that the organization work environment is not conducive both gender will have equal chance to leave their work environment. Similarly, results of

analysis of one way ANOVA in the current study reveals that did not show statistically significant difference in the reported levels of turnover intention in their ages of academic employee. In addition, when compared by mean scores of turnover intention, ages participants do not differ significantly. More specifically, 21-30 years' mean scores of turn over intention is more or less equivalent with the age ranges 30-50' mean scores of turnover intention. From this study the majority of the academic staff employees are young so that this age can have factor for the success of work in their fields if the organization creates good and conducive work environment to those young professionals will have a chance to produce high competent and caliber professionals. In addition, analysis of one way ANOVA shows that there was differences in turnover intention among groups of participants in different educational background. In this study the result shows that PhD holders have higher level of turnover intention than those groups of participants working in 1st degree and second degree holders.

The level of turnover intention among academic staff

From the result of this study turnover intention among academic employees were high [11]. States that there are several consequences of turnover, related to the organization. The negative ones are: financial cost productivity/Effectively fall, impact in social networks and communication, loss of expertise/Know-how; and moral fall. The university better to understands the factors like transportation service problems, infrastructure problems like cafeteria access, staff promotion policy, institutional development strategies at long term like housing ownership by university support needs to be given emphasis to be solved if these problems are solved it will lead the staff to be stable and turnover intention will be minimize.

Conclusion

In this study negative correlation among job satisfaction and turnover intentions of academic employees were found. Result of the current study didn't show difference in the level of turnover intention between the two sexes. Similarly job satisfaction has relatively better predictive power to academic staff employee's turnover intention. The current study have indicated that there is no statistically significant differences in the level of turnover intention across age groups. However there are differences in turnover intention among groups of participants in their educational background. Finally the result of the study shows that there is high level of turnover intention on academic staff employees. The more an organization or university leaders understand the factors like transportation service problems, infrastructure problems like cafeteria access, staff promotion policy, institutional development strategies at long term like housing ownership by university support needs to be given emphasis to be solved.

Declarations

Ethics

Ethical clearance was secured from ethical review board of Woldia University Faculty of Education & Behavioural sciences. Appropriate & full detailed information were taken according to the respondent's willingness after getting a written and verbal consent from respondents. The confidentiality of the

respondents would not be exposed & any information that they would give would only be used for the study purpose.

Consent For Publication

Consent was obtained for publication.

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Authors' Contribution

MA- participate in all phase of the study process. DT - participated in developing manuscript. All authors approved the final manuscript for publication.

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