

Relationship Between Job Satisfaction, Organisational Commitment and Turnover Intention Among Health Workers in Two Selected Local Government Areas of Ogun State, Nigeria

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Abstract

The level of satisfaction individuals get from their jobs is related to the desires to commit oneself to such a job and organisation as well as to how they feel in the desires to either maintain that particular job or to leave the organisation altogether. The study examined the relationship between job satisfaction, organisational commitment, and turnover intentions among health workers (comprising of selected nurses, laboratory technicians, and hospital attendants), their basic demographic context with inclusion and exclusion criteria in Two Selected Local Government Areas in Ogun State. 150 participants took part in the study comprising 17 males and 133 females. The study made use of the Minnesota Satisfaction Question – Short Form (MSQ-SF), the Organisational Commitment Questionnaire (OCQ) and the Turnover Intention Scale. The result revealed a significant relationship between job satisfaction and organisational commitment ($r = .316$, $R = .316$, $p > .05$). The result also revealed that a significant relationship existed between job satisfaction and turnover intentions among health workers in the selected local government areas. ($r = -.016$, $R = -.016$, $p > .05$). Also, there was

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no significant relationship between organisational commitment and job satisfaction ($r = .098$, $R = -.014$, $p > .05$). It was recommended that employees should be given the opportunity to contribute their own thoughts and independent judgments to the way work is scheduled and organized, because when their work is regarded as meaningful and productive, and when they experience a great degree of autonomy in the performance of their duties and responsibilities, this will improve how they feel about the organization, how satisfied they are, and this will in turn lessen the ambitions of wanting to leave their jobs for other alternatives.

Keywords: commitment, health workers, intention, turnover, organisation, satisfaction

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Introduction

The employees of every organisation are vital and valuable assets to their organisations and if we narrow it down to the healthcare sector, they are very crucial to help maintain the health of citizens within a particular community, state, or nation, and because of their very obvious importance, their satisfaction with their jobs whilst they are at it is very important to the success or otherwise of the health sector of such conglomerate of individuals. It is assumed that if the employees and their interests are not managed properly, such group of employees might lack the enthusiasm required for their work and may choose to resign or leave the workplace.

In the words of Mete & Sökmen (2017), turnover intention is considered a conscious and deliberate desire to leave an organisation within the near future and considered the last part of a sequence in the withdrawal cognition process. It was further opined that the thoughts of quitting, the intention to search

for job in another place, and the intention to quit are three key elements that exist within the withdrawal cognition process that an individual wanting to quit his/her job goes through.

Individuals start their actual activities of leaving their jobs from the point of nursing the thoughts of leaving the job, possibly because of the experiences of the job arising from perceptions from personal and organisational perspectives possibly in terms of perceiving some discomfort, injustice, or a desire for better career progression and advancement. This is then followed by the overt and covert plans to search for alternative employment away from the organisation. This comes in the form of evaluation and comparisons of the offers from the current job vis-à-vis the offers from the alternative employment being sought. On completion of the evaluations, the individual would then decide to leave the organisation altogether based on the analysis of what they can obtain from the current job and the expectations from the new job which will also involve considerations for their family, the opportunities for career development, and the achievement of personal objectives.

Organisational cost is incurred when employees quit their jobs, because there will be subsequent replacement of personnel, moving current employees across departments, conducting new recruitment exercises, training of new recruits, and general administrative costs are significantly increased in organisations that experience a high level of turnover. The thoughts about quitting one's job may relate to outcomes such as lower job satisfaction and engagement and sometimes those who nurse these thoughts may actually not turnover and quit their jobs because they possibly lack alternative employments, maybe they have reevaluated the situations or are not willing to take such risks at that point in time due to familial and economic concerns.

The studies of Rahman, Muis, & Naiem (2019) as well as Wibowo, Berniyanti, & Sunariani (2017) tended in positing that in the hospital settings, employee turnover can affect the individual and

organizational performance within the hospitals coming with huge costs and implications. These costs could be significant in the value generated from and expended on activities such as recruitment, training, and those incurred to cope with organizational changes arising from such turnover because employees who have understood the operations of the hospital may be difficult to replace.

Varshney (2014) proposed that the intention to leave an organization can be voluntary or involuntary. It is voluntary when employees decide to leave their current organisations by themselves and this means that such employees may have found much better opportunities in other organisations that they consider much better than those of their current organisations, or they simply cannot cope with the situation any longer. It is involuntary when it is their organization who are no longer satisfied with their current state of performance and decides to let go of them.

Whilst understanding the connections between the turnover intentions and the actual turnover, having to understand their intentions to quit can be a pointer to observe if there are feelings of dissatisfaction by the employees either towards their jobs or the organisation, and these pointers are important to be noticed by employers, executives, and management personnel to be able to identify the immediate and remote causes of such intentions with strategies aimed at reducing such costly turnovers.

An individual can therefore nurse turnover ambitions which can be described as follows: (a) *unpreventable/unavoidable turnover*; which is the situation that arise due to family issues, personal issues, illnesses that will limit the prospect of continuity on the job, or retirement (b) *desired turnover*; which is the express willingness of the employee to leave the job for a more satisfactory one, and (c) *undesirable turnover*; which is the employee leaving the organization based on perceived lack of social support, ineffective communication, poor or bad leadership, organizational conflicts,

and other vices within the organization that he/she may no longer feel comfortable with.

Organisational commitment can be defined as the relative strength of an individual's identification with, and involvement in, a particular organisation (Mowday, Steers, & Porter, 1979). Commitment serves much more than just being loyal to an organisation. It connotes an active relationship of mutual concerns between the employee and an organisation in which the employee is willing to go above and beyond the call of duty, in giving something of themselves for the betterment of their organisation. Here, commitment is not just expressed by beliefs and opinions alone but by the actions engaged in for and on behalf of the organisation. According to Mowday, Steers, & Porter (1979), organisational commitment possesses three characteristics: a strong belief in, and acceptance of, the organisation's goals and values; (b) a willingness to exert considerable effort on behalf of the organisation; and (c) a strong desire to maintain membership in the organisation.

In another light, organisational commitment is the degree of attachment and loyalty felt by individual employees to the organisation and also suggested that organisational commitment refers to the extent of psychological or dedication off oneself towards the whole organisation and it might change the behaviour of employees (Lambert, Hogan, & Griffin, 2013).

Commitment to the organisation is fueled by the desire to consider the organisation as somewhere to be, somewhere to thrive, and somewhere to defend, if need be, in terms of conversing with individuals who are external to the organisation. It helps shape a worker's orientation to wish and want the best for the organisation, to see the work as a noble cause, and to see that he/she is, through that work, contributing meaningfully to the betterment and advancement of the society, whilst living a productive and fulfilled life.

The satisfaction an individual gets from his or her job is as a result of how an individual perceives and evaluates their job which is influenced by their needs, values, and expectations, which in their own eyes are considered important to them. Job satisfaction may come from the evaluation of various organisational indices which include but not limited to pay, organisational culture, working conditions, supervision given or received, relationship with others at work, opportunities for career advancement and the overall climate within the organisation.

Job satisfaction may come as a result of the perception and evaluation that individuals have about their jobs which are influenced by their own personality, needs, expectations, and value systems which are important to them in shaping those perceptions and valuations. According to Mumin and Iddrisu, (2022), employee job satisfaction is of utmost importance to stimulating and sustaining the interest of the individual in order to prevent employee turnover.

These personal and organisational factors have the tendency to cause emotional reactions that can affect the commitment of the employees within the organisation. An understanding of these factors and variables within a job will help in the better understanding of those things that produce feelings of satisfaction or dissatisfaction with one's job which will contribute significantly to the areas in which the management can look for improvement in order to raise employee retention that will help keep the best and reliable hands for the organisation. This position is in line with the research by Akinyomi (2016) who listed poor work environment and poor salary packages as part of the factors that cause employee turnover and these factors as well those highlighted earlier are contributory to the feelings of job satisfaction an individual will experience while in their workplace.

When individuals are happy and satisfied in their workplaces and with their workplaces, the desire to leave such an organisation will be reduced. This is also coupled with the fact that if such workers

experience career progression and positive changes in the life of the organisation as well as their own personal lives, it helps to embolden their desires to continue with the organisation for the foreseeable future. There are higher chances that those who enjoy working for their organisations not just for remuneration but also for personal upliftment will have a stronger connection with such organisation and show greater commitment than those who don't.

Health workers are important building blocks in the health system of any country, let alone Nigeria, a developing nation, without which sustainable national efforts to achieve the intended goals of the society will be in futility. The decisions of health workers either to stay or leave their jobs stem from a number of factors included but not limited to a number of individual, organisational, and job-related factors. Factors such as job satisfaction, nature of work, working conditions, autonomy, supervision, organisational commitment, demographic and personal characteristics are key determinants or influencers of the intentions of health workers, and in this study specifically, nurses, to stay on in their jobs.

Having instability in the staffing protocol of healthcare organisations could lead to some negative consequences such as the loss of valuable knowledge and expertise of personnel, costs of recruitment and retraining of new employees as well as reduction in overall performance and productivity. In addition, it disrupts the performance and morale of the remaining staff and increases their workload, resulting in additional burdens. Moreover, the quality of health care services would be compromised leading to unfavorable patient outcomes (Hayes, O'Brien-Pallas, & Duffield, 2012).

Statement of the Problem

When there is turnover within any organisation, it usually comes with some negative consequences. The negative consequences for the organisation include but is not limited to the incurring of personnel costs of recruitment and training of new employees to at least be able to cope with the void created, loss of employees who

are high performers, as well as decreased motivation for those who remained in the organisation who have felt connected with those who left. The negative consequences for the employee who has chosen to move on could include loss of seniority or promotion potentials, disruption of family stability and existing family protocols and practices, and the stress associated with transitioning from one job/location to a completely new one. Either way, the employers and employees will experience significant changes as a result of employees nursing and eventually carrying out turnover intentions.

Mbah and Ikemefuna (2012) see job satisfaction as the degree of needs satisfaction that is derived from and or experienced on the job. They added that the ability of employees in an organisation's aspirations, feeling happy doing their job with the hope that their needs will be achieved. The view is that job satisfaction is a general attitude towards an individual's job and the perceptions individuals have about the difference between the amount of reward they receive for the work done and the amount they perceive they should have received. This perception could then drive the notion within them of whether they feel they are being compensated enough for the effort exerted on the behalf of the organisation and lead either to feelings of satisfaction or otherwise.

If employees are not satisfied with their job, this may lead to the weakness of the organisational commitment and organisational commitment of employees gradually weakened before they actually turnover. If employees have low levels of commitment to the organisation, they may have negative work-related attitudes and behaviours which includes absenteeism, presenteeism, reduced performance, or disloyalty which may lead to turnover intentions.

The desire to maintain a healthy family life, to achieve personal goals and ambitions, to align with the values and objectives of the organisation as well as other personal interests drive the desires of health workers to seek for job satisfaction in their workplace,

commit their all – energy, time, resources, talents, skills – to the care and maintenance of the health of ailing members of the public, and in the process have lowered intentions to quit, either to outside of the organisation or even outside the country. As this is the case in recent times in Nigeria, where health workers seek greener pastures in foreign countries who seek the entry and contributions of expatriate health workers from countries like Nigeria.

This study therefore is an attempt at looking at certain issues within the health sector because as good as the health policy reforms may be, such policies and ambitious drives may not bring the expected outcome if the employees who are expected to carry out policies to maintain and improve the health sector are constantly thinking of quitting their jobs, with some even making plans to relocate outside of the country in search of greener pastures as have been witnessed in the last few years. The present study therefore investigates the relationship between job satisfaction, organisational commitments and turnover intentions among health workers in Two Selected Local Government Areas of Ogun State, Nigeria with a view for better understanding of these indices and to help shape conversations around the possible intentions of health workers to quit their jobs as well as well as how satisfied they are with their jobs which can also relate to the level of commitment they show to their workplaces in this case, the various health establishments in the Nigerian health sector.

Research Questions

The following research questions will be answered in the course of this study.

1. Will there be a relationship between job satisfaction and organisational commitment among health workers in the selected local government areas?
2. Will there be a relationship between job satisfaction and turnover intention among health workers in the selected local government areas?

3. Will there be a relationship between organisational commitment and turnover intention among health workers in the selected local government areas?

Research Hypotheses

The hypotheses postulated for testing in this research are as follows:

1. There will be a significant relationship between job satisfaction and organisational commitment among workers in the selected local government areas
2. There will be a significant relationship between job satisfaction and turnover intention among health workers in the selected local government areas.
3. There will be a significant relationship between organisational commitment and turnover intentions among health workers in the selected local government areas.

Methodology

Research Design

This study adopted a descriptive research design. The aim is to find the relationship between job satisfaction, organisational commitment and employee turnover intentions; the variables investigated in the study are job satisfaction, organisational commitment and turnover intentions. The target population for this study was the entire staff and workers of selected Government Health Centres within Two Selected Local Government Areas of Ogun State Nigeria which are Ijebu-Ode and Ijebu North Local Government Areas. For the purpose of this study, one hundred and fifty (150) respondents were sampled from the whole population. The sampling technique adopted for this study included probability sampling; of which stratified and convenience sampling were selected.

In order to gather relevant data for the study, the questionnaire sought responses on the socio-demographic characteristics of the respondents which consisted of information like age, gender, marital status, Religion, department in the organisation, and length of service. It also elicited responses on employee job satisfaction, using the twenty (20) items Minnesota satisfaction Questionnaire-Short form (MSQ-SF), developed by (Weiss, Renee, & George, 1967), on organisational commitment, using the fifteen (15) items Organisational Commitment Questionnaire (OCQ) developed by (Mowday, Steers, and Porter, 1979), and on the turnover intention using the 8 items turnover intention scale development by Dress and Shaw (2001). The research instruments were used in the language in which it was developed which is English.

Procedure

Questionnaires were administered to respondents, within the organisations. Respondents were asked not to write their names on the questionnaire so that information obtained remained completely anonymously. The respondents were approached in one-on-one conversation by the researcher; the participants were briefed on the purpose of the questionnaire and the instructions on how to go about the filling; also the participants were assured of the information supplied to be treated with utmost confidentiality. Approval was gotten from the leadership of these various health centres who gave their staff permission to respond to the questionnaires given to them. There was a review of the research purposes and assurances were given of the full protection of the rights of the study respondents.

The limitations of the study are as follows. (a) it used a limited number of occupations within the healthcare sector, and (b) it was done within two local government areas within the state. Further studies in this area can be extended to other categories of occupations within the healthcare system as well an increase in the sample size to be able to generate wider possibilities and generalizations

Results

This section presents the descriptive analysis of the socio-demographic characteristics of the respondents that participated in the study. 150 distributed questionnaires were duly filled and returned for further analysis. The section also presents the testing of the hypothesis postulated for the study.

Descriptive Analysis of the Socio-Demographic Characteristics of Respondents

Table 1: Socio Demographic Analysis of Respondents

Variables	Category	Frequency	Percentage
Sample	Total Number	150	100
Gender	Male	17	11.3
	Female	133	88.7
Age	21-25	19	12.7
	26-30	42	28
	31-35	41	27.3
	36-40	26	17.3
	41-45	6	4
	46-50	8	5.3
	51 and above	8	5.3
Marital Status	Single	91	60.7
	Married	59	39.4
Religion	Muslim	30	20
	Christianity	120	80
Length of Service	Below 5 years	75	50
	6 -10 years	52	34.7
	11 -15 years	14	9.3
	16 years and above	9	6

Table 1 presented the analysis of the respondents’ socio-demographic characteristics. It was revealed that 150 respondents took part in the study, 17 (11.3%) are males while 133(88.7%) are females. 19 of the respondents were between the ages of 21-25 (12.7%), 42 were in the age range of 26-30 years of age (28.0%),

41 were 31-35 years (27.3%), 26 were 36-40 years (17.3%), 6 were 41-45 years (4.0%), 8 were 46-50 years old (5.3%) and also 8 respondents were 51 years and above (5.3%). The table also revealed that 91(60.7%) are single, and 59(39.3%) are married, while 120 (80.0%) are Christian, and 30(20.0%) were Muslims. Also it shows that 75(50.0%) of the respondents have worked within the 5 years, 52(34.7%), 14(9.3%), and 9(6.0%) have worked within the length of service of 6-10 years, 11-15 years, and 16 years above respectively.

Test of Hypothesis

Hypothesis one

Hypothesis One which states that *there will be a significant relationship between job satisfaction and organisational commitment among workers in the two selected local government areas*. The hypothesis was tested using the correlation method, and the result is presented in Table 2 below.

Table 2: Summary table of correlation showing the relationship between job satisfaction and organisational commitment

Variables	N	X	SD	DF	R	Sig	P
Job Satisfaction	150	68.39	11.78	148	.316	.001	>.05
Organisational Commitment	150	44.91	12.80				

Source: Researchers' Field Study

The result in Table 2 showed that there is a significant relationship between job satisfaction and organisational commitment ($r = (148)$, $R = .316$, $p > .05$). Therefore, the hypothesis which state that there will be a significant relationship between job satisfaction and organisational commitment among health workers in the two selected local government areas is accepted.

Hypothesis Two

Hypothesis two which states that *there will be a significant relationship between job satisfaction and turnover intention among health workers in the two selected local government areas*. The hypothesis was tested using correlation method, and the result is presented in Table 3 below.

Table 3: Summary table of correlation showing the relationship between job satisfaction and turnover intentions

Variables	N	X	SD	DF	R	Sig	P
Job Satisfaction	150	68.39	11.78	148	-.016	.843	>.05
Turnover Intentions	150	21.20	5.95				

Source: Researchers' Field Study

The result presented in table 3 revealed that there is no significant relationship between job satisfaction and turnover intentions among health workers in Two Selected Local Government Areas. ($r = (148)$, $R = -.016$, $p > .05$). Therefore, the hypothesis two which states that there will be a significant relationship between job satisfaction and turnover intention among health workers in the two selected local government areas is rejected.

Hypothesis Three

Hypothesis three which states that *there will be a significant relationship between organisational commitment and turnover intentions among health workers in the two selected local government areas*. The hypothesis was tested using correlation method, and the result is presented in Table 4 below.

Table 4: Summary table of correlation showing the relationship between organisational commitment and turnover intention

Variables	N	X	SD	DF	R	Sig	P
Organisational Commitment	150	44.91	12.80	148	-.014	.869	>.05
Turnover Intentions	150	21.20	5.95				

Source: Researchers' Field Study

The result presented in the table 4 revealed that there was no significant relationship between organisational commitment and job satisfaction ($r = .098$, $R = -.014$, $p > .05$). Therefore, the hypothesis which state that there will be a significant relationship between organisational commitment and turnover intentions among health workers in the two selected local government areas is rejected.

Discussion of Findings

The findings of this study examined the relationship between job satisfaction, organisational commitment and turnover intentions among health workers in the two selected local government areas of Ogun State, Nigeria. It shows that of the total number of respondents took part in the study, the higher percentage fall within the females with 88.7% as it is customary to find a greater number of women practising as nurses in the Nigerian society. The findings of the study were made using the nurses of two selected general hospitals in Ogun State, which are Ijebu Ode Local Government Area and Two Selected Local Government Areas respectively.

Hypothesis one which state that there will be a significant relationship between job satisfaction and organisational commitment among health workers in Two Selected Local Government Areas was accepted. The result revealed a significant relationship between job satisfaction and organisational commitment. The hypothesis was

accepted in the study, employees who have a strong relationship with the organisation have less intention to move towards other organisations than employees who are ineffective and strongly committed and are satisfied with their jobs.

This was supported with the findings of Mahmoud, Sitladin, Tehseen, Fuxman, Reisel, Purkayastha, & Grigoriou, (2020) whose findings revealed that job satisfaction significantly and fully mediates the relationship between employees' attitudes towards performance appraisal system and trust, organisational citizenship behaviours and turnover intentions. Mahmoud et al (2020) further added that when the performance appraisal system of an organisation becomes more effective, the higher the job satisfaction levels experienced, and this will lead to a lowering of the levels of deviant behaviour among staff whilst improving on the way employees show organisational citizenship behaviour, more faith in the company, and more trust in their superiors and managers.

The second hypothesis which posited that there will be a significant relationship between job satisfaction and turnover intention among health workers in Two Selected Local Government Areas. The result showed no significant relationship was established between job satisfaction and turnover intentions of the selected employees. The hypothesis of the study was rejected and the result indicated that the job satisfaction of the selected nurses did not correlate with their intentions to quit their jobs. Because of the paucity of jobs in the Nigerian society, it is very difficult to quit one's job and almost immediately get another one. So, while the nurses may not get the full satisfaction they get from their jobs, they may be forced to continue to manage their current jobs and live with the seemingly uncomfortable situations until things can get better. There is the underbelly of financial pressures for the average Nigerian worker in contemporary times as a result of the economic situation in the country and as such, trudging on in one's current workplace irrespective of the desires to quit might be the viable option in order to keep oneself and the family afloat.

This finding was supported by the research of Zulmi, Permatasari, Saerah, Kusumo, & Purnomo (2020) who found that job satisfaction does not have a relationship with turnover intention. Their result further indicated that differences in the sex of participants affected their job satisfaction level. It was posited from their study that the need for women to experience and feel satisfaction from their jobs was lower than those of the men, which is also similar to the demographic distribution of the respondents in this study.

Hypothesis three which states that there will be significant relationship between organisational commitment and turnover intention among health workers in Two Selected Local Government Areas. The result of the study revealed that there is no significant relationship between organisational commitment and turnover intention; this led to the rejection of the hypothesis in the study. The commitment of the nurses was considered not to have a relationship with their intentions to quit their jobs. According to the results put forward by the study, organisational commitment did not have a significant relationship with intention to leave. That means the organisational commitment contributes to intention to leave. However, it was deduced that enhanced organisational commitment will lead to a reduction of the employees' intention to exit the organisation for better opportunities elsewhere.

This finding was supported by the findings of Ferede, Kibret, Million, Simeneh, Belay, & Hailemariam (2018) who found that health workers who reported that they were dissatisfied with the work nature were more likely to consider leaving than those who were satisfied, that health workers who do not like the things they do at work and lack a feeling of accomplishment may prefer to leave their workplace than stay. These researchers further posited that from the analysis of the health professionals that participated in their study, those who had low levels of normative commitment were more likely to leave than those who had higher levels of normative commitment.

Conclusions

This study has looked at the relationship between job satisfaction, organisational commitment, and turnover intentions among health workers in Two Selected Local Government Areas. Conclusively, from the analysis of data collected and interpretation of the results, the study concluded that there is a significant relationship between job satisfaction and organisational commitment, which suggests that both organisational variables share so many factors that can cause theoretical and practical relationships to exist among them because these organisational indices drive the desires of employee to either choose to be with an organisation or to do quite the opposite. The study also concluded that job satisfaction does not significantly relate to turnover intentions. This may be because the employees are satisfied with their work and are committed to their jobs due to the satisfaction they get from it through the increment of pay promotion, monetary bonuses and lots more, than it leads to improvement in organisational commitment and as well the employee will not have the intention of leaving their present job.

Recommendations

Arising from the findings of this particular study, a few recommendations are proffered.

There should be deliberate effort at improving the organisational commitment of employees by the employers and managers by offering incentives, as well as instituting organisational policies and practices that can be endearing to the employees and increase their desires to stay with the organisation.

There should be improvement in job characteristics and the design of work to fit most of the employees' competence and values. Giving the employees some level of autonomy and independence in terms of work organisation so that they will be more satisfied with their job. If the job is not suitable for employees, they are likely to feel the job is difficult and painful and it may cause a

low productivity and negative influence on job satisfaction or organisational commitment.

Employees should also be given the opportunity to contribute their own thoughts and independent judgments to the way work is scheduled and organized, because when their work is regarded as meaningful and productive, and when they experience a great degree of autonomy in the performance of their duties and responsibilities, this will improve how they feel about the organization, how satisfied they are, and this will in turn lessen the ambitions of wanting to leave their jobs for other alternatives.

Also, employees should be free to express their opinions about the workplace and the possible challenges they face, and if there are points of divergence from those of their immediate superiors, they can be free to share them. This will foster better understanding amongst them and a quicker resolution of disputes if and when they arise.

Limitations and Suggestions for further research

It should be indicated here that the choice of samples and location is some sort of limitation in the possible generalizations to be made from the study. It is therefore suggested for further research to have a wider outlook as the variables considered in this study might have different kinds of relationships with similar variables in other locations within Nigeria and even outside Nigeria where health workers may be exposed to different kinds of work and life indices.

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