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Original Research Article

Employee turnover and job satisfaction: A synthesis of factors influencing employee turnover in institutions of higher learning in Ghana

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Turnover among Lecturers in higher institutions of learning are mostly due to dissatisfaction with their jobs. Employee job satisfaction is of utmost importance to stimulating and sustaining the interest of the individual in order to prevent employee turnover. There are many factors influencing employee job satisfaction and preventing employee turnover. Factors such as salary, working conditions, cordial relationship with colleagues at work, opportunities for job progression among several other factors. The purpose of this study was to explore the extent to which these factors affect the job satisfaction and prevent turnover among lecturers in the University for Development Studies using a cross-sectional research design and a survey as method of data collection. Questionnaires were employed as data collection instruments to elicit information from 287 lecturers recruited from selected departments in the University for Development Studies within the Tamale Metropolis. Multiple regression was used to establish the relationship between factors influencing job satisfaction and employee turnover. Major findings from the study alluded to the fact that salary, working conditions, working environments, carrier advancement, relationship with co-workers have significant correlation with job satisfaction and turnover of lecturers in the selected institutions of higher learning. Based on these findings, the study recommends yearly salary adjustments, create a conducive working environment for lecturers, improve upon infrastructural facilities and facilitates carrier advancement issues for lecturers so as to prevent them from exiting the institutions.

Keywords*:* Job satisfaction, employee turnover, higher institution

INTRODUCTION

Turnover in higher institutions of learning is becoming a challenge and require certain level of attention. Academic institutions are equipped with professionals who are entrusted with the duty of building human capacity for future generations. The services academicians render to their institutions are irreplaceable and therefore every effort must be made to retain them in their place of work. Furthermore, the research output of our higher institutions of learning will suffer tremendously without the services of academicians as they represent backbone and the brand image of our Universities (Robyn and Du Preez, 2013). Yin-Fah et al. (2010) emphasised that the problem of high rate

turnover of experts in institutions globally, is a major threat to the sustenance of organisations.

Many scholarly researches have been conducted to explore factors determining employee turnover in the hospitality industry, the health sector, manufacturing sector, the banking sector, the telecom sector and other institutions. For instance, Akeyo and Wezel (2017) conducted a study on the influence of remuneration factors on staff turnover in the Humanitarian sector. The study adopted the descriptive research design and drawn population from employees of various non-governmental organisations (NGOs). The study found that remuneration was a predicator of staff turnover and recommended that stakeholders employ strategies to control employee turnover in their institutions.

Bilau et al. (2015) carried out a study to examine the impact of employee turnover in small and medium scale industries by adopting the literature review approach. The study concluded that salary, fringe benefits, lack of financial management and substandard wages are the factors causing employee turnover in small and medium industries.

Shah and Beh (2016) investigated the impact of motivation enhanced practices on turnover intentions among hotel managers in Kuala Lumpur. The study distributed 560 questionnaires to elicit response from study participants. It was found out that motivation enhancing practiced (salary, opportunities for job progression, job security among others) had significant relationship with employee turnover intentions.

Jumah and Sulo (2014) also used Herzberg's two-factor theory to examine the extent to which job assignment can affect employee turnover in 24 hotels in the City of Kisumu. Their study revealed that job assignment had a significant influence on employee turnover (p=.005).

Notwithstanding these evidences, Okwuraiwe et al. (2018) conducted a research to find out the effect of sales force turnover on the corporate image of some selected organisations in Anambra State using 246 sample size. The result of the study indicated that high sales turnover, customer's impressions and long-time retention of sales force had some level of effect on the company's brand in Anambra States. Based on these outcomes, the study suggetsts that marketing organisations in Anambra state should put more effort to attend to the needs of their employees so as to encourage them to work hard.

There is, however, few scholarly research on factors affecting employee turnover among lecturers in institutions of higher learning especially in Ghana resulting in scanty information on the subject. Moreover, only few of these studies cited have adopted the cross-sectional design and the quantitative method to examine the correlation between factors influencing employee turnover and job satisfaction in higher institutions of learning. This study therefore sought to address these knowledge and methodological gaps identified in previous research works in order to contribute to the existing body of impeccable knowledge. The objective of the study was to identify factors influencing employee turnover and job satisfaction among lecturers in higher institutions of learning in the Northern Region of Ghana.

Literature Review

Theoretical Underpinning of the Study

Herzberg's Two-Factor Theory

Job satisfaction in this paper is conceptualised from the view point of Herzberg's two-factor theory (that is motivation-hygiene theory) which has been employed by a plethora of researchers to assess job satisfaction in the view of Temple (2013). According to Alfayd and Arif (2017), the factors which influence job satisfaction has been grouped into motivation and hygiene factors. Factors such as recognition, achievement, promotion, growth and work itself are categorised under motivation. The hygiene factors also comprise organisation policy, pay, supervision, working condition, job security and relationship with co-workers among others (ibid). In the opinion of Herzberg (1959) as quoted in Alfayd and Arif (2017), the hygiene factors may result in job dissatisfaction but may not decrease the level of job satisfaction whereas the motivation factors could result in job satisfaction but do not reduce the level of job dissatisfaction. But this study concentrated rather on the hygiene factors wgcuh are likely to cause job dissatisfaction and influence employee turnover.

Employee Turnover

Turkson (1997) defines labour turnover as the measurement of the number of employees leaving a particular organization and their replacement. He further explains it as a ratio of the average number of full time existing employee expressed as a percentage for a fixed period of time, which, may be six or twelve months as the case may be. Sherman et al. (1988) on their part refer to employees' turnover as the movement of employees in and out of an organization. They observed that management should not only be concerned with determining the causes of turnover in its organization, but also refer to findings from other organization in the same industry and type of job that will provide a basis for comparison.

In the opinion of Hee and Ann (2019), employee turnover could be grouped into internal and external. Internal refers to an employee of an organisation leaving his previous duty to undertake a new one but within the same organisation as compared to external turnover where the employee leaves his work place for another institution to take over a new task.

Factors Affecting Employee Turnover

Empirical Review

Kamau and Mberia (2012) used research published in peer reviewed journals from 1999-2010 through literature review identified the causes of staff turnover in public universities and found financial reward as the main influencing factor of turnover. Sajid and Shaheen (2013) examined the factors which were responsible for high and

low motivational levels of university academics in India and found the classroom environment (82.9%) and workload on motivational levels of academic as highly influential

Mugove and Mukanzi (2018) investigated into the determinants of employee turnover in Masinde Muliro University, Masero University and Kibabii University in Kenya with the aim of examining the effect of job satisfaction on employee turnover using 2274 study participants. The study employed the descriptive research design and the stratified and purposive sampling techniques. The findings indicated that for every unit of job satisfaction, there was a corresponding increase in employee turnover by 1.070. work environment, was important in predicting employee turnover as indicated by significance value =0.000 which is less than 0.05 level of significance (p=0,000). The study also found that for every unit increase in work flexibility, there was a corresponding increase in employee turnover by 0.803.

Taye and Getnet (2020) conducted a research that focused on the impact of staff turnover on organisational effectiveness and performance in Mada Walabu University. The descriptive research design with semi-structured questionnaire were used as research design and data collection instrument respectively. The study employed the purposive, simple random and the convenience sampling technique to recruit 425 study participants. The findings showed that high labour demand and job opportunities in the market, lack of opportunity for carrier advancement, unsatisfied working condition and no involvement in decision making were the determinants of employee turnover on the organisation's performance.

Studies in other similar disciplines have corroborated the above findings. For instance Azharudeen and Andrew (2018) conducted a study titled 'Emotional Exhaustion and employee Turnover intention. The result of the research showed that there is a positive relationship between emotional exhaustion and turnover. The study further indicates that turnover intention is determined by fatigue, frustration, work hard, and stress among other factors.

Adesubomi (2018) explored the relationship between job insecurity and organisational performance, as well as relationship between job insecurity and employee turnover in a private financial institution in Nigeria using structured questionnaire as data collection instrument. The study tested the hypothesis using Pearson product moment correlation. The findings indicated that job insecurity negatively affected organisation performance and induce employee turnover. The study recommended that management should adopt policies geared towards training of staff to give them sense of security in the organisation.

Akinyomi (2016) conducted a study on 'labour turnover: causes and consequences and prevention'. The study used the descriptive research design and collected data from the internet and the library resources. The investigation revealed that, poor work environment and poor salary packages among other factors are the causes of employee turnover in an organisation. The study revealed further that vacancy advertisement, interview, recruitment and training of new staff are some of the cost implications to the organisation.

In a study to examine the causes of employee turnover in the Ghanaian Banking Industry using 25 employees from one Bank and employing descriptive analysis to examine the reasons for which employees quit their job, Okyere-Kwakye et al. (2018) observed that employees leave their institutions due to their employment status and length of employment.

Kartono and Hilmiana (2018) studied how emotional intelligence can make employee have the desire to turnover using quantitative method and a sample size of 233 employees from PD, BPR Rural Banks in West Java province. The research found that emotional intelligence comprising social and personal competence positively affect turnover characterises by the behaviours of deciding to search for new job and quit the previous one. The result also suggested that employee going through emotional exhaustion have the high tendency to quit and look for new job opportunities.

Oginni and Omoyele (2018) conducted a study in Nigeria to explore the role of labour turnover in organisational productivity in the manufacturing sector with reference to cable industry. The study used a sample of 420 employees with 65% response rate and the results indicated that employees' decision to leave and join other organisation is a constant phenomenon in the world of work which is contingent on many variables such as work design, emotional trauma, location and organisational politics emanating from organisational policies. The results also showed that work factors, environmental factors, personal factors as well as organisational policies are the basic components of labour turnover with degree of influence on the organisational productivity.

Hee and Ann (2019) carried a research to investigate factors affecting employee turnover in a food industry in Malaysia. The study recommended that compensation and benefits, work-life balance, work stress and job satisfaction are the factors influencing employee turnover. Against this background of ample evidence from scholarly works, the study therefore, hypothesised that:

H_0: the relationship between factors influencing employee turnover and job satisfaction is not statistically significant

H_1: the relationship between factors influencing employee turnover and job satisfaction is statistically significant

MATERIALS AND METHODS

Study Design

The study adopted the cross-sectional design with the quantitative approach for the data collection. In the opinion of Sale (2002) quantitative method enables the investigator to study a phenomenon without influencing it or being influenced by it and the goal is to measure and analyze causal relationships between variables within a value-free framework. Golafshani (2003) explained that quantitative research allows the researcher to familiarize him/herself with the problem or concept to be studied, and perhaps

generate hypotheses to be tested.

Sampling design and data collection

The population under consideration in this study were lecturers teaching at the University for Development Studies in the Tamale Metropolis. The study used the multi-stage sampling technique. In the first place, University for Development studies was purposively selected for the study because it is the only traditional University in the Northern Region of Ghana and precisely in the Tamale Metropolis and falls under the remit of the Ghana Tertiary Education Council ie G-TEC (a body mandated to be in-charge of all tertiary institutions in Ghana). Secondly, the study recruited 287 lecturers using the convenience sampling technique for lack of sampling frame.

Data Collection Tools

Questionnaires were administered to all respondents at convenient places. The content has to do with the subject matter of the study that is factors influencing people to quit their jobs and job satisfaction. Questions were asked on salaries, job progression, bonuses, allowances condition of service, working environment, relationship with co-workers, conflict management, workload, work hours and training programmes. The first phase of the questionnaire dealt with questions on socio-demographic characteristics of respondents: age, marital status, educational level, religious affiliation, rank and monthly income. The second phase dealt with questions on respondents. There were twelve items in this section and respondents were supposed to rate the items using five point Likert scale ranging from 1-satisfied, 2-highly satisfied, 3-niether satisfied nor dissatisfied, 4-dissatisfied and 5-highly dissatisfied.

English language was used as the medium of communication by virtue of the fact that it is the only official language used in teaching and respondents could communicate very well with the English Language. Ethical approval was sought for and all protocol concerning the study were duly observed. All rules and regulations to ensure confidentiality of information were duly followed. Written consent was given to participants to fill and sign them willingly.

Measurement of variables

Employee turnover was measured using factors that influence the decision of employee to exit their jobs such as poor working conditions, unequal pay, absence of proper supervision, lack of job progression, lack of shelter among other factors. Questions generated from the literature review on causes of employee turnover were asked and a Likert scale ranging from 1-agree to 5-strongly disagree was to elicit response from the respondents.

Reliability and Validity of Data

Reliability is the consistency of research instruments in terms of providing credible results (Seidu, 2011) while validity is when a research instrument measures what it is intended to measure (Cohen, Manin and Morrison, 2003). Reliability and validity are vital in any research such as this current research work (Seidu, 2011). The study piloted the questionnaire on 20 lecturers at the University for Development Studies within the Tamale Metropolis. The result of the pilot test, tested for reliability of the questionnaire using Cronbach's Alpha (α). From the Cronbach's Alpha test, items under each component of the questionnaire had alpha level more than 0.7, indicating that the questionnaire is reliable. The study also employed content validity method to ensure that questionnaire is valid. Content validity is the degree to which the content of a measure truly reflects the full domain of the construct for which it is being used. The study adopted content validity method because it gives expert view about whether or not the instruments measured what it was supposed to measure. In addition, responses to questions by respondents were examined through repetition of the question to the respondents to check consistency in the response. Furthermore, respondents were visited again after data collection to reconcile some of their responses with the previous one.

Data Analysis

Descriptive statistics were generated from the quantitative data and the result presented in tables and charts after coding. Multiple regression was used in testing the correlation between factors influencing employee turnover and job satisfaction.

RESULTS AND DISCUSSIONS

Demographic Characteristics of Study Participants

The results indicate that majority of the respondents (37.5%) were between the ages of 35-40 (20.4% plus 17.1%). The results of the study revealed that 221 participants representing (77.0%) were males while 66 participants representing (23.0%) were females. The findings of the study also showed that (38.30%) of the participants were assistant lecturers and were earning between ¢4000-5000, (48,1%) were lecturers and also earn around ¢5001-6000, (10.1%) were senior lecturers who were also earning between ¢6001 -7000 while (3.5%) were professors earning above ¢7001 Ghana cedis (Refer to Table 1).

Respondents' Level of Job Satisfaction

The study measured respondents level of job satisfaction by providing these statements to be rated by respondents using a Likert scale. The results suggest that majority of respondents were of the opinion that their job gives them sense of security as (39.0%) and (29.6%) of respondents agreed and strongly agreed respectively with the statement. Most of the respondents also claim that they do not get high

Table 1. Demographic Characteristics of study Participants

Socio-economic Characteristics	Frequency	Percentages
Age		
35	62	20.4
35-40	52	17.1
41-45	81	26.7
46-50	45	14.8
50-55	40	13.2
56+	24	7.9
Sex		
Male	221	77.0
Female	66	23.0
Academic Rank		
Assistant lecturer	110	38.3
Lecturer	138	48.1
Senior Lecturer	29	10.1
Professor	10	3.5
Educational Status		
First Degree	-	-
Masters	64	22.3
PhD	223	77.7
Monthly Income		
¢4000-5000	110	38.3
¢5001-6000	138	48.1
¢6001-7000	29	10.1
¢7001+	10	3.5

Source: Field Survey, 2020

Table 2. Respondents' Level of Job Satisfaction

Statements	Dissatisfied	Highly Dissatisfied	Neutral	Satisfied	Highly satisfied
My work gives me sense of security	56(19.5%)	27 (9.4%)	7 (2.4%)	112 (39.0%)	85 (29.6%)
Am highly paid	82 (28.9%)	115 (40.1%)	21 (7.3%)	29 (10.1%)	39 (13.6%)
My job satisfying	111(38.7%)	94(32.8%)	21 (7.3%)	34 (11.8%)	29 (9.4%)
My job provides me with sense of accomplishment	75 (27.2%)	69 (24.0%)	60 (22.0%)	30 (10.5%)	47 (16.4%)
My job is exciting	55 (19.2%)	138 (48.1%)	1 (3.0%)	60 (20.9%)	33 (11.5%)
My job is stressful	12 (4.2%)	36(12.5%)	69(24.0%)	74 (25.8%)	96(33.4%)

Source: Field Survey, (2020) N= (287)

pay from their job (that is 28.9% were dissatisfied while 40.1% were strongly dissatisfied) with their monthly income. The results indicate that respondents were highly dissatisfied with their jobs (Refer to Table 2).

Respondents Level of Turnover

The study sought to find out from the respondents if they had ever left their jobs before by making a statement 'I left my previous job for the current job; I sometimes think of exiting my job and I may have to leave lecturing very soon and provided a Likert scale ranging from 1-agree to 5 strongly disagree and asking participant to tick appropriately. This result suggest that majority of the respondents (61.4%) that is (19.2% plus 42.2%) have left their previous jobs. Most of the respondents also affirm the statement; sometimes I think of exiting my job (agree (27.9% and strongly agree 36.9%). While 23.0% and 47.4% confirm the statement; I may have to leave lecturing very soon (See Table 3).

The study further sought to find out from respondents what influenced them to leave their jobs by providing factors influencing turnover as reviewed in the literature and provided a Likert scale ranging from 1- agree to 5- strongly disagree and asking respondents to tick appropriately. The result of the descriptive statistics showed that respondents' decision to exit their job was influenced by factors such as income, condition of service, job advancement, conflict with management, training programmes and job security. However, the result also indicated that respondents did not consider factors such as workload, working environment, relationship with co-workers and work hours to determine their decision to leave their job or not (Refer to Table 4)

Table 3. Respondents' Level of Turnover

	Agree	Strongly agree	Neutral	Disagree	Strongly disagree
I left my previous job	57(19.2%)	121 (42.2%)	35 (12.2%)	36(12.5%)	38 (13.2%)
I sometimes think of exiting my job	80(27.9%)	106 (36.9%)	16(5.6%)	46 (16.0%)	39(13.6%)
I may have to leave lecturing very soon	66 (23.0%)	136(47.4%)	30(10.5%)	27(9.4%)	28 (9.8%)

Source: Field Survey, (2020) N= (287)

Table 4. Reasons for Turnover

	Agree	Strongly agree	Neutral	Disagree	Strongly disagree
Employee turnover	94 (32.8%)	91 (31.7%)	17 (5.9%)	65 (22.6%)	20 (7.0%)
income	126 (43.9%)	68 (23.7%)	20 (7.0%)	34 (11.8%)	39 (13.6%)
Condition of service	90 (31.4%)	111(38.7%)	18 (6.3%)	49 (17.1%)	19 (6.6%)
Working environment	95 (33.1%)	90 (31.4%)	24 (8.4%)	40 (13.9%)	38 (13.2%)
Relationship with co-workers	102 (35.5%)	73 (25.4%)	19 (6.6%)	71 (24.7%)	22 (7.7%)
Work load	28 (9.8%)	50 (17.4%)	19 (6.6%)	82 (28.6%)	108(37.6%)
Work hours	31 (10.8%)	50 (17.4%)	27 (9.4%)	91 (31.7%)	88 (30.7%)
Job advancement	94 (32.8%)	89 (31.0%)	23 (8.0%)	49 (17.1%)	32 (11.1%)
Conflict with management	88 (30.7%)	84 (29.3%)	20 (7.0%)	43 (15.0%)	52 (18.1%)
Job security	93 (32.4%)	75 (26.1%)	13 (4.5%)	40 (13.9%)	66 (23.0%)
Training programs	119 (41.5%)	16 (5.6%)	39(13.6%)	39 (13.6%)	74 (25.8%)

Source: Field Survey, (2020) N= (287)

Table 5: Analysis of variance (ANOVA)

Model	Sum of squares	df	Mean square	F	Sig.
Regression	428.231	10	42.8823	150.991	.000[b]
1 ....Residual	78.278	276	.284		
Total	506.506	287			

a. Dependent variable: I have left my job before

b. Predicators: (constant), no training program for employees will make you leave, job security will make you leave, condition of service will influence you to move, working environment will make you exit, job advancement can make you leave, relationship with co-workers will make you leave, income will influence your decision to leave, work hours will make you leave, work load will make you leave, conflict with management will make you leave.

Testing of hypotheses

H_0: the relationship between factors influencing employee turnover and job satisfaction is not statistically significant

H_1: the relationship between factors influencing employee turnover and job satisfaction is statistically significant

The results of the regression model indicate that the factors influencing turnover statistically significantly predict job satisfaction among respondents. (Refer to Table 5).

The study proceeded further to use multiple regression model to predict the impact of each of the factors on turnover: income, condition of service, job advancement, job security, conflict with management, relationship with co-workers, working environment, work hours, workload and training programmes on respondents' decision to leave. The variables, with the exception of relationship with co-workers, working environment, work hours and workload, statistically significantly predict respondents' decision to leave their jobs. Infact the result indicated that income strongly predicted respondents' decision to leave more than all the other variables. This implies that among all the factors, income as in (salary, allowances, bonuses and gratuity) has a greater impact more than the others in influencing respondents' decision to leave their jobs. This result also implies that relationship with co-workers, working environment, work hours and workload did not predict significantly respondents' decision to leave (Refer to Table 6).

This result is consistent with Kamau and Mberia (2012) who reviewed journals from 1999-2010 and identified financial reward as the main cause of staff turnover in public universities.

The result is also in tandem with Akinyomi (2016) who researched into labour turnover: causes and consequences and prevention using descriptive research design. They found that, poor work environment and poor salary packages among other factors are the causes of employee turnover in an organisation. This result is further vindicated by the finding of Hee and Ann (2019) who recommended that compensation and benefits, work-life balance, work stress and job satisfaction are the factors

Table 6. Coefficients[a]

Model	Unstandardized coefficients		Standardised coefficients	t	Sig.
	B	Std, Error	Beta		
1 (constant)	1.661	.503		3.304	.001
Condition of service	.126	.047	.138	2.653	.008
workload	.046	.045	.043	1.013	.312
Working environment	_.010	.040	_.011	_.251	.802
Relationship with co-workers	_.063	.044	_.066	_1.428	.154
income	_.209	.056	_.218	_3.746	.000
Work hours	.023	.053	.024	.445	.657
Job advancement	.144	.049	.149	2.902	.004
Conflict with management	.197	.066	.221	2.966	.003
Job security	.214	.077	.256	2.797	.006
Training programs	_.084	.029	_.106	_2.878	.004

a. Dependent variable: I have left my job before **Source: Field Survey, (2020)**

influencing employee turnover.

This result is however, inconsistent with the findings of Oginni and Omoyele (2018) whose results indicated that employees' decision to leave and join other organisation is a constant is contingent on many variables such as work design, emotional trauma, location and organisational politics emanating from organisational policies, environmental factors, personal factors as well as organisational policies are the basic components of labour turnover among employees.

The results have implication for the two-theory factor of Herzagon which underpins this paper that indicated that that hygiene factors may cause job dissatisfaction and could influence employees to leave their job and search for a new one.

Conclusion and Policy Recommendations

The study was conducted to examine factors influencing employee turnover and job satisfaction among lectures in the institutions of higher learning. The objective was to examine the relationship between job satisfaction and turnover and secondly to investigate factors influencing employees to quit their jobs using the cross-sectional design and the quantitative research strategy. The study findings suggest that the relationship between job satisfaction and turnover is statistically significant. Secondly, there was also an association between factors influencing turnover and job satisfaction. The study recommends that strategies must be adopted to prevent the exodus of lecturers from our higher institutions of learning.

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Competing interest

Authors declare no competing interest

Ethical approval

The ethical issues were seriously taken into consideration in the course of conducting this research. Participants were provided with consent form to fill voluntarily and anybody who decided not to be part of the study was not coerced to do so. Anonymity and confidentiality of information given by participants was also duly ensured.

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