



# The Relationship between Job Satisfaction and Turnover Intentions among Faculty Members in Ethiopian Higher Education Institutions

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## ABSTRACT

The main objective of this study was to investigate the relationship between job satisfaction and turnover intentions among faculty members in Ethiopian public higher education institutions. A quantitative correlational survey design was employed, and a total of 382 participants were selected through stratified random sampling from five universities of Ethiopian public higher education institutions. To analyze the data, a descriptive approach was used to summarize the findings, while inferential analysis involved correlation and multiple regressions to examine the associations between the variables. The results showed that both intrinsic and extrinsic job satisfaction were significantly associated with turnover intentions. From this finding, it is recommended that the university administration, in collaboration with the Ministry of Education (MoE), takes appropriate measures to ensure that faculty members receive adequate intrinsic and extrinsic job rewards. This will contribute to higher job satisfaction and reduce turnover intentions among academic staff. By addressing these factors, the institutions can retain their valuable workforce.

## ABSTRAK

Tujuan utama dari penelitian ini adalah untuk meneliti hubungan antara kepuasan kerja dan niat berpindah pada para dosen di lembaga pendidikan tinggi di negara Ethiopia. Penelitian ini merupakan penelitian kuantitatif dengan desain survei korelasional dan total 382 partisipan dipilih melalui teknik *stratified random sampling* dari lima lembaga pendidikan tinggi publik Ethiopia. Untuk menganalisis data, pendekatan statistik deskriptif digunakan untuk meringkas temuan, sedangkan analisis inferensial mencakup korelasi dan regresi berganda untuk menguji hubungan antar variabel. Hasil penelitian menunjukkan bahwa kepuasan kerja intrinsik dan ekstrinsik secara signifikan berhubungan dengan niat berpindah. Dari temuan ini, direkomendasikan bahwa pihak pimpinan universitas, bekerja sama dengan Kementerian Pendidikan (MoE), mengambil langkah-langkah yang tepat untuk memastikan bahwa dosen menerima penghargaan pekerjaan intrinsik dan ekstrinsik yang memadai. Hal ini akan memberikan kontribusi untuk kepuasan kerja yang lebih tinggi dan mengurangi niat berpindah di kalangan para dosen. Dengan mengatasi faktor-faktor psikologis ini, institusi dapat mempertahankan tenaga kerja mereka yang berharga.

## Introduction

Organizations have been greatly influenced by numerous motivation theories in managing their employees and cultivating a motivated workforce. These theories aim to explain the reasons behind people's behavior and provide guidance on factors and strategies that can maximize employee job engagement (Armstrong, 2006). Additionally, many motivation theories have sought to elucidate the concept of job satisfaction and its impact. The literature suggests that job satisfaction is intricately linked to motivation theories. Consequently, the success of any organization largely

depends on the motivation levels of its personnel (Peerbhai, 2005). Motivated employees demonstrate a higher level of commitment to their jobs and organizations. When employees are highly motivated, it leads to enhanced performance and reduced turnover, ultimately contributing to the overall success of the organization. Therefore, it becomes crucial for organizations to foster an environment that nurtures employee motivation, as it directly contributes to organizational achievement. Ultimately, individuals can only experience motivation when they find satisfaction in the content of their current job.

According to Herzberg, pleasure elements are the ones associated with the character of the job and the incentives that come from the implementation of job; for example, the process itself, and the possibilities it affords for achievement, advancement, reputation of achievement, and responsibility (Truell, 1998). In contrast, dissatisfaction elements (hygiene elements) are related to the individual's courting to the situations or surroundings. These encompass salary, supervision, interpersonal relations, operating conditions, organizational coverage and control, the control fashion of the supervisor, and process security. Hygiene elements are similar to Maslow's bottom order of needs. These are regulations and practices, remuneration, benefits, and running conditions. Improving those elements might also additionally lower activity dissatisfaction and, accordingly growth motivation. Dissatisfaction is the end result of insufficient hygiene elements, however on the equal time; hygiene elements do now no longer always cause satisfaction. Hygiene elements want to be tackled, after which motivators can follow, and earnings is a bottom order need or a hygiene element and as such cannot cause authentic activity satisfaction (referred to in Schultz et al., 2003).

Employee turnover is studied specifically in businesses by Shaw et al., (1998). However, there may be no popular cause why employees want to resign. Employee turnover is the rotation of personnel throughout the industry; amongst firms, jobs, and occupations; and some of the states of employment and unemployment. The term "turnover" is described by Price (2001) because the ratio of the variety of organizational contributors who left at some point of the real time being considered divided by the number of employees remaining at the firm. Turnover amongst personnel is one in every of the largest demanding situations for any corporation and feature a long way lasting effects. It has been visible as a severe issue, specifically in better training institution (Hassan, 2014). Employee turnover turns out to be a first-rate problem for plenty of businesses these days, and excessive worker turnover has a devastating impact on a company, specifically if the misplaced personnel are excessive performers (Hassan, 2014). Ethiopian public better training establishments are criticized for the running surroundings like insufficient provision of intrinsic and extrinsic rewards to meet teachers needs; insufficient provision of facilities, promotion/increase possibilities; monetary benefits, and terrible control are a number of the elements related to negative emotions of personnel (Anteneh, 2016). Tesfaye (2011) observed vulnerability to mind drain among higher education institutions in Ethiopia suggested that employees at the institution faced various conditions, dissatisfaction with administration, and difficulty to get job promotion.

Ministry of Education (2006), in its evaluation, additionally laments that HEIs are not appropriate for innovation, characterized with the aid of using excessive attrition in their team of workers, constrained of their instructional freedom, and complete of disgruntled team of workers that is immediately associated with team of workers pride and organizational dedication to instructional team of workers. Moreover, a study among DDU employers revealed that job satisfaction level was almost 40% (Daniel et al., 2017) which is considered low. In Mulubran's (2014) study on academic staff turnover intentions and the moderating effect of gender at Haramaya University, it was found that the overall satisfaction level among academic staff was low. However, the level of commitment in the university was moderate for both male and female staff. Other studies have also indicated a positive and significant relationship between job satisfaction and organizational commitment. For instance, Samuel (2012) investigated job satisfaction and employee turnover intentions at Total Nigeria Plc. in Lagos state. The study focused on satisfaction with pay, nature of work, and supervision as three aspects of job satisfaction that impact employee turnover

intention. Therefore, examining turnover intention in relation to job satisfaction among academic staff is crucial, particularly as these relationships have not been well conceptualized, especially within the context of Ethiopian Higher Education Institutions.

Herzberg's theory serves as a foundation for studying job satisfaction, distinguishing motivators and hygiene factors that influence job satisfaction and dissatisfaction. Motivators include achievement, recognition, responsibility, advancement, and growth, while hygiene factors encompass policies, supervision, interpersonal relations, work conditions, and salaries (Herzberg, 1966, as cited in Colin, 2013). Mar (2013) found that increased turnover intention led to employee dissatisfaction with company policies and their supervisors' treatment. Similarly, a related study in a call center environment revealed correlations between employee job satisfaction, job dissatisfaction, and turnover intentions. Fitzpatrick, Campo, and Gacki-Smith (2014) discovered that job dissatisfaction was a significant reason for emergency nurses intending to leave their positions. While previous research has not specifically focused on higher education institutions, one can draw upon previous scholarly findings by applying Herzberg's two-factor theory (satisfiers and dissatisfiers) to examine employee turnover intentions. Consequently, it is reasonable to explore the impact of the independent variables (job satisfiers and dissatisfiers).

Despite the extensive research on job satisfaction and turnover intentions, there is a notable research gap in the specific context of Ethiopian HEIs. While some studies have examined turnover intentions and job satisfaction in other industries and countries, there is a lack of research focusing on the unique characteristics and challenges faced by employees within Ethiopian HEIs. Thus, the present study aimed to explore the relationship between job satisfaction and turnover intentions among employees in Ethiopian HEIs. This study is expected to contribute to the existing literature on job satisfaction and turnover intentions while offering practical implications for Ethiopian HEIs to effectively manage their human resources and improve organizational outcomes.

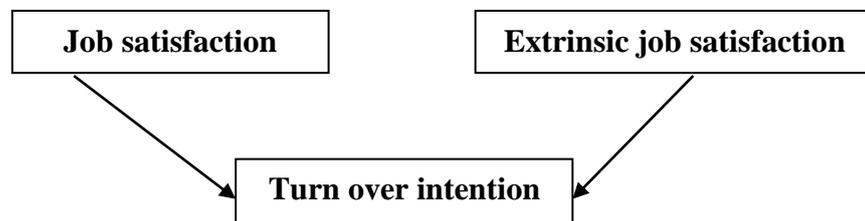


Figure 1. Self-made conceptual framework

## Method

### *Design and procedures*

The research utilized a quantitative correlational design to examine the relationship between numerical measures and constructs. This design was chosen because it allows researchers to determine the impact of various variables on the outcome and provides the opportunity to predict and explain relationships between variables (Creswell, 2003). In this correlational study, researchers employed correlation statistical tests to measure and describe the degree of association or relationship between multiple variables or sets of ratings. The study primarily collected empirical data through closed-ended questionnaires administered to academic staff members. These questionnaires enabled the ranking of variables and the assessment of respondents' perceptions. Data was gathered from academic staff members in Ethiopian public higher education institutions who self-administered the questionnaires. Ethical standards were followed throughout the study, with procedures conducted in accordance with the guidelines of the institutional and/or national

research committee, as well as the principles outlined in the 1964 Helsinki Declaration and its subsequent amendments. Informed consent was obtained from all participants of the study.

**Participants**

There are about 45 government-owned public universities in Ethiopia. Thus, five HEIs from government-owned universities were included in the study using a stratified proportional sampling technique. Accordingly, one university from 'old' i.e., those that have many years of operation (referred to as first generation universities) and two universities from medium range years of operation and two higher education institutions from newly established (third and fourth generation universities) were included in the study respectively. Thus, Oda Bultum, Kebiri Dehar, Haramaya, Jigjiga, and Dire dawa universities were included in the study area. To this end, from the target population, the sample population will be selected using a stratified proportional sampling technique to choose colleges and departments respectively using Yemane's (in Ashenafi, 2021). Accordingly, from the total population of 8585 about 382 participants were included in the formula. Details of demographic data of the participants are explained in Table 1.

**Table 1.** Demographic characteristics of the participants

Variables	N	%
Gender		
Female	293	81.2
Male	68	18.2
Age		
25-30	222	61.5
31-35	69	19.1
36-40	19	5.3
41-45	24	6.6
46-50	13	3.6
51-55	3	0.8
Over 55	11	3.0
Education		
GAI	16	44
GAII	29	54
Lecturer	293	
PhD/ Assistant Professor	23	6
Years of Experience		
1-3	30	56.0
4-5	8	2.3
6-7	56	15.5
Above 7	95	26.2

**Measurement**

External factors measured are company policies, social conditions, compensation, control techniques, human relations controls, working conditions, personnel and safety. The MSQ has been widely used in research to advise on further research and generate data on job satisfaction ratios. The 1977 version corrected this by shifting the reply options to "very dissatisfied," "dissatisfied," "neutral," "satisfied," and "very satisfied." Therefore, the (1977) type is suggested for forecasting and comparative research within organizations (Weiss et al. cited in Guyo, 2021).

The scale of intention includes three items. These are adapted from the Michigan Organizational Assessment Questionnaire (MOAQ). The choice of the turnover scale used in this study is not based on a specific preference, but mostly on the reported reliability values (Cronbach's  $\alpha = 0.87$ ) and based on the approach to be in line with some of the aforementioned formulations of the items of previous researchers. Horn & Griffeth (1991) argue that the MOAQ turnover intention

subscale represents distinct withdrawal cognitions: intentions to quit; search intentions and thoughts of quitting. Responses of the questionnaires were based on a six-point Likert scale and ranged from one (total disagreement) to six (total agreement). Furthermore, Buitendach & Rothmann (2009) showed Cronbach's  $\alpha$  of reliability coefficients for the extrinsic, intrinsic, and general scales respectively were 0.82, 0.79, and 0.86. This means that respondents had been capable of apprehend to fill the questionnaires. As cautioned with the aid of using Burg-Brown (2016), a coefficient among 0.70 and 1.0 is typically taken into consideration internally consistent. Although the tool turned into examined with the aid of using distinct researchers, it turned into examined once more that it really works with inside the context of the examine location earlier than it turned into absolutely used at Oda Bultum University, which is not part of the study area.

### *Data Analysis*

The raw data will be checked before and after it was entered into the data file. During the data collection process, it was checked whether the participant marked their questionnaires appropriately and if there are double answers to have clear and consistent information before it will be entered into a data file. Moreover, data cleaning will be undertaken if there will be double coding. Minimum and maximum values for each variable will be also examined using the descriptive output and the allowable range of values. Among the inferential statistics, Pearson correlation analysis will be used to evaluate the link among satisfaction (intrinsic and extrinsic) in addition to employee turnover intention. Stepwise multiple regression was also used to examine the extent effect of job satisfaction and academic staff turnover intention.

### **Results**

To achieve this total of 382 questionnaires were distributed to collect primary data from respondents, out of which 361 (94.5%) were returned and analyzed. The correlation between internal job satisfaction and external job satisfaction were small to moderate. The result of the analysis found at the assumption of multicollinearity was not violated. We also tested outliers, normality, linearity, equal severities, and independence of the residuals. The existence of the outlier was examined using the histogram. The descriptive data for general job satisfaction questionnaire was  $M = 2.9$ ,  $SD = 0.76$ , while for turnover intention was  $M = 3.1$ ,  $SD = 1.2$ . This indicated turnover intentions of the participants are slightly the higher when it is compared with the job satisfaction of the academic staff. The correlation coefficients are interpreted as coefficients ranging from 0.10 to 0.28 were considered small effects, the ones from .28 to .49 are categorized as medium effects, and more than .49 were large effects. The two-tailed Pearson correlation, indicated the  $p$ -value was less than the alpha i.e. 0.00 ( $p < 0.01$ ) for IJS, EJS and general job satisfaction with turn over intentions, indicating significant but negative relationship between TOI and IJS, EJS GJS. The Pearson correlation coefficient ( $r$ ) was 0.38, -0.28 and 0.37 showing a moderate strength effect size of TOI and IJS, EJS and GJS respectively.

#### *The effect of EJS and IJS on TOI*

The result revealed turnover intention is significantly explained by job satisfaction, both extrinsic and intrinsic ( $R^2 = .14$ ,  $F(2, 356) = 28.31$ ,  $p < .01$ ). Thus, about 14% of the variance in turnover intention was explained by Table 2 provides result of regression analysis of each independent variable.

**Table 2.** Multiple regression analysis for turnover intention

Predictors	B	SE	$\beta$	$t$	$p$
IJS	-.449	.108	-.334	-4.502	.016
EJS	-.561	.109	-.346	-5.142	.000

As indicated, the result of Unstandardized Coefficients indicated both intrinsic motivators and

extrinsic motivators significantly predict TOI ( $P < .001$ ). As of  $\beta$  value IJS (-0.45) shows a single-unit increase within intrinsic job satisfaction the turnover intention of the academic staff will be decreased by 45 units. Similarly, the  $\beta$  coefficient for EJS (0.56) indicates a one-unit increase in intrinsic job satisfaction the turnover intention of the academic staff will be decreased by 56 units. Thus, the researcher rejected the null hypothesis  $H_0$  and accepts the alternative hypothesis.

## Discussion

The present study aimed to determine the relationship between job satisfaction and turnover intentions among employees of Ethiopian Higher Education Institutions. This study found that both extrinsic and intrinsic job satisfaction (JS) have a significant effect turnover intention. Furthermore, the outcomes of descriptive data revealed that JS level is at a "medium" level. Previous researches have additionally pinpointed that JS level among faculty members has been now no longer high (Weaver, 2006; Schultz, 2003). However, employees with excessive JS has a lesser tendency in the direction of absenteeism and resignation even as they have better organizational citizenship mindset and well-known lifestyles satisfaction. JS affect the organizational conditions, while mental and bodily fitness will increase employees' self-reliance, morale, and attitudes that eventually lead to better performance and productivity (Mathieu, 1990).

In this study, more participants agreed that they have the intent to leave their institution. Unlike actual turnover, the turnover purpose is not explicit, and intentions can be understood as a statement about a particular behavior of interest. Since its miles, are a right away precursor to actual turnover, an worker's desire to surrender an company is an unwanted final results for the establishments and the worker because it influences each of them in lots of ways. Understanding the predictors of job satisfaction, specifically employee job satisfaction, is crucial to minimize its negative impact on the performance of higher education institutions. This finding aligns with previous studies by UIndag et al. (2011) and Chalim (2018), which also demonstrated a negative association between job satisfaction and turnover intention. The correlation matrix in this study further supports this negative relationship. Additionally, research by De Witte (2005) on multinational companies concluded that job satisfaction and turnover intention are negatively correlated, with turnover intention significantly affecting job satisfaction and vice versa. These findings emphasize the importance of addressing turnover intention and promoting job satisfaction to create a more productive and content workforce in higher education institutions. The finding indicated negative relationship between turnover intentions and job satisfaction. TOI were weakly associated with OC. The widespread impact of turnover intentions is in line with Ali and Baloch's research (2010), who found a negative relationship between job satisfaction and turnover intentions. When personnel have excessive job satisfaction, the tendency to quit jobs would decrease. They additionally show the life of negative relationship among the two variables.

The fourth educational sector development plan is intended for poverty reduction with a view to turning Ethiopia into a middle-income country by the year 2025. This would be realized by qualified, motivated, and innovative academicians who produce advanced and relevant knowledge for socio-economic development. The descriptive statistics finding disclosed that the turnover intent of academic staff is high when compared to job satisfaction. Besides, the Pearson correlation coefficient and unstandardized regression coefficient result depicted the category of job pride of the teachers negatively affects the overall turnover intention of academic staff. Job satisfaction is a very essential element to retain the academic staff for the overall performance of Higher education Institutions. Thus, this study provides significant insights into identifying the extent of the two factors of job satisfaction and their influence on academic staff turnover intention.

Besides, University administrators in collaboration with the Ministry of Education need to take essential measures for the top of the line provision of intrinsic and extrinsic activity rewards (good reimbursement and economic advantages, a smooth and useful resource complete

environment, and respectful supervision) to make their middle group of workers quite happy and dedicated teachers personnel to gain the advantages of stepped forward work behavior. Hence, different research found out that quite happy personnel have a tendency to be greater dedicated to an organization, and personnel who are happy and dedicated are more likely to decide to work, live in the institutions, be on time, carry out well, and interact in behaviors beneficial to the organization. Thus, it is far viable to indicate that an attempt made to develop educational staff activity pleasure in every aspect is an attempt made to hold the academic staff of their workplace. Moreover, this locating need to be taken significantly with the aid of the university administration, due to the fact educational personnel who exhibit slight or low activity pleasure will result in high turnover intention. Therefore, any initiative those objectives to hold personnel should first deal with the want to increase worker pleasure. Besides, this studies locating will make contributions to improvement of Ethiopian better education institutions, policymakers, and potential researchers who need to make contributions greater to associated issues.

## Conclusion

The findings of the present study provide valuable insights into the relationship between job satisfaction and turnover intentions among employees in Ethiopian Higher Education Institutions. Both extrinsic and intrinsic job satisfaction were found to have a significant impact on turnover intention. This implies that employees who experience higher levels of job satisfaction are less likely to have intentions to leave their current positions. To complementing this quantitative study, future works using qualitative approach, such as interviews or focus groups, can offer a more comprehensive exploration of the factors influencing job satisfaction and turnover intentions. Qualitative research can uncover individual experiences, perceptions, and underlying reasons behind employees' job satisfaction and intentions to leave their positions.

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## Conflict of Interest

The author declares that he has no conflict of interest.

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