

Exploring the effects of intrinsic and extrinsic job satisfaction on employee intention to resign among tertiary institution employees: A case study of the University of Fort Hare.

Mini-Dissertation

BY

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MANAGEMENT AND COMMERCE

Together in Excellence

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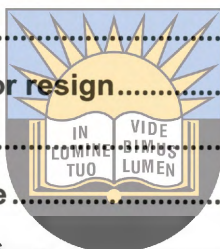
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ABSTRACT

This study explores the impact of both intrinsic and extrinsic job satisfaction on employee intention to resign among University of Fort Hare employees. The intention to resign of administrative employees is of major concern to South African tertiary institutions. Thus the retention of administrative staff helps tertiary institutions to achieve both their long and short term goals.

The data for this study was collected from the administrative staff at the University of Fort Hare, located in the Eastern Cape province. A sample of 170 administrative staff was drawn from the population. Both intrinsic and extrinsic job satisfaction have a significant negative relationship with intentions to resign. Turnover intentions and intrinsic job satisfaction were observed to be negatively correlated. Extrinsic job satisfaction was also found to be significantly correlated with turnover intentions. Intentions to resign were used as a proxy for turnover and the results indicated a significant relationship between intrinsic and extrinsic job satisfaction in their effect on the intention to leave of administrative staff at the academic institution. This study's findings may help academic institutions to design human resources policies, contributing to a reduction in the turnover of administrative and even academic staff.

Key words: Intrinsic job satisfaction, Extrinsic Job Satisfaction and Intention to Resign.



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DECLARATION

I, Ndyebo Nini, student number 200230530, do hereby declare that “**Exploring the effects of intrinsic and extrinsic job satisfaction on employee intention to resign among University of Fort Hare employees**” is the writer’s original work and has never been presented by the writer or anybody else at any other institution of higher education for a degree. All the resources used and cited have been duly indicated and acknowledged through comprehensive referencing.

I am absolutely aware of the University of Fort Hare’s policy on plagiarism and research ethics and I have taken every precaution to comply with the regulations. I have obtained an ethical clearance certificate from the University of Fort Hare’s Research Committee and my reference number is MUR141SNIN01



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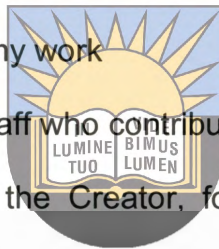
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- Ultimately to God Almighty, the Creator, for His never-ending loyalty and provision, as well as the grace to complete this work.



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DEDICATION

This work is devoted to my immediate family, especially my mother, Mrs. Xoliswa Nini, for her unwavering support through thick and thin. At all times she found the light to lead me back to righteousness when I went wrong. To my brother and our only beloved sister, this is the wakeup call for you.



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CHAPTER 1: INTRODUCTION AND BACKGROUND OF THE STUDY

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1.1 Introduction

This chapter presents the background to the study as well as the problem statement. The significance of the study will also be discussed along with the objectives and hypotheses of the study.

1.2 Background of the Study

Internationally, employee's intention to resign has been of concern to management in the face of continually escalating rates of employee turnover. Berry (2010) observed that intention to resign of skilled employees may negatively affect efficiency and success of the organization. For an organization to achieve its goals, it must keep proficient employees. Keeping knowledgeable employees is of the essence for an organization to gain reasonable advantage (Samuel & Chipunza, 2009). Currently, global finance and adaptations in technology are distressing worker/company relations (Hendricks, 2006). Until recently, loyalty was the foundation of that association. Loss of capable workers may threaten the company's success (Dawis, 2004).

Keeping enough skilled employees is a condition for a well-functioning organization. Factors such as high-quality economic environment, a fixed labour market and a workforce with a gradually increasing average age are likely to accelerate the workforce turnover rate (Ongori, 2007). Moreover, employees with expertise in South Africa are moving abroad for improved working circumstances (Gillingham, 2008). This occurrence impacts negatively on investment as emigrating employees move their clientele's labour investments offshore. Recent investigation has show that

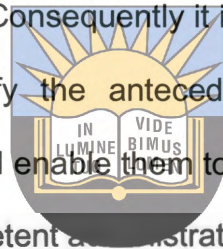
employees from South Africa are in the front ranks in Italy, the United States of America, Britain, Germany and Brazil (Gillingham, 2008). Something of a 'brain drain' of South Africa's most skilled and knowledgeable employees to other countries does exist. The University of Fort Hare has a long strong prestigious history to tell in South African education. The South African Native College was renamed to become the University of Fort Hare in 1916. Since then it was and still is a key institution in higher education for black Africans. Today, the University of Fort Hare consists of three campuses in the Eastern Cape Province, each one addressing particular needs of the community. There is the Alice Campus located in Alice town, the Bhisho Campus in King William's Town and the East London Campus located in East London. This study focuses on administrative staff at the main campus, which is the Alice Campus.



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Since its formation there has been substantial growth in the number of both administrative and academic staff at the University of Fort Hare. It is noted that the proper functioning of any educational institution as a service provider depends largely on both intrinsic and the extrinsic job satisfaction of its staff members (Tetty, 2006). Both administrative and academic members have been regarded as the determining factor for the success of academic institutions (Warsi, Fatima & Sahibzada, 2009). Keeping staff members has been a challenge to many academic institutions not only the University of Fort Hare (Tetty, 2006). In order for educational establishments to stay abreast of innovative changes and to accomplish their envisaged academic business, they depend on their employees' abilities, capability and understanding for a proficient and successful service delivery (Tetty, 2006). It is essential for educational institutions to keep and attract well trained employees. Nonetheless, various academic institutions are failing to retain extremely

experienced employees within their organizations (Du Toit, Erasmus & Strydom, 2008). The majority of academic institutions do not succeed in satisfying their employees. The rate at which administrative employees enter and leave the University is an indication that the institution is failing to motivate and satisfy its employees; hence they become less engaged with the organisation and their jobs and they opt to quit the university. A great deal of research has established that low employee satisfaction leads to such outcomes as absenteeism, labour turnover and inefficiency and is related to variables significant for organisational accomplishment and effectiveness (Robbins, 2005). Consequently it is of fundamental significance for University administrators to identify the antecedents and variables that effect turnover at the university. This would enable them to develop and implement policies that are favorable for keeping competent administrative staff.



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Research has shown that one way to motivate staff and to influence their decisions so as to stay is to show concern for their job satisfaction. When employees are rewarded and valued in their organizations, they do their work more readily and more efficiently (Saks, 2006). Job satisfaction levels can be increased through intrinsic factors which stimulate improved performance (Herzberg, Mausner & Snyderman, 1959). Intrinsic satisfaction is necessarily bound up with the work itself. Employees will be less likely to alternate jobs if they are pleased with their jobs (Hennessey & Amabile, 2005). Intrinsic satisfaction is the native and ordinary tendency to connect one's happiness and to implement one's abilities and potentials as well as to use opportunities and challenges optimally (Udechukwu, 2007). It arrives from interior propensities and can direct and encourage performance without rewards or the presence of constraints. Once employees are fundamentally satisfied they will shift for the gratification or the challenge instead of avoiding punishment or the promise of

rewards (Kinicki & Kreitner, 2003). However, unlike intrinsic satisfaction, extrinsic satisfaction relates to a broad diversity of behaviors that are connected as means towards an end, not ends in themselves (Hennessey and Amabile, 2005). Extrinsic satisfaction involves the performance of activities through affective compulsion, nervousness and discomfort to ensure the achievement of a desired result (Lindenberg, 2001).

Job satisfaction can be an imperative indicator of job experiences and work behaviour aspects such as turnover and absenteeism. It shows the level of love the employees' have for their job and enlightens their choice to leave or remain in the organisation (Mohaney & Lederer, 2006). Supervisors may therefore presume that employees pleased with their work are expected to stay with the firm than those who are displeased with their work. Management must consider employee withdrawal behaviours like unpunctuality, in ~~Expectation Endpoints~~ in employee output. Those are warning symbols indicative of unhappiness amongst employees and must be tackled before they results in greater turnover (Buitendach & Rothmann, 2009). Pienaar and Bester (2008) argue that intention to resign has numerous weaknesses such as expenses associated to reduce managerial faithfulness, the increase in time and price in training fresh employees and the loss of knowledge and skill regarding the institution. Generally employees can decide to resign their present job because of lack of job satisfaction to the organization or they are not pleased with their work. Job satisfaction is recognized as a feature which tightens the connection of employees within and to the organisation (Mowday, 1998). That is why research into intrinsic and extrinsic job satisfaction is needed if turnover rates are to be decreased. It is these factors that motivate administrative staff employees and influence them to stay in the organisation.

1.3 Problem Statement

Voluntary turnover of employees presents organizations with a serious predicament. The departure of underperformers may be beneficial for the organization, but the loss of skilled workers is linked to lower organizational competitiveness, service quality and innovation (Miller, 2010). Turnover takes away the benefits emanating from expenditure in attracting, developing and retaining high performing staff (Wright & Bonet, 2007). Turnover involves necessary expenses of hiring, training of newcomers, recruitment and selection thereby causing serious problems human resources department encounter when employees voluntarily leave organizations (Abbasi, Hollman & Hayes, 2008).



Across the world academic institutions are losing their employees at a pace that ought to raise alarm amongst all groups in charge of recruitment at such institutions (Abdulsalam & Mawoli, 2012). The University of Fort Hare is among the universities that have been affected. The rate at which administrative staff is leaving the institution is very high (Chikungwa & Chamisa, 2013). No proper functioning of a University is possible without administration of its functions; indeed, with the increased departure of its administrative staff some departments are losing their viability. It has been noted that one way to improve the turnover of employees is by improving their satisfaction. Job satisfaction is considered to be a major contributory factor to high levels of intention to resign (Chikungwa & Chamisa, 2013). Therefore, research on the relationship between job satisfaction and turnover intentions is in order if turnover levels among administrative staff at the University of Fort Hare are to be reduced.

1.4 Objectives

- To explore the relationship that exists between intrinsic job satisfaction and employee intention to resign.
- To explore the relationship that exists between extrinsic job satisfaction and employee intention to resign.
- To provide recommendations to management on how to improve administrative staff job satisfaction and employee retention.

1.5 Significance of the study

The impact of intrinsic and extrinsic job satisfaction on employee intention to resign is a matter of great importance. The aim of this study is to identify whether lack of intrinsic and extrinsic job satisfaction leads employees to resign their jobs. When employees encounter no job satisfaction, this could affect their performances at workplace. Organizations must hire and keep skilled and qualified employees. This study is seeks to meet both practical and theoretical needs through research the study expects to find ways to raise the low level of job satisfaction of employees. In South Africa too, research can help to improve employee satisfaction levels and assist in developing effective turnover reduction strategies. Research findings may assist organizations and departments to provide high-quality service delivery to their communities and clients and to keep existing employees who are knowledgeable and dedicated in their jobs and ensure that the organizational mandates are achieved. This study hopes to stimulate and assist other researchers who focus on this field of research.



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1.6 Hypotheses

Hypothesis 1

H₀: Extrinsic job satisfaction does not have a significant effect on employee intentions to resign.

H₁: Extrinsic job satisfaction has a significant effect on employee intentions to resign.

Hypothesis 2

H₀: Intrinsic job satisfaction does not have a significant effect on employee intentions to resign.

H₂: Intrinsic job satisfaction has a significant effect on employee intentions to resign.



1.7 Definition of terms

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1.7.1 Intrinsic job satisfaction *Together in Excellence*

Intrinsic job satisfaction is defined as one's attitude towards work based on internal aspects such as type of work, achievement, and ability utilization (Bassett-Jones & Lloyd, 2005). Herzberg, Mausner and Snyderman (1959) explain that the absence of these motivating factors that centre on achievement, recognition, responsibility, advancement, growth, and the work itself are not necessarily dissatisfying, when present, they could be drives that motivate. Mohaney and Lederer (2006) define intrinsic satisfaction as both a method and an effect, further proposing it as a course situated in people's usual behavioural guidelines.

1.7.2 Extrinsic job satisfaction

Extrinsic job satisfaction is an individual's attitude toward his/her job based on external or environmental factors such as working conditions, supervision, co-workers, pay, policies and procedures, job security and status (Hwang, 2005).

Herzberg *et al.*, (1959) call them hygiene factors, they do not necessarily satisfy but their nonexistence might cause displeasure. Extrinsic job satisfaction refers to satisfaction with factors that have little to do with the job tasks or content of the work itself (Hirschfeld, 2000).

1.7.3 Intention to quit/resign

The terms intention to quit or resign are used interchangeably. According to Elangovan (2001), the intention to resign is an attitudinal orientation or a cognitive manifestation of the behavioural intention to resign. Intention to resign refers to mental decisions intervening between an individual's attitude regarding a job and the stay or leave decision (Berry, 2010). An employee's intention to resign is defined as an employee's plan to quit the present job, and look for another job in the near future (Sharma & Jyoti 2006).



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1.8 Outline of the research

Chapter 1: Introduction and Background of the study

This chapter has introduced the background to the present study, presented the research problem, and outlined its objectives and hypotheses. The significance of the study was also briefly suggested.

CHAPTER 2: Review of Related Literature

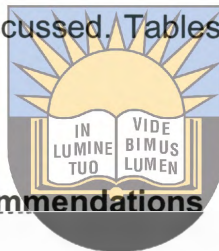
Past research literature relevant to the present study is surveyed in the second chapter. The literature relating to the study variables, intrinsic job satisfaction, extrinsic job satisfaction and intention to resign is reviewed. The theory informing this study is also discussed.

Chapter 3: Research Methodology and Design

The research methodology adopted in the study is discussed in Chapter 3. Matters such as study sample, population, sampling techniques, collection of data and research instruments are discussed as well as how the data was analyzed.

Chapter 4: Data Analysis and Research Results

This chapter discusses the analysis and interpretation of the study's results through quantitative analysis. Descriptive and inferential statistics were employed to analyze the research data and these are discussed. Tables, graphs and figures are used to illustrate the study's results.



Chapter 5: Conclusions and Recommendations

The last section of the research project will provide the conclusion of the study, the study limitations and recommendations to management.

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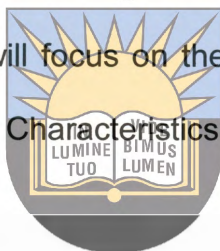
CHAPTER 2: REVIEW OF RELEVANT LITERATURE

2.1 Introduction

The previous chapter introduced the terms under discussion. This chapter will discuss existing theory relating to the study. The literature pertaining to intrinsic and extrinsic job satisfaction and intention to resign will be explored.

2.2 Theoretical Framework

Welman, Kruger & Mitchell (2006) describe theory as a set of statements or statement that indicates the relations linking variables with a vision to explain a certain phenomenon. This section will focus on the theory underpinning the study. Herzberg's Two-Factor Theory, Job Characteristics Model and the Mobley's Model are central to research in this filed.



2.2.1 Frederick Herzberg's Two-Factor Theory

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Herzberg, Mausner and Snyderman's (1959) Two-Factor theory, according to Bassett-Jones and Lloyd (2005), is fundamental to research in this field. According to Herzberg *et al.*, (1959), workers are driven not by external values but by values internal to their work. Satisfaction comes from and is driven by variables intrinsic to the work. Herzberg *et al.*, (1959) called these factors' motivators'. Such intrinsic variables include responsibility, advancement, achievement, recognition and the job itself. There are other factors which cause dissatisfaction in employees. Such factors largely emanate from non-work related variables that are referred to as extrinsic factors. Hertzberg *et al.*, (1959) referred to these variables as hygiene factors. They do not inspire employees but must exist in the workplace because they are indispensable on the job. These dissatisfiers include managerial styles, pay, firm policies, and relationships with fellow employees (Bassett-Jones & Lloyd, 2005).

According to Herzberg *et al.*, (1959) removal of the causes of dissatisfaction causing hygiene factors would not lead to a state of satisfaction, but a neutral state (Bassett-Jones & Lloyd, 2005). Motivation would now take place resulting from intrinsic factors. Experiential research (Kinnear & Sutherland, 2001; Maertz & Griffeth, 2004) has demonstrated that environmental factors including job security, conducive working environment, healthy interpersonal relationships and competitive salary are cited by employees as chief motivational variables that influence employee retention within their organisations.

The theory relates to the study in its recognition of job satisfaction as not relying solely on internal values. Instead, a mix of internal and external values should be considered in efficient retention strategies. For employees to be satisfied in a job, extrinsic and intrinsic rewards both serve to motivate and satisfy employees.



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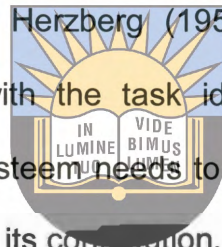
2.2.2 Job Characteristics Model

The Job Characteristic Model is one of the most widely adopted current perspectives regarding job design. The model was developed by Oldman and Hackman (1980). It proposed that worker satisfaction and motivation are enhanced by three psychological states. The first psychological state is concerns experience of one's responsibility one's work and its outcomes (Oldman & Hackman, 1980). The second psychological state is perception by the employee of the meaningfulness of his work in its impact on the organisation's overall effectiveness. The third state is awareness of the extent of one's contributinal impact.

With regard to the original psychological and affective state of responsibility for personal job outcomes, the employee should be given the autonomy, including freedom, independence and discretionary decision-making power to complete his or her job tasks to fulfill this need. In line with this, McClelland's (1975) need for

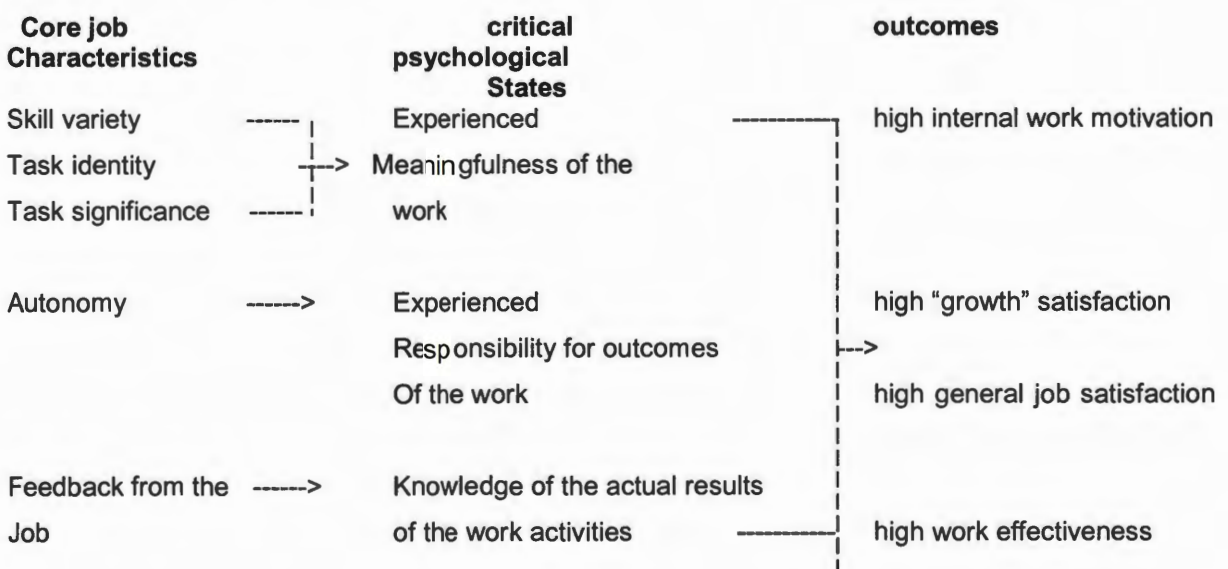
achievement theory contributes to an understanding of employees' general motivation. Oldman and Hackman (1980) regard sources of meaningfulness as the second psychological state. These include significance, skill variety and task identity. Skill variety is that job's demand for many talents that make the work more intrinsically motivating. Task identity refers to the extent to which a particular job requires the accomplishment of a complete, quantifiable and observable piece of work, i.e., performing a particular job from its beginning to its end with a tangible outcome (Oldman & Hackman, 1980).

The intrinsic factors identified by Herzberg (1959), which are associated with interesting work, are consistent with the task identity factor. Task significance involves satisfying an employee's esteem needs to the extent that one views his or her own work as being significant in its contribution. Alera (1990) states that the third psychological state, namely, knowledge of results, means that employees need frequent feedback in order to identify important associations between job characteristics and workplace behaviour outcomes (Ramlall, 2004). The model is illustrated by Figure 2.1



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Figure 2.1: The Job Characteristic Model

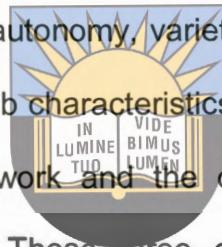


Moderators:

1. Knowledge and skill
2. Growth and strength
3. "Context" satisfaction

Source; Hackman and Oldham, 1980

Oldham and Hackman's (1980) Job Characteristics Model observed that people generally can achieve satisfaction and obtain motivation by intrinsic job satisfaction factors found in task performance. When employees perceive their work as being meaningful, they develop an affinity towards their job and will be driven to higher performance levels. The factors of autonomy, variety, and interaction with others all increase as responsibilities grow. Job characteristics are among the factors affecting employee attitudes towards their work and the organisation affecting employee intentions to quit (Moore, 2002). These three elementary psychological states influence a worker's intention to stay with or to leave an organisation. Organizations that excel in retaining their employees provide their workers with such factors.



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2.2.3 Mobley's Model

This theory centered on the wide explanation for the psychological turnover process. The termination resolution course can be defined as a series of cognitive steps beginning with the process of appraising the present occupation followed by the expressive state of dissatisfaction or contentment. If there is an impression of unhappiness the feelings of quitting surfaces. The next step is the evaluation of the predictable value of search and the consequences associated with quitting. If seeming option of finding a diverse alternative is presented and cost associated with quitting are low, behavioral intention to look for replacements happens followed by a concrete search. If other choices are present, then an evaluation of options will be carried out. Therefore an assessment of the current job to other alternative jobs will

continue, and if the evaluation supports the option, then behavioral intention to resign will be motivated, followed by the decisive option to leave (Mobley, 1977). Further studies extended the model by including factors that have an impact on job satisfaction (Kim, Price, Mueller & Watson, 1996).

This theory assists to clarify why human beings leave the organisation. When employees' needs are not met they are disgruntled and they find an option. In this study when one's needs are not met it leads to dissatisfaction as employees feel undervalued. In addition lack of job satisfaction to the organisation reflects dissatisfaction which lead to intention to resign.



2.4 Literature Review

2.4.1 Intrinsic Job Satisfaction

Buitendach and Rothmann (2006) highlighted that intrinsic job satisfaction is a variable of the employee's own affective responses about the nature of job tasks. According to Mohaney and Lederer (2006), intrinsic job satisfaction involves individuals engaging in an activity as they find it exciting and feel that they are able to obtain spontaneous satisfaction from the job as such. Herzberg, Mausner and Snyderman (1959) observed that these motivators include recognition, achievement, responsibility, advancement, growth, feedback and the job itself. Though the absence of such factors does not necessarily dissatisfy employees, when present they may be viewed as motivating. When a worker is intrinsically motivated, that worker will be driven by the challenge to perform the job rather than by the rewards or fear of punishment. Employees currently make purposeful career moves to ensure employment that fulfils their needs for safety (Stauss, Chojnacki, Decker, and Hoffman, 2001). Lack of intrinsic job satisfaction has been cited as the reason for

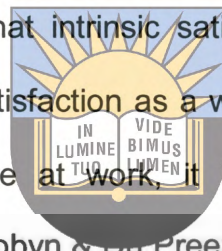
employees leaving their jobs. Thus, it contributes to employee intentions to resign. The need to understand the factors mediating the inter-relationship between employee stress and turnover intentions is imperative from the perspectives of both managers and the employees they supervise (Goetz, Campbell, Broge, Dorfer, Brodowski & Szecsenyi, 2012). Intrinsic job satisfaction could also protect employees, employers and organisations against other harmful effects in the workplace, e.g., job-related stress. If organisations were more attentive to intrinsic job satisfaction of employees, there would be fewer future staff shortages and lower costs to the organisation (Goetz *et al.*, 2012).



Silverthorne (2005:171) found that “many researchers tend to agree that employers benefit when employees experience high levels of intrinsic job satisfaction”. Intrinsic job satisfaction has additionally been linked to the aspects of heightened efficiency, creativity and company loyalty. Oehley (2007); Pienaar and Bester (2008) argue that most studies reaffirm this relationship by linking low intrinsic job satisfaction to increased labour turnover. It is clear that heightened levels of unhappiness may impact on employees’ consideration of alternative work preferences (Spector, 1997). Lok and Crawford (2003) highlight that intrinsic job dissatisfaction carries consequences for the firm as it enhances workers’ turnover intentions and decreases the employee’s intra-organisational involvement, directly influencing organisational achievement of objectives. Intrinsic satisfaction commonly refers to doing an activity just for the joy of it. When an individual is intrinsically satisfied he or she will carry out the behavior willingly even when material rewards are non-existent and in the face of external restraints (Hendricks, 2006). Intrinsic satisfaction is obtained from performing the job and, subsequently perceiving achievement, self-actualisation and

task identity. Intrinsic job satisfaction emanates from a combination of intrinsic job factors. Herzberg *et al.*, (1959) observed that intrinsic and extrinsic work factors predict satisfaction levels, though intrinsic factors are associated more strongly with satisfaction levels than extrinsic factors. Intrinsic satisfaction refers to executing an action more for its intrinsic motivations and less for some observable result (Hennessey & Amabile, 2005). Researchers observed that intrinsic factors are the more major predictors of job satisfaction and turnover intentions (Robyn & Du Preez, 2013).

Most research work emphasizes that intrinsic satisfaction is a predictor of other work-related affects, such as job satisfaction as a whole. If intrinsic satisfaction is a significant predictor of performance at work, it is also important to know the predictors of intrinsic satisfaction (Robyn & Du Preez, 2013). Intrinsic job satisfaction was operationalized as a stand-alone factor on the basis of the extent that the work gives respect, autonomy, challenges and new skills, as well as trust in decision-making (Mahdi, Zin, Nor & Sakat, 2012). Intrinsic job satisfaction is a central emotion-centered response to one's job, though additional factors also demonstrate direct effects on overall job satisfaction and turnover intentions. Intrinsic job satisfaction is important, in its own right, as indicating an employee's positive working experience (Pienaar & Bester, 2008). Mahdi, Zin, Nor and Sakat (2012) observed that intrinsic job satisfaction factors were significantly and positively associated with customer orientation. However, satisfaction related to extrinsic factors was observed not to be significantly linked to customer orientation. When applied to the work situation, the presence of intrinsic satisfaction means that employees genuinely concerned about their work seek better methods of performing their work and have the necessary energy and commitment (Kinicki & Kreitner,



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2003). Workers with high intrinsic motivation in their work view their jobs as an experience of achievement in which they obtain satisfaction. They initially possess a non-trivial level of intrinsic interest in their jobs, a requirement necessary for the deterioration effect (Mohaney & Lederer, 2006). Intrinsic values encourage team focus on project goals as the values aid job satisfaction.

Udechukwu (2007) observed that intrinsic factors chronologically precede extrinsic factors in determining turnover intention. Intrinsic factors positively affect career satisfaction. As it does so, intrinsic job satisfaction militates against turnover even among employees with a strong monetary ethic. Thus, managers should seek means to address such critical motivators for the traditional benefits purpose of enhanced organisational performance. Job satisfaction levels improve through intrinsic factors which stimulate improved performance (Herzberg *et al.*, 1959).



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According to Hennessey and Amabile (2005), intrinsic satisfaction is necessarily bound up with the work itself. Employees that are happy with their jobs are less likely to change jobs. According to Kinicki and Kreitner (2003), when managers want to increase intrinsic satisfaction in employees, they must not focus on extrinsic systems such as monetary rewards but, rather, on making employees' work intrinsically interesting. Intrinsic satisfaction is the native and ordinary tendency to connect an individual's happiness and implement one's abilities and potentials and accomplish best possible opportunities and challenges (Mahdi *et al.*, 2012). Intrinsic job satisfaction comes from internal tendencies and can guide and encourage performance without concern about limitations or desired outcomes (Udechukwu, 2007).

In the work, intrinsic satisfaction ensures that employees are concerned about their job and will seek the best ways to do their tasks and perform optimally (Mohaney & Lederer, 2006). An employee who is intrinsically satisfied will act for the challenge or satisfaction of it rather than for rewards or fear of punishment. Mohaney and Lederer (2006) portray two ways to describe intrinsic satisfaction. Intrinsic job satisfaction is first elucidated in structural terms, namely, when an activity is associated with a goal, and materially defined, which is when there are considerations goal content. Mahdi *et al.* (2012) demonstrate that intrinsic satisfaction is essential to a person's cheerfulness and the use of a person's skilfulness and abilities. Ng'ethe, Iravo and Namusonge (2012) argue that intrinsic satisfaction motivates employees more significantly than extrinsic satisfaction.



According to Buitendach and Rothmann (2009) intrinsic job satisfaction measures the feeling of employee's about their work and predicts work behaviour such as turnover and absenteeism. It exhibits the degree to which workers enjoy their jobs and it notifies an employee's choice to go or remain in their respective organisations. Organizations may therefore presume that satisfied employees are expected to stay with the organisation than those that are disgruntled. Management must consider employee withdrawal behaviours such as unpunctuality, incapacitation and fall in employee output. These signal unhappiness among employees which must be tackled before they results in higher turnover (Buitendach & Rothmann, 2009).

Administrators must find ways to address these significant factors. Intrinsic satisfaction has a distinct force on general job satisfaction. It emanates from the comfort attained by an individual from the job itself or from the satisfaction derived from task engagement or completion (Robyn & Du Preez, 2013). According to Castle, Engberg, Anderson, and Men (2007), intrinsic job satisfaction significantly

predicts general job satisfaction more than does extrinsic job satisfaction. The achievement of intrinsic job satisfaction comes from combining the intrinsic factors of one's job. Intrinsic satisfaction serves as a major factor influencing levels of satisfaction as well turnover intentions (Castle *et al.*, 2007).

Intrinsic job satisfaction is also termed 'task rewards' and can be described as those employee-internal rewards associated with performing the job (Maertz & Griffeth, 2004). Intrinsic satisfaction refers to the satisfaction that employees derive from performing their job. It is essentially the satisfaction from the job. Intrinsic factors include the job itself, responsibility, growth, feedback, achievement, recognition, and advancement. These factors will be discussed below:

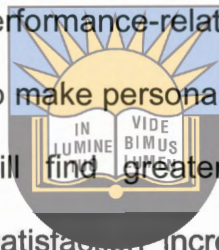


2.4.1.1 The Work Itself

Robbins, Odendaal and Roodt (2003: .77) refer to the job itself as “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results”. Employee job satisfaction depends upon satisfaction with certain job components characterizing the work itself. Particular job characteristics, including meaningful work, responsibility and knowledge concerning the outcomes of the work, result in positive psychological states. These result in satisfaction with one's job (Judge, Bono & Locke 2000). Work itself concerns the individual employee's feelings concerning the job needs and allocated tasks (Freed, 2003). These concern difficulty and variety of work. Employees' perceptions of their respective jobs directly affect their job satisfaction (Freed, 2003). Thus, work intent is fundamental to the discussion of motivational levels among employees.

2.4.1.2 Job autonomy and responsibility

According to Greenberg and Baron (2008), job autonomy occurs when an employee's job offers him or her freedom and power to impose personal authority, decision-making being characteristic of autonomy. Autonomy gives rise to feelings of responsibility and accountability. When an individual is given authority to make decisions on their own they are most satisfied and gain confidence about their value to the organization. Work that is mentally challenging, but achievable, brings satisfaction. Workers prefer jobs that utilize their knowledge, abilities and skills and give them freedom, variety and performance-related response (Culpin & Wright, 2002). Thus when given autonomy to make personal judgments on how they perform their work, administrative staff will find greater satisfaction. Buitendach and Rothmann (2009) found that job satisfaction increased while turnover intentions decreased as authority levels rise.



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2.4.1.3 Recognition

Recognition is an efficient way to inspire and for management to let employees know that they are respected for their inputs (Richardson, 2003). Herzberg *et al.*, (1959) related this feature to optimistic or pessimistic response about an achievement. Recognizing employees for the good work they have performed is another intrinsic factor that can satisfy employees. Recognition entails acknowledgement of one's work. The awarding of certificate would be a way of granting recognition. When employees are recognized for a task well done it gives them a sense of self-actualization and they feel important. Feedback from employees and superiors may serve the same purpose.

2.4.1.4 Feedback

Feedback is an intrinsic factor that results in increased job satisfaction of employees. When employees get straightforward information on their performance this is referred to as feedback (Hunter, 2006). Knowledge about job outcomes is gained from feedback. Employees who receive feedback about their jobs will learn to perform their work even better. Feedback may come as praise for good work done and leads to greater job satisfaction and increased motivation. The feedback may convey the need to improve on certain aspects and cause the individual to improve in his work. The current study reveals that feedback to administrative staff on the performance of their job results in increased job satisfaction.



2.4.1.5 Achievement

This feature is related to feelings of success, such as finishing a job or solving a problem (Ng'ethe *et al.*, 2012). Employees determined to succeed may be identified by working overtime, managing responsibilities and a keenness to do whatever it takes to achieve good results (Udechukwu, 2007).

2.4.1.6 Advancement

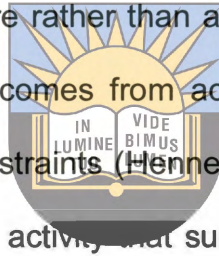
According to Herzberg *et al.*, (1959), advancement pertains to a worker's affections after change in location or position. A optimistic correlation among managerial support advancement and enhanced work happiness, along with a decreased intention to leave was established in a study by Buitendach and Rothmann (2009).

2.4.1.7 Growth

Whereas advancement relates to a real alteration, growth concerns the potential for development (Herzberg *et al.*, 1959). Growth can obtain in the shape of parallel or upright mobility, attainment of expertise or opportunities to develop (Ramlall, 2004).

2.4.2 Extrinsic Job Satisfaction

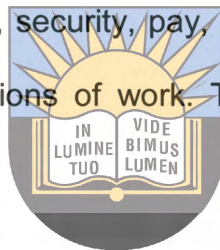
The converse to intrinsic satisfaction, extrinsic satisfaction, relates to a broad diversity of behaviours exhibited as one's means to a desired end rather than for the employee's own sake (Hennessey and Amabile, 2005). Extrinsic satisfaction is behaviour not determined by oneself and may merely be driven by merely peripheral factors such as incentives. Extrinsic satisfaction is a construct that applies upon the attainment of various distinguishable results (Udechukwu, 2007). Extrinsic satisfaction therefore differs from intrinsic satisfaction which refers to actions undertaken for their intrinsic pleasure rather than any other consideration. Extrinsic satisfaction is the satisfaction that comes from achieving a number of peripheral objectives or to deal with various restraints (Hennessey and Amabile, 2005). Thus, extrinsic satisfaction comes through activity that successfully manages compulsion, nervousness and unease in job performance (Lindenberg, 2001).



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Extrinsic satisfaction entails carrying out an action with a feeling of being compelled in achieving a desired result (Buitendach & Rothmann, 2009). Hennessey and Amabile (2005) state that extrinsic satisfaction is derived in attaining an external or an exogenous constraint. Managers, however, need to be sensitive to extrinsic factors if they are to maintain employee-management harmony within their institutions. Two prime causes of industrial actions are insufficient pay and unacceptable conditions of work. Regardless of whether or not they motivate their employees, managers must consider these variables to satisfy employees and prevent work disruptions and turnover. Extrinsic job satisfaction dictates assumptions that influence the essential service relationship (Herzberg *et al*, 1959). For instance, individuals anticipate that company procedures will be reasonable and fair. They

anticipate bureaucratic fairness and secure operational environment. Even though intrinsic satisfaction is an extremely essential variety of satisfaction but the majority of activities executed by individuals are not intrinsically satisfied activities (Ng'ethe *et al.*, 2012). According to Buitendach and Rothmann (2009), when a human being is content or inspired, that person's actions show no understanding of cause or intention. Extrinsic job satisfaction is also known as organisational rewards which refer to the rewards from the organization for motivated job performance and employee retention (Hunter, 2006). They represent tangible rewards such as supervision, co-workers, promotions, security, pay, policies, procedure, status, non-working life and comfortable conditions of work. These factors will be discussed underneath:



2.4.2.1 Promotion

Heery and Noon (2001:286) describe promotion as "the act of moving an employee up the organizational hierarchy, usually leading to an increase in responsibility and status and a better remuneration package." According to Grobler, Warnich, Carrell, Elbert and Hatfield (2002:237), promotion is "the re-assigning of an employee to a higher-level job." Promotions afford employees personal growth opportunities and increased responsibility. Promotion opportunities in an organisation are likely to influence job satisfaction (Hunter, 2006).

If an organization provides its employees with promotion opportunities, they will be more satisfied with their work as they know there is room for personal growth and self-actualization. Drafke and Kossen's (2002) reported that employees are satisfied when they believe they have good career prospects. Employee opportunities for advancement and growth in their jobs results in them being satisfied in their work. At the same time, if promotion policy in the organisation is seen to be fair, employees

will find satisfaction and work hard to be promoted in the future. Employees seek fair promotion policies and practices.

2.4.2.2 Supervision

Herzberg *et al.*, (1959) linked this aspect with a worker's common relationship with his/her direct manager. Pessimism about this association has considerable influence on job satisfaction and turnover intention (Udechukwu, 2007). Encouraging manager employee relations conduce to good collaborative communication, faith and better performance as it raises job satisfaction and reduce intent to quit (Udechukwu, 2007). An optimistic association exists between supervision and job satisfaction (Koustelios, 2001). An employee's inter-relationship with a supervisor is critical to job satisfaction in determining the ability of the former to give the latter technical and emotional support, as well as on-the-job guidance (Robbins *et al.*, 2003). The supervisor's treatment of employees may also contribute to complaints about the job (Bjork, Samdal, Hansen, Torstad, & Hamilton (2007). Supervisors may strongly affect an employee's satisfaction levels. Wech (2002) agrees in adding that supervisors' behaviour significantly impacts on the creation and improvement of trust in relationships with their employees. Trust may, in turn, be significantly linked to job satisfaction.

The connection between the supervisor and the subordinates has an impact on job satisfaction. Employees who have a good relationship with their supervisors are usually satisfied as they can go to them for help and receive credit for what they do (Ramsey, 1997). Therefore, employees will likely experience higher job satisfactions if they have supportive and understanding supervisors who communicate well and give constructive feedback. If there is a bad relationship between the employees and



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their supervisor, dissatisfaction with work usually results. For example an employee may feel that they fail in their work because their supervisors have a grudge against them or because they did not offer support and direction on how to do the work effectively. Good supervisory relationships respect employees, promote worker unity, enabling individual thinking and meet the employee's functional and inter-personal needs (Bjork *et al.*, 2007).

2.4.2.3 Pay

Studies have revealed that remuneration does not have a lasting motivational effect (Furnham, 2006). Nevertheless, Furnham (2006) established that if compensation does not bring together expectations and if there is inconsistency, employees' performance and motivation is pessimistically influenced. Standardized pay changes motivate less than do merit-based increments. This study also demonstrates that employees would happily sacrifice pay for several other advantages, including days off, job security. Remunerating employees fairly relative to the input each worker gives to the organisation leads to improved job satisfaction.



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The financial rewards that employees receive in the form of pay, wages or salaries do influence their job satisfaction levels. Giving employees fair and reasonable pay in return for the input the employee offers, the organisation should result in increased job satisfaction (Wech, 2002). Employees compare their pay to the input they provide to the organisation to consider if it is fair. They make comparisons of their inputs to the outputs they receive relative to other individual workers (Nel, Van Dyk, Haasbroek, Schultz, Sono & Werner, 2004). If a worker feels that his or her contribution is not being compensated fairly, they feel dissatisfied and may perform more poorly. The financial rewards that the organisation offers its employees affect

their level of satisfaction. Also financial rewards must be equitable across employees for them to feel satisfied.

Employees may compare their remuneration with fellow workers or employees at the same level in other organizations. When employees feel that the organisation pays some employees more than others for the same work, they will be dissatisfied. Employees are more satisfied when their salary is equitable. They are dissatisfied when there is inequity in remuneration.

2.4.2.4 Relationship with co-workers

Previous researchers have found that another extrinsic factor affecting job satisfaction is the relationships employees have with one another (Aamodt, 2004). An employee's extent of job satisfaction may represent a consequence of personal characteristics and those of the University of Port Harcourt. The social working context is also likely to impact markedly on an employee's behaviour and thoughts (Marks, 1994). Workers' associations with co-workers and supervisors have an impact on individual job satisfaction. If an employee does not feel welcome among colleagues it may lead to lower job satisfaction. For most workers, a job also fulfills social interaction needs. Friendly and supportive work mates increase an employee's job satisfaction levels. Co-worker support at the workplace results in friendship circles that result in employees being satisfied at work. Poor communal support enhances the possibility of turnover and contributes to work related hopelessness (Shirey, 2004).

2.4.2.5 Working Conditions

This factor concerns the material job environment including brightness, exposure to air, space and equipment (Herzberg *et al.*, 1959). Extrinsic job satisfaction has been

show to be positively linked to a human being's flexibility, individual control of the direct job situation, societal communication, confidentiality and little interruptions or disturbances (Freed, 2003).

2.4.2.6 Policies and Procedures

Herzberg *et al.*, (1959) relate policies and procedures to employee awareness about interactions, managerial practices and profits. Nonetheless, if the real management approach is conflicting with existing procedure, job satisfaction will decrease (Shirey, 2004).

2.4.2.7 Status

This characteristic concern an employee's feeling of significance, importance and place in life (Herzberg *et al.*, 1959). It may be reflected in place of work, business provided transport and other exceptional benefits that would differentiate individual employees from each other (Rostamy Hosseini, Azar, Khaef-Elahi, & Hassanzadeh, 2008).



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2.4.2.8 Personal life

According to Herzberg *et al.*, (1959) this component concerns how an employee's work influences his or her individual circumstances. Most employees have personal tasks to do apart from their job that may influence them during working hours (Ito & Brotheridge, 2007).

2.4.2.9 Job security

According to Herzberg *et al.*, (1959) this component concerns how an employee's work influences his or her individual circumstances. Also it concerns issues such as opportunity for advancement and the level of responsibility. However, ongoing change and organizational instability with potentially negative consequences undermine job security (Ito & Brotheridge, 2007).

2.4.3 Intentions to resign

Smart (1990) defined intention to resign as an employee's intent to vacate a present position in an organisation for another position in either a related field or other field within or outside the organisation. The intent to stay in or leave an occupational position has been empirically observed to be a valuable proxy for actual turnover (Lee & Mowday, 1987). For the present study, administrative staff's intent to go is use as a alternative for actual turnover. Intention to quit will serve as a proxy variable because of the difficulty of measuring actual turnover.

Studies like that of Igbaria and Greenhaus (1992) show intentions to be the most direct determinants of actual behaviour. Intention to resign is of practical value from a research viewpoint. Since it is an intention not yet implemented, managers can gather information and try to influence employees before they actually resign occurs (Igbaria and Greenhaus, 1992). The increasing unstable financial system, continual employee movement to other organizations and the cost involved in intentional turnover are vital concerns for managers (Goetz, Campbell, Broge, Dorfer, Brodowski & Szecsenyi, 2012; Mahdi, Zin, Nor & Sakat, 2012). The importance of assessing workplace intentions can also be understood from Sagar's (1994) longitudinal study analyzing salespeople, in which turnover intentions were shown to differ considerably between salespeople who left and those who did not. However, while it is suggested that intentions are found to correctly predict subsequent behaviour, not much is known about the determinants of such intentions (Firth, Mellor, Moore & Loquet, 2004).

Gustafson (2002) argues that employee intention to resign can lead to a negative economic implication, since this can compromise service, production, and sales can fall and consumes a lot of time. Workers turnover intentions significantly affect the

organisation. It directly impacts on turnover rates and affects the organisation's ability to retain employees. According to Mitchell, Holtom and Lee (2001), employees could leave for organisational or personal reasons or both. These authors refer to changes in the family unit situation, a desire to up skill and unwanted job offers as some of the personal reasons that could lead to an employee's exit the organisation. Organisational reasons that could result in an employee willingly leaving include unfair treatment of other employees and being passed over for promotion or being asked to do something that is contrary to the person's values or beliefs.

Public and private sector managers are struggling to retain key employees within their organizations (Litheko, 2008). Failure to retain high-quality employees can distinctly organizational ability to prosper in a competitive business environment, preventing the most ambitious of organizations from succeeding because they struggle to keep the right employees (Stovel & Bontis, 2002).



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Organizations, regardless of their size, face turnover intentions problems. The intention to resign of public employees is a global problem affecting most developing countries as employees quit jobs to seek better opportunities elsewhere (Robyn & Du Preez, 2013). The intent to resign of competent employees has been problematic for several health institutions. Stovel and Bontis (2002) noted that the efficiency and effectiveness of organizations is a function of the employees it can recruit and retain as human resources who make up the backbone of any organisation. Past research has found that many public service organizations face turnover and intention to resign challenges.

Managers must take steps to understand and analyse factors affecting employee intention to resign. Studies reveal several drivers of intention to resign. Such factors

include organisational culture, pay and benefits, philosophy and strategy, as well as career development systems (Fitzenz, 1990). Litheko (2008) noted that job satisfaction influences an employee's choice to remain with an employer. Studies of employee's intention to resign prove that losing existing employees is more cost effective than sourcing new employees, since companies know their employees and their needs, and are aware of the cost associated with attracting new employees (Ng'ethe *et al.*, 2012).

An intention to resign of employees consequently requires the introduction of methods to motivate individuals to stay with their employer for longer durations. Substitution of exiting workers is destructive to service delivery and costly to companies. It therefore becomes vital for management to see a reduced rate at which workers, specifically those employees on which the operation of the organization depends on to achieve its objectives (Robyn & Du Preez, 2013). Kipkebut (2010) states that employee intention to resign is influenced by numeral factors that the organisation exercises control over, including compensation, growth, work, career advancement opportunities, performance management, work environment and flexi-time.

Gaiduk and Gaiduk (2009) point out that much research has established that employee intentions to stay are affected by sex, age, position, the job and working environment factors like supervision, promotion opportunities, training and intra-organisational communication. In a study of employee intent to leave, Chew (2004) found that young employees focused on remuneration, training, upward mobility, challenging jobs, opportunities for improvement and recognition. For adult employee's self-sufficiency, challenging job is of huge significance and chances to mentor. Chew (2004) argues further that the high rate of intention to resign is



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damaging most organisations severely, as retaining key employees is disturbing, costly, consuming lot of time and might intimidate the sustainability of an organisation. Employees who are gifted and perform extremely well in their organisations should be inspired to stay through retention policies that will offer opportunities to exhibit their know-how and guarantee that they are appointed to appropriate jobs in accordance with their skills sets. Nyoka (2006) highlight plans that will allow employees flexible work arrangements to accommodate necessary individual commitments and to balance their work and family obligations.

Employees might intent to go enthusiastically due to the transfer of a partner, a redefined individual responsibility for example, taking care for a matured close relative or residing at home with kids or retirement of particular apprehension to the employer and human resources is when a very useful staff intends to go based on reasons often within the control of the employer (Berry, 2016). Employee's turnover intention examination gives human resource sector with the option to obtain a positive approach to delay turnover in an organisation, as opposed to obtaining the similar information from an exit interview associated with voluntary turnover (Berry, 2010).



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2.4.4 Reasons employees leave or resign

Employees or staffs do not simply choose to exit or continue with an organisation. There are diverse motives that influence their decision (Sunderji, 2004). Those motives will be discussed below:

2.4.4.1 Define goals

Creating goals which are implicit, well described and visibly recognized by employees is a significant characteristics of good quality administration. Subordinates should not be in doubt as to what the organization expects of them.

When goals are well-known and scrutinized, employees perceive noticeable accomplishment and feel accredited and accepted (Sunderji, 2004).

2.4.4.2 Create a sense of purpose

Sunderji (2004) argues that a sense of purpose must be created to encourage solidarity and inculcate a sense of self-importance. This assists employees to know and value the functions of their work and to distinguish exactly why their positions are so vital to the organisation. After they recognize the rationale of their own jobs and those of others and how the whole managerial organization works towards achieving the organisation's aims not only will the impact of de-motivators decline but motivators will be formed (Sunderji, 2004).



2.4.4.3 Empower your employees

Researchers recommend that to build up good quality associations with your subordinates, you must improve interaction with them and also permit them to take possession of functions and direction. As you empower them to take decisions and actions, they gain a common sense of pleasure, ownership and contentment in their jobs (Sunderji, 2004). Managers must acknowledge and encourage the good work rendered by their employees. This will empower them to perform optimally and make them more dedicated and to experience increased levels of satisfaction.

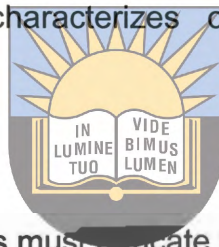
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2.4.4.4 Get to know your employees

Sunderji (2004) argues that it demonstrates good leadership to know your employees not just in the working surroundings but also beyond its environment; this will build firm relations with your employees. Getting to know their life style outside the scope of work, who they are, what they like, their hobbies and interests will strengthen your relations and gives you a better idea about their performance at work.

2.4.4.5 Communicate

Communication is a key to each and every organisation. Where there is less communication there will be more disagreement, infighting, factions which will then result in increased employee turnover intentions. Good communication and consultation with employees will create improved relationships. One more characteristic of communication that produces constructive consequences lies in giving employees timely feedback that is useful to them. Good quality relationships with employees are based on consultation and communication with them. Giving employees helpful feedback is characterizes outstanding managing practice (Sunderji, 2004).



2.4.4.6 Listen intently

Sunderji (2004) states that managers must educate themselves to be better listeners because listening is a skill and they must do away with being autocratic to create a good working environment. Opening your intelligence to your employees' plans, suggestions, and views promotes good relationships with your employees and you will know better how your unit or organization functions.

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2.4.4.7 Celebrate your successes

Each and every organisation sets goals and objectives that need to be attained. When these goals are attained, it is of paramount important to celebrate the success. This enhances productive workplace relationships to celebrate individuals' accomplishments and to demonstrate good administration practice (Sunderji, 2004).

2.4.5 Intrinsic Job Satisfaction and Intention to resign.

Numerous studies have investigated the relationship between intrinsic job satisfaction and intentions to resign. Warsi, Fatima, and Sahibzada (2009), investigating organisational commitment, indicated that among employees in the

private sector, intrinsic job satisfaction was found to contribute to organisational commitment and reduced turnover intentions. Such findings were also supported by Tella, Ayeni and Popoola (2007) and Darolia, Kumari and Darolia (2010) who also discovered a significant positive association between intrinsic job satisfaction and intention to resign.

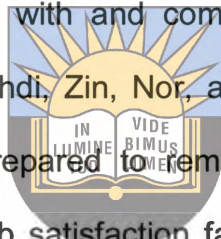
Intrinsic job satisfaction has been repeatedly identified as the primary influence on intention to resign (Barak, Nissly & Levin, 2001). Several studies (Hellman, 1997; Chan and Morrison, 2000; McBey & Karakowsky, 2001) have shown significant and negative link between intrinsic job satisfaction and turnover intentions. Tan (1998) investigated workers' intrinsic job satisfaction and intention to quit in Malaysian travel agencies and observed the former to associate significantly with the latter.



The aforementioned authors **University of Fort Hare** are pleased with their jobs, the greater will be their commitment to their respective organizations, and the fewer will be their turnover intentions. Giving employees challenging work and task variety, as well as responsibility and authority will increase their intrinsic job satisfaction and commitment to their jobs and organizations. Eisenberger, Fasolo and Davis-LaMastro (1990) suggested that well-managed intrinsic job satisfaction practices significantly increased workers' commitment to their employer while also reducing employees' intentions to leave their companies. It shows that the more satisfied employees are in an organisation the more they are going to commit to the organisation and decide to remain rather than leave.

In a study by Birt, Wallis and Winternitz (2004), frequency counts were conducted on job-related variables that employees ranked as significantly impacting on their decisions to remain with their employers. The study revealed that intrinsic job

satisfaction factors such as demanding and significant jobs, authority, opportunities for upward mobility and new prospects persuade a person's decision to leave or remain with his or her employer. The organisation may not have full control over the employee's decision to stay or leave by manipulating these variables, but focusing on those variables may have significant influence (Meyer & Allen, 1997). It is clear that intrinsic job satisfaction influences employees' decisions to leave an organisation more than do extrinsic job satisfaction factors. This assertion is supported by Thomas (2009) who reports that intrinsic job satisfaction factors result in employees being more engaged with and committed to an organisation than extrinsic job satisfaction factors. Mahdi, Zin, Nor, and Sakat (2012) agree as they report that employees are more prepared to remain in an organisation when it provides employees with intrinsic job satisfaction factors. This indicates a positive association between employees' intrinsic job satisfaction and their intentions to resign. Therefore, intrinsic job satisfaction correlates positively with employees' turnover intentions.



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2.4.6 Extrinsic Job satisfaction and Intention to resign

William and Werther (1996) reported that traditionally employees concentrated on extrinsic factors, including, basic remuneration, benefits, bonuses and pension to influence an employee's decision to stay with or leave an employer. William & Werther (1996) suggested the organisational reward system as a traditional means to manage worker turnover. William & Werther further explain rewards as that which employees receive in return for their organisational contributions. When well-managed, the reward system helps the organization achieve its long-term objectives. It also retains a workforce that is highly productive. Thomas (2000) supports this view when he states that such extrinsic job satisfaction factors are powerful

motivators which do influence employee's decisions to leave an organisation. However, Armstrong (2003) suggests that there are limits to the extent that paying talented individuals will encourage them to be more productive or stay with their employer. This shows that extrinsic job satisfaction lacks a positive relationship with turnover intentions.

However, Wright and Bonnet (2007) argue that intention to resign is also influenced by external factors which may create discontent. These considerations contain job prevention, incompatible role demands, inter-role conflicts and strong labour markets which offer smart choices. Robins and Judge (2009) establish that experience and performance have modest consequences on satisfaction and turnover intentions. When rewards are seen to fulfill employees' needs, the resultant positive effect is to encourage in employees a responsibility to reciprocate by exhibiting greater commitment.



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When employees identify their employers to be fair and supportive, particularly with respect to working conditions, co-worker and supervisor inter-relationships, positive feelings of well-being result, which will likely encourages reciprocity through greater loyalty to the employer. Likewise, employees' view of work as interesting, challenging and satisfying, giving them autonomy, self-direction and the use of multiple skills (i.e., variety), they will likely experience a positive effect, thereby evoking their job and organizational commitment. Thus, their intention to leave the organization will be diminished.

According to Böckermann and Ilmakunnas (2004), extrinsic job satisfaction has an effect on to determine continuing or leaving the system. Employees who are not pleased with their work will eventually leave the organization especially if they find better opportunities from the competition, unless the factor that leads them to

withdraw their services is recognized, that is then they might rethink to terminate their services or remain with the organization. Those who feel that the conditions are not conducive for them to remain; they would decide to resign and join other organizations.

2.5 Conclusion

This chapter has reviewed the literature related to intrinsic job satisfaction, extrinsic job satisfaction and intentions to resign. Also, the theories informing this study were also discussed in this chapter. The following chapter discusses the methodology utilized to collect data in the study.



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CHAPTER 3: RESEARCH METHODOLOGY

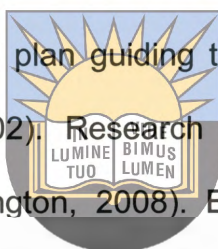
3.1 Introduction

In the previous chapter, relevant literature on intrinsic job satisfaction, extrinsic job satisfaction and intention to resign was reviewed. The present chapter describes the research methodology that was followed to carry out this study. The chapter further describes the ethical considerations of the study.

3.2 Research design

A research design is a fundamental plan guiding the data collection and analysis processes in a study (Patton, 2002). Research either follows a qualitative or quantitative research design (Wellington, 2008). Basically they are two different approaches that can be used in research. Research designs can be categorized into qualitative and quantitative designs (Cant, Gerber, Nel & Kotze, 2005). There is an important distinction between qualitative research and quantitative research. In quantitative research, the data gathered from respondents is numerically presented. Quantitative research uses mathematical analysis to measure variables and highlights the use of structured questionnaires (Cant *et al*, 2005). According to Hair, Wolfinbarger, Ortinau and Bush (2008) quantitative research allows the researcher to validate associations between variables as well as to test hypotheses.

In qualitative research, the data gathered from participants, rather than being numerical, is in verbal form. The prime focus is on participants' experiences and on the stated meanings that they connect to themselves, to other people and to their environment (Patton, 2002). Researchers conducting qualitative research often use the words of their participants, finding such quotations highly revealing (Eysenck,

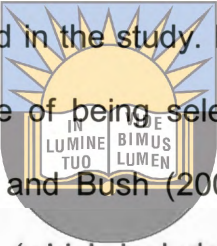


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2004). The researcher employed a quantitative design in the current study. This design was found to be appropriate in this study since there are various hypotheses to be tested and the data was collected in the form of numerical data (Welman, Kruger & Mitchell, 2006). Statistical procedures such as correlations were used to analyze and draw conclusions from the data. This is possible when a quantitative research design is adopted.

3.3 Population

McClendon (2004) states that a study' population is the total possible number of elements or units of analysis included in the study. It represents the collective of all units possessing a statistical chance of being selected for inclusion in the study sample. Hair, Wolfinbarger, Ortinau and Bush (2008) explain a population as an identifiable complete set of interests (which includes two or more sub-sets) to the researcher that is relevant to the  project under investigation. It entails specifying the survey group under investigation and these specifications define the elements of the target group and those to be excluded (Flick, 2009). The current research sought to explore the effect of intrinsic and extrinsic job satisfaction on employee intentions to resign among Fort Hare administrative staff. The population (N) for this study consists of all administrative staff at the University of Fort Hare, Alice campus in the Eastern Cape. The total number of all administrative staff at the Alice campus is 400.

3.4 Sample

Due to limitations of costs and time it is not possible to gather data from the entire population therefore a sample has to be chosen (Cohen, Marion & Marrison, 2007). Churchill and Brown (2007) define a sample as a subset of elements from the population. Researchers use samples, which are small proportions of the population with the similar characteristics as those in the entire population so as to be able to

make generalizations about the population. The primary idea of having a sample is that selecting some elements of a population allows the researcher to reach conclusions regarding the whole or defined group of units of analysis, namely, the target population (Cohen *et al.*, 2007). The data to be gathered from the small group will, to an extent, allow for the accurate judgment of the larger group (Hair, Wolfinbarger, Ortinau, & Bush, 2008). Various aspects of sampling are discussed below.

3.4.1 Sampling procedure

Sampling procedure is defined as the method which is utilized to draw the sample as well as the way in which the sampling units will be chosen. Probability and non-probability are the two main sampling procedures used in research (McMillan & Schumacher, 2010). Probability sampling entails that every population member stands an equal chance of selection for inclusion as a participant, in the study sample (Cohen *et al.*, 2007). The selection of participants from the population is random. In non-probability sampling, elements in the population have no equal possibility to be chosen for the sample (Cohen *et al.*, 2007). The study at hand used the probability sampling procedure to select respondents from the whole population. This sampling procedure ensured that all administrative staff at the university stood the same chance of being selected for the sample.

3.4.2 Sample Size

A common problem facing researchers in conducting research is how many respondents, participants or subjects should a researcher select (Flick, 2009). This is known as the size of the sample which refers to how many subjects should be included in a study (Cooper & Schindler, 2008). The sample size is influenced by the study's purpose, as well as by the population size. The growing demand for research

has created a need for efficient sample size determination methods that ensure samples' representivity of their respective populations. In determining the size of the sample the level of precision, the degree of confidence and variability in the attributes under measurement are the three main attributes used to determine the sample size.

The size of the present study's sample was calculated by the Raosoft Sample Size Calculator (RaosoftInc, 2004). The sample size (statistically denoted as n) and margin of error (denoted as E in statistical terms) were computed via the following formulae:



$$x = Z(c/100)^2 r(100-r)$$

$$n = N x / ((N-1)E^2 + x)$$

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 $E = \text{Sqrt}[(N-n)x/n(N-1)]$

N is the statistical representation of the population size, while r represents the fraction of responses in which the researcher is interested. $Z(c/100)$ is the statistical representation of the critical value for c , which is the confidence level. Using an 8% margin of error, a confidence level of 90%, as well as an anticipated response distribution of 50%, a sample size of 170 respondents was pre-determined as a minimum.

3.4.3 Sampling Technique

The current study's sample was randomly selected from the population. Random sampling is a technique in which every element that could be selected from a population has a predetermined probability of selection (Cooper & Schindler, 2008).

Flick (2009) suggests that in the random sampling technique, researchers choose a group of participants for a study from a population in which each individual is selected wholly by chance and each unit of analysis has a known, but maybe non-equal, chance of sample inclusion. Each one is selected entirely by chance and each population unit of analysis possesses an equal chance of being drawn into the sample. Every sample of a particular size possesses an identical chance of selection. Therefore, each population member is equally likely to be chosen during the sampling process.

The simple random sampling technique was employed in selecting respondents used in this study. Simple random sampling was achieved via a sampling frame inclusive of all administrative staff at the University of Fort Hare. A table of random numbers was utilized to randomly select the sample elements that were to form the sample. The reason for selecting Simple random sampling was that it is easy to apply and is the least expensive sampling technique (Cooper & Schindler, 2008).

3.4.4 Sampling frame

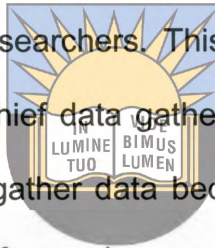
Sampling frame is defined by Sing (2007) as a subset of the population, which gives the comprehensive and broad framework for selection of sampling units. It is the actual list of units from which the sample or some stage of the sample, is selected (Babbie, 2009). Therefore it involves choosing the respondents for the study. This research focused on administrative staff employees whose names and departments were listed in the institution database. A table of random numbers was used to choose the sample elements. The reasons for selecting this simple random sampling technique were that: simple random sampling is commended for its simplicity in application as well as its ability to produce a representative sample with limited

selection biases and the fact that it is easy to follow, less expensive and quick to implement.

3.5 Data Collection

3.5.1 Data Collection Instrument

Cohen *et al.*, (2007) defines data collection methods as an array of methods used in academic research to gather data that will serve inference and interpretation needs. That is, the data will seek to explain and predict occurring phenomena. Observations, interviews, questionnaires and document analysis are the different data collection methods used by researchers. This research made use of a self-administered questionnaire as the chief data gathering tool. The researcher chose self-administered questionnaires to gather data because they are among the most inexpensive ways of gathering data from a large number of respondents (Cohen *et al.*, 2007). The composition of the questionnaire used in this study is described in section 3.5.3 below.



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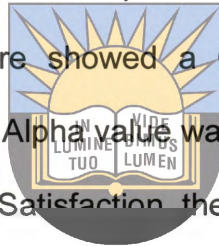
3.5.2 Validity and Reliability

When a measuring instrument is actually measuring what it is supposed to measure that is described as validity. Furthermore, validity relates to the “suitability of the measure to evaluate the variable it claims to measure” (Gaiser & Schreiner 2009:69). Content-related validity scrutinizes the degree to which the systems of measurement have all the most important aspects related to the construct being measured. According to Ary, Jacob and Razavieh (1996:565) construct validity is the “degree to which an instrument measures the traits or characteristics implied by the construct it is intended to measure”. The Minnesota Satisfaction Questionnaire consists of twenty (20) items that measure job (general) satisfaction. It also consists of sub-

sections that measure intrinsic (motivating) factors and extrinsic (hygiene) factors. In the questionnaire the intrinsic factors are reflected in items 1,2,3,4,7,8,9,10,11,15,16 and 20. Extrinsic factors are reflected in items 5,6,12, 13, 14, 17, 18 and 19. For that reason it has high content validity as it covers all the aspects of the Hertzberg's theory.

Reliability

Reliability is concerned with "the consistency, stability and credibility of a study's findings that enable the findings to be reproduced" (Sekaran, 2000:204). The Minnesota Satisfaction Questionnaire showed a Cronbach alpha of 0.898. For Intrinsic Satisfaction, the Cronbach's Alpha value was 0.85; for Extrinsic Satisfaction, it was also 0.85; and for the General Satisfaction, the Cronbach's Alpha was 0.90.



3.5.3 Description of the Research Instrument

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3.5.3.1 Section A – Background and Occupational information

Respondents' background and occupational information was sought in this section of the questionnaire. The background information asked is usually demographic information such as the age, marital status, gender, educational qualifications and race of the respondents. The occupational information asked are the position occupied and the number of years the respondent has been on the job. Therefore demographic and occupational information makes up the first section of the instrument.

3.5.3.2 Intrinsic Job Satisfaction and Extrinsic Job Satisfaction

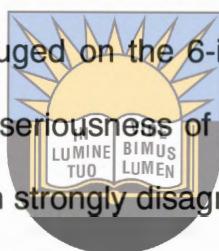
Intrinsic and extrinsic job satisfaction was measured by the Short form Minnesota Satisfaction Questionnaire (MSQ). The MSQ indicates participants' extent of satisfaction with their jobs by requiring respondents' self-rating on 20 items using a

five-point Likert scale that varied from 1 (1 = very dissatisfied) to 5 (5 = very satisfied). The reliability coefficient for this scale was reported. For Intrinsic Satisfaction, the Cronbach's Alpha value was 0.85; for Extrinsic Satisfaction, it was also 0.85; and for the General Satisfaction, the Cronbach's Alpha was 0.90. Dawis (2004) found that the short form version of the MSQ was one of the most popular job satisfaction measures. It is still commonly utilised. The Cronbach's alpha for the instrument in this study was 0.898.

3.5.3.3 Intention to quit/resign

Employee's intention to quit was gauged on the 6-item scale of Tei and Yamazaki (2003.) Participants were asked the seriousness of their intentions to quit their jobs on a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5). The items assessed respondents' thoughts and behaviors associated with quitting their jobs. Responses were scored using a five-point Likert-type scale. The higher the total score, the stronger will be the administrative staff's intentions to leave. The instrument had a coefficient alpha of 0.76. For the present study, the coefficient alpha was 0.920.

Intention to quit was used as a proxy of quitting, the opposite of employee retention. This was to avert the difficulty of measuring actual retention. Johnsrud and Rosser's study (1999) and several others, found that researchers tended to employ turnover intentions as a proxy variable for the variable of actual turnover due to the challenges encountered in attempting to measure and study actual turnover (Bluedorn, 1982).



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3.5.4 Administration of the instrument

The questionnaires were personally handed by the researcher to UFH administrative staff. The researcher chose to personally distribute the questionnaires because this method is cost effective, anonymity and confidentiality of the respondents is ensured and a high response rate is guaranteed. When these had been filled in, after about one week, they were gathered in the same manner. Out of the total of 185 questionnaires distributed, 170 were collected, rendering on high rate of response.

3.6 Data Analysis

Kothari (2004) posited analysis to be calculation of certain measures, as well as the search for inter-relational patterns among a given data group. It further entails estimations of the values of indefinite population parameters and the testing of hypotheses so as to draw inferences. Data analysis involves organizing, and interpreting data so that it makes sense to the readers (Cohen *et al*, 2007). Stake (2000) describes data analysis as a process of revealing information concealed in data by transforming it into meaningful shapes or forms.

In the present study descriptive and inferential statistics were employed for data analysis. The data in the present study was analyzed by using Statistical Package for the Social Sciences (SPSS) version number 12. Bar graphs and pie charts are used to interpret demographic characteristics of the population. To explore the impacts of both intrinsic and extrinsic aspects of job satisfaction on employee intention to resign some inferential statistics were conducted. Pearson correlation analysis and regression analysis were the two primary statistical techniques employed for hypothetical testing in the present study.

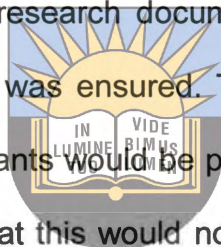
3.7 Delimitation of the study

Delimitations refer to the characteristics chosen by the researcher that define the boundaries within which the study is conducted. Participation in the present study was delimited to administrative staff at the University of Fort Hare's Alice Campus, in the Eastern Cape Province. Also the variables that were studied were intrinsic and extrinsic job satisfaction and intentions to resign only.

3.8 Ethical Considerations

McMillan and Schumacher (2010) determined that the primary focus of academic research is placed on people. Therefore, the researcher is ethically obligated to protect participants' rights and welfare. There are various ethical considerations that the researcher adhered to when the study was being conducted. First and foremost, permission to carry out the study at the university was sought from the UFH Higher Research Committee. Another ethical consideration that was strictly obeyed is that of informed consent. According to Parahoo (2006), informed consent refers to the process whereby individuals agree to take part in a study on the basis of being provided with access to all relevant and readily absorbable information regarding what participation entails, in particular, in terms of physical, mental and emotional harms and benefits to individual participants. Parahoo (2006) describes research participants as subjects, not objects, who need to be respected. Informed consent of participating in the study was sought from the participants as they were informed of the study's real nature and they were guaranteed that no one will be harmed in any way during the conduct of the study. Another ethical principle that was observed in the study was that participation is voluntary and research participants were assured of their right to withdraw from the study at any time.

Informing the participants of the true nature of the study, enabled participants to make an informed decision whether to participate or not. As in the first process of trying to purposively select participants for the study some didn't take part in filling the questionnaires and some withdrew during the process of filling them. It was the participants' right to withdraw their involvement from the study and no one was coerced to participate in it. Also participants as well the school management was assured that the information obtained was strictly for academic purposes and would not be used for other purposes. The information and data obtained from the research participants was only used for this research document. Anonymity of participant's names as well as the school name was ensured. The management of the school feared that the names of the participants would be published as well as the name of the school but they were assured that this would not happen. Also, the information that was obtained from the participants was strictly confidential and was handled with care. No other person besides the researcher had access to the information supplied by the research participants.



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3.9 Conclusion

This chapter has presented the methodology that the researcher employed in gathering data. A quantitative research design was adopted. Probability sampling through simple random sampling generated the study sample. Various instruments were used to gather the data for analysis. Descriptive and inferential statistics were both used in analysis. The next chapter presents the analysis of the study data.

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

The previous chapter entailed the board of research methods that were employed by the researcher to collect the relevant data. This chapter explains and presents the overall findings of this research. The researcher used descriptive statistics such as graphical tables, pie charts and bar charts were used to aid the analysis of data and make the results clearer. The results of the study with relation to the hypothesis will also be presented. To clearly present and discuss the results, this chapter will begin with the presentation of the demographic and occupational distribution linking that information with the issues in question and then hypotheses testing will follow starting with the first hypothesis. To test the hypothesis, descriptive statistics as well as correlations were used. The following sections examine the analysis and interpretation of data obtained from the respondents through the questionnaire.



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4.2 Internal Consistency

Table 4.1: Cronbach for Key Study Variables

	<i>N</i>	Variables Used	Cronbach Coefficient Alp ha
Intrinsic	170	13	0.821155*
Extrinsic	170	7	0.881602*
Intentions	170	6	0.919635*

*

Significantly acceptable

Table 4.1 above shows the reliability of each scale as it relates to the variable measured. The Cronbach's alpha for the scales range from 0.82 to 0.91 which shows high reliability for the study variables.

4.3 Demographic Results

4.3.1 Distribution of Respondents by gender

Figure 4.1: Gender Distribution

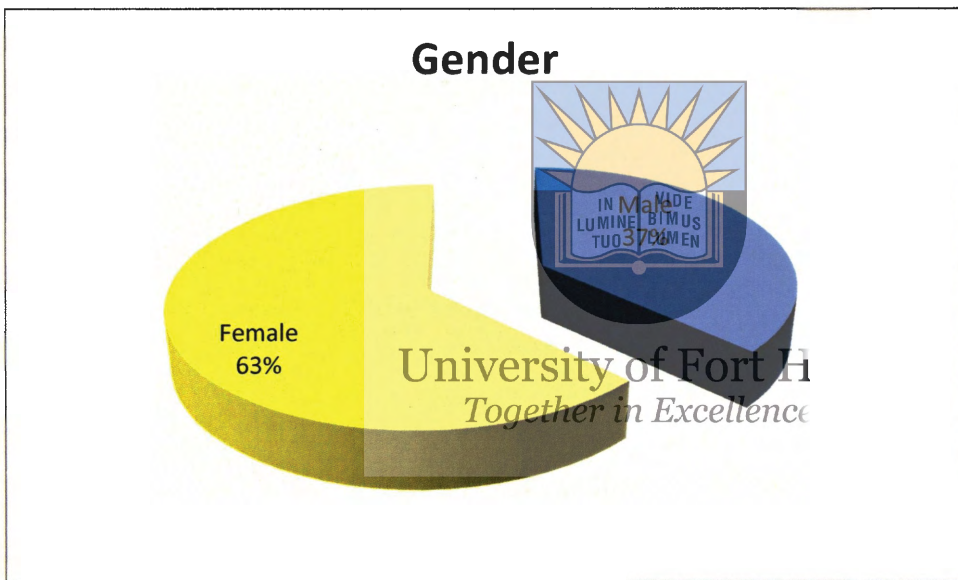


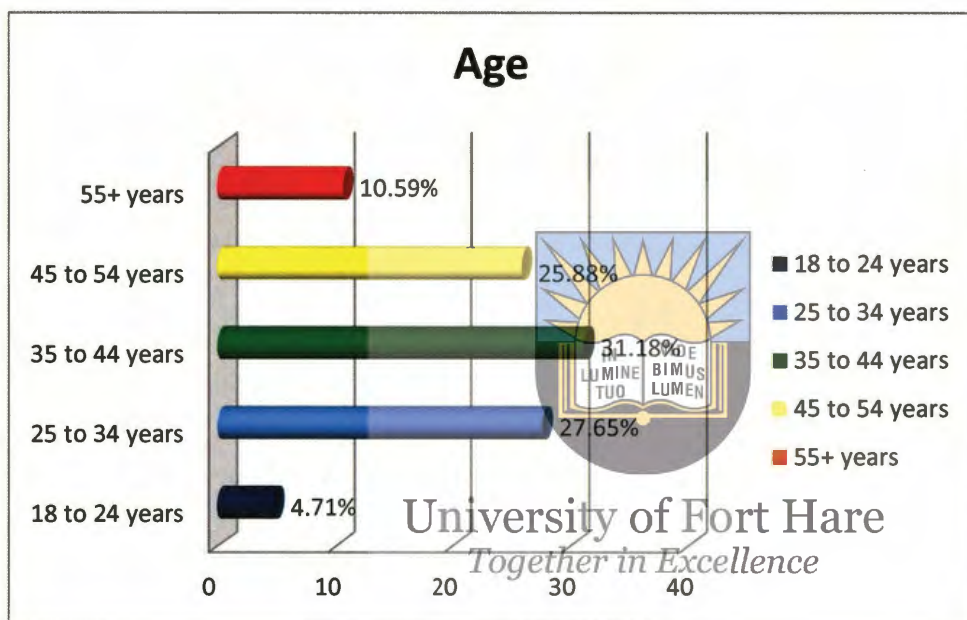
Figure 4.1 depicts the gender of respondents. The majority of the respondents (63%, $n=107$) were female employees, while male employees comprised 37% of the respondents ($n =63$). There is a significant difference in the gender categories ($Pr>Chisq=<.0.0007$) with the female category having the highest number of respondents. See Appendix C for all the chi square values for demographics.

4.3.2 Distribution of Respondents by age

Figure 4.2 below shows the distribution of respondents in relation to their age. The majority of the respondents (31.18%, $n =53$) are in the age group 35 to 44 years, while 27.65% ($n=47$) are in the age group 25 to 34 years. Forty-four respondents (25.88%) fall in the age category 45 to 54 years, and 10.59% ($n =18$) of the

respondents are in the age group above 55 years old and a further 4.71 % (n=8) of the respondents are in the age group of 18 to 24 year olds. There is a significant difference in the gender categories ($P > \chi^2 = <.0001$) with the 35 to 44 years category having the highest number of respondents.

Figure 4.2: Age Distribution



4.3.3 Distribution of Respondents by race

Figure 4.3 Race distribution

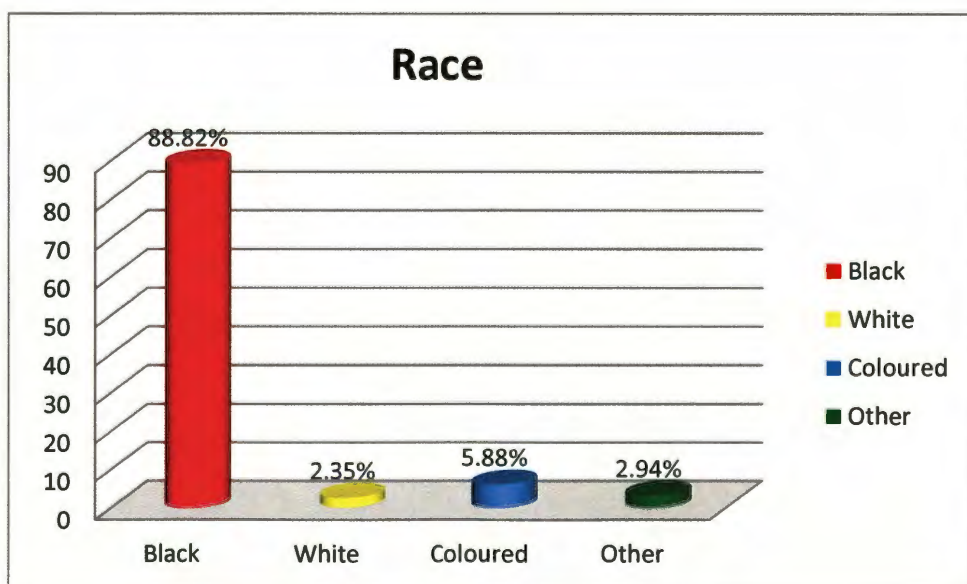


Figure 4.3 illustrates that the majority of the employees, (n=151) or 88.82% were Black, while a further 5.88% (n=10) were Coloured employees. A 2.94% of the respondents or 5 respondents were of other races and lastly 2.35% (n=4) were White employees. There is a significant difference in the race categories ($Pr > \text{Chisq} < .0001$) with the Black category having the highest number of respondents.

4.3.4 Distribution of Respondents by marital status

Figure 4.4 Marital status distribution

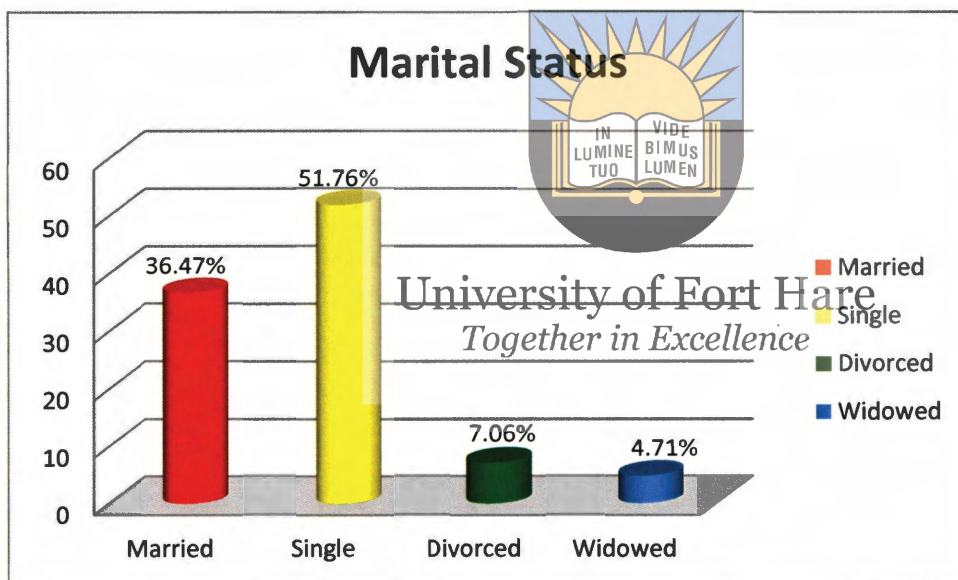


Figure 4.4 above shows that the majority of the respondents, (n=88) or 51.76% are single employees. Married employees constituted 36.47% (n=62) of the total number of respondents. The second last group shows that 7.06% (n=12) of the respondents are divorced and 4.71% (n=8) of the respondents is widowed. There is a significant difference in the gender categories ($Pr > \text{Chisq} < .0001$) with the single category having the highest number of respondents.

4.3.5 Distribution of Respondents by educational qualifications

Figure 4.5 Educational qualifications distribution

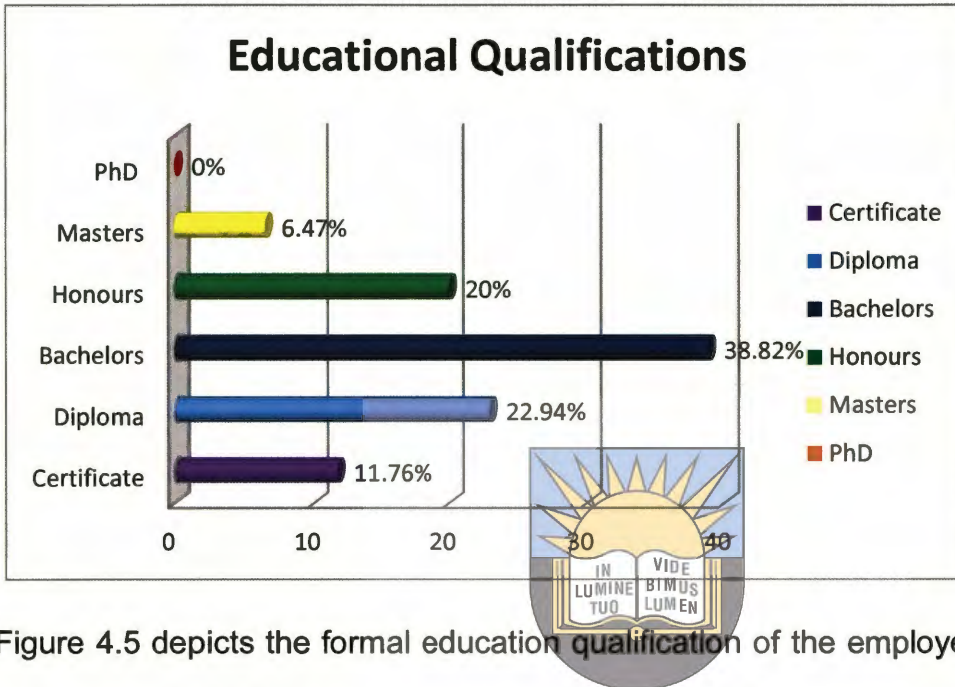
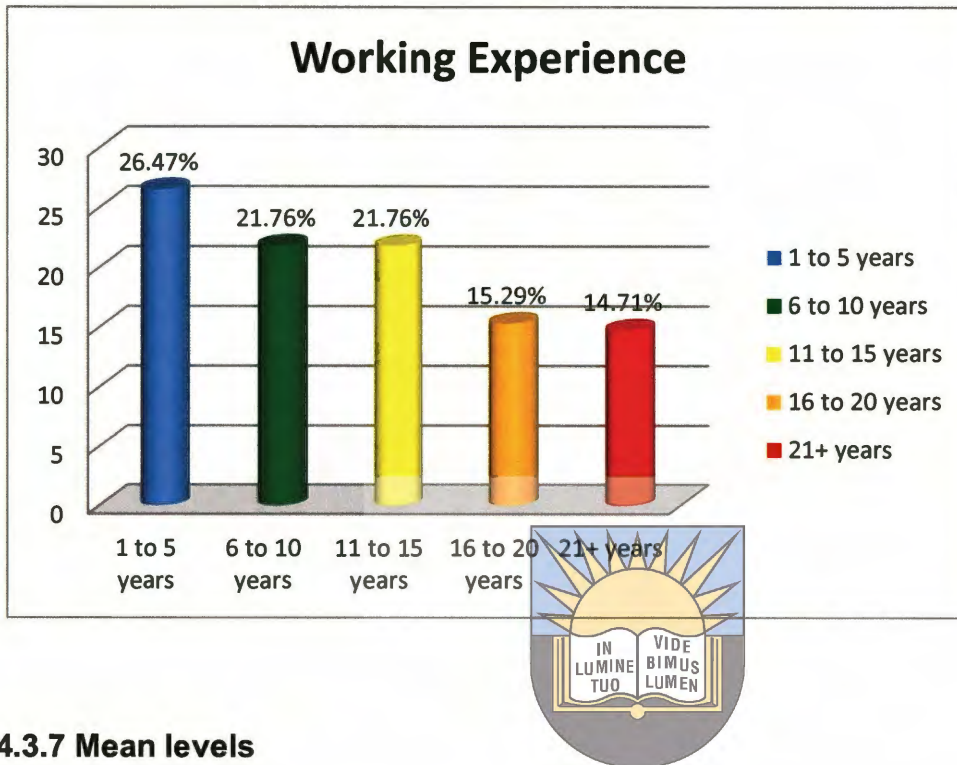


Figure 4.5 depicts the formal education qualification of the employees. The majority of employees (38.83%; n=66) of employees were at Bachelor's degree level, 22.94% (n=39) were at Diploma level, 20% (n=34) were at Honours level, 11.76% (n=20) were at Certificate level, while employees who had a Masters degree constituted 6.47% (n=11). None of the employees had a PhD qualification. There is a significant difference in the educational qualifications categories ($P > \chi^2 = <.0001$) with the Bachelors degree category having the highest number of respondents.

4.3.6 Distribution of Respondents by working experience

Figure 4.6 below shows that the majority of the respondents in the study have worked for 1 to 5 years (26.47%; n=45). Respondents who has worked for 6 to 10 years and 11 to 15 years all have 21.67% (n=37) of the total sample size. A 15.29% (n=26) of the sample have been working for 16 to 20 years. A further 14.71% (n=25) of the sample have worked for a period of 21 years and more.

Figure 4.6 Working experience distribution



4.3.7 Mean levels

Figure 4.7 Study variables means University of Fort Hare
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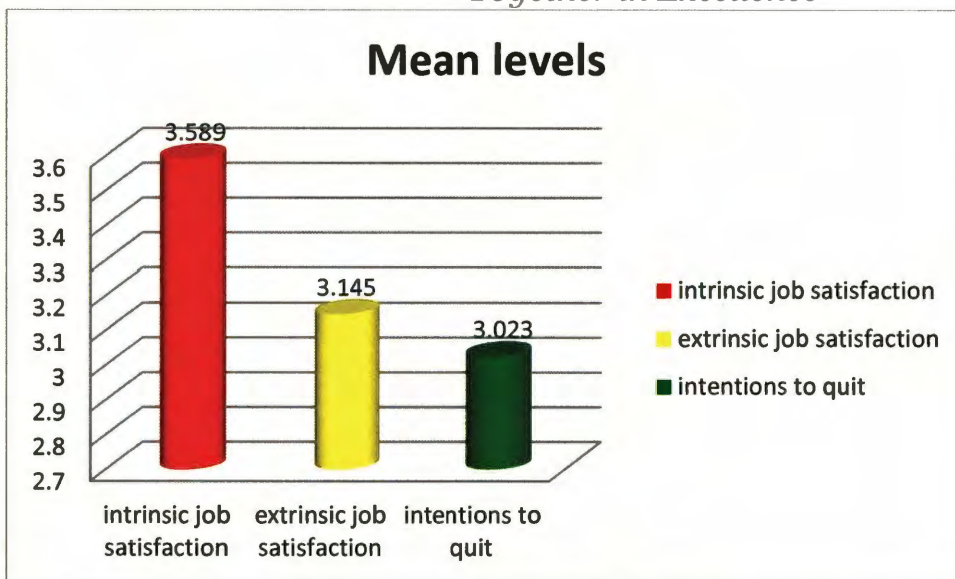


Figure 4.7 above shows study variable means. The mean for intrinsic job satisfaction is 3.58, extrinsic job satisfaction is 3.14 and an intention to quit or resign is 3.02. This shows that employees experience high levels of all the study variables with intrinsic job satisfaction levels being the highest.

4.5 Inferential statistics

4.5.1 T test for gender differences

Table 4.2 T-Tests for Gender Differences within the Major Variables

	Gender	N	Mean	SD	t-value	Pr > t
Intrinsic	Male	63	3.6227	0.5295	0.58	0.5597
	Female	107	3.5701	0.5877		
Extrinsic	Male	63	3.1633	0.9093	0.20	0.8415
	Female	107	3.1348	0.8845		
Intentions	Male	63	3.0185	1.3175	-0.04	0.9669
	Female	107	3.0265	1.1353		

* Significantly acceptable. A pooled T-Test was used due to equality of variances

A t-test was carried to test if there is a significant difference in the mean levels of employee intentions to quit, intrinsic and extrinsic job satisfaction on males and females. The results in the table 4.2 above shows that there is no significant difference ($t=0.58$; $p=0.5597$) on gender and employee intentions to resign, intrinsic ($t=0.20$; $p=0.8415$) and extrinsic job satisfaction ($t=-0.04$; $p=0.9669$).

4.5.2 Correlations on intentions to resign, intrinsic and extrinsic job satisfaction for demographics

Table 4.3 Correlations on study variables and demographics

	Gender	Age	Race	Qualification	Experience	Marital
Intrinsic	r=-0.04504 p=0.5597	r=0.08627 p=0.2633	r=0.03850 p=0.6182	p=0.8972	r=0.04154 p=0.5907	r=-0.09072 p=0.2394
Extrinsic	r=-0.01545 p=0.8415	r=0.01570 p=0.8390	r=-0.00192 p=0.9801	r=0.00656 p=0.9324	r=0.00947 p=0.9025	r=-0.02030 p=0.7927
Intention	r=0.00321 p=0.9669	r=-0.23272 p=0.0023*	r=-0.12571 p=0.1024	r=0.10686 p=0.1654	r=0.02010 p=0.7947	r=-0.30505 p=<.0001*

N=170, No missing data.

Intrinsic and extrinsic job satisfaction was measured by the Minnesota Satisfaction Questionnaire (MSQ). The MSQ indicates participants' extent of satisfaction with their jobs by requiring respondents self-rating on 20 items using a five-point Likert scale that varied from 1 (1 = very dissatisfied) to 5 (5 = very satisfied). Employee's intention to resign was gauged on the 6-item scale. Participants were asked the seriousness of their intentions to resign their jobs on a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5). *Correlation is significant at the 0.01 level (2-tailed).

Table 4.3 shows the correlations between demographics and the study variables which are intentions to resign, intrinsic and extrinsic job satisfaction. In respect to age of the respondents it had a negative correlation with intentions to resign (r=-0.23272; p=0.0023) but had no other significant relationship with intrinsic and extrinsic job satisfaction. Similarly work experience did not have any significant relationship with intrinsic and extrinsic job satisfaction. However experience had a negative relationship with intentions to resign (r=-0.30505; p=<.0001). The other

demographic factors which are gender, race, marital status and qualifications did not have any significant relationship with all study variables.

4.5.3 Correlations on intentions to resign, intrinsic and extrinsic job satisfaction

Table 4.4 Correlations Among and Descriptive Statistics for Key Study Variables

	M (SD)	Intrinsic	Extrinsic	Intentions
Intrinsic	3.58 (0.56)	-	r=0.66706 p=<.0001*	r=-0.36201 p=<.0001*
Extrinsic	3.14 (0.89)		-	r=-0.40442 p=<.0001*
Intentions	3.02 (1.20)			-



N=170, No missing data.

Intrinsic and extrinsic job satisfaction was measured by the Minnesota Satisfaction Questionnaire (MSQ). The MSQ indicates participants' extent of satisfaction with their jobs by requiring respondents' self-rating on 20 items using a five-point Likert scale that varied from 1 (1 = very dissatisfied) to 5 (5 = very satisfied). Employee's intention to resign was gauged on the 6-item scale of Tei and Yamazaki (2003.) Participants were asked the seriousness of their intentions to resign their jobs on a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5). *Correlation is significant at the 0.01 level (2-tailed).

The relationship between intrinsic and extrinsic job satisfaction factors, and employee intentions to resign was investigated using Pearson product-moment correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity, and homoscedasticity. Extrinsic job satisfaction has the strongest negative correlation with employee intentions to resign

($r = -0.40442$; $p < .0001$). Intrinsic job satisfaction has a significant negative correlation with employee intentions to resign ($r = -0.36201$; $p < .0001$). Thus those with high levels of intrinsic job satisfaction have low levels of employee intentions to resign.

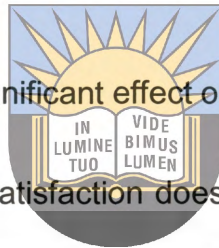
4.5.4 Hypotheses Testing

Hypothesis 1

H_0 : Extrinsic job satisfaction does not have a significant effect on employee intentions to resign.

H_1 : Extrinsic job satisfaction has a significant effect on employee intentions to resign.

To determine whether extrinsic job satisfaction does not have a significant effect on employee intentions to resign, extrinsic job satisfaction was modeled as an explanatory variable on employee intentions to resign using the Generalized Linear Model (GLM). The resulting model (see Table 4.5.1 below), was significant ($F = 32.85$; $Pr > F < .0001$). However, only 16.4% of the variation on employee intentions to resign is being explained by extrinsic job satisfaction.



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Table 4.5.1 Regression Model for the Effect of Extrinsic Job Satisfaction on Employee Intentions to resign

Source	Df	Sum of Squares	Mean Square	F Value	Pr > F
Model	1	39.9468941	39.9468941	32.85	<.0001*
Error	168	204.2923215	1.2160257		
Correlated Total	169	244.2392157			

* Significant fit

Table 4.5.2 Amount of Variation Explained by Extrinsic Job Satisfaction on Employee Intentions to resign

R-Square	Coeff Var	Root MSE	Intentions Mean
0.163556	36.47180	1.102736	3.023529

Table 4.5.3 Parameter Estimates

Parameter	Estimate	Standard Error	t Value	Pr > t
Intercept	4.739462078	0.31110208	15.23	<.0001*
Extrinsic	-0.545540976	0.09518253	-5.73	<.0001*

* Significant effect

The parameter estimates (Table 4.5.3 above) shows that extrinsic job satisfaction has a negative significant effect ($\beta = -0.5455$) on employee intentions to resign (t-value=-5.73; $Pr > |t| = <.0001$). Thus, there is sufficient evidence at 5% significance level to reject the null hypothesis and conclude that extrinsic job satisfaction has a significant effect on employee intentions to resign.

Hypotheses 2

H₀: Intrinsic job satisfaction does not have a significant effect on employee intentions to resign.

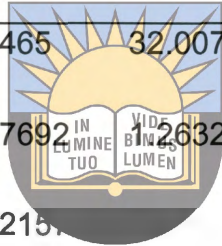
H₂: Intrinsic job satisfaction has a significant effect on employee intentions to resign.

A linear regression model was used to determine whether intrinsic job satisfaction does not have a significant effect on employee intentions to resign. Intrinsic job satisfaction was modeled as an explanatory variable on employee intentions to

resign using the Generalized Linear Model (GLM). The resulting model was significant ($F=25.34$; $Pr>F<=.0001$). However, only 16.4% of the variation on employee intentions to resign is being explained by extrinsic job satisfaction. The output is shown on tables below.

Table 4.6.1 Regression Model for the Effect of Intrinsic Job Satisfaction on Employee Intentions to resign

Source	Df	Sum of Squares	Mean Square	F Value	Pr>F
Model	1	32.0074465	32.0074465	25.34	<.0001*
Error	168	212.2317692	1.2632843		
Correlated Total	169	244.2392157			



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* Significant fit

Table 4.6.2 Amount of Variation Explained by Intrinsic Job Satisfaction on Employee Intentions to resign

R-Square	Coeff Var	Root MSE	Intentions Mean
0.131050	37.17375	1.123959	3.023529

Table 4.6.3 Parameter Estimates

Parameter	Estimate	Standard Error	t Value	Pr > t
Intercept	5.784416163	0.55522895	10.42	<.0001*
Intrinsic	-0.769136483	0.15280179	-5.03	<.0001*

** Significant effect*

The parameter estimates in Table 4.6.3 above shows that intrinsic job satisfaction has a negative significant effect ($\beta = -0.76914$) on employee intentions to resign (t-value = -5.03; $P > |t| < .0001$). Thus, there is sufficient evidence at 5% significance level to reject the null hypothesis and conclude that intrinsic job satisfaction has a significant effect on employee intentions to resign.

4.6 Conclusion

The chapter focused on analysis of collected data which was personally analyzed by the researcher with the help of a statistics expert. The SPSS package was used to obtain the empirical inferential statistics used in this study. The Cronbach alpha coefficients for the questions measuring the different variables were computed and were found to be internally consistent, thus indicating that the two scales used in the study are reliable and valid. Empirical results which were obtained from data analysis indicated direct relationships between intrinsic job satisfaction, extrinsic job satisfaction and employee intentions to resign. The results of the study in relation to the hypothesis indicated significant negative relationships between the study variables. The results indicated significant negative relationship thus leading to us accepting the alternative hypotheses in the study and rejecting the null hypotheses.



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CHAPTER 5: DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The previous chapter presented the results of data analysis. This chapter provides the conclusions, recommendations, limitations of the study and future research directions. The study is based on the following research hypotheses: (1) extrinsic job satisfaction has a significant effect on employee intention to resign (2), there is a significant relationship between intrinsic job satisfaction and turnover intentions.

5.2 Discussion of the results

5.2.1 Demographics and study variables

This study approves the association between age and intentions to resign. From the data analysis the data indicated a significant negative relationship between age and intentions to resign. It shows that as age increases intentions to resign decrease.

This finding is in line with the available literature that there are significant correlations between turnover intention and demographic variables such as age, qualification designation and it was found that age, designation and experience are negatively significantly correlated with turnover intentions (Randhawa, 2007).

There was also a significant negative correlation between experience and intentions to resign. This means that when working experience of employees increase their intentions to resign decreases and vice versa. This study is substantiated by Mylene (2008) in the study on 'Turnover Intent' revealed that age has a negative relationship to turnover intent, indicating that the older an employee gets the less he intends to leave. Tenure also showed to be significantly correlated with the dependent turnover intention. The longer an individual is employed, the less the individual will have intentions to leave.

There was also no significant relationship between study variable and other demographic factors such as race, gender, marital status and qualifications. This finding contradicts with a study conducted by Almalki et al., (2012) whose study revealed significant associations between turnover intention and demographic variables of gender, age, marital status, dependent children, education level, nursing tenure, organisational tenure, positional tenure, and payment per month.

5.2.2 Hypotheses

Hypothesis 1

The results show that extrinsic job satisfaction has a significant negative correlation with intentions to resign. The null hypothesis was rejected in favour of the alternative hypothesis. This shows that when extrinsic job satisfaction increases turnover intentions of administrative staff decrease. This is supported by a study by McBey and Karakowsky (2004) who reported that when employees receive rewards and perceive themselves as capable of fulfilling their needs, they experience a positive emotional state, which evokes in them a responsibility to reciprocate by showing more commitment to their employer. When employees become committed they will stay in the organisation rather than to resign.

Hypothesis 2

The results show that intrinsic job satisfaction has a significant negative correlation with intentions to resign. The null hypothesis was rejected in favour of the alternative hypothesis. This demonstrated that the higher the employees' intrinsic satisfaction, the lower would be their intentions to resign and vice versa. These findings are accentuated by the study of Mange and Eikeland (2007), who found a significant negative association between job characteristics (skill variety, task identity, task

significance, autonomy and feedback) and intention to resign. These intrinsic satisfaction factors are associated with the job itself. From the above we can conclude that as intrinsic satisfaction increases, intention to resign decreases.

This finding also is supported by Robyn and Du Preez (2013) who found that having the chance of accountability and independence to increase personal employment activities, can promote the intellect of recognition and connection to work situation that in turn can decrease the turnover intention. Thus, employees intrinsically motivated towards their individual work, develop a sense of identification and attachment to their organization that in turn is negatively related to turnover intention.

This study also shows that extrinsic factor has greater effect on intentions to resign than intrinsic job satisfaction. This finding is in contrast with the study of Mahdi, Zin, Nor, Sakat and Naim (2012) who reported that intrinsic job satisfaction has a greater impact on employees' intentions to resign than does extrinsic job satisfaction.



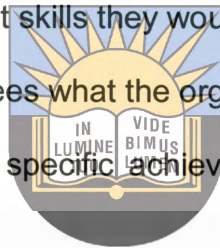
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5.3 Recommendations to management

The results of this research revealed that both intrinsic and extrinsic satisfaction is significantly and negatively related to intentions to resign. These two variables have an effect on administrative staff intentions to resign. The following initiatives can also be implemented to improve retention and reduce intentions to resign in the organisation:

- ❖ The management should take action to increase both intrinsic satisfaction and extrinsic satisfaction to reduce turnover intentions among administrative staff members.
- ❖ There is also a need to show appreciation for employees by taking time to talk to them about their work individually.

- ❖ Management must also try to use job satisfaction survey so that they will understand what employees like the most about their current job and what they like least.
- ❖ Management must involve staff members on issues affecting their departments.
- ❖ The institution must try to identify and make use of employees' talents that may not be fully utilised by the institution.
- ❖ Management should try to identify what learning opportunities employees would be interested in and what skills they would like to develop.
- ❖ There is a need to ask employees what the organisation can do to retain them.
- ❖ There is a need to recognize specific achievements as early as possible in their careers.
- ❖ There is a need to give special recognition when achievements deserve it
- ❖ The University must focus on redesigning jobs to become less monotonous and boring to employees



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5.4 Limitations of the present study

- ❖ This study has investigated the effects of extrinsic and intrinsic job satisfaction on employee's intention to resign of administrative staff at the University of Fort Hare's Alice campus.
- ❖ The sample used for this study was drawn from the main campus of the university that is the Alice Campus, thus the findings may not be generalized to the findings of other campuses or universities nationally and internationally.
- ❖ The study only used questionnaires as data collection instruments and it is possible that in some cases respondents wanted some clarity before answering some questions but could not get it.

- ❖ Also a desire for social desirability may have caused some respondents to answer some questions untruthfully or to want to impress the researcher with their answers, so in other words, questionnaires are susceptible to social desirability bias.
- ❖ The use of questionnaires limits the amount of information to be obtained.
- ❖ Respondents only answered questions that were asked without substantiating where they felt like adding their comments.

5.5 Future research directions

- ❖ In future researchers could select staff from all campuses.
- ❖ Other Colleges could be included in the population so as to ensure generalisability beyond one institution.
- ❖ In future, a larger stratified random sample should be used as this would increase the generalisability of the findings.
- ❖ Future studies should employ both quantitative and qualitative data collection methods rather than quantitative methodologies only as in the present study.
- ❖ In future, multiple methods should be employed to solve the common method variance quandary.



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5.6 Conclusion

This chapter presented a discussion of the findings of the study. The results showed that extrinsic job satisfaction has a significant effect on employee's intention to resign. The results also showed that there is a significant relationship between intrinsic job satisfaction and turnover intentions. The managerial implications of the findings were also discussed. So also were the limitations of the study. Furthermore, recommendations for future research were provided.

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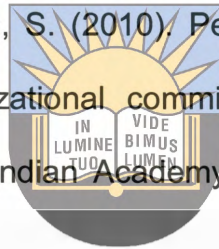
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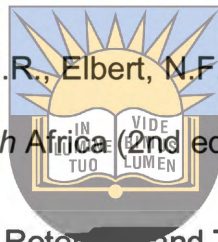
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The logo of the University of Fort Hare is a shield-shaped emblem. At the top is a sun with rays. Below the sun is an open book with the Latin motto 'IN LUMINE TUO VIDE BIMIUS LUMEN'. The shield is flanked by two pillars. Below the shield, the text 'University of Fort Hare' is written in a serif font, with 'South Africa' underneath it. At the bottom of the logo is the motto 'Together in Excellence'.

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APPENDICES

APPENDIX A: ETHICAL CLEARANCE CERTIFICATE



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ETHICAL CLEARANCE CERTIFICATE REC-270710-028-RA Level 01

Certificate Reference Number: MUR141SNIN01

Project title: Exploring the effects of intrinsic and extrinsic job satisfaction on employee intention to quit among tertiary institution employees: A case study of University of Fort Hare

Nature of Project: Masters

Principal Researcher: Ndyebo Nini

Supervisor: Mr C Murugan
Co-supervisor: Mr C.K Hlatywayo

On behalf of the University of Fort Hare's Research Ethics Committee (UREC) I hereby give ethical approval in respect of the undertakings contained in the above-mentioned project and research instrument(s). Should any other instruments be used, these require separate authorization. The Researcher may therefore commence with the research as from the date of this certificate, using the reference number indicated above.

Please note that the UREC must be informed immediately of

- Any material change in the conditions or undertakings mentioned in the document
- Any material breaches of ethical undertakings or events that impact upon the ethical conduct of the research

The Principal Researcher must report to the UREC in the prescribed format, where applicable, annually, and at the end of the project, in respect of ethical compliance.

Special conditions: Research that includes children as per the official regulations of the act must take the following into account:

Note: The UREC is aware of the provisions of s71 of the National Health Act 61 of 2003 and that matters pertaining to obtaining the Minister's consent are under discussion and remain unresolved. Nonetheless, as was decided at a meeting between the National Health Research Ethics Committee and stakeholders on 6 June 2013, university ethics committees may continue to grant ethical clearance for research involving children without the Minister's consent, provided that the prescripts of the previous rules have been met. This certificate is granted in terms of this agreement.

The UREC retains the right to

- Withdraw or amend this Ethical Clearance Certificate if
 - Any unethical principal or practices are revealed or suspected
 - Relevant information has been withheld or misrepresented
 - Regulatory changes of whatsoever nature so require
 - The conditions contained in the Certificate have not been adhered to
- Request access to any information or data at any time during the course or after completion of the project.
- In addition to the need to comply with the highest level of ethical conduct principle investigators must report back annually as an evaluation and monitoring mechanism on the progress being made by the research. Such a report must be sent to the Dean of Research's office

The Ethics Committee wished you well in your research.

Yours sincerely


Professor Gideon de Wet
Dean of Research

12 December 2013



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APPENDIX B: RESEARCH QUESTIONNAIRE



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DEPARTMENT OF INDUSTRIAL PSYCHOLOGY

My name is Ndyebo Nini and I am currently doing my Master's degree at the University of Fort Hare in the Department of Industrial Psychology. As part of the requirements for the completion of my studies, I am conducting a study on "Exploring the effects of intrinsic and extrinsic job satisfaction on employee intention to resign among the University of Fort Hare Employees, Alice Campus."

Participation in this study is completely voluntary and I appreciate your taking time to complete the questionnaire. It should take you 10 to 15 minutes. Your responses will be treated with the utmost of confidentiality; therefore no provision is made on the questionnaire for you to write down your name. All questionnaires are to be returned within one (1) week of the date of receipt thereof.

Should you require further information about this study, please contact me at 0738712439. I want to take this opportunity to thank you for availing yourself and thereby contributing towards making my research thesis a success.

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender

Male	Female	
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2. Age

18-24		25-34		35-44		45-54		55+	
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3. Race

Black		White		Asian		Coloured		Other(specify)	
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4. Marital Status

Married		Single		Divorced		Widowed	
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5. What is your highest educational qualification?

certificate		Diploma		Bachelors		Honours		Masters		PhD	
-------------	--	---------	--	-----------	--	---------	--	---------	--	-----	--

6. How long have you been working?

1-5 yrs		6-10 yrs		11-15 yrs		16-20 yrs		20+ yrs	
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SECTION B: JOB SATISFACTION

Describe yourself honestly and state your opinions as accurately as possible. Please indicate the degree to which each statement applies to you by marking an X in the space provided. Just ask yourself: "On my present job, this is how I feel about...?"

	Very dissatisfied	dissatisfied	Not sure	Satisfied	Very satisfie
1. Being able to keep busy all the times.					
2. The chance to work alone on the job.					
3. The chance to do different things from time to time.					
4. The chance to be "somebody" in the community.					
5. The way my supervisor/head handles his/her workers.					
6. The competence of my supervisor/head in making decisions.					
7. Being able to do things that don't go against my conscience.					
8. The way my job provide for steady employment.					
9. The chance to do things for other people.					
10. The chance to tell people what to do.					
11. The chance to do something that makes use of my abilities.					
12. The way my department policies are put into practice.					
13. My pay and the amount of work I do.					
14. The chances for advancement on this job.					
15. The freedom to use my own judgment.					
16. The chance to try my own methods of doing the job					
17. The working conditions.					



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8. The way my co-workers get along with each other.					
9. The praise I get for doing a good job.					
10. The feeling of accomplishment I get from the job.					

SECTION C: INTENTION TO QUIT/RESIGN

Instructions

Below are a number of statements that may or may not apply to you. Mark with an X in the box to indicate the extent to which you agree or disagree with each statement.

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree

I am fed up with my current job and am earnestly gathering information to find a new job.					
I would quit my job at this institution without a second thought.					
If I found another job with conditions that suited me, I think I would quit my job immediately.					
I am so fed up with my job that I might not be able to endure it any longer.					
I am fed up enough with my job to consider being intentionally absent or late for work.					
I have talked seriously with my family or close friends about quitting or changing my job.					



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THANK YOU FOR YOUR PARTICIPATION

APPENDIX C: DESCRIPTIVE STATISTICS FOR DEMOGRAPHICS VARIABLES

	Levels	DF	f	%	Chi-Square	P-value
Gender	Male	1	63	37.06	11.3882	0.0007*
	Female		107	62.94		
Age	18 – 24 yrs	4	8	4.71	45.9412	<.0001*
	25 – 34 yrs		47	27.65		
	35 – 44 yrs		53	31.18		
	45 – 54 yrs		44	25.88		
	55+		18	10.59		
Race	Black	3	151	88.82	369.8118	<.0001*
	White		4	2.35		
	Asian		0	0		
	Coloured		10	5.88		
	Other		5	2.94		
Marital	Married	3	62	36.47	107.5529	<.0001*
	Single		11	6.47		
	Divorced		12	7.06		
	Widowed		8	4.71		
Qualification	Certificate	4	20	11.76	52.1765	<.0001*
	Diploma		39	22.94		
	Bachelors		66	38.82		
	Honours		34	20.00		
	Masters		11	6.47		
	PhD		0	0		
Work	1 – 5 yrs	4	45	26.47	8.3529	0.0795
	6 – 10 yrs		37	21.76		
	11 – 15 yrs		37	21.76		
	16 – 20 yrs		26	15.29		
	21+		25	14.71		



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N=170, No missing data. Statistically significant differences (* $p < .05$).