



A Study on the Assessment on the Impact of Job Satisfaction and Employee Turnover: In Health Workers An Empirical Study of Autonomous Medical Institutions of St. Joseph Hospital – Mbweni – Tanzania

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Date of Submission: 06-08-2024

Date of Acceptance: 17-08-2024

Abstract:

Employee retention and minimizing turnover are critical challenges faced by human resource managers today. This study aims to investigate the relationship between job satisfaction and turnover intention among employees at a private hospital in Mbweni. A quantitative research methodology was employed, involving 50 participants from various departments within the hospital. The study reveals a positive relationship between job satisfaction and employee turnover, indicating that employees are likely to leave their positions when offered better opportunities elsewhere. Key determinants affecting job satisfaction include salary, promotion prospects, job security, safety, and the nature of work. The study also examined how these factors contribute to turnover intentions among healthcare workers. Data was analyzed using SPSS 20.0.

Keywords: Job Satisfaction, Employee Turnover, Healthcare Workers, Private Hospital, Mbweni,

I. Introduction

Human resources are crucial for the success of any organization (Schroeder, 2012). Retaining employees and reducing turnover rates have become significant challenges for HR managers. High employee turnover leads to increased recruitment costs and diminished organizational productivity. As a result, there is growing interest among academics, HR professionals, researchers, and scholars in understanding employee turnover. Increased turnover negatively impacts organizational efficiency and productivity. Studying the relationship between employee turnover and job satisfaction is, therefore, essential. According to Sowmaya and Panchanatham (2011), job

satisfaction refers to the emotional response an employee has towards their current job. Several scholars have identified and assessed various factors influencing job satisfaction and their impact on employee satisfaction and productivity. Employees who are satisfied with their jobs generally exhibit higher productivity and efficiency. Monitoring job satisfaction can enhance positive outcomes and help reduce turnover. This study aims to investigate the correlation between job satisfaction and turnover intention among employees in a private hospital in Mbweni, focusing on factors such as pay, promotion, job security, safety, and the nature of work. Additionally, it examines the impact of job satisfaction on the retention of medical staff and their potential to move abroad for better opportunities.

Employee turnover poses a significant challenge for healthcare institutions, impacting operational efficiency and quality of care. Understanding the factors that influence job satisfaction and turnover intention can help organizations implement strategies to retain skilled employees. This study explores these relationships within a private hospital setting in Mbweni.

II. Literature Review

2.1 Employee Turnover

Pone and Chua (2010) define employee turnover as the proportion of individuals an organization must replace over a period. Tumwesigye (2010) describes it as the movement of individuals within the labor market, including shifts between companies, unemployment, and various occupations. High turnover increases organizational costs, particularly for minimum



wage roles. Various factors influence turnover rates, including compensation, benefits, and job analysis. Holtom et al. (2008) note that turnover incurs both direct and indirect costs, such as those related to recruitment, training, and loss of productivity.

DeConinck and Stilwell (2004) argue that many researchers believe there is a negative relationship between employee turnover and job satisfaction. Conversely, some scholars suggest that turnover cannot be fully explained by general concepts like commitment and job satisfaction alone. The relationship between turnover and job satisfaction may involve multiple variables, such as compensation, stress, and the work environment. A study in Malaysia found that job satisfaction, influenced by factors like employee relations, benefits, and work environment, is critical for reducing turnover rates (Teoh et al., 2011). Lambert et al. (2001) highlighted that job satisfaction levels can predict turnover, with higher satisfaction linked to lower turnover rates. Additionally, Feng et al. (2010) demonstrated a positive relationship between turnover intentions and actual quitting behavior, suggesting that turnover intention is a reliable predictor of actual turnover (Jaffari et al., 2011).

Employee turnover negatively impacts organizations through increased costs related to recruitment, training, and loss of productivity.

Factors such as job dissatisfaction, low compensation, and poor training contribute to higher turnover rates (Attack, 2011; Hanif and Yunfei, 2013). Individual differences, such as job satisfaction levels, also play a role in turnover patterns, with those dissatisfied more likely to leave their positions.

2.2 Job Satisfaction

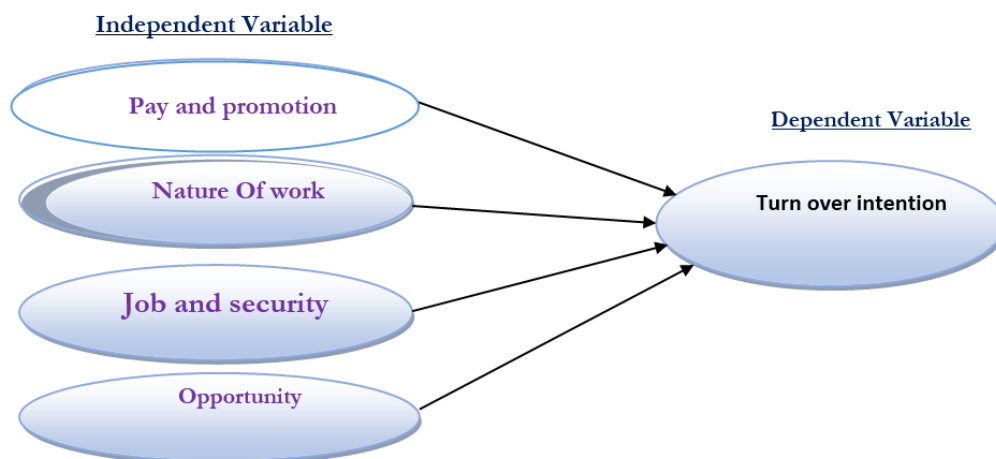
Job satisfaction is defined as an individual's attitude towards their job, whether positive or negative (Calvo-Salguero et al., 2010). Sumiton (2014) describes it as the result of various factors, including pay, promotion, relationships with colleagues, and equal employment opportunities. Ali (2009) views job satisfaction as a positive emotional response resulting from obtaining what one desires or values from their job. Locke (1976) defines job satisfaction as positive feelings resulting from an evaluation of one's job, while Robbins (1999) describes it as an individual's overall attitude towards their job. Mullins (1993) links motivation closely to job satisfaction, which is influenced by factors such as social relations, job analysis, training, recruitment, working conditions, and management development (Assar et al., 2010).

Conceptual Framework

Based on the literature review, the following theoretical framework can be developed:



Hypothesis: 1 we find a positive correlation between job satisfaction and employee turnover.





III. Methodology

This study investigates how factors like pay, promotion, job security, safety, and the nature of work affect job satisfaction and employee turnover. Data was collected from 50 healthcare professionals, including doctors, nurses, and administrative staff, at a medical institution in Tanzania. A convenience sampling technique was used, and questionnaires were distributed and collected in person. A quantitative research approach was utilized to assess job satisfaction and turnover intentions. The sample comprised 50 employees from various roles including doctors, nurses, receptionists, laboratory staff, and allied health professionals at a private hospital. Data was collected through questionnaires and analyzed using SPSS 20.0.

Instrument

The questionnaire was divided into two sections: the first section covered independent variables such as pay, promotion, job security, safety, working conditions, and relationships with supervisors, as well as job satisfaction (mediator variable) and turnover (dependent variable). The second section gathered demographic information, including age, position, education, experience, gender, job relevance, and nature of the job. Responses were rated on a scale from 1 (strongly disagree) to 5 (strongly agree).

Data Analysis Process

Statistical packages, particularly SPSS, are commonly used for accurate and comprehensive analysis (Baglier, 2005). This study employed SPSS version 20 for data analysis, following the method used by Okpara (2004).

IV. Results and Findings

Sample Size

Sample size determination is crucial for accurate research.

The analysis indicates a positive relationship between job satisfaction and turnover intention. Factors such as salary, opportunities for promotion, job security, safety, and the nature of work significantly influence job satisfaction and, consequently, turnover intention. Most employees expressed a willingness to leave their positions for better opportunities.

According to Saunders (2007), sampling techniques help in managing data collection efficiently. The study focused on 313 health professionals from various functional categories. The formula from Kothari (2004) was used to determine a sample size of 28 respondents, considering homogeneity within job categories and differences between them. Stratified random sampling was applied, resulting in the following sample distribution:

Job Category	Frequency	Percentage (Nh/N)	Sample Size (n=28)
Doctors	8	0.286	8
Nurses	12	0.429	12
Pharmacists	2	0.071	2
Receptionists	4	0.143	4
Allied Workers	4	0.143	4
Total	28	1.000	28

Mean Values of Factors

Job Category	Job Satisfaction	Nature of Work	Pay and Promotion	Turnover
Doctor	4.59	3.38	3.51	3.87
Nurse	4.79	3.74	4.02	3.87
Pharmacist	4.47	3.87	2.24	3.87
Receptionist	4.47	3.87	2.24	3.87
Allied Worker	4.16	3.50	2.94	3.87
Total	4.63	3.64	3.39	3.87

Regression Statistics

- **Multiple R:** 0.967
- **R Square:** 0.934
- **Adjusted R Square:** 0.925
- **Standard Error:** 0.279



- **Observations:** 26

ANOVA

df	SS	MS	F	Significance F
Regression	3	24.29	8.10	3.78E-13
Residual	22	1.71	0.08	
Total	25	26.00		

Correlation

	Job Satisfaction	Nature of Work	Pay and Promotion	Turnover
Job Satisfaction	1			
Nature of Work	0.42	1		
Pay and Promotion	0.56	0.76	1	
Turnover	0.35	0.96	0.68	1

V. Summary of Key Findings

The study primarily examines the impact of job satisfaction on employee turnover at St. Joseph Hospital. Descriptive analysis reveals that most healthcare professionals at the hospital are satisfied with their salary and promotion opportunities. However, some employees express dissatisfaction with aspects such as the nature of their work and supervision. The findings suggest that improving job satisfaction in terms of pay, promotion, job security, and working conditions could help reduce turnover rates. The study underscores the need for healthcare institutions to address these factors to enhance employee retention.

VI. Conclusions and Recommendations

This study explores job satisfaction factors and their effect on employee turnover in autonomous medical institutions in Tanzania. Findings indicate that variables like pay, promotion, working conditions, and the nature of work are crucial to job satisfaction. To reduce turnover, management should focus on improving these areas to enhance employee satisfaction and retention. Addressing key determinants of job satisfaction can mitigate turnover intentions among healthcare workers. Effective HR strategies that focus on enhancing job satisfaction may improve retention rates and overall organizational performance in the healthcare sector.

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