

The Influence of Job Role, Job Opportunity, Satisfaction and Stress on Employees Turnover Intention. In Three Government Bureau of Dire Dawa Administration

Senait Argaw Wossen Mestawet Abebe Alemu

MA in Human Resource Management, Department of Public Administration and Development Management,
Dire Dawa University, College of Business and Economics, Ethiopia

Abstract

The overall purpose of this research was to examine the influence of job role, job opportunity, satisfaction and stress on employees turnover intention in public service sectors of Dire Dawa Administration namely, Trade, Industry and Investment bureau, Land Development bureau, and Administration City Manager Office. All permanent employees were included as a target population from purposively selected bureaus. Descriptive research design method was utilized to identify the influence of independent variables on dependent variable. The research incorporated both primary and secondary data. The collected data were processed and analyzed through descriptive analysis and inferential statistical techniques, the finding revealed that job role, satisfaction have significant negative relationship where as stress and job opportunity have significant positive relationship with employee turnover intention. Those organizations have to take in to consideration in advance to improve work related problem which have their own influence on employees turnover intension.

Keywords: Turnover intension, job role, satisfaction, stress and job opportunity.

Introduction

According to Rizwan *et al.*, (2013), in the world of globalization, organizations operate in fierce competitive environment. Among the major challenges that the organizations now a day face is employee retention and turnover rates and it is still increasing. In most studies, turnover intention is used instead of actual turnover because it is precondition for turnover. Additionally, using turnover intention as a focus area of research is helpful in order to identify the attitude of employees in the present time and to understand the real cause of actual turnover (Perryer, et al, 2010). According to Firth et al., (2004) problems relating job stress, lack of commitment and job dissatisfaction cause employees to quit.

Thus, this study gives emphasis on three government bureaus found in Dire Dawa Administration. According to the sources from Dire Dawa Public Service and Human Resource Development bureau, the rate of employees' turnover within one fiscal year (from July 2016 to June 2017) were in Trade, Industry and Investment bureau was 16.2%; in Land Development bureau was 23.1% and in Administration City Manager Office was 10.4%. This implies that the rate of employees' actual turnover in these government bureaus needs attention and identification of major factors that force employees to quit their job. Therefore, this research is intended to investigate the influence of independent variables on turnover intension.

Research hypothesis

Accordingly, the following hypotheses have been developed for this specific research:

Ha1: There is significant relationship between job role and employee turnover intentions.

Ha2: There is significant relationship between job opportunity and employee turnover intentions.

Ha3: There is significant relationship between job satisfaction and employee turnover intentions.

Ha4: There is significant relationship between job stress and employee turnover intentions.

Literature Review

Introduction

Job role: job role related behaviors' are the regular patterns of actions that are considered important for effective functioning in specific role of their respective organisation (Biddle, 1986). Role states mean clear perceptions about the one's role in the organization and role clarity decreased employee turnover however role conflict and role overload maximizes it (Katz and Kahn, 1978). Test results of structural equation modeling provide evidence that role conflicts, role ambiguity, and role overload have positive impacts on job stress. Employees with higher levels of job stress are more likely to think about leaving, while those perceiving more fairness of rewards are less likely. Role ambiguity can happens if job responsibilities and accompanying tasks are not clearly defined. Stress can be created in such situations where there are not clear job descriptions, or an obvious chain of command is absent, or where a high degree of uncertainty about job security or career prospects is present (Mei-Fang Chen et al, 2011). Job characteristics model developed by Hackman and Oldham (1976) suggested that meaning of work can act a mediator between job characteristics (variety of skills, tasks, characteristics, autonomy, and feedback) and the various employee's outcomes such us motivation, satisfaction, and in particular,

turnover intentions. The result of Hackman and Oldham (1976) was confirmed by the meta-analysis conducted by Humphrey et al., (2007). Insufficient information on how to perform the job adequately, unclear expectations of peers and supervisors, extensive job pressures, and lack of consensus on job functions may cause employees to feel less involved and less satisfied with their jobs and careers, less committed to their organizations, undergo stress and eventually display an inclination to leave the organization (Tor et al, 1997).

Job Opportunity: Perceived job opportunities are defined as the perception of an employee about the availability of job opportunity (Josephson, et al, 2008, Price and Mueller, 1981). Gerry Treuren, (2013) conducted the study on the relationship between perceived job alternatives, employee attitudes and leaving intention. The role of perceptions of the state of the external labour market in determining employee turnover cognitions and behaviour more specifically, employee perceptions of the availability of job alternatives is a salient issue in understanding how employees respond to the fluctuations of the labour market. Similarly, Ehrenberg & Smith, (1982). "When labor markets are tight (jobs are more plentiful relative to job seekers) one would expect the quit rate to be higher than when labor markets are loose (few jobs are available and many are laid off). One measure of tightness is the unemployment rate". According to Gerhat (1990) the employee will make decision about quitting if he/she assumes job opportunity is available elsewhere. In similar way Martin (2011) said intention to quit is the psychological process that an individual goes through identifying alternative employment options due to dissatisfaction with their current employment situation.

Job satisfaction: is a measure of how happy workers are with their job and working environment (Parul Jhaharia and Havisha Gupta, 2015). In most turnover research, job satisfaction has been identified as a major variable to predict employee's turnover intention.

Aydogdu and Asikgil (2011) study revealed that job satisfaction is related with the decision of leaving or staying in the organization. If employees think that they are treated fairly, getting rewards that suppose to receive and satisfied with their job are unlikely to leave the organization.

Job dissatisfied with their work is likely a cause of turnover (Ahmad et. al, 2012). Also Han and Jekel, (2011) said employees who are not satisfied with their jobs will experience negative attitudes towards their jobs and positive attitudes towards the intention to quit the job. According to Gerry Treuren, (2013) dissatisfaction may arise from job characteristics, such as unpleasant work, lack of autonomy, poor pay, managerial practices such as abusive supervision, poor communication and arbitrary decision making. Not only those dissatisfied employees who think leaving their jobs but also it has an impact on other employees who might not feel job dissatisfaction as well on the organization (Hofhuis, et al., 2014, Butali, et al., 2013).

Job stress: Job stress is the reaction to the characteristics of the work environment that seem emotionally and physically threatening. Work place stress is a negative psychological state of employees in their day to day contact with persons and their work environment (Jamal, 2005).

Nasrin Arshadi and Hojat Damiri (2012) conducted the study on the Relationship of Job Stress with Turnover Intention and Job Performance; the result showed employees who experience high level of job stress are more likely to be unhealthy, poorly motivated, less productive and less safe at work. Their organizations also are less likely to succeed in a competitive market. Stress is naturally present in the organizations and it is produced due to different workplace stressors and environmental stressors which influence the job satisfaction of employees in turn leads to intention to leave (Zhang and Lee, 2010, Applebaum *et al.*, 2010). It has been evidenced that employees who experience more job stress have more intention to quit (Ahmad, 2012)

Turnover intention: Tett and Meyer (1993) defined turnover intentions as conscious willfulness to seek other alternatives in other organization to low performance and the intention to leave the job. Turnover intention is also a mental decision between a person's attitude towards work and the decision to stay or get out of the job, which can be regarded as the immediate antecedent to stay or exit (Jacobs & Roodt, 2011). Employees who have good relation with the organization have less intention to move toward another organization than the employees who are not committed (Iqra Saeed et al., 2014). Turnover intention has been an important issue for decades since management has long recognized that low turnover intention of employees is helpful for obtaining high organizational performance and avoiding the potential costs related to recruiting and training new employees (Mei-Fang Chena, 2011). As study illustrated by (Rainayee, 2013, Steinmetz et al., 2014, ElSakka, 2016) intention to withdrawal from workplace could be a result of excessive job demands, excessive and long working hours without adequate benefits and multiple sources of work stress.

Based on the influence of independent variables on turnover intention as discussed above, the following conceptual frame work was proposed.

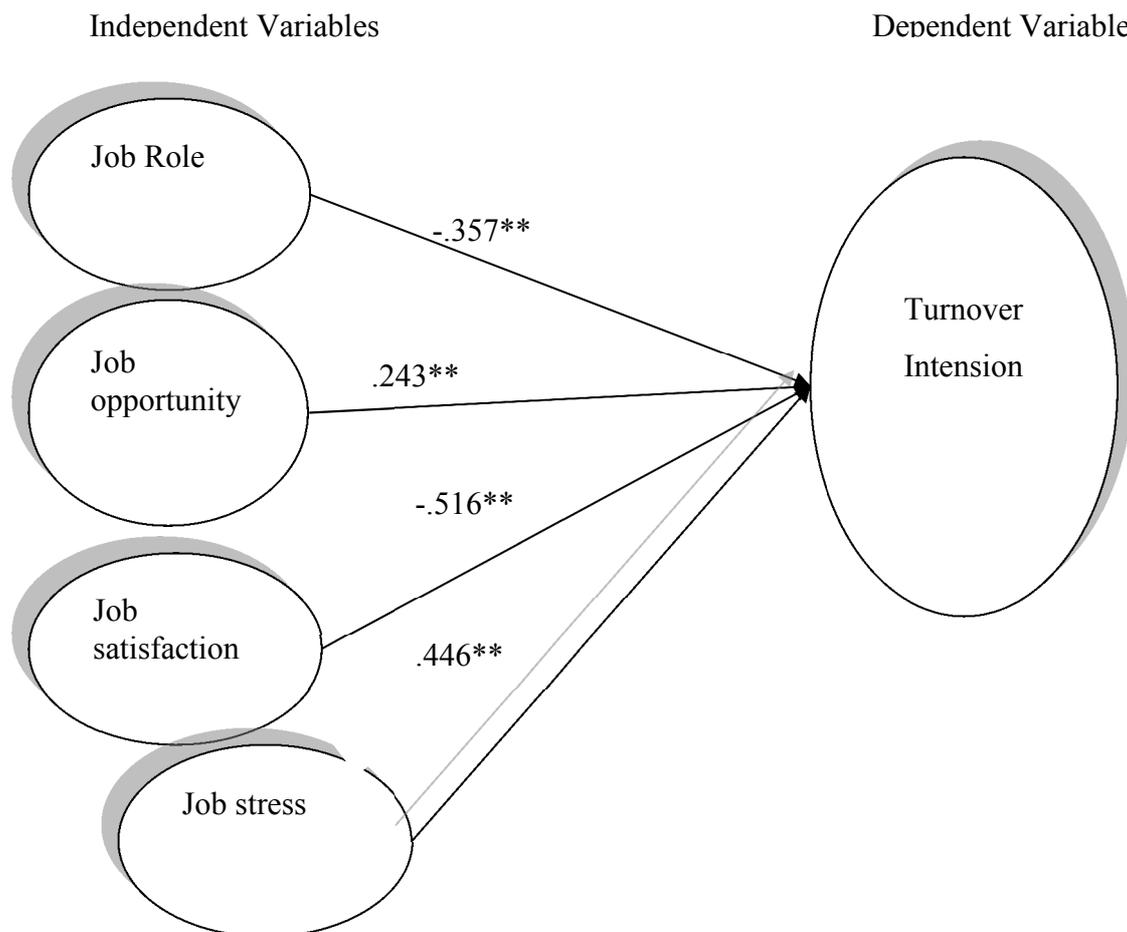


Figure: Conceptual framework

Material and method

Research Design

Descriptive research design was used together with quantitative approaches. Descriptive statistics help to simplify large amount of data in a sensible way (Jaggi, 2003). Quantitative research is used to explain the phenomena by collecting numerical data and analyzing the data by using statistics and mathematical methods (Aliaga & Gunderson, 2000).

Respondents

A total of 311 permanent employees are found in three government organizations in Dire Dawa Administration (Trade, Industry and Investment bureau, Land Development bureau and Administration City Manager Office) and all of them were target population of the research.

Instrument

Self administered survey questionnaires were designed according to the objective of the study in order to gather first hand information from the key informants. The questionnaires consists of two sections, section one is personal information, section two evaluates the employees' level of agreement on both independent and dependent variables of the study. In developing the items, the researchers distributed 20 pilot questionnaires to check its reliability and adjustment were made to suit the current research in question.

From the total 311 questionnaires which were distributed, 286 were filled properly and returned back. The rate of return was 286 (92%), while 25 (8%) of the respondents did not respond. Five point Likert- scales were used in this research which consists of five response alternatives: 1= strongly disagree to 5= strongly agree. There were a total of 27 questions on both independent and dependent variables. Job role has 4 items, job stress has 7 items, job opportunity has 4 items, job satisfaction has 5 items (independent) and turnover intension has 7 items (dependent). The collected data were analyzed using descriptive and correlation analysis by utilizing the Statistical Package for Social Science (SPSS) version 20.

Results and discussion

Table1: Cronbach's Alpha reliability test for 20 pilot study questionnaires were presented below

Scale	Item	Cronbach Alpha
Turnover intentions	7	0.816
Stress	7	0.878
Job role	4	0.746
Job opportunity	4	0.797
Job satisfaction	5	0.909

As indicated on table 1, Cronbach's Alpha reliability test was above 0.7.

Table 2: Back ground of the respondents

Variables	Category	Frequency	Percentages
Sex	Male	167	58.4
	female	119	41.6
	Total	286	100.0
Age of the respondents	18-25	58	20.3
	26-35	122	42.7
	36-46	58	20.3
	Above 46	48	16.8
	Total	286	100.0
Marital status	Married	170	59.4
	single	116	40.6
	Total	286	100.0
Level of education	11-12 grade complete	23	8.0
	Diploma	26	9.1
	Degree	179	62.6
	Masters	57	19.9
	Phd	1	0.3
	Total	286	100.0
Respondents' experience	1-3 years	130	45.5
	4-7 years	78	27.3
	8-12 years	37	12.9
	Above 12 years	41	14.3
	Total	286	100.0

Table 2, shows the descriptive statistics of the respondent's demography characteristics. Out of the total number of respondents, 167 (58.4%) are male whereas, 119 (41.6%) are female. This specifies that most of the respondents are male. Regarding the age of the respondents 58(20.3%) of the respondents fall between 18-25years, 122(42.7%) are between 26-35 years, and 58(20.3%) are between 36-46 and the rest 48(16.8%) are above 46 years. This indicates that the employees have young and adult composition as a result they are capable of doing their jobs by sharing experience each other. As the frequency and percentage of the respondents shows, 170 (59.4%) respondents are married and 116(40.6%) are single. More than half of the total number of respondents 179 (62.6%) are degree holders, master holders accounts 57(19.9%). The respondents experience in their current organization indicates that 130 (45.5%) have 1-3 year of experience and 78 (27.3%) which have an experience between 4-5 years.

Table 3: Correlation result between independent variables and turnover intension (Dependent variable)

Variables	Mean	Std. Deviation	Pearson, r	Level of significant, p
Job role	3.2955	.86508	-.357**	0.000
Job Opportunity	2.7890	.82751	.243**	0.000
Job Satisfaction	2.9965	1.09294	-.516**	0.000
Job stress	3.2353	.93893	.446**	0.000
Turnover Intension	3.2353	0.93893		

Notes: ** Correlation is significant at 0.01 level (2-tailed)

As indicated on table 3, the finding showed there is a relationship between job role and employee turnover intention at ($r = -.357$). Therefore, the hypothesis Ha1 was accepted. Their relationship is negative, which means when job role are clear and described/as good as expected/ turnover intention will decreased. Job opportunity was another variable, and the result was found significantly related with employee turnover intention ($r = .243$) and hypothesis Ha2 was accepted. If Job opportunities are available elsewhere employees will have high turnover intension.

Job satisfaction was found statistically significant at ($r = -.516$). Correlation coefficient is significant at the

0.01 level. Job satisfaction correlated negatively with employee turnover intention, a satisfied employee has less intention to quit and vice versa. The hypothesis Ha3 was also accepted

The last independent variable was job stress and the finding depicted that there is significant positive relationship with turnover intention at ($r = .446$) based on the result hypothesis Ha4 was accepted.

The above research finding was in line with many scholar findings. According to *Hidayati Arshad & Fadilah Puteh (2015)*, job stress and job opportunity showed significant correlations with turnover intention. Whereas the research conducted by Thatcher *et al.*, (2003) on turnover information technology workers found a strong positive correlation between perceived job opportunities and turnover intention.

Gerry Treuren (2013) conducted a study on the relationship between perceived job alternatives, employee attitudes and turnover intention and the result showed intention to leave is predicted by perceived job alternatives. Employees, who perceive higher levels of job availability outside the organization, report a greater wish to leave the organisation.

According to Andika Pradana and Imam Salehudin (2013), work related stress significantly increases employee turnover intention. The workplace factors and job stress indicate that a higher level of job stress leads to higher turnover intentions. The job characteristics of role conflicts, role ambiguity, and role overload can exert their impacts on turnover intentions through the mediator of job stress. The study results also showed that the higher the degrees are of role conflicts, role ambiguity, and role overload that the employees encounter, the higher the degree of job stress the employees take (Mei-Fang Chen, et al., 2011). Job satisfaction has direct relationship with the employee turnover intention (Brayfield and Crockett, 1955; Vroom, 1964). Researchers have proved that job satisfaction has direct influence and significant negative relationship with turnover intention. Employees often think to quit their job; they often make comparison of their current job with the others and evaluate the alternatives which they can get by leaving their recent job (Mobley, 1977, Blau, 1987, Saeed Iqra, et al., 2014, Susskind, et al., (2000).

Conclusion

Four research hypotheses were developed to examine the influence of job role, job opportunity, job satisfaction and job stress on employee turnover intention. Consequently, Pearson's correlation coefficient was computed to identify the influence of independent variables on the dependent variable by looking into the significant relation that the variables have. The finding indicated that there is a negative correlation between job role and job satisfaction with turnover intention and positive correlation between job opportunity and job stress with turnover intention at different significant level. As the data revealed job role, job opportunity, satisfaction and stress have their own influence on employee's turnover intention therefore, there is a need to give attention and solve the problem in advance in order to reduce employees' turnover intention.

Reference

- Ahmad, B., Shahid, M., Zill-E-, H., & Haider, S. (2012). Turnover Intention: An HRM Issue in Textile Sector. *Interdisciplinary Journal of Contemporary Research in Business*, 3(12), 125-130.
- Aliaga, M., & Gunderson, B. (2000). *Interactive statistics* (3 ed.). New York: Pearson Education.
- Applebaum, D., Fowler, S., Fiedler, N., Osinubi, O. and Robson, M. (2010). The Impact of Environmental Factors on Nursing Stress, Job Satisfaction, and Turnover Intention. *Journal of Nursing Administration*, 40(7/8), 323-328.
- Arsha, H., & Puteh, F. (2015). Determinants of Turnover Intention among Employees. *Journal of Administrative Science*, 12, (2), 1-15.
- Arshadi, N., and Damiri, H. (2012). The Relationship of Job Stress with Turnover Intention and Job Performance: Moderating Role of OBSE. *Procedia - Social and Behavioral Sciences*, 84, 706–710.
- Aydogdu, S., & Asikgil, B. (2011). An Empirical Study of the Relationship among Job Satisfaction, Organizational Commitment and Turnover Intention. *International Review of Management & Marketing*, 1(3), 43-53.
- Blau, G.J. (1987). Locus of control as a potential moderator of the turnover process. *Journal of Occupational Psychology*, 60(1), 21-9.
- Brayfield, A.H. and Crockett, W.H. (1955). Employee attitudes and employee performance. *Psychological Bulletin*, 52, 396-424.
- Butali, N. D., Mamuli, L. C. & Wesang'ula, P. M., (2014). Effects of staff turnover on the employee performance of work. *International Journal of Human Resource Studies*, 4(2), 25.
- Chen, M., Lin, C., and Lien, G. (2011). Modeling job stress as a mediating role in predicting turnover intention. *The Service Industries Journal*, 31(8), 1327–1345.
- Ehrenberg, R.G. & Smith, R.S. (1982). *Modern labor economics*. Glenview: European Union. *International Journal of Manpower*, 34, 584-615.
- ElSakka, N. (2016). The relationship between person organization fit, burnout and turnover intention among CIC

- academic staff. *The business and management review*, 7(2), 53-67.
- Firth, L., Mellor, D.J., Moore, K.A., & Loquet, C. (2004). How can managers reduce employee intention to quit? *Journal of Managerial Psychology*, 19(2), 170-187.
- Gerhart, B.(1990) .Voluntary turnover and alternative job opportunities. *Journal of applied psychology*, 75, (5), 467.
- Hackman, J. R., & Oldham, G. R. (1976).Motivation through the design of work.:Test of a theory. *Organizational Behavior and Human Performance*, 16, 250-279.
- Han, G., & Jekel, M. (2011). The mediating role of job satisfaction between leader-member exchange and turnover intentions.*Journal Of Nursing Management*, 19(1), 41-49.
- Hofhuis, J., Van der Zee, K. I., & Otten, S. (2014).Comparing antecedents of voluntary job turnover among majority and minority. *Equality, diversity and inclusion:An International Journal*,33,735-749.
- Humphrey S. E., Nahrgang J. D., Morgeson F. P. (2007). Integrating motivational, social, and contextual work design features. A meta-analytic summary and theoretical extension of the work design literature. *Journal Applied, Psychology*, 92(5), 1332–1356.
- Jacobs, E.J. & Roodt, G. (2011).The mediating effect of knowledge sharing between organizational culture and turnover intentions of professional nurses.*SA Journal of Information Management*, 13(1), 425-426.
- Jaggi,.,S.(2003).Descriptive Statistics and Exploratory Data Analysis: Indian Aricultural Stastics Research Institute.Library Avenu, New Delhi.
- Jamal, M. (2005).Burnout among Canadian and Chinese employees’ cross-cultural study. *European Management Review*, 2, 224-230.
- Jhajharia,P., and Gupta., H.(2015). A Study of Employee Satisfaction and Its Impact on Employee Retention in Retail Sector.*IOSR Journal of Business and Management*,17(7), 01-07
- Josephson, Malin, Lindber g, Per, Voss, Margaretha, Alfredsson, Lars and Vingård, Eva.(2008).The same factors influence job turnover and long spells of sick leave a 3 year follow-up of Swedish nurses: *The European Journal of Public Health*, 18, (4), 380-385.
- Katz, D., & Kahn, R.L. (1978). *The social psychology of organizations* (2nd ed.). New York: Wiley.
- Martin, M.J. (2011). *Influence of Human Resource Practices on Employee Intention to Quit: Dissertation paper.*
- Mobley, W. H. (1977).Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62(2), 237-240.
- Perryer, Chris, Catherine Jordan, Ian Firms and Antontio Travaglione. (2010).Predicting turnover intentions: The interactive effects of organizational commitment and perceived organisational support. *Management Research Review*, 33(9), 911-923.
- Pradana, A., & Salehudin., I. (2013) Role of Work Overload toward Turnover Intention among Newly Hired Public Accountants: Presented at 8th International Conference on Business and Management Research Seoul, South Korea:Universitas Indonesia.
- Price, J.L. & Mueller, C.W. (1981). A causal model of turnover for nurses. *Academy of Management Journal*, 24, 543-565.
- Rainayee,R.(2013).Employee turnover intentions: job stress or perceived external opportunities. *International journal of information, Business and management*, 51(1), 48-54.
- Rizwan, M., Sajid, H. H. U., Kamran, M., Mohsin, M., Ali, N. and Sajid, H. M. (2013). Determinants of Turnover Intentions in Government and Private Employees: An Empirical Study from Pakistan. *IOSR Journal of Business and Management*, 1, 44-51
- Saeed, I., Waseem, M., Sikander, S, Rizwan, M. (2014). The relationship of Turnover intention with job satisfaction, job performance, Leader member exchange, Emotional intelligence and organizational commitment. *International Journal of Learning & Development* 4(2), 242-256
- Steinmetz,S., De Vries,D., and Tijdens,K.(2014).Should I stay or should I do? The impact of working time and wages on retention in the health workforce. *Human Resource for health*, 12(23), 3-14.
- Susskind, A.M., Borchgrevink, C.P., Kacmar, K.M. and Brymer, R.A.(2000).Customer service Employees behavioral intentions and attitudes: an examination of construct validity and a path mode. *International Journal of Hospitality Management*, 19 (1), 53-77.
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analysis based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-293.
- Thatcher, J.B., Stepnia, L.P. and Boyle R.J. (2003).Turnover of Information Technology Workers: Examining Empirically the Influence of Attitudes, Job Characteristics and External Markets. *Journal of Management Information System*, 19(3), 231-261
- Tor, Guinmaraes JE Owen. (1997).Assessing employee turnover intentions before and after TQM’ *International Journal . Qual. Reliability manages*,14 (1), 46-63.
- Treuren, G. (2013).The relationship between perceived job alternatives, employee attitudes and leaving intention. Centre for HRM, School of Management, University of South Australia Business School,

- Adelaide, Australia, 1-18.
- Vroom, V.H. (1964). *Work and Motivation*. New York: Wiley.
- Zhang, G. and Lee, G. (2010). The Moderation Effects of Perceptions of Organizational Politics on the Relationship between Work Stress and Turnover Intention: An Empirical Study about Civilian in Skeleton Government of China. *Business*, 268-273.