

PAY SATISFACTION, JOB SATISFACTION AND GENDER AS CORRELATES OF TURNOVER INTENTION AMONG FEDERAL CIVIL SERVANTS IN AWKA METROPOLIS OF ANAMBRA STATE, SOUTH-EAST, NIGERIA

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Abstract

This study investigated the relationship between job satisfaction, pay satisfaction, gender and turnover intention among Federal Civil Servants working in Awka metropolis, Anambra State, Nigeria. Three hundred and seventy seven (377) participants comprised of 176 males and 206 females, whose ages ranged from 23 to 56 years, with the mean age of 39.5 years and standard deviation of 2.49, were drawn from five Federal Ministries in Awka, Anambra State. Three instruments were adopted for data collection: 20-item Minnesota satisfaction questionnaire (MSQ) developed by Weiss, Dawis, England and Lloyd (1967), 8-item Turnover Intention Scale (TIS) developed by Shore and Martin (1989) and 18-item Pay satisfaction Questionnaire (PSQ) developed by Liu, Tang and Zhu (2014). Pearson's correlation and Independent sample t-test were adopted to analyze the data. Results revealed that pay satisfaction had no significant relationship with turnover intention. It was also found that job dissatisfaction had no significant correlation with turnover intention. Also, result showed that there was significant difference between males and females on turnover intention. This indicates that women are more likely to leave their present job than men. The implications of the study were discussed and suggestions for further studies were also made.

Keywords: Job satisfaction, Pay satisfaction, Gender, Turnover intention

INTRODUCTION

Employee turnover has gained greater attention of most government and organizations all over the world because they have faced this challenge at some stage of their development in recent time (Zahra, Irum, Saad and Chishti, 2013). In Nigerian, contemporary work organizations, employees' turnover intentions have increased tremendously, because of the problems associated with workers' standard of livings. Employees are searching for lucrative jobs that will offer them expected income to cater for their social-economic well-being, particularly as a result of the current economic recession in the country. Searching for new job outside their current organizations prepare them to leave for another job opportunity elsewhere. It is widely recognized and that, identifying and dealing with antecedents of turnover intentions is an effective way of reducing actual turnover (Faloye, 2014). Souse-Poza (2007) described turnover intention as a reflection of probability that an individual will change his or her job within a certain period and is an immediate precursor to actual turnover. Turnover intention is a measurement of whether organization's employees plan to leave their position or the organization plans to remove employees from their positions (Faloye, 2014). Furthermore, Price (2001) viewed turnover intention as movement of employees around the border of organization.

Furthermore, Issa, Ahmad and Gelaidan (2013) viewed turnover intention as an employee's thought of voluntary quitting his job which in turn will certainly impact performance and could impact his organization contribution. Delle (2013) refers to turnover intention as the voice in one's head saying that this organization is not the suitable place for me and this organization is not a good place to be and this is not what I feel like doing. However, this voice might be reduced and turnover intention might be diminished as a result of the appearance of other factors which might influence the person's decision. Furthermore, Omonijo, Oludayo, Eche, Uche and Ohunakin (2015) perceived turnover intention as self-withdrawal of service. However, Issa and Adebola (2014) argued that employees leave or intent to leave an organization for a number of reasons, including but not limited to: poor compensation policy, job demand, poor work environment, dissatisfaction with the job, dissatisfaction with the organization, inability to cope with responsibility, moving out of the familiar work setting, inability to get on with colleagues and line managers, career development or career change and domestic reasons. However, they assumed that the most reason for employees' high turnover rate is related to job satisfaction and this has a direct impact on attracting job retention and reducing turnover. In other words,, Sowmeya and Panchanatham (2012) contended that employees with high level of turnover intention are only physically present in an organization while their mind is elsewhere.

Atef, El-Leithy and Al-kalyoubi (2017), contended that organizations with low turnover and turnover intention are more productive and more efficient because low turnover is considered as a symptom of employees' job satisfaction, job involvement, work engagement and organizational commitment. Dess and Shaw (2001) categorized the cost associated with employee turnover into direct and indirect costs. Direct cost entails the recruitment and selection costs and costs associated with training of new staff while indirect cost of turnover include

reduction in morale among remaining staff, work overload, and loss of social capital. This implies that when employees are satisfied with their job and organization, they are more likely to be fully engaged and pleased with the whole processes of the organization. But, in case of inequality in the distribution of justice and reward employees are more like to get stuck and prepare their mind to look for job in a desirable organization.

STATEMENT OF THE PROBLEM

Employee turnover has adverse consequences on organizational functioning and effectiveness, such as time wastage and energy devoted to find suitable new employees and the time required for new employees to reach expected levels of performance. Also, the costs associated such as cost of searching for new application, cost of selection and recruitment, as well the cost of training and development are unpalatable to the health of any organization.

Employee turnover intention has become a harmful disease to the survival and health of any organization. The efficiency and effectiveness of many organizations have often been threatened by the huge costs of turnover intention on the wellbeing of these organizations. The Nigerian civil servants have not been left out. Due to some recent events in the country such as economic recession and depreciation of oil price in the global market which have prevented some state governments to pay their workers' salary. This situation has led to serious turnover in the government parastatals. High turnover rate is a problematic and has negative effects on an organization's performance and effectiveness. Based on these problems, this study tends to investigate pay satisfaction, job satisfaction and gender as correlates of turnover intention among the Federal Civil Servants in Awka metropolis of Anambra state, South-East, Nigeria.

RESEARCH QUESTION

1. Will pay satisfaction correlate with employees' turnover intention?
2. Will job satisfaction correlate with employees' turnover intention; and,
3. Will there be gender difference on employees' turnover intention?

PURPOSE OF THE STUDY

The purpose of this study is to examine the correlation between pay satisfaction, job satisfaction, and gender turnover intention among Federal Civil Servants in Awka. The specific objectives of study are to investigate:

1. Whether there will be relationship between pay satisfaction and turnover intention among Federal Civil Servants
2. Whether there will be relationship between job satisfaction and turnover intention among Federal Civil Servants.
3. If there will be difference between male and female on turnover intention among Federal Civil Servants.

OPERATIONAL DEFINITIONS OF KEY STUDY VARIABLES

Gender: This is the natural characteristics of an individual of being a male or a female.

Job satisfaction: it refers to a state of employee contentment with everything pertain to work in their organization as measure by Weiss, Dawis, England and Lloyd (1967) Minnesota satisfaction questionnaire.

Pay satisfaction: This refers to a state of psycho-satisfaction of an individual employee with respect to the reward received from the organization measure by Liu, Tang and Zhu (2014) (1989) pay satisfaction questionnaire.

Turnover intention: This refers to an individual pre-desirability of leaving his/her current job in search for a better job elsewhere as measure by Shore and Martin (1989) Turnover Intention Scale.

LITERATURE REVIEW

Studies have widely established the relationship between pay satisfaction, job satisfaction and turnover intention. This section will review some empirical studies done in these areas and this will give the researchers the ample room to derive their basic assumption about the constructs of the present study. It has been reviewed that high level of employee job satisfaction lead to employee intention to leave his or her present job (Mkavga and Onyisi, 2012). Also, it has been proposed that job satisfaction directly and negatively relates to employees' intention to voluntarily quit their jobs which is positively related to actual turnover (Chen, Polyhart, Thomas, Anderson, and Bliese, 2011). Literatures showed consistent relationship between pay satisfaction, job satisfaction and turnover intention

JOB SATISFACTION AND TURNOVER INTENTION

Rahman and Iqbal (2013) conducted a study to establish a comprehensive relationship between job satisfaction and turnover intention of private commercial banks' employees in Bangladesh. They observed that job satisfaction and turnover intention happen due to factors related to job security, professional development, promotional opportunity, working autonomy, working environment, compensation package, and financial benefits. Akhtar, Awan, Anwar, Saeed, Ali and Qurban (2016) investigated the association of turnover intention and job satisfaction and remuneration among faculty members at business school of Pakistan. The researchers collected data from 150 participants. Pearson's correlation was employed as statistical tool to analyze the data. Results indicated that turnover intention was negatively correlated with factors such as job satisfaction and remuneration. Also, results showed that majority of the faculty members are intending to quit present job and looking for a new one although they are satisfied with their present job.

Tarija and Ariani (2015) examined the relationship model of job satisfaction and turnover intention. The study was conducted at the manufacturing company in Yogyakarta and Surakarta with a sample of 206 employees who participated in

the study. The results showed negative and significant relationship with turnover intention.

Ibrahim, Hilman and Kalippen (2016) investigated the effect of job satisfaction on turnover intention among bank employees in Nigeria. Data was gathered from 195 employees of 5 different banks. Regression was employed as statistical analysis to test the hypothesis. Results revealed significant negative relationship between job satisfaction and employee turnover intention in the Nigeria banking industry.

Olawale, Ilesanmi and Olarewaju (2016) examined the nature of relationship between job satisfaction and turnover intention among employees of Lagos State University. A sample of 320 employees was drawn for this research. Results showed that there is significant positive relationship between employees' job satisfaction and turnover intention.

Kosi, Sulemana, Boateng and Mensah (2015) investigated the influence of motivation and job satisfaction on teachers' intention to quit teaching in Public Senior High Schools in Tamale Metropolis, Ghana. Data were collected using self-report questionnaire from 203 teachers who served as participants of the study. Regression analysis and descriptive statistics were employed as statistical tools. The results revealed job satisfaction made the most significant but negative contribution to intention to quit. Motivation made the least but significant contribution to intention to quit. Ghayas and Siddiqui (2012) interrogated the possible impact of job satisfaction on turnover intention in the Pharmaceutical Industry operating in Karachi. Data were collected from 282 participants. Multiple regression analysis was employed to test the hypothesis. Results indicated that the compensation's support, promotional opportunities and communication have a significant but negative impact on the turnover intention.

Etuk and Aloba (2014) investigated the determinants of job dissatisfaction among employees in formal organizations in Nigeria. The multi-stage sampling technique was utilized to select 120 individuals as sample participants from the United Cement Company (UNICEM), Mfamosing, Cross River state, Nigeria. Study results revealed that both monetary benefits and job security had significant relationship with workers' job dissatisfaction. The study also showed that monetary benefits and job security function to remove dissatisfaction, while their absence will create dissatisfaction among them. Monetary benefits in particular showed the most significant relationship with job dissatisfaction. Lee, Huang and Zhao (2016) used linear structural modeling to explore factors affecting the turnover intention of hotel employees in Taiwan. A total of 400 questionnaires were distributed to hotel employees among these, 350 were valid samples. The results indicated that (1) there are harmonious coworker relationships between hotel employees and a higher level of satisfaction; (2) a higher level of organizational commitment among hotel employees have a significantly negative effect on turnover; (3) the direct effect of employee job satisfaction and salary level on turnover intention has not reached a significant level. However, the two factors have indirect negative effects on turnover intention.

In a study carried out by Bushra (2012) examined job satisfaction and women's turnover intentions in Pakistan's. The study measured women's level of job satisfaction by evaluating their general working conditions, pay and potential for promotion, professional relationships, use skills and abilities, and activities assigned. The study implied that flexible working hours, workplace location, performance appraisal, and skills utilization have a highly positive significance on turnover intention, while professional autonomy, job security, and promotion have an inverse impact on job satisfaction and turnover. In same vein Foon, Chee-Leong, and Osman (2010) studied the organizational commitment, job stress, job-satisfaction and turnover intention among private sector employees in Petaling. A total of 120 respondents in Petaling District were selected conveniently. The results showed that there was significant negative relationship between job satisfaction and turnover intention.

According to Light and Lynch (1992) job dissatisfaction occurs due to employees' dissatisfaction from the work they do and their negative feelings against the job includes, weariness, reluctance and the sense of escape. They concur that studies have shown that dissatisfied employees have high intention to quite. Dissatisfaction with one's job may result in higher employee turnover (Chaulagain and Khadka, 2012).

PAY SATISFACTION AND TURNOVER INTENTION

Pay is generally accepted as a factor of great importance in the workplace (Rynes, Gerhart and Minnett, 2004) and studies have emphasized on it as a determinant and correlate of many different organizational variables (Harris, Anseel and Lievens, 2008). In terms of the empirical research, most of the studies on pay satisfaction and turnover intention reported a negative relationship (Williams, McDaniel and Nguyen, 2006). For example, in a study conducted by Currall, Towler, Judge and Kohn (2005) using 6,394 public secondary school teachers found that pay satisfaction was positively related to district-level academic performance and negatively related to average teacher intention to quit. In the same vein, Yongmei and Jianki (2015) studied the relationship of golf caddies' reward satisfaction, organizational commitment, and turnover intention in Shenzhen, China. They found that caddies' reward satisfaction has a significant negative impact on turnover intention. Williams, McDaniel, and Nguyen (2006) found that pay level satisfaction was significantly negative correlates with several important organizational outcomes, including turnover intention, and voluntary turnover. This shows that, turnover/turnover intention decrease with an improvement with pay.

Rizqi and Ridwan (2015) examined the direct and indirect effects of pay satisfaction and affective commitment on turnover intention, which is mediated by affect commitment. Data was gathered among 150 employees of an automotive manufacturing company in Indonesia. Path analysis was adopted to test the data. Results showed that turnover intention was significantly predicted by both pay satisfaction and affective commitment, while affective commitment was significantly predicted by pay satisfaction.

GENDER AND TURNOVER INTENTION

According to Sousa-Poza and Sousa-Poza (2007) discussing the difference between gender intentions to leave has far-reaching consequences because differing job-mobility inclinations between genders affect probability of being promoted, accumulation of human capital, and wages. Choong, Keh, Tan and Tan (2013) examined the impact of demographic antecedents toward turnover intention amongst academic staff in Malaysian Private Universities. Proportionate stratified sampling technique was employed with a total of 377 samples were collected. One-way ANOVA and Independent sample t-test were adopted to test the hypotheses. Results showed that significant differences between gender and marital status toward turnover intention, i.e female has higher intention to leave as compared to male, while married respondents have higher job commitment as compared to single respondents.

Abubakar, Chauhan and Kura (2013) explored the role of demographic variables in predicting turnover intention among registered Nurses in Nigeria Public hospitals. 175 registered Nurses participated in the study. The findings indicated that male nurses were more likely to leave their organizations or profession than their female colleagues.

In a study conducted by Sicherman (1996) using a private company's personnel records, found that after controlling for personal and job characteristics, men and women showed similar turnover patterns. But, when different reasons for turnover were considered, there were significant differences in turnover behaviors between men and women. For example, women were more likely to leave their jobs for personal or family-related reasons. Lyness and Judiesch (2001) suggested that employers may equate 'female' with 'quitter' because women have higher average turnover rates than men. In another study, Light and Ureta (1992), using the National Longitudinal Survey of young men and women, found that women were less likely to quit their jobs after controlling for unobserved heterogeneity. In the same vein, Lynch (1992) used the National Longitudinal Survey of Youth, and found no significant gender difference after controlling for a set of variables.

Furthermore, Khatri, Budhwar and Fern (2009) observed that findings on gender and turnover intentions are mixed. For instance, some researchers discovered that female employees were more likely to quit or tended to have greater intention to leave their workplace than their male counterparts. However Judeh, (2012) revealed that male employees have greater intention to leave or seek other employment opportunities than their female counterparts. Also, Elaine (1997) stated that males are the caretakers of their family and they have greater achievement orientation than females. Khatri, Budhwar and Fern (2009) added that males may leave their current jobs in favor of a more attractive job if their expectations are not met in their present job.

HYPOTHESES

1. There will be significant negative correlation between pay satisfaction and employee turnover intention among Federal Civil Servants in Awka metropolis.
2. There will be significant negative correlation between job dissatisfaction and employee turnover intention among the Federal Civil Servants in Awka metropolis.
3. There will be significant difference between male and female on turnover intention among the Federal Civil Servants in Awka metropolis.

METHOD

Participants

A total of three hundred and thirty seven (377) Federal Civil Servants drawn from five Federal Ministries: Ministry of Agriculture, Ministry of Education, Ministry of Lands, Ministry Commerce and Ministry of Trade and Industry located at, Awka, Anambra state Nigeria, participated in the study. Stratified random sampling technique was adopted to select participants for this study. Out of the 377 participants, 171 were males and the remaining 206 were females. The participants' ages ranged from 25 years to 50 years, with the mean age of 37.5 and the standard deviation of 2.49. The participants from 25 to 30 years old were 111(29.4%); 124 (32.9%) of them were from 31 to 35 years; 37 (9.8) were from 36 to 40 years; 57 (15.1) were from 41 to 45 years; and 49 (12.99) were from 46 to 50 years. In the area of academic qualifications 27 (7.16) hold senior secondary school certificate; 86 (22.8) were national diploma certificate holders; 42 (11.14) were holders of higher national diploma certificates; 70 (18.56) were holders of bachelor's degree certificates; and 14 (3.7) were holders of master's degree certificates. In relation to marital status, 124 (32.9) were single; 168 (44.6) were married; 49 (12.9) were divorced; and 36 (9.54) were widows and widowers.

Instruments

Three instruments were adopted in this study which includes; Minnesota satisfaction questionnaires (MSQ) developed by Weiss, Dawis, England and Lloyd (1967), Turnover Intension Questionnaire (TIQ) developed by Shore and Martin (1989), and Pay Satisfaction Questionnaire (PSA) developed by Liu, Tang and Zhu (2014).

Minnesota Satisfaction Questionnaire (MSQ) is a 20 item scale developed by Weiss, Dawis, England and Lloyd (1967) to measure job satisfaction in the organization. It is 5 Likert Style response with "1 = satisfied, 2 = very satisfied, 3 = neither and very few, 4 = dissatisfied and 5 = very dissatisfied". The scale reported Cronbach's reliability coefficient of .90. In this study it was employed to measure job satisfaction. Items in the scale include: "I am satisfied with the feeling of accomplishment I get from the job"; "I am satisfied with the praise I get for doing a good job".

Turnover Intension Scale (TIS) is a 8 item scale developed by Shore and Martin (1989) to measure turnover intention in the workplace. The scale follows Likert style response with "1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree". The instrument reported Croanbach's reliability coefficient of .92 and validity index of .45. Items in the scale includes: "as soon I can find a better job, I will quit at this organization"; "I often think about quitting my job".

Pay Satisfaction Questionnaire is a 18 item scale developed by Liu, Tang and Zhu (2014) to measure pay satisfaction. The questionnaire follows 5 point Likert style response of "1 = strongly dissatisfactory, 2 = dissatisfactory, 3 = neutral, 4 = satisfactory, and 5 = strongly satisfactory. The instrument reported Cronbach's reliability coefficient of .98 and concurrent validity of .43. Items in the scale include: "I am satisfied with my take home pay"; "I am satisfied with my benefit package".

Design/Statistic

The study is a cross-sectional survey design while Pearson's correlation and Independent t-test were employed to test the hypotheses.

Results

Table 1: Shows results of Pearson's product moment correlation of Job Satisfaction, Pay Satisfaction and Turnover Intention

	Turnover	Job dissatisfaction	Pay satisfaction
Turnover	1		
Job satisfaction	-.043	1	
Pay satisfaction	-.071	.874**	1

From table one above, the results of the Pearson's product moment correlation revealed that pay satisfaction showed negative correlation with turnover intention ($r = -.04$, $p < .01$). It also found that job satisfaction show negative relationship with turnover intention ($r = -.07$, $p < .01$). Therefore, the hypothesis which stated that there would be negative correlation between job satisfaction and turnover intention among the civil servants was confirmed. Moreso, the assumption which stated that there would be relationship between pay satisfaction and turnover intention among the civil servant, was also confirmed.

Table 2 and 3: Show results of Gender and Turnover Intention

Table 2: Group Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Male	160	2.108	.38371	.03033
Turnover intention	206	2.196	.39552	.02756
Female		6		

Table 3 Independent sample t-test

	Levene's Test for Equality of variance								
	F	Sig	t	df	Sig (2 tail ed)	Mean Difference	Std. Error Difference	95% confidence interval of its differences	
								Lower	Upper
Turnover Int equal variance assumed	.612	.435	-2.139	376	.033	-.08801	.04114	-.16891	-.00711
Equal variance not Assumed			.525	-2.147	.032	-.08801	.04098	-.16861	-.00740

From table 2 and 3 above, the results showed that there was significant difference between male ($M = 2.1$, $SD = .38$) and female ($M = 2.2$, $SD = .39$) on turnover intention: $t(376) = -2.89$, $p < .03$. Therefore, the hypothesis which stated that there would be significant difference between males and females on turnover intention is confirmed.

DISCUSSION AND CONCLUSION

The results indicated that there was no significant relationship between pay satisfaction and turnover intention. This suggests that as one is satisfied with his or her pay, he or she is less likely to think about leaving the organization. The result corroborated with Nguyen (2006) who found that pay level satisfaction was significantly and negatively correlated with several important organizational outcomes, including turnover intentions, and voluntary turnover. This result also supported Williams, McDaniel and Nguyen, (2006) who stated that pay satisfaction and turnover intention reported a negative relationship. Heneman (2008) stated that pay dissatisfaction can have important and undesirable impacts on numerous employees' behavioural outcomes. Micelle and Mulvey (2000) opined that employee dissatisfaction with pay, for instance, can decrease commitment to the job, increase sabotage and catalyze turnover intention. Therefore, employers should pay adequate attention to the monetary rewards of their employees.

The result also indicated that job satisfaction had negative relationship with their employee intention to leave. What this implies is that, employees that are not satisfied with job are more likely to leave for another job elsewhere. The findings supported Tarya and Ariana (2015) who found that job satisfaction had negative

significant relationship with turnover intention. It also agreed with the result of Akhtar et al (2016) that turnover intention was negatively correlated with factors such as job satisfaction and remuneration. Furthermore, the findings also concurred with Ibrahim et al (2016) who equally found negative relationship between job satisfaction and employee turnover intention. This implies that when workers are satisfied with their job intention to leave their present job will not come to mind. But, if on the other way round employees tend to think of leaving which will propel them to start looking for job elsewhere and lead to their actual turnover.

The result of this present study also revealed that there was significant difference between males and females on intention to leave the present job. This finding showed that female workers are more like to leave their present job if they are not happy with their pay and the job they do than their male counterparts. This study result was against the findings of Light and Ureta (1992), who found that women were less likely to quit their jobs after controlling for unobserved heterogeneity. The result also was not in line with Lynch (1992) that found no significant gender difference on turnover intention. The result of this study may be as a result of the fact that female workers in Nigeria are now involved in more domestic responsibilities, such as playing active role in the payment of children school fees, payment of house rent, fuelling of cars and becoming bread winners.

LIMITATION

Actually, the present study is designed to contribute greatly to literature, but it has some limitations. First limitation is the fact that only the Federal Civil Servants in Awka metropolis of Anambra state were allowed to participate in this study, which makes it difficult to generalize the findings to other Civil Servant in the state and the country at large.

Second, the number of participants selected for this study was very small. More effort should be made in future to select more samples larger than the one used in this study. This could have given the researchers an ample room to generalize the results. Researchers who are willing to replicate this study are encouraged to take cognizance of the two limitations and do the necessary justice so that it will be possible to generalize the findings.

CONCLUSION

Despite the limitations of this study, it is one of the attempts to empirically investigate pay satisfaction, job dissatisfaction, gender and turnover intention among civil servants in Nigeria. The study revealed that there is no significant relationship between pay satisfaction and turnover intention. Furthermore, result also indicated that job satisfaction significantly correlated with turnover intention. Finally, results also indicated significant difference between male and female on turnover intention. Therefore, this is conducted to help the employers to discover the antecedents of actual turnover and to ensure that necessary

policies are implemented to deal with the problems of pay and job satisfaction in their organizations.

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