



IMPACT OF JOB SATISFACTION ON ORGANIZATIONAL TURNOVER IN HIGHER EDUCATION INSTITUTIONS IN AFGHANISTAN

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Abstract

Various factors, including job stress, workplace violence, burnout, income, job satisfaction, and organizational commitment, play significant roles in shaping an individual's decision to leave an organization. Conversely, work-family conflicts, workweeks, compensation, opportunities for professional development, and managerial support are all factors that can reduce turnover intentions. This study seeks to investigate turnover intention among physicians in Afghanistan in the context of recent reforms, focusing on its relationship with job satisfaction, work stress, and work-family conflict. Ethical clearance was obtained from the institutional ethical committee, and non-probability convenient sampling was used to distribute 377 questionnaires to targeted respondents. Data analysis was conducted using SPSS, with responses measured on a five-point Likert scale ranging from "strongly disagree" to "strongly agree." The findings reveal a positive correlation between work stress and both job satisfaction and turnover intention, as well as between work-family conflict and job satisfaction and turnover intention. Factors influencing the inclination to leave an organization include age, institution type, job satisfaction, work stress, work-family conflict, weekly working hours, location, and employment type. Potential strategies to mitigate turnover intention among physicians encompass reducing working hours, enhancing compensation, offering more opportunities for professional development and training, and fostering support and encouragement from senior management.

INTRODUCTION

The World Health Organization reports that in 2009, the US had a physician-to-population ratio of 24.2. There has been a chronic shortage of medical professionals for quite

some time. The likelihood that an employee will resign from their position within a certain time frame is called turnover intention (Bonenberger et al., 2014). Due to unsafe



working conditions and inadequate patient protection, 55.2% of Afghanistani physicians planned to leave their current positions.(Flanagan, 2006). An increasingly pressing issue in the evolution of the healthcare system is the high incidence of physician turnover (Haar, 2004). Concerns about burnout, a lack of support, and opportunities for advancement led half of the clinical doctors working in public hospitals to consider leaving their positions. (Harun et al., 2020). The percentage of doctors planning to quit their present hospital was 14.5 percent, 30 percent, and 55. 5 percent, respectively. The expenditures of recruiting, training, and productivity loss associated with employee turnover may exceed five percent of a large healthcare facility's yearly operating budget in the United States. (Khan & Muhyuldeen, 2020). Job stress, workplace violence, physician burnout, income, job happiness, organizational dedication, and a host of other factors always play a role in influencing the desire to leave an organization. (Liu et al., 2019). Employees experience job stress when they respond negatively to aspects of their work environment that they see as physically or psychologically harmful. (Y. Lu et al., 2017). When it becomes difficult to maintain a healthy work-life balance, a kind of inter-role conflict known as work-family conflict arises. Time, pressure, and conduct are the three primary sources of friction between job and family life. Conflict between job and family life may influence desire to leave an organization, according to several studies conducted in various nations. There may be no correlation between work-family conflict and desire to leave the company, according to some research.(Yong Lu et al., 2017). Since the most recent reform of Afghanistan's health system (2009-2012), no research has examined the desire of doctors to leave their current positions. Expanded access to health insurance, a mandatory list of drugs that all Americans must have, local wage caps for medical professionals, and better primary care public health services were all parts of the reform..(Steinmetz et al., 2014). Factors that impact the desire to leave an organization

include job stress, weekly hours worked, working in an urban or rural region, the sort of institution one works for, and age. One possible factor that may reduce the desire to leave a physician's position is if top management were to support and encourage them, shorten their workweeks, increase their salaries, and provide more chances for professional growth and training.(Yong Lu et al., 2017). There was a strong positive correlation between turnover intentions and work-family conflict dimensions. When comparing research characteristics according to nuclear vs. joint family systems, no statistically significant differences were observed..(Tariq et al., 2021). Conflict between work and family life is positively associated with the desire to leave an organization. (Haar, 2004). Those doctors who are already under a lot of pressure at work are more likely to suffer from WFC, which in turn increases their desire to leave the profession..(Harun et al., 2020).

Research Question:

1. To find out how work stress negatively influences turnover intention.
2. To find effect of work-family conflict on turnover intention.
3. To find relation of Job satisfaction between Work-family conflict and turnover intention.
4. To find out how Job satisfaction show affect between work stress and turnover intention.

Research Hypotheses:

- H1: Work stress is expected to have a negative impact on turnover intention.
H2: Work-family conflict is expected to have a negative impact on turnover intention.
H3: Job satisfaction is expected to negatively mediate the relationship between work-family conflict and turnover intention.
H4: Job satisfaction is expected to negatively mediate the relationship between work stress and turnover intention.



Significance of study:

In order to measure the influence of various perceptions and differentiate between direct and indirect impacts on turnover intention, this research used structural equation modeling. The purpose of this research is to inspect the turnover intention of physicians in Afghanistan after the recent reforms and to explore the relationship between turnover intention and job satisfaction, work stress and work-family conflict.

LITERATURE REVIEW:

Yong Lu et al. (2017) conducted a study investigating the intricate relationship between job satisfaction, work stress, work-family conflict, and various factors influencing physicians' inclination to leave their positions in Guangdong Province. They found that workplace variables such as age, stress levels, hours worked, location, and type of institution all play significant roles in employee turnover. The study suggests that implementing measures such as shorter workweeks, increased compensation, more opportunities for professional advancement, and supportive management could effectively reduce turnover rates (Yong Lu et al., 2017).

Similarly, Isra Tariq's research highlights that married female physicians are more likely to consider leaving their current positions if they experience work-family conflict or lack psychological empowerment. Psychological empowerment was found to have a negative

association with turnover intentions, while work-family conflict showed a positive correlation. Key indicators influencing the desire to leave included psychological empowerment and family interference based on behavior. Notably, the research did not identify statistically significant differences between physicians from nuclear and joint family systems (Tariq et al., 2021).

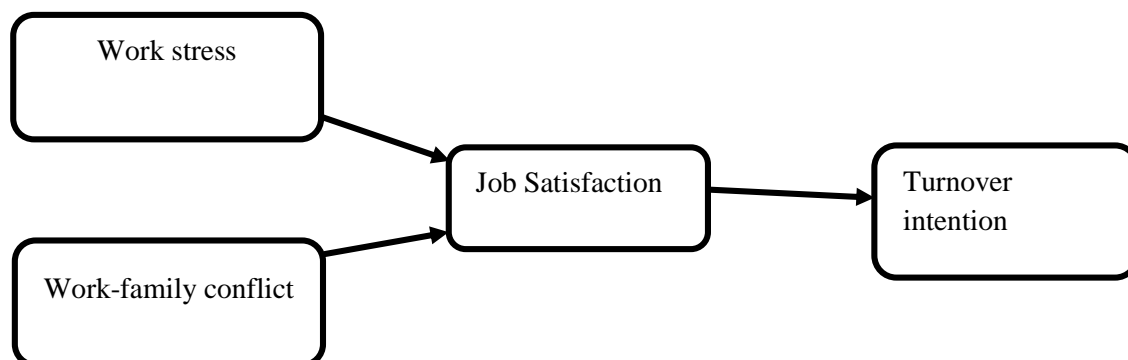
Furthermore, investigations into the relationship between job satisfaction and turnover intention have been conducted, with findings suggesting a negative association between job satisfaction and the intention to leave (Haar, 2004).

Moreover, Zargham Ullah Khan's research utilized Work-Family Conflict (WFC) and Family Work Conflict (FWC) as mediators to explore the link between work stress and intentions to leave, revealing a noteworthy mitigating effect (Khan & Muhyuldeen, 2020).

Additionally, Ifrah Harun et al.'s study examined the effects of work engagement and work-family conflict on role stressors and the intention to leave among medical professionals in Malaysia. They found that higher levels of job stress were associated with increased work-family conflict (WFC) (Harun et al., 2020).

To quantify perceptions and identify direct and indirect influences on turnover intention, structural equation modeling was employed in this research, marking the first endeavor to investigate the desire of Afghanistani doctors to leave their current positions.

Research Model





Research Methodology

This study employs a cross-sectional research design to examine the interplay between job satisfaction, work stress, work-family conflict, and turnover intention among physicians within a public hospital setting in Lahore. Data collection utilized a non-probability convenient sampling method, with questionnaires distributed to gather responses from healthcare professionals. The target was to distribute 377 questionnaires. The data collection approach was quantitative, with the questionnaires tailored to the local organizational context based on previous research. A five-point Likert scale ranging from strongly disagree to strongly agree was utilized

to measure variables such as job satisfaction and work stress. Reliability analysis indicated Cronbach's alphas of 0.923 and 0.829 for job satisfaction and work stress, respectively, demonstrating satisfactory scale reliability. Turnover intention was assessed dichotomously. Data analysis was performed using SPSS version 22, encompassing various tests including measurement model assessment, reliability analysis, and structural equation modeling. Descriptive statistics were also employed to analyze demographic characteristics. Statistical significance was set at $p = 0.05$.

Result:

Demographic Characteristics

Gender	Overall (N=377)
	Frequency
Male	190
Female	187
Total	377
Age	
21-25 year	102
26-30 year	91
30-35 year	56
36-40 year	72
41-45 year	56
Marital status	
Unmarried	183
Married	194
Total	377
Work Experience	
less than 1 year	60
1-5 year	71
6-10 year	84
11-15 year	82
15-20 year	80
Field of specialty	
Orthopedic	81
Gynecologist	76
Gastroenterologist	79



Medical Specialist	72
Pediatrician	69

Reliability Analysis		
Variable Name	Mean	Cronbach's Alpha
TI	0.49	0.15
JS	2.98	0.69
WS	2.99	.087
WFC	2.98	0.66
TI (turnover intention) JS (job satisfaction) WS (work stress) WFC (work family conflict)		
Control Variables		
Demographics	f statistics	p value
Gender	.980	.419
Age	2.162	.073
Material Status	.771	.544
Monthly Income	2.162	.073
Medical Institution	1.883	.113
Field Of Specialty	1.203	.309
If the null hypothesis is true, you expect F to have a value close to 1.0 most of the time.		

Correlation Analysis

	1	2	3	4
1. PS	1			
2. WS	-.072**	1		
3. WFC	.073**	.041**	1	
4. TI	-.040**	.077**	.063**	1

Regression Analysis

b	se	t	p	
Work stress → Turnover intention	.392	.085	4.637	.000
Work-family conflict → turnover intention	.376	.079	4.742	.000
Work-family conflict → Job satisfaction		.499	.1503	3.332
turnover intention				
work stress → Job satisfaction		.466	.157	2.975
turnover intention				
Turnover intention	Job satisfaction	Work stress	Work-family conflict	Squared multiple correlations
Direct effect	-1.061	0.303	0.109	0.555
Indirect effect	-	0.060	0.430	
Total effect	-1.061	0.363	0.539	



The p-value for each term tests the null hypothesis that the coefficient is equal to zero (no effect). A low p-value (< 0.05) indicates that you can reject the null hypothesis.

	Hypothesis	Result
H1	Work stress will positively influence turnover intention.	Accepted
H2	Work-family conflict will positively influence turnover intention	Accepted
H3	Job satisfaction will show positive effect between Work-family conflict and turnover intention	Accepted
H4	Job satisfaction will show positive effect between work stress and turnover intention	Accepted

DISCUSSION

The survey indicated that doctors are generally content with their work, but particularly those who plan to leave are dissatisfied with their compensation. It might be because of the current state of the economy. The situation was quite similar in other nations, such as Scotland, where general practitioners were the least satisfied with their pay, and Ghana, where healthcare professionals were the least satisfied with their pay. To forecast possible turnover actions, one might look at the average scores and percentages with strong perception of intention to leave. (Bonnenberger et al., 2014).

High levels of stress among Registered Health Workers (RHWs) were associated with high intentions to leave their current positions, according to the study's univariate analysis of workplace variables. This confirms what other studies have shown: that emotional weariness is a strong indicator of plans to leave in China. (Zhang & Fang, 2016). The intentions of physicians and other health professionals to leave their positions, as well as working-time-related variables, are affected by sleep problems, work-related anxiety, workload, and burnout, according to studies conducted in the Netherlands, Germany, and Belgium. (Steinmetz et al., 2014) According to Dale et al., primary care physicians' intentions to quit the field are strongly impacted by the intensity and volume of their workload in England. On the other hand, Heinen et al. identified burnout as a major factor in eleven European nations. (Flanagan, 2006). Approximately 25% of doctors in Guangdong Province, a lower amount in Hubei Province, and a far lower

percentage in Taiwan expressed a strong inclination to leave their current positions, according to the report. Nonetheless, compared to Taiwan, Guangdong had a larger turnover intention. Employees' intentions to leave were lower in places with superior health care systems, including Madrid and Finland. Unfortunately, owing to unsafe working conditions and lack of support, Iraqi physicians planned to leave their positions in large numbers. In order to decrease turnover intention, the research recommends focusing more on Afghanistani doctors.

CONCLUSION

Job satisfaction, stress on the job, issues between work and family life, number of hours worked per week, location (urban vs. rural), age, and the kind of institution one works for are all variables that are investigated in this research. It implies that senior managers might assist decrease turnover intention by lowering working hours, increasing compensation, giving professional development chances, and supporting doctors. There are several caveats to the research, however. For example, it doesn't look at the elements that influence turnover intention or establish a direct link between them; it also only looks at Afghanistan. In order to further understand the relationship between intentions and actions, future studies should look at samples from other places, use qualitative approaches to gather data, and see how well intentions predict outcomes. Based on the results, it seems that tackling these variables might help decrease the intention to leave.



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