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Effect of Employee Demographic Characteristics and Job Satisfaction on Intentions to Turnover: A Case of Employees in Nakuru County Government, Kenya

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Abstract:

Job Satisfaction is critical in the achievement of organizational goals. Organizations therefore must invest in resources for its staff such as compensation and benefits, supportive working condition, staff supervision, co-worker support/relationship with colleagues, work itself, recognition on its employee's achievements and award of promotional opportunities so as to enhance retention. The purpose of this study therefore was to investigate the effect of employee demographic characteristics and job satisfaction on intentions to turnover among employees in Nakuru County Government, Kenya. The study population consisted of managerial staff, clerical staff and support employees from four sub-counties of Nakuru. The study used purposive sampling to identify four (4) sub-counties to participate in the study. In addition, the study used random sampling design to select all respondent employees. The study sample was 327 consisting of 115 managerial staff, 124 clerical staff and 88 support staff. Questionnaire method was used to collect data and the data obtained was analysed using the Statistical Package for Social Sciences (SPSS). Both descriptive and inferential statistics were used in data analysis; that is frequencies, means, standard deviation and percentages which were presented in tables and charts. Independent samples t-test, one-way ANOVA, Pearson's correlation analysis and regression analysis were used to test the study hypotheses. The results showed that demographic characteristics and job satisfaction were critical factors in determining turnover intentions.

Keywords: *Job satisfaction, turnover intentions, demographic characteristics, extrinsic job satisfaction and intrinsic job satisfaction*

1. Introduction

Employee turnover intention is one of the most important predictors in the actual turnover while commitment to the organization is one of the most vital antecedent to turnover intention. Intention to quit is serious issues mainly in the field of HRM (Human Resource Management). Intention to leave a job is a deliberate and conscious determination to quit the organization". Studies have defined turnover intention as "person" own expected probability (subjective) that they are quitting the organization permanently at some spot in the close to future (Liu & Low, 2011). Employee retention issues are emerging as the most critical workforce management challenges of the immediate future. The dynamics of the work environment have reflected a diverse population comprised of individuals whose motivations, beliefs and value structures differ vastly from the past and from one another. This phenomenon is especially true in light of current economic uncertainty and following corporate downsizings when the impact of losing critical employees increases exponentially (Caplan & Teese, 1997). A critical analysis of workforce trends points to an impending shortage of highly skilled employees who possess the requisite knowledge and ability to perform at high levels. Organizations who fail to retain high performers will become understaffed and have to deal with less qualified workforce. This will ultimately hinder their ability to remain competitive (Rappaport, Bancroft, & Okum, 2003). Managers face a challenge of motivating and retaining the employees in an environment of increased uncertainties (Mitchell, 2002). Retention rates generally falls as employees become distracted, confused and preoccupied with potential outcomes immediately following an organizational transition (Bridges, 1991).

1.1. Statement of the Problem

Following the enactment of the constitution of Kenya in 2010 Article 176, elections in March 2013 marked the official launch of devolved system of government, as 47 new county governors and county assemblies' ward representatives were elected and began the challenging work of setting up new institutions, as well as a new national senate representing each county. Porter (2001) defined devolution as the transfer of political, administrative and fiscal management powers from central government to sub-national (e.g. state, regional, or local) authorities. Other studies have referred to the concept of devolution as involving the transference of authority

and power over public service delivery from central government to a semi-autonomous sub-national structure, which aids in the management, decision-making, and public planning (Diana, Hollingworth, & Marks, 2014; Rondinelli & Cheema, 1983). Following the implementation of devolved system of government, there is an increasing demand for resource mobilization in the county government and hence a need for quality and competent employees who can be able to respond to advances in resource mobilization, budgeting, staffing, technology, changing social and market demands are needed. The challenge for the county governments is that they inherited employees from the now defunct local authorities who may have been demoralized and ill-equipped to manage the challenges in the implementation of the county programmes and hence resulting in poor management of resources.

Studies have shown that organisational success and productivity levels of existing workforce of an organisation are dependent on the retention of its employees (Issa, Ahmad & Gelaidan, 2013; Olusegun, 2013). Studies by Bidyut & Mukulesh (2014) found that the level of service delivery in public institutions is quite low as evidenced by many public complaints about its effectiveness, corruption, absenteeism, negligence among others. Further, Olusegun (2013) reported that employees became dissatisfied with their job because of poor condition of service and lack of motivational strategies on the part of the employer. Studies have found that organizations with more satisfied employees are likely to be more productive and have fewer incidences of absenteeism, quitting their jobs and deviant work behaviours (Lim, 2008). Further, organizations that create work environments that attract, motivate and retain hard-working individuals was better positioned to succeed in a competitive environment that demands quality and cost efficiency (Orute, Mutua, Musiega & Masinde, 2015).

Studies have shown that the system of devolved governments have presented several challenges in the management of human resources resulting in the loss of morale and thus increased cases of turnover intentions. For instance, delayed and poor pay have resulted in mass resignations and strike actions among health professionals (Lubanga, 2014; Kibet, 2014; Wanja, 2013). Kyaddondo & Whyte (2003) report that staff income had reduced while there were various reported incidences of delays in pay following decentralization in Tororo District, Uganda. In addition, studies on decentralization in Sub-Saharan Africa found that they were unable to fund staff training or even accord staff study leave (Kyaddondo & Whyte, 2003; Luboga, Hagopian, Ndiku, Bancroft, & McQuide, 2011; Sakyi, Awoonor-Williams & Adzei, 2011). Studies have also found that the quality of staff has been reduced due to hiring on the basis of tribalism which has had a negative impact on the performance and commitment of existing efficient staff in the counties (Oyugi, 2015). The purpose of this study therefore is to investigate the effect of employee demographic characteristics and job satisfaction on turnover intentions among employees in the County Government of Nakuru, Kenya.

2. Literature Review

2.1. Intentions to Turnover

In human resources context, employee turnover or labour turnover is the rate at which an employer loses and gains employees. According to Tett and Meyer (1993) in Rumery (1997), turnover intention refers to the 'conscious and deliberate wilfulness of the workers to leave an organization'. Vandenberg and Nelson (1999) defined intention to quit as an individual own estimated probability (subjective) that they are permanently leaving their organisation at some point in the near future. High turnover may be harmful to a company's productivity if skilled workers are often leaving and the worker population contains a high percentage of novice workers. Dess & Shaw (2001) stated that voluntary turnover has significant cost, considering direct cost (management time, replacement temporary staff, recruitment and selection) and also indirect costs (cost of learning, organizational memory, pressure on remaining staff, morale and product/service quality) and the loss of social capital. According to Issa et al. (2013) lower levels of turnover is likely to be associated with higher levels of participation while higher levels of turnover is likely to be associated with lower levels of participation. This means that having highly satisfied employees will result in reduction of turnover intention. Armstrong (2001) observes that long-term employees generally have higher productivity and efficiency on the job than newer employees, due to their length of experience with the firm. Loyal employees also improve operational processes and train incoming employees.

2.2. Demographic Characteristics

Various studies have been carried out to determine the relationships between employee demographic characteristics and work attitudes such as organizational commitment, job satisfaction and turnover intentions (Mathieu & Zajac, 1990; Kipkebut, 2010; Kipkebut, 2013; Ngigi & Kipkebut, 2014; Murupus & Kipkebut, 2015). The most commonly studied employee characteristics are marital status, age, gender, education and tenure (Mathieu & Zajac, 1990). Agyeman & Ponniah (2014) reported that employee demographic characteristics are important as they influence employee retention strategies. The purpose of this study therefore is to determine whether employee demographic characteristics and job satisfaction will have significant influence on intentions to turnover.

- **Gender:** Studies have found that gender had conflicting results with job satisfaction and intentions to turnover. Some studies have found that female employees were more dissatisfied with intrinsic aspects of their jobs (Kanwar, Singh & Kodwani, 2012; Kipkebut, 2013). Jadoo et al., (2015) found that male employees were more likely to turnover than female employees.

- **Age:** Studies have found that age had significant positive relationships with job satisfaction (Kipkebut, 2013; Kipkebut, 2010) and negatively correlated with intentions to turnover (Jadoo et al., 2015; Kipkebut, 2013). Murupus and Kipkebut (2015) found that bank employees aged 25 to 34 years were more likely to turnover than respondents aged 35 – 44 years.

- **Marital Status:** Murupus and Kipkebut (2015) found that married employees were less likely to turnover than unmarried employees. This is contrary to studies which have found insignificant relationship between marital status and turnover intentions (Chughtai & Zafar, 2006; Kipkebut, 2013).

- **Education:** Studies have found that level of education was inversely related to job satisfaction and positively related to turnover intentions (Mathieu & Zajac, 1990; Kipkebut, 2013; Murupus & Kipkebut, 2015; Choong, Keh, Tan & Tan, 2013). Employees with higher levels of education were found to be dissatisfied with their jobs due to unfulfilled expectations and thus were more likely to turnover than employees with low levels of education.
- **Job tenure:** Studies have found that job tenure had significant relationships with job satisfaction and intentions to turnover (Fuentes, 2012; Nestor & Leary, 2000; Kipkebut, 2013) Murupus & Kipkebut, 2015) found that bank employees who had worked for 11 years and above were less likely to turnover than employees who had worked for 10 years and below.
- **Job Position:** Job position has been found to have significant effect on job satisfaction and intention to turnover. Studies have found that employees who perform unchallenging jobs were more likely to have high job satisfaction and less likely to quit than employees with high status jobs (Kipkebut, 2013; Cohen, 1992; Chiu, Chung, Wu & Ho, 2009). It is therefore expected that employees in managerial positions were more likely to be dissatisfied with their jobs and have higher intentions to turnover than employees in clerical and support staff.

2.3. Job Satisfaction

Job satisfaction is one of the most heavily researched employee attitudes over the last 50 years (Rayton, 2006). The concept of job satisfaction has been defined in many studies by many different studies and practitioners. Locke (1976, p. 1300) defined it as “a pleasurable or positive emotional state resulting from an appraisal of one’s job or job experiences”. Locke and Henne (1986) defined job satisfaction as the pleasurable emotional state resulting from the achievement of one’s job values in the work situation. Spector (1997) states that job satisfaction is about how people feel about their jobs and the different aspects of their jobs. He lists 14 common facets of job satisfaction as appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work, organization, personal growth, policies and procedures, promotion opportunities, recognition, security, and supervision. Newstrom & Davis (1984) define job satisfaction as a set of favourable and unfavourable attitude with which employees view their work. Schultz & Schultz (1994) state that job satisfaction is the positive and negative feelings and attitudes that people hold about their jobs. Berry (1997) reports that in order for an organization to be successful, it must continuously ensure the job satisfaction of their employees. Organization with more satisfied employees tends to be more effective since happy workers are more likely to be productive workers (Robbins & Judge, 2007).

Studies have shown that job satisfaction is a two multidimensional construct consisting of intrinsic job satisfaction and extrinsic job satisfaction (Maidani, 1991; Volkwein and Zhou, 2003). The most popular conceptualisation is by Fredrick Herzberg, Mausner & Snyderman (1959) who theorised that employee satisfaction was dependent on two factors, namely hygiene (extrinsic) and motivator (intrinsic) factors (Schermerhorn, Hunt & Osborn, 2000). Motivator factors were found to be related to job content as they arise from what people actually do in their jobs (Masri, 2009). These include work itself, achievement, recognition, responsibility and advancement. Pankasemsek (2010) reported that the presence of motivator factors will result in job satisfaction and high job performance. On the other hand, hygiene-extrinsic factors consist of factors emanating from the work-environment and are a source of job dissatisfaction (Masri, 2009). These include organisational policies, job security, working conditions, supervision, relationship with colleagues and salary. Smerek and Peterson (2007) stated that hygiene factors were mainly disruptions in the external work context while motivators dealt with internal states of the mind. Goetz et al. (2012) reported that the presence of intrinsic-motivator factors generates positive job satisfaction whereas the absence of extrinsic-hygiene factors can create dissatisfaction.

Studies have found that job satisfaction is inversely related to turnover intentions (Steers, 1977; Mowday, Steers & Porter, 1979; Igbaria and Guimaraes, 1999). Kipkebut (2013) found that intrinsic and extrinsic job satisfaction of university employees were negatively correlated to turnover intentions. Karsh, Bookse & Sainfort (2005) found that turnover intentions had strong negative correlations with organizational identification, intrinsic job satisfaction and extrinsic job satisfaction. Lambert & Hogan (2009) reported that an employee who likes his or her job is less likely to quit as compared to a person who dislikes his or her job. Kanwar et al. (2012) stated that employees who perform jobs that are rewarding, meaningful and enjoyable are less likely to quit their jobs as compared to employees who find their jobs to be unenjoyable. Igbaria and Guimaraes (1999) reported that employees who have insufficient information to perform their jobs adequately, unclear expectations of peers, ambiguity of performance evaluation methods, extensive job pressures and lack of consensus on job functions or duties among peers, supervisors and customers, may feel less satisfied with their jobs, less committed to the organization and have a high propensity to quit their organizations.

3. Research Hypothesis

Based on the literature review, the following hypotheses are proposed:

- H_{01} : There are no differences in job satisfaction and intentions to turnover based on demographic characteristics, namely: gender, marital status, age, level of education, job cadre, and duration worked at the county government.
- H_{02} : Extrinsic job satisfaction does not have any significant effect on intentions to turnover
- H_{03} : Intrinsic job satisfaction does not have any significant effect on intentions to turnover
- H_{04} : The combined effects of employee demographic characteristics and job satisfaction do not have any significant effect on intentions to turnover

4. Methodology

This research paper is based on a cross-sectional study from a random sample of employees from four sub-counties of Nakuru County, Kenya. The total number of staff from the selected sub-counties was 1800 employees. Stratified random sampling method was used to

select the 327 respondents. The strata were made up of employees in different cadres, namely, Managers, Middle level employees and Support staff. A total of 317 questionnaires were returned. Description of the respondents is presented in Table 1 below.

Variables	Frequency	Percent
Gender		
Male	166	52.4
Female	151	47.6
	317	100
Age		
Below 25 years	71	22.4
25-34 year	110	34.7
35- 44 years	63	19.9
45 – and above	73	23
	317	100
Marital status		
Single	124	39.1
Married	193	60.9
	317	100
Level of education		
Diploma and below	204	64.4
Undergraduate degree	88	27.8
Master's degree	25	7.9
	317	100
Job tenure		
Below 5 years	157	49.5
5 – 10 years	58	18.3
11 – 15 years	41	12.9
16 years and above	61	19.2
	317	99.9
Professional Cadre		
Support staff	88	27.8
Clerical staff	124	39.1
Managerial staff	105	33.1
	317	100

Table 1: Summary of demographic characteristics of the respondents

4.1. Measurement of the Variables

Following extensive review of the literature, the questionnaire to collect data for the study was developed and measured on a 5-point Likert scale from strongly agree to strongly disagree, where point-1 indicate Strongly Disagree, 2 - Disagree, 3 – Uncertain, 4 - Agree and 5 - Strongly Disagree. Cronbach's alpha reliability coefficients were computed for each variable and the results showed acceptable reliability for all measures as follows: turnover intentions ($\alpha = 0.626$); extrinsic job satisfaction ($\alpha = 0.876$); intrinsic job satisfaction ($\alpha = 0.898$). The demographic characteristics are as follows: age, gender, marital status, education, job tenure and job cadre.

5. Results

The testing of hypotheses was subjected to statistical analysis as shown below. Independent samples t-tests and one-way Analysis of Variance (ANOVA) was carried out to test Hypothesis One. Pearson Correlation analysis was carried out to test Hypothesis Two. Finally, multiple regression analyses were conducted to test Hypothesis Three.

5.1. Results of Independent samples t-tests and one-way Analysis of Variance (ANOVA)

H_{01} : There are no differences in job satisfaction and intentions to turnover based on demographic characteristics, namely: age, gender, marital status, education, job tenure and job cadre

5.1.1. Gender

Variables	Gender of the respondents	N	Mean	Std. Deviation	t	Sig
Extrinsic Job Satisfaction	Male	166	35.83	6.95	.792	.429
	Female	151	35.20	7.26		
Intrinsic Job Satisfaction	Male	166	42.42	8.58	.433	.665
	Female	151	42.00	8.49		
Intentions to turnover	Male	166	11.22	3.55	-.697	.487
	Female	150	11.48	3.12		

Table 2: Results of Independent Samples t-test exploring differences in job satisfaction and intentions to turnover based on gender

The results in Table 2 show that there were no statistically significant differences in the means scores of extrinsic job satisfaction, intrinsic job satisfaction and intentions to turnover among male and female employees ($p > 0.05$).

5.1.2. Marital status

	Marital status	N	Mean	Std. Deviation	T	Sig.
Extrinsic Job Satisfaction	Married	193	34.87	7.22	-2.075	.039
	Single	124	36.56	6.80		
Intrinsic Job Satisfaction	Married	193	41.91	8.29	-.796	.427
	Single	124	42.69	8.90		
Intentions to turnover	Married	192	11.43	3.52	.597	.551
	Single	124	11.20	3.07		

Table 3: Results of Independent Samples t-test exploring differences in job satisfaction and intentions to turnover based on marital status

The results in Table 3 show that there were no statistically significant differences in the means scores of intrinsic job satisfaction and intentions to turnover among married and single employees ($p > 0.05$). On the other hand, the analysis has shown that single employees had significantly higher mean scores ($M=36.56$) than married employees ($M=34.87$, $P=0.39$). This suggests that single employees were more satisfied with their extrinsic factors such as Pay unlike married employees who have greater family commitments.

5.1.3. Age

	Age of the respondents	N	Mean	Std. Deviation	F	Sig.
Extrinsic Job Satisfaction	Below 25 years	71	36.21	7.48	1.766	.154
	25-34 years	110	35.62	7.06		
	35-44 years	63	36.43	6.49		
	45 years and above	73	33.96	7.15		
Intrinsic Job Satisfaction	Below 25 years	71	42.03	9.92	2.373	.070
	25-34 years	110	42.13	7.72		
	35-44 years	63	44.46	8.05		
	45 years and above	73	40.60	8.37		
Intentions to turnover	Below 25 years	70	11.66	2.88	1.751	.156
	25-34 years	110	11.56	3.45		
	35-44 years	63	11.51	2.83		
	45 years and above	73	10.56	3.92		

Table 4: Results of ANOVA exploring differences in job satisfaction and intentions to turnover based on age of the respondents

The results in Table 4 has shown that the mean scores for Extrinsic Job Satisfaction, Intrinsic Job Satisfaction and Intentions to turnover did not differ significantly based on the age of the respondents ($P > 0.05$).

5.1.4. Level of Education

	Level of education	N	Mean	Std. Deviation	F	Sig.
Extrinsic Job Satisfaction	School certificate	83	36.05	8.33	.548	.650
	Diploma	109	34.94	7.53		
	Undergraduate degree	94	35.93	5.89		
	Master's degree	31	35.03	5.13		
Intrinsic Job Satisfaction	School certificate	83	42.72	8.64	.306	.821
	Diploma	109	41.67	8.92		
	Undergraduate degree	94	42.19	8.51		
	Master's degree	31	42.87	6.94		
Intentions to turnover	School certificate	83	10.71	2.79	2.379	.070
	Diploma	108	11.19	3.41		
	Undergraduate degree	94	12.01	3.66		
	Master's degree	31	11.55	3.30		

Table 5: Results of ANOVA exploring differences in job satisfaction and intentions to turnover based on level of education of the respondents

The results in Table 5 has shown that the mean scores of extrinsic job satisfaction, intrinsic job satisfaction and intentions to turnover did not differ significantly on the basis of the level of education ($p > 0.05$).

5.1.5. Job Cadre

	Position in the county	N	Mean	Std. Deviation	F	Sig.
Extrinsic Job Satisfaction	Managerial staff	105	33.95	6.63	4.073	.018
	Clerical staff	124	36.51	6.99		
	Support staff	88	36.03	7.52		
Intrinsic Job Satisfaction	Managerial staff	105	40.33	9.06	3.940	.020
	Clerical staff	124	43.02	8.91		
	Support staff	88	43.33	6.88		
Intentions to turnover	Managerial staff	105	11.36	3.54	.553	.576
	Clerical staff	123	11.54	3.49		
	Support staff	316	11.34	3.35		

Table 6: Results of ANOVA exploring differences in job satisfaction and intentions to turnover based on position in the county

The results in Table 6 has shown that the mean scores for intentions to turnover did not differ significantly based on job cadre ($p > 0.05$). The mean scores for extrinsic job satisfaction differed significantly on the basis of the three job cadres ($F = 4.073$, $P = 0.018$). Clerical staff ($M = 36.51$) and support staff ($M = 36.03$) had significantly higher mean scores than managerial staff ($M = 33.95$). Similarly, clerical staff ($M = 43.02$) and support staff ($M = 43.33$) had significantly higher mean scores than managerial staff ($M = 40.33$). It is possible that clerical and support staff who have uncompetitive skills are contented with the intrinsic and extrinsic aspects of their jobs unlike managerial staff who have high unfulfilled expectations from their jobs.

5.1.6. Job Tenure

		N	Mean	Std. Deviation	F	Sig.
Extrinsic Job Satisfaction	Less than 5 years	157	35.35	7.10	2.852	.038
	5 to 10 years	58	37.76	6.69		
	11 to 15 years	41	33.88	7.58		
	16 years and above	61	34.98	6.79		
Intrinsic Job Satisfaction	Less than 5 years	157	41.55	9.09	2.430	.065
	5 to 10 years	58	44.81	7.74		
	11 to 15 years	41	42.56	7.51		
	16 years and above	61	41.25	8.06		
Intentions to turnover	Less than 5 years	157	11.65	3.59	4.737	.003
	5 to 10 years	57	11.68	2.62		
	11 to 15 years	41	11.80	3.16		
	16 years and above	61	9.92	3.14		

Table 7: Results of ANOVA exploring differences in job satisfaction and intentions to turnover based on Duration worked in the county

The results in Table 7 has shown that the mean scores of Intrinsic Job Satisfaction did not differ significantly on the basis of job tenure. The analysis has shown that the mean scores for intrinsic job satisfaction differed on job tenure ($F = 2.852$, $p = 0.038$). The analysis has shown that employees who have worked for 5 to 10 years ($M = 37.76$) and less than 5 years ($M = 35.35$) had significantly higher mean scores than those who have worked for 11 to 15 years ($M = 33.88$) and 16 years and above ($M = 34.98$). It is possible that employees who have worked for 11 years and above are disappointed by the unfulfilled expectations from their jobs such as pay. The analysis has also shown that the mean scores for intentions to turnover also differed on the basis of job tenure ($F = 4.737$, $p = 0.003$). The mean scores show that employees who have worked for 11- 15 years ($M = 11.80$), 5-10 years ($M = 11.68$) and less than 5 years ($M = 11.65$) had higher mean scores than respondents who have worked for 16 years and above ($M = 9.92$). It is possible that employees who have worked for 16 years and above, who are also older, are more likely to continue to work in the county as they are unlikely to get attractive alternative jobs unlike those who have worked for less than 16 years.

5.2. Results of Pearson Correlation Analysis

Hypotheses two and three sought to determine the effect of intrinsic and extrinsic job satisfaction on intention to turnover. These hypotheses were tested using Pearson's correlation analysis which determines the strength and direction of the relationships as shown below:

		Extrinsic Job Satisfaction	Intrinsic Job Satisfaction	Intentions to turnover
Extrinsic Job Satisfaction	Pearson Correlation	1	.821**	-.200**
	Sig. (2-tailed)		.000	.000
	N	317	317	316
Intrinsic Job Satisfaction	Pearson Correlation	.821**	1	-.215**
	Sig. (2-tailed)	.000		.000
	N	317	317	316
Intentions to turnover	Pearson Correlation	-.200**	-.215**	1
	Sig. (2-tailed)	.000	.000	
	N	316	316	316

** . Correlation is significant at the 0.01 level (2-tailed).

Table 8: Pearson's Correlation Analysis exploring the relationship between job satisfaction and intentions to turnover

- H₀₂: Extrinsic job satisfaction does not have any significant effect on intentions to turnover

The results in Table 8 showed that there was a moderate, significant negative relationship between extrinsic job satisfaction and intentions to turnover ($r = -0.200$, $p < 0.05$). This suggests that turnover intentions were high among employees who were dissatisfied with the extrinsic aspects of their jobs and vice versa.

- H₀₃: Intrinsic job satisfaction does not have any significant effect on intentions to turnover

The results in Table 8 showed that there was a moderate, significant negative relationship between intrinsic job satisfaction and intentions to turnover ($r = -0.215$, $p < 0.05$). This suggests that intention to turnover was high among employees who were dissatisfied with the intrinsic aspects of their jobs.

5.3. Results of Multiple Regression Analysis

H₀₄: The combined effects of employee demographic characteristics and job satisfaction do not have any significant effect on intentions to turnover.

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	15.508	1.902		8.154	.000		
Gender of the respondents	.248	.369	.037	.672	.502	.972	1.029
Age of the respondents	-.211	.235	-.068	-.895	.371	.517	1.936
Position of the employee	.227	.287	.053	.791	.430	.657	1.521
Marital status of the employee	-.706	.441	-.103	-1.603	.110	.712	1.405
Duration worked in the County government	-.384	.187	-.136	-2.051	.041	.672	1.489
Education level of the respondents	.380	.218	.116	1.748	.082	.669	1.495
Extrinsic Job Satisfaction	-.036	.046	-.075	-.782	.435	.321	3.119
Intrinsic Job Satisfaction	-.063	.038	-.158	-1.652	.100	.321	3.117

Table 9: The results of multiple regression analysis establishing the combined effects of employee demographic characteristics and job satisfaction on intention to turnover

Model Summary				
Model	R	R Square	Adjusted R Square	
1	.310 ^a	.096	.072	

a. Predictors: (Constant), Intrinsic Job Satisfaction, Duration worked in the County government, Gender of the respondents, Education level of the respondents, Marital status of the employee, Position of the employee, Age of the respondents, Extrinsic Job Satisfaction

The results of the regression analysis in Table 9 shows that employee demographic characteristics and job satisfaction accounted for 9.6 % of the variance in turnover intentions among respondents from county government of Nakuru ($R^2 = 0.096$). This shows that 90.4% of the variance in employee turnover intentions is explained by factors not in the study. The standardised beta coefficients indicate that duration worked in the county government (job tenure) was a significant predictor of turnover intentions ($\beta = (-0.136)$, $p = 0.041$). The negative beta coefficient suggests that respondents who have worked the longest in the county were less likely to desire to quit their jobs in the county.

6. Discussion

The main objective of the study was to determine the effect of employee demographic characteristics and job satisfaction on intentions to turnover among employees in Nakuru County Government, Kenya.

- Gender: The analysis showed that the mean scores of intrinsic job satisfaction, extrinsic job satisfaction and intentions to turnover did not differ significantly among male and female county government employees. This is contrary to studies which found significant gender differences in job satisfaction and turnover intentions (Kipkebut 2013; Nestor & Leary, 2000; Kanwar et al., 2012).
- Age: The analysis has showed that there were no significant differences in job satisfaction and intentions to turnover based on the age of the respondents. This is contrary to studies which have found that age had significant relationships with job satisfaction and turnover intentions (Kipkebut, 2010; Kipkebut, 2013; Brown & Sargeant, 2007; Chew and Chan, 2008).
- Marital Status: The analysis showed that single employees were more satisfied with their extrinsic aspects of their jobs than married employees. It is likely that married employees have great financial burdens unlike single employees resulting in dissatisfaction with the extrinsic aspects of their jobs. This is consistent with previous studies which found that married employees had lower levels of job satisfaction than employees who were single, divorced or widowers (Bader, Hashim & Zaharim, 2013; Lambert & Paoline, 2008).
- Job Position: The analysis showed that clerical and support staff had higher mean scores for intrinsic and extrinsic job satisfaction than managerial employees. This is consistent with studies that found that non-professional employees had higher levels of job satisfaction and were less likely to turnover since they performed unchallenging and uncompetitive jobs unlike managerial employees (Cohen, 1992; Ritzer & Trice, 1969). Similarly, Kipkebut (2013) found that non-academic employees had higher levels of extrinsic job satisfaction than academic employees since they performed unchallenging jobs that require general skills not in demand in the labour market unlike academic staff.
- Job tenure: The analysis has showed that there were differences in the mean scores of extrinsic job satisfaction and intentions to turnover based on duration worked in the county. Consistent with previous studies, the analysis showed that employees who had worked the longest (16 years and above) were less likely to quit their jobs because chances of getting alternative jobs diminished with increased age and tenure (Mathieu & Zajac, 1990; Kipkebut 2010). Contrary to previous studies, the analysis showed that employees with longer tenure (11 years and above) were less satisfied with the extrinsic aspects of their job than those who have worked for a shorter duration (Nestor & Leary, 2000; Jegan & Gnanadhas, 2011).
- Level of Education: The analysis has shown that the mean scores of job satisfaction and turnover intentions did not differ significantly among employees with different levels of education. This is contrary to studies that found that education was related to job satisfaction and turnover intentions (Kipkebut, 2013; Baderet al., 2013; Clark, Oswald & Warr, 1996).
- Extrinsic Job Satisfaction: The analysis showed that extrinsic job satisfaction had a significant negative correlation with intentions to turnover. This suggests that employees who were satisfied with extrinsic factors such as supervisory support, co-worker support, pay, job security and their work condition were less likely to quit their jobs and vice versa. Consistent with this study, several studies have found significant negative correlations between extrinsic job satisfaction and turnover intentions (Issa et al., 2013; Mbah & Ikemefuna, 2012). Contrary to this finding, Mahdi, Zin, Nor, Sakat & Naim (2012) found an insignificant negative correlation between extrinsic job satisfaction & turnover intentions.
- Intrinsic Job Satisfaction: The results of the correlation analysis showed that intrinsic job satisfaction had negative significant correlations with turnover intentions. Consistent with this study, Mahdi et.al (2012) found a significant, negative correlation between intrinsic job satisfaction and turnover intentions. They reported that employees who viewed their jobs as interesting, challenging and providing opportunities for autonomy were likely to experience a positive emotional state which would lessen their desire to quit their jobs.

7. Limitations of the Study

Firstly, the study was carried out in four (4) sub-counties of Nakuru County. Thus, the study findings were generalized to other sub-counties to a limited extent and to other counties in Kenya with caution. Secondly, the study used self-report questionnaires to collect data which may have influenced the results since all information collected in the study was based on the participants' perception and emotions at the time of filling the questionnaire. Thirdly, the study was cross-sectional which means that the data was collected at one point in time. This means that the study was not able to capture the long-term effect of job satisfaction on employee turnover intentions. Future studies may be carried out on a similar study using longitudinal research design.

8. Conclusion and Recommendation

The main objective of this study was to establish the effect of employee demographic characteristics and job satisfaction on intentions to turnover among employees in the county government of Nakuru, Kenya. The analysis showed that there were significant differences in the mean scores of job satisfaction and intentions to turnover based on employee demographic characteristics namely; marital status, job position and job tenure. The results of the correlation analysis showed that intrinsic and extrinsic job satisfaction had significant negative relationships with intention to turnover. Finally, the results of the multiple regression analysis showed that duration worked in the county government was the only significant negative predictor of intentions to turnover.

9. Recommendation

The results of this study have several policy implications for County Government Managers. Firstly, county managers should strive to create positive and supportive work environment in which employee job satisfaction will be enhanced resulting in decreased intentions to turnover. This can be achieved through re-designing jobs to make them more meaningful and challenging for advancement and also offer career growth opportunities and open communication. These strategies will enhance employee satisfaction and make them

feel that they are valued by the county government. Secondly, county managers should focus on improving extrinsic job satisfaction through provision of competitive salaries and benefits, supportive supervision, job security, encouraging team work, improving working condition and creating a safer working environment. Lastly, the significant effect of demographic characteristics on job satisfaction and turnover intentions showed the success of the county in achieving its objectives was dependent on satisfied and productive employees. In this regard, managers should provide adequate training opportunities to enhance employee competencies and should also recognise and reward employees who stay longer in the county.

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