



**AN INVESTIGATION OF INFLUENCE OF JOB SATISFACTION ON
EMPLOYEES INTENTION TO LEAVE: AN EMPIRICAL STUDY OF
SELECTED PRIVATE UNIVERSITIES IN SOUTH WEST NIGERIA**

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ABSTRACT

Dissatisfaction with work-related factors such as pay package, work environment, working conditions, promotion and advancement opportunities are some of the reasons why university teachers have intention to leave their current organizations. The intention to leave is an immediate precursor of actual labour turnover and the growing labour turnover intention among lecturers in Nigerian universities in the present time has raised great concern for academic administrators in Nigeria. This research paper therefore examined the influence of job satisfaction on employees' intention to leave an organization with special reference to private universities in South-West, Nigeria. Basically, a descriptive survey research design was employed, and data were collected through structured questionnaire administered to selected academic staff of five selected private universities. Multi-stage sampling technique was used to arrive at the sample for the study. Sample size for the study was initially 310 but was expanded by 50%, making it 465. The data obtained were analyzed using descriptive statistics and simple regression analysis and tested at 5 percent significance level with the aid of Statistical Package for Social Sciences (SPSS) version 22. The findings revealed that job satisfaction had a significant negative influence on employees' intentions to leave the selected private universities in the South-West, Nigeria. It also revealed that satisfaction with co-workers was the highest rated job satisfaction variable, followed by satisfaction with work itself, advancement opportunities, supervision, promptness of salary payment, working conditions, promotion opportunities, and recognition. The satisfaction with benefits and pay had the least average positive response. Subsequently, recommendations were made to the management of the selected private universities to do whatever is feasible to increase the level of job satisfaction among their academic staff so as to reduce the level of intention to leave.

Key Words: Employees Turnover, Intention to Leave, Job Satisfaction, Private Universities

Introduction

Employee turnover has been of interest for both managers and researchers across a wide array of disciplines (Lambert, Hogan & Barton, 2001; Price, 2001; Hom & Griffeth, 1991). It is one of

the costly and seemingly intractable human resource challenges confronting several organizations globally (Shamsuzzoha & Shumon, 2007; Slocum & Hellriegel, 2007). According to Kakes (2010), turnover is a silent but effective profit killer and many employers are facing turnover issues that they did not have to deal with in the past. In essence, the rate at which employees leave some organizations is more than the rate at which they join the organizations (Ferguson & Brohaugh, 2009; Holland, Sheehan, & De Cieri, 2007). Ogunyemi (2007) points out that no organization can achieve its objectives without adequate and effective workforce.

In today's highly competitive labour market, the ability to attract and retain employees is a major concern for employers of organizations of any size (Ramllal, 2004; Brown & Yoshioka, 2003). According to Ng'ethe, Iravo and Namusonge (2012), employee retention is one of the challenges facing many organizations both private and public. Tetley (2006) adds that academic staff retention has been a pertinent issue in higher education institutions and indeed a global phenomenon which affects both the developing and industrialized countries. Johnsrud and Rosser (2002) note that concerns over retention have generated a number of studies directed towards understanding the factors that influence teachers' intentions to leave their institutions.

Nwadiani and Akpotu (2002) in a joint study on academic staff turnover in Nigeria Universities, assert that the turnover rate of academic staff in Nigerian universities is high. Such turnover usually involves movement of highly skilled academic staff either from state and federal universities to private or vice-versa (Adeniji, 2011). Similarly, Oredein and Alao (2010), observe that there is a growing labour turnover intention among lecturers in Nigerian universities, resulting in frequent change of lecturers within an academic session. Startup, Gruneberg and Tapfield (1975) note that some of these lecturers hardly stay for a long time in such universities before moving again. This raises great concern for academic administrators in Nigeria (Ologunde, Asaolu & Elumilade, 2006), especially in view of the fact that researchers have demonstrated that turnover intention plays a vital role in forecasting the actual employee turnover and that turnover intention is the immediate precursor to, as well as the strongest predictor of actual turnover (Lee & Liu, 2007; Hendrix, Robbins & Summers, 1999).

Turnover intention is not only influenced by a single factor, there are several variables that could predict it. Job satisfaction is one of the factors or reasons why employees have intention to leave the organization (Price, 2001). According to Brough and Frame (2004), job satisfaction is a strong predictor of turnover intention. Research findings indicate that employees stay longer in the organization if they are satisfied with their jobs and are prone to leaving one organization for another to meet their needs if they are not satisfied (Lussier & Achua, 2007; Shaw, Duffy, Johnson & Lockhart, 2005; Mitchel, Holtom, Sablynski & Erez, 2001). Moreover, employee dissatisfaction gives rise to high level of turnover intention (Rahman, Raza Naqvi & Ramay, 2008; Sarninah, 2006). As a result, dissatisfied employees are ready to rundown the organization at any cost and also seek greener pasture or leave when they are needed the most (Newstrom, 2011; Lussier & Achua, 2007; Carsten & Spector, 1987). According to Boyer, Altbach and Whitlaw (1994), some teachers are rarely satisfied with their institutions. A lot of researches have been carried out in advanced countries to test for the influence of job satisfaction on the

employees' intention to leave (Lussier & Achua, 2007; Shaw, Duffy, Johnson & Lockhart, 2005; Shamsuzzoha & Shumon, 2007; Slocum & Hellriegel, 2007). In this study effort was made to establish the influence of job satisfaction on employees' intention to leave in private universities in South-West Nigeria. We, therefore, hypothesized that job satisfaction does not significantly influence employees' intention to leave the selected private universities in South-West Nigeria.

- **Literature Review**

A review of relevant literature and empirical literature will provide better insights into the implications of job satisfaction on employees' turnover intention, and thus enhance the construction of theoretical framework for empirical analysis in this study. This section discusses some conceptual, theoretical and empirical literature on the influence of job satisfaction on employees' intention to leave an organization.

2.1. Conceptual Review

Employee Turnover

Employee turnover has to do with the proportion of employees that leave an organization during a given time period (Newstrom, 2011; Noe et al, 2009). It refers to voluntary and involuntary permanent withdrawal of employees from an organization (Robbins et al, 2008; George & Jones, 2005; Robbins, 2003). According to Abassi and Hollman (2000), employee turnover is the rotation of workers around the labour market and between firms, jobs and occupations. It is the discontinuance of membership in an organization by the person who received monetary compensation from the organization (Mobley, 1982). Singh and Rawat (2011) add that it is a measure of the extent to which old employees leave an organization and new ones enter the service.

Employee turnover could be voluntary or involuntary (Newstrom, 2011; Noe et al, 2009; Price, 1977). Voluntary turnover is initiated or started by the employees. It is "a voluntary cessation of membership of an organization by an employee of that organization" (Morrell et al., 2001, p.6). Voluntary turnover occurs when employees decide to end relationship with employers for personal or professional reasons (Gomez-Mejia, Balkin & Cardy (1998). In most cases, the decision to leave is associated with being dissatisfied with current job and also having attractive offers from other organizations.

Involuntary turnover is a "movement across the membership boundary of an organization, which is not initiated by the employee" (Price, 1977, p. 9). It is initiated by the organization and it occurs when the organization or employer requires employees to leave, often when the employees would prefer to stay. Most organizations use the term, "termination" to refer only to a discharge related to a discipline problem, but some organizations call any involuntary turnover a termination. It also occurs when the employer decides to terminate the employment of a worker due to economic reasons or a poor fit between the employee and the organization (Noe et al, 2009; Mano & Tzafirir, 2004).

The cost of employee turnover has become an issue in recent times because of its drain of operating profit of organizations (Ganesan, 2010). The cost of employee turnover on employees and organizations appears to be expensive (Slocum & Hellriegel, 2007) and difficult to handle by several organizations globally (Shamsuzzoha & Shumon, 2007). Turnover often causes disruptions for existing members of an organization (Luthans, 2005; Robbins, 2003). Newstrom (2011) points out that the remaining employees may be demoralized from the loss of valued co-workers. Work and social patterns may also be disrupted until replacements are found. Moreover, the reputation of the organization in the community may also suffer.

The direct and indirect costs to the organization of replacing workers are also expensive. Ultimately, both voluntary and involuntary turnover are costly because of the need to recruit, hire, and train replacements (Noe et al, 2009; Amah, 2009; Ongori, 2007). Direct costs are the actual amount of money spent by the employer to attract or recruit, select and train new workers to replace employees who left the organization. Direct costs also refer to separation costs (wages and benefits of departing employees). Indirect costs are those expenditures attributed to the effect of turnover on production such as the cost of incomplete or disrupted work, loss of quality, increased workloads and overtime expenses for co-workers and low productivity associated with employee morale, loss productivity due to the time required for a new worker to get up to speed on the job, and loss of productivity associated with the interim period before a replacement can be placed on the job (Newstrom, 2011; Kakes, 2010; Robbins et al, 2008; Luthans, 2005; Robbins, 2003; ;Willis, 2002; Griffeth, Hom & Gaertner, 2000; Maertz & Campion, 1998).

In addition, employee turnover affects the employees who leave the organization, those who remain in the organization and the organization itself. It causes instability of service of the employees and also instability of employment of workforce. The excess rate of turnover is greatly harmful to the workforce and the organization. Employees who leave are deprived of the existing employment, high pay, bonus, leave and other facilities. No wonder Kakes (2010) identifies employee turnover as a silent but effective profit killer.

Employees' Intention to Leave

Unlike actual turnover itself, turnover intention is not explicit. Intention, according to Berndt (1981), is a statement about a specific behavior of interest. It is also the intention of individuals to voluntarily quit or resign from an organization (Layne, 2001). Tett and Meyer (1993) point out that turnover intention is a conscious willfulness on the part of employees to seek for other employment opportunities in other organizations. It is also the intention of employees to quit their organization (Ali, 2009).

An employee's intent to leave is his inclination to quit the job (Matin, 1979). Tett and Meyer (1993) described intent to leave as an awareness and thoughtful grit to leave the organization. It is a conscious and deliberate intention to leave an organization. Most of the time, employees do not leave the job instantly, but the intention to leave is formed gradually (Heydarian & Abhar, 2011). Mowday et al (1982) noted that employees with high degree of turnover intentions from

an organization will subjectively admit that they will be leaving the organization in the near future.

Turnover intention plays a vital role in forecasting the actual employee turnover (Hom & Griffeth, 1991; Mobley, 1977). Actual turnover and turnover intention have been measured separately; however, actual turnover is expected to increase as the intention to leave increases. Turnover intention captures the individual's perception and evaluation of job alternatives (Mobley et al., 1979). Researchers indicate that turnover intention is the immediate precursor of actual turnover (Hom & Griffeth 1991; Steel & Ovalle, 1984; Bluedorn, 1982; Mobley et al., 1979; Mobley, Horner & Hollingworth, 1978; Mobley, 1977). Lasun and Nwosu (2011) add that intention to quit is probably the most important immediate antecedent of turnover decision. However, some researchers have discovered that intention to leave or stay is the strongest predictor of actual turnover (Lee & Liu, 2007; Griffeth et al, 2000; Hendrix, Robbins & Summers, 1999; Porter & Steers, 1973).

Job Satisfaction

Satisfaction, according to Wehrich and Koontz (1993), refers to the contentment experienced when a want or need is satisfied or a goal is achieved. Bloisi, Cook, and Hunsaker (2003) describe satisfaction in relation to an organization as “the overall positive feelings people have about an organization, whether as an employee, customer, supplier or regulator” (p. 60). Job satisfaction is a pleasant feeling resulting from the perception that one's job fulfils or allows for the fulfillment of one's important job values (Noe et al, 2009). Luthans (2005) believes that job satisfaction is “a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience (p.221). It is a set of favourable or unfavorable feelings and emotions with which employees view their work (Newstrom, 2011), and it reflects the extent to which people find fulfillment in their work (Slocum & Hellriegel, 2007).

Job satisfaction is also the extent to which employees are satisfied with their present jobs due to their needs and wants that are met or satisfied (Finn, 2001). Usually, workers experience this attitude when their work matches their needs and interests, when working conditions and rewards such as pay are satisfactory, when they like their co-workers, and when they have positive relationship with their supervisors (Daft, 2010). It is also an affective or emotional reaction to the job, resulting from the employee's comparison of actual outcomes with the required outcomes (Cranny, Smith & Stone, 1992).

Every organization needs satisfied and committed workers in order to achieve their goals (Shaw, Duffy, Johnson, & Lockhart, 2005). Job satisfaction is very important in every organization because it has, in turn, been associated with other positive organizational outcomes. For example, employees who are satisfied with their jobs are less likely to quit, are absent less, and are more likely to be motivated to do their jobs (Lussier & Achua, 2007). Robbins et al, (2008) assert that a worker with a high level of job satisfaction holds positive feelings about the job, whereas a worker who is dissatisfied holds negative feelings about the job. Newstrom (2011) affirms that employees who are satisfied with their jobs are less likely to think about quitting or

announce their intentions to quit. Consequently, they are more likely to stay with their employer longer. Similarly, those employees who have lower satisfaction or even dissatisfied usually have higher rates of turnover. As a result, they are likely to seek greener pasture elsewhere and leave their employers. Moreover, dissatisfied employees create many problems for their organization (Ali, 2009).

2.2 Empirical Review of Job Satisfaction and Employees Intention to Leave

Many researchers believe that there is a relationship between job satisfaction and employees' intention to leave (McCormick & Ilgen (1985). Job satisfaction has been cited as a major contributory factor to intention to leave or stay in organizations (Gaanci-Borda & Norman, 1997; Cavanagh, 1992). Morrell et al. (2001) and Price (2001) point out that job satisfaction is often associated with employee turnover, especially, voluntary turnover. However, for employees to voluntarily leave their present job, it is obvious that they would have had an intention to leave in their minds. Schermerhorn, Hunt and Osborn (2000) state that job satisfaction can affect employees' turnover or decision to terminate their present job, which is employees' intention to leave. Brough and Frame (2004) point out that job satisfaction is a strong predictor of turnover intention. Many researchers report a negative relationship between job satisfaction and employee turnover (Cotton & Tuttle, 1998; Arnold & Feldman, 1982; Bluedorn, 1982; Mobley, 1982; Price, 1977). However, there is a moderately negative relationship between job satisfaction and employees' turnover intention. Job satisfaction is also negatively associated with employee turnover intentions (Amah, 2009; Rahman et al, 2008; Khatri & Fern, 2001; Griffeth, Hom & Gaertner, 2000). This implies that high job satisfaction leads to low turnover. Employees who are satisfied with their jobs are less likely to quit than those who are dissatisfied with their jobs (George & Jones, 2005). According to Hellman (1997), increased dissatisfaction in employees result is a higher chance of considering other employment opportunities. However, as job satisfaction increases, intention to leave employment decreases (Williams, 2003). George and Jones (2005) posit that high job satisfaction will not of itself keep turnover intentions low, but it does seem to help reduce employee intentions to leave and turnover rate. However, if there is considerable job dissatisfaction, there is likely to be high employee intentions to leave and eventually actual turnover.

Other works have reported no evidence of a significant relationship between job dissatisfaction and employee turnover intention (Luthans, 2005; Robbins, 2003). These studies claimed that dissatisfied employees sometimes never leave the organization. The reason is that some employees cannot see themselves working elsewhere, so they remain where they are regardless of how dissatisfied they feel. On the contrary, sometime employees who are satisfied with their jobs eventually move on to other organizations due to certain other reasons (Luthans, 2005; Robbins, 2003). In fact, Price and Mueller (1986); Williams and Hazer (1986); and Mobley, Griffeth, Hand and Megliano (1979) reported a positive relationship between job satisfaction and employee turnover intention. These researchers theorized that job satisfaction is a key antecedent of worker turnover intention and actual turnover. This may imply that when employees are dissatisfied with their present job, they may likely think of quitting. However, when the dissatisfaction becomes unbearable, they may likely quit. Boyer, Altbach and Whitlaw (1994)

stressed that some teachers are rarely satisfied with their own institutions. They sometimes see administrators as incompetent, communication as poor, and their influence as declining. However, many teachers are dedicated to their work and they love what they do, but they often wonder if they would not be happier teaching somewhere else other than their present institution (Johnsrud & Rosser, 2002).

2.3 Theoretical Framework

Theoretically, this study is based on Herzberg's two-factor theory developed by Herzberg (n.a.). Herzberg's two-factor theory "was among the very first model of motivation to be developed specifically for work applications" (Steers et al., 1996, p.13; Sherman et al., 1988). It was also one of the earliest theories of job satisfaction and it focuses on the effect of certain types of job facets on job satisfaction (George & Jones, 2005). According to Herzberg's two-factor theory, there are two sets of needs at work that affect the motivation of employees to work. These are *motivators* and *hygiene* factors (Reyes, 2004; Hellriegel et al., 1998; Addesso, 1996; Nickels et al., 1996).

According to Herzberg (1973), *motivators*, also called satisfiers, are directly related to both the content of the job or associated with the work itself and what the employee actually does on the job. They are intrinsic in nature and employees find them intrinsically rewarding. These factors when present, according to Herzberg (1973), cause job satisfaction and motivate employees to perform better or put forth superior effort. However, their absence from a work situation will neither lead to employee dissatisfaction, nor cause high motivation. It only makes employees feel neutral toward their jobs and demotivated to perform well and achieve excellence (Nelson & Quick, 2005; Brickley, Smith, & Zimmerman, 2004; Robbins, 2003; Vecchio, 2003; Chandan, 2001; Champoux, 2000; Allen, 1998; Lindner, 1998; Addesso, 1996; Holt, 1993; Weihrich & Koontz, 1993; Kreitner, 1992; Donnelly et al., 1981; Jackson & Keaveny, 1980; Massie, 1979; Lundgren, Engel, & Cecil, 1978). Furthermore, Herzberg et al. (1959) assumed that the more satisfied employees were with their jobs, the more likely they were to be productive and remain on their current job. Conversely, if the motivators are not present or inadequately met, employees will not be satisfied. If employees are not satisfied, they are more likely to think of leaving the organization. They may look for a greener pasture or at least have intention to leave the organization.

- **Methodology**

This section gives a description of the methodology employed in achieving the objective of this study. It presents the research design, target population, and sampling procedure, data collection procedures, and data presentation and analysis.

Research Design

The researchers employed survey research design. Survey research design seeks to find answers to questions through the analysis of variable relationship (Best & Kahn, 1998). It also tries to

describe the characteristics of the respondents in relation to a particular product or a practice of importance (Panneerselvan, 2010).

Population of the Study

According to the Register of the Nigeria University Commission (NUC), as at 2012, there were 21 approved private universities located in South-West geo-political zone of Nigeria and this constituted our population of study.

Sampling Technique

A multi-stage random sampling technique was adopted where a sample was prepared in stages and sampling was ideally random at each stage. The multi-stage sampling allows the researcher to choose the samples in stages until he gets the required sample (Asika, 2009). It also employs more than one stage to sample the population depending upon the reality (Panneerselvam, 2010).

Sample Size

The sample for this study was limited to five (5) private universities in South-West Nigeria out of the 11 private universities, in four states (Ogun, Oyo, Osun, and Lagos State), that have been in existence for at least six years as at 2012. The five private universities for the study: Covenant, Redeemers, Babcock, Bowen and Lead City were drawn from three States (Ogun, Oyo and Osun). The total population of academic staff in these universities as at 2012 was 1320. Then, the sample size for this study as obtained from the Taro Yamane (1965) formular for finite population was 310. This was increased by 50% amounted to 465 to compensate for the non-response and wrong filling of questionnaire. This is recommended by Fisher (2007), who suggested that the number of distributed questionnaire will have to larger than the minimum required and the response rate of 30% is considered very good.

Data Collection Instrument and Procedure

The data collection instrument employed for this study was a structured questionnaire designed by the researchers. The questionnaire consists of three sections: section (A) Demographic Information of respondents, section (B) Intention to leave an organization questions and section (C) Job satisfaction questions. A six-point Likert style rating method of questionnaire was adopted in the study, that is, Strongly Agree = 6, Agree = 5, Slightly Agree = 4, Slightly Disagree = 3, Disagree = 2, and Strongly Disagree = 1. The instrument was administered with the help of two (2) research assistants in the study areas.

Reliability and Validity of Instrument

Reliability is the capacity of a survey instrument to produce consistent results, regardless of who administers it or when someone responded to it (Newstrom, 2011). The reliability of the instrument for this study was determined during the pilot study which was carried out on non-sampled population of similar institutions and academic staffs in Bells University. The results of the reliability analysis determined that the Cronbach's Alpha (α) values for Job satisfaction was 0.892 and Intention to leave an organization was 0.902 showing that the instrument is reliable.

As for validity, face and content validity was employed. The instrument was subjected to the scrutiny of the senior academic colleagues in the field of Human Resources at Babcock University, Ilishan Remo, Ogun State. As a result of the scrutiny, the nature of the questions on intention to leave and job satisfaction, which hitherto were very direct, were modified to the present form.

Data Process and Analysis

The data collected was analyzed using quantitative measures, that is, descriptive and inferential statistics. The interpretations of the statistical technique on the influence of job satisfaction on the intention to leave an organization, as well as generalization were made. Regression analysis was used to test the hypotheses and to measure the significance of linear bi-variant between the dependent and independent variables in the study. The information was presented using frequency tables. The Statistical Package for the Social Sciences (SPSS) version 22 was used to analyze the data. The p-value at the 0.05 level of significance was used as decision criterion.

- **Data Analysis and Results**

This section presents results of frequency distribution and interpretations of the responses of academic staff to Job satisfaction and Employees' intention to leave an organization.

Study Response Rate

The researchers administered 465 questionnaires to the respondents. On collection, 396 (85%) of them were retrieved out of which 365 (92%) were completely filled and used for the analysis.

Demographic feature of Respondents

Table 1 shows the general characteristics of the respondents. According to the table, majority (59.2%) of the respondents of the respondents were male while a sizeable percentage of 40.8% were female. Majority (70.7%) of the respondents were below 50 years while only 29.3% were above 50 years, which could mean that majority of the respondents in the sampled private universities are in their middle ages and this age usually constitute the vibrant cream of the workforce in the academic setting.

With regard to marital status, majority (70.7%) of the respondents are married, followed by respondents who are single (25.5%) and widowed (14 or 3.8 %) while other options made available in the question attracted no respondent.

Years of working experience have revealed that 63% of the respondents have put in between 4-9 years of experience while 25.8% of the respondents have worked for 1-3 years. This was followed by 7.4% of the respondents who have been on the job for 10-12 years and 3.8% of the respondents have worked for 13-15 years. This implies that there could be a high rate of employee turnover in academic sector due to voluntary turnover leading to their destructive effect on both the universities and employees, forcing employees to look for better work conditions elsewhere.

The educational qualification of the respondents revealed that majority of them possessed Master's Degree (214 or 58.6%) and this was followed by those who possessed Doctoral Degree

(136 or 37.3%). The number of respondents with first degree certificate amounted to 4.1% while none of the respondents had below first degree certificate. This interpretation confirms that the policy of NUC which has made it compulsory for academic staff member of any university to possess a minimum qualification of a first degree certificate in a relevant field.

In respect of present academic ranks of the respondents, the highest frequency of academic ranks in the sampled universities falls on Lecturer II, accounting for 108 (29.6%) of the respondents. However, a categorization of the spread of the academic ranks of the respondents indicates that 91 (24.9%) are in the training ranks (Graduate Assistant and Assistant Lecturer), 232 (63.5%) are in the Lecturer cadre (Lecturer II, Lecturer I and Senior Lecturer), while 42 (11.5%) are in the Professorial cadre (Associate professor and Professor). Since majority of the respondents are in the Lecturer cadre, which is the mid-point between the training and Professorial cadres, they are more likely to express their unbiased opinions on the issues raised in the survey.

The distribution of respondents by income earned per month showed that more than half of the respondents (201 or 55.1%) earned N100, 000-N200, 000. This was followed by 116 (31.8%) who earned between N201, 000-N400, 000. The distribution of income earned shows that at the lower extreme, 31(8.5%) of the respondents earned below N100, 000 while at the higher extreme, 17 (4.7%) of the respondents earned above N400, 000. Those who earned more than N400, 000 are Professors while most of those that earned below N100, 000 worked in the Graduate Assistant position (compare with academic rank of respondents). A majority of the respondents who earned N100, 000-N200, 000 were within the categories of Assistant Lecturer and Lecturer II. This is within the maximum income earned by these groups of Lecturers in the private universities in Nigeria. This salary scale may also determine the intention of employees to either remain in or leave the institutions.

Table 1: Respondents Characteristics (Demographic Data)

No.	Variable	Category	Frequency	Percent (%)
1	Age	30 yrs and below	46	12.6
		31-40 yrs	150	41.1
		41-50 yrs	108	29.6
		51-60 yrs	43	11.8
		61 yrs and above	18	4.9
2	Marital Status	Single	93	25.5
		Married	258	70.7
		Widowed	14	3.8
3	Length of Service at Present University	1-3 yrs	94	25.8
		4-6 yrs	127	34.8
		7-9 yrs	103	28.2
		10-12 yrs	27	7.4
		13-15 yrs	14	3.8

4	Highest Educational Attainment	Bachelor's Degree/eqv.	15	4.1
		Master's Degree	214	58.6
		Doctoral Degree	136	37.3
5	Present Academic Rank	Graduate Assistant	22	6
		Assistant Lecturer	69	18.9
		Lecturer II	108	29.6
		Lecturer I	79	21.6
		Senior Lecturer	45	12.3
		Associate Professor	26	7.1
		Professor	16	4.4
6.	Present Monthly Income	Below N100,000	31	8.5
		N100,000-N200,000	201	55.1
		N201,000-N300,000	69	18.9
		N301,000-N400,000	47	12.9
7	University of the Respondents	Above N400,000	17	4.7
		Babcock	100	27.4
		Redeemers	60	16.4
		Bowen	65	17.9
		Covenant	91	24.9
		Lead City	49	13.4

Source: Field Survey, 2013

Study Variables Analysis

This section analyzes and describes the independent and dependent variables from the statistical point of view including the mean, standard deviation and total scores.

Descriptive Analysis of Job Satisfaction

Table 2 shows the mean scores (M) of the employees' job satisfaction in the sampled organizations. From Table 4.28, it can be seen that "satisfaction with relationship with co-workers" ($M = 5.03$) was the highest rated job satisfaction dimension. This was followed by "satisfaction with work itself" ($M = 4.87$), "satisfaction with the advancement opportunities in my university" ($M = 4.64$), "satisfaction with my supervisor" ($M = 4.60$), "satisfaction with supervision" ($M = 4.58$), "satisfaction with promptness of salary payment" ($M = 4.56$), "satisfaction with working conditions" ($M = 4.38$), "satisfaction with promotion opportunities" ($M = 4.30$), and "satisfaction with recognition" ($M = 4.23$), "satisfaction with salary" ($M = 3.98$). However, "satisfaction with benefits" ($M = 3.96$) has the least positive response. Generally, the extent to which employees were satisfied with their jobs in the organization was above average since all means were above 3.50 as shown above.

Table 2 Mean and Standard Deviations for Job Satisfaction

No.	Job Satisfaction Variables	Total Score	Mean Score	Standard Deviation	Rank
1	I am satisfied with my relationship with co-workers	1836	5.03	1.017	1 st
2	On the overall, I am satisfied with my job	1777	4.87	0.928	2 nd
3	I am satisfied with the advancement opportunities in my University.	1692	4.64	0.906	3 rd
4	I am satisfied with my supervisor.	1678	4.60	1.011	4 th
5	I am satisfied with the supervision I receive from my supervisor.	1673	4.58	0.984	5 th
6	I am satisfied with the promptness of salary payment.	1664	4.56	1.697	6 th
7	I am satisfied with the working conditions.	1598	4.38	1.188	7 th
8	I am satisfied with promotion exercises in my University.	1570	4.30	1.194	8 th
9	I am satisfied with the recognition I receive from my University.	1543	4.23	1.097	9 th
10	I am satisfied with the salary I receive.	1453	3.98	1.372	10 th
11	I am satisfied with the benefits I receive	1445	3.96	1.252	11 th

Source: Field Survey, 2013

Employees' Intention to Leave their Present Organization

Table 3 provides frequency counts and percentages on the intention to leave an organization of full-time academic staff members of five selected private universities in South-West Nigeria (Covenant, Redeemers, Babcock, Bowen and Lead City). The analysis in Table 3 shows that 89 respondents, representing 24.4% of the total sample, considered their job as the best they had so far, and therefore planned to make it a life-time career as well as intend to stay in their University for the rest of their career. This implies that they have no intention to leave. Similarly, many respondents (142 or 38.9%), considered their current jobs as second best, just one step below what they ultimately want to spend their life time in. To this effect, they intend to stay in their University for many years.

Table 3: Participants' Responses to Intention to Leave the Organization Questions

S/N	Item	Freq.	%
1	My job in this University is the best so far. I intend to stay in this University for the rest of my career.	89	24.4
2	My job is second best. I intend to stay in this University for many years.	142	38.9
3	My job is a stepping stone to what I ultimately wanted as a career. I will seek greener pastures when opportunities are available. I intend to stay in this University for a few years.	110	30.1

4	My job is hardly what I want but shall stick to it for the time being. I am currently looking for another job with better prospects. I intend to stay in this University for a very short time.	21	5.8
5	My job is below personal expectation. I took it only because there are no other immediate openings available. I intend to leave this University as soon possible.	3	.8
	Total	365	100

Source: Field Survey, 2013

However, 110 respondents (30.1%) took their job as a stepping stone to what they ultimately want as a career and would seek greener pastures when opportunities are available. In other words, they intend to stay in their University for a few years. The intention to leave is obvious. A total of 21 respondents (5.8%) saw their job as hardly what they want but chose to stick to it for the time being. They seek other job opportunities with better prospects and had the feeling of resigning any time. Hence, they planned to stay in their University for a very short time. The intention to leave is very clear. Moreover, 3 respondents (0.8%) declared that their job is below personal expectation but they took it only because there are no other immediate openings available. They came to work each morning with a heavy heart and intend to leave the University as soon as possible. These employees are just hanging in there. In summary, 231 respondents (63.3 %) do not have intention to leave whereas 135 (36.7 %) have intention to leave their universities.

Hypothesis Testing

Simple linear regression analysis was used to test the influence of job satisfaction on employees' intention to leave an organization. The aggregate scores of the employees' intention to leave an organization (dependent variable) were regressed on the aggregate scores of their job satisfaction measure (independent variable). Regression analysis is robust against non-normality and, therefore, applicable in the case in the case at hand (Sharabati & Fuqaha, 2014). The relevant results are presented in Table 4.

Table 4: Result of Regression of Employees' Intention to Leave an Organization on Job Satisfaction

Goodness-of-fit				
Sample Size	R	R Square	Adjusted R Square	Std. Error of the Estimate
365	.349 ^a	.122	.119	.846
a. Predictors: (Constant), Aggregate Scores of Job Satisfaction				
b. Dependent Variable: Intention to leave an organization				

Overall significance: ANOVA (F-test)

	Sum of Squares	Degree of Freedom	Mean Square	F	Significance (p-value)
Regression	35.998	1	35.998	50.298	.000 ^b
Residual	259.799	363	.716		
Total	295.797	364			

a. Dependent Variable: Aggregate Scores for Intention to leave an organization

b. Predictors: (Constant), Aggregate Scores for Job Satisfaction

Individual significance

		Unstandardized Coefficients		Standardized Coefficients	t-value	Significance (p-value)
		B	Std. Error	Beta		
	(Constant)	3.909	.245		15.929	.000
	Job Satisfaction	-.038	.005	-.349	-7.092	.000

- Dependent Variable: Aggregate scores of Intention to leave an organization
 - Level of significance, $\alpha = 0.05$

Source: Field Survey, 2013

The regression results in Table 4 reveal that job satisfaction has a low positive relationship with employees' intention to leave the selected private universities at $R = 0.349$. This means that the more employees are satisfied, the lower their intention to leave the organization. The results also show job satisfaction had low explanatory power on employees' intention to leave an organization as it accounted for 12.2 percent of its variability ($R^2 = 0.122$; $F = 50.298$, $p\text{-value} = 0.000$). Further, the regression coefficients for employees' jobs satisfaction was negative [$\beta = -0.038$; $t = -7.092$, $p\text{-value} = 0.000$] which implies that job satisfaction has a significant negative influence on employees' intention to leave an organization. It means that employees who are satisfied with their jobs are less likely to think about quitting or announce their intentions to quit. Statistically, it shows that 1-unit increase in job satisfaction will leads to a .038 level reduction in employees' intention to leave the selected private universities in South-West Nigeria. By analyzing the results we conclude that if the employees are satisfied with their jobs, then'

intention to leave their organizations will disappear. Therefore, the null hypothesis which states that Job satisfaction does not significantly influence employees' intention to leave the selected private universities in South-West Nigeria is rejected. This implies that Job satisfaction significantly influence employees' intention to leave the selected private universities in South-West Nigeria.

Results Discussion

The result of this study is congruent with the findings of Ali (2009) that job satisfaction has significant effect on employee turnover intention as well as Samad (2006) which states that job satisfaction significantly associates with employee intention to leave an organization. Several other studies have indicated that turnover intentions are negatively related to job satisfaction (Struijs, 2012; Luu & Hatrup, 2010; Chieh-Peng, & Ding, 2005; Susskind et al., 2000; Abraham, 1999). However, there is a moderately negative relationship between job satisfaction and employees' turnover intention (Amah, 2009; Rahman et al, 2008; Khatri & Fern, 2001; Griffeth, Hom & Gaertner, 2000). This implies that high job satisfaction leads to low turnover intention. If employees are not satisfied with their jobs, they will search for other jobs in which their needs are fulfilled in contradiction to their present jobs (Lum et al., 1998). Williams (2003) notes that as job satisfaction increases, intention to leave employment decreases.

The result of the study also shows that the highest level of satisfaction expressed by the employees in the five selected private universities was on the relationship with co-workers, followed by satisfaction with the job itself, advancement opportunities, supervision, promptness of payment, working conditions, promotion exercises in the universities, and recognition for achievement. However, the respondents were less satisfied with the salary and benefits they receive. This is in agreement with the findings of Nawah and Bhatti (2011) and Ali and Akhter (2009) which revealed that compensation and salary have significant impact on employee's job satisfaction. Desselle (2003), in his study, also discovered that poor salary and lack of advancement opportunities were the factors that influence employees to think of leaving the employer.

Robbins (2003) and Chandan (2001), in their studies discovered that having co-workers who are friendly and supportive can lead to increased job satisfaction. Noe, Hollenbeck, Gerhart and Wright (2009) confirmed that co-workers relationship contributes to employees' job satisfaction in the work place. Slocum and Hellriegel (2007), and Kreitner (1992) noted that mentally challenging work and personally interesting work that the employee can successfully accomplish is satisfying. Barling, Kelloway and Iverson (2003) as well as Bond and Bunce (2003), interesting jobs that provide training, variety, independence and control satisfy most employees. Broadwell, (1977) asserts that employees want to be given a chance to grow as far as they can in the organization, to become better and use the talents they have. Luthans (2005) and Robbins (2003) suggest that employee satisfaction is increased when the immediate supervisor is friendly, shows understanding, offers praise for good performance, listens to employees' opinion, allows

them to participate in decisions that affect their job, and shows a personal interest and cares about them.

Moreover, Feldman and Arnold (1985) assert that providing good physical working conditions like clean working place, adequate lighting, tools and equipment, conducive office space, enables the workers to carry out their jobs easily, comfortably and efficiently. Dessler (2005) points out that usually, most workers look forward to promotions, which usually mean more pay, responsibility and often job satisfaction. Job satisfaction is much enhanced where performance is recognized by performance related pay, non-financial recognition and prizes and awards (Mullins, 2008). According to Armstrong (1999), wages and salaries are very essential in any organization and are instrumental in satisfying employees' most pressing needs. Yee (1990), Wallace (1995) and Boxall et al, (2003) added that many people take salary into primary consideration while determining where they will work. Luthans (2005) asserts that money not only helps people attain their basic needs but is also instrumental in providing upper level need satisfaction. Pay structure and pay raise influence job satisfaction. Workers generally expect that their pay will increase over time.

The result also revealed that the benefits package influences employees' satisfaction with the organization they work for. With the ability to maintain qualified and satisfied workers at a premium today, providing attractive benefits to employees is an important consideration for any organization (Ruddy, 2001). The benefits should be tailored to suit the needs and wants of your employees. This will definitely increase employees' job satisfaction and reduce their intentions to leave (Lockee, 1989). An employee with a high level of job satisfaction holds positive feelings about the job, whereas an employee who is dissatisfied holds negative feelings about the job (Robbins et al, 2008). Hence, if employees' satisfaction is increased, turnover intentions will drop significantly.

• **Conclusion and Recommendations**

The result of the study shows that job satisfaction had a significant negative influence on employees' intentions to leave the selected private universities in the South-West, Nigeria. The study found that the extent to which employees were satisfied with their jobs in the organization was above average. The satisfaction with co-workers was the highest rated job satisfaction dimension, followed by satisfaction with work itself, advancement opportunities, supervision, promptness of salary payment, working conditions, promotion opportunities, and recognition. The satisfaction with benefits and pay had the least average positive response. The study discovered that importance of employees' satisfaction cannot be underestimated in preventing turnover intentions in today's highly competitive labour market. Based on the findings, we hereby make the following recommendations:

- The management of the selected private universities need to do whatever is feasible to increase the level of job satisfaction among their academic staff so as to reduce the

level of intention to leave, especially in view of the fact that job satisfaction has significant influence on employees' intention to leave an organization.

- The management of the private selected universities studied should also improve on the work-related factors that the employees are less satisfied with, specifically salary, benefits, recognition for achievement, promotion opportunities and working condition. This is because, the more the employees are satisfied with the work-related factors, the less their intentions to leave the organization.

Suggestion for Further Studies

This study investigated the influence of job satisfaction on employees' intention to leave the selected private universities in South-West Nigeria. Therefore, we recommend performing similar studies in private universities outside South-West Nigeria (teaching staff) and in public universities (Federal and State) with teaching staff to know if the findings will be similar.

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