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Job satisfaction and Employees Turnover: A Case of Higher Educational Institutions in Afghanistan

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Abstract

The present study is to determine the influence of Job satisfaction on employees' turnover intentions in the Higher Educational Institutions in Afghanistan. Job satisfaction was measured with remuneration, job security and supervisor role. The data were collected from 315 employees working in Higher Educational Institutions in Afghanistan. The reliability of the data was confirmed through Cronbach' alpha. The hypotheses were examined through regression analysis in SPSS. The findings revealed that job satisfaction has a negative and significant impact on employees' turnover intentions. Additionally, the individual aspect of job satisfaction and turnover intentions was tested. It was found that remuneration, job security and supervisor role have a negative and significant impact on employees' intentions to quit. The study has contributed theoretically through a new conceptual model with unique combination. Practically this study would be useful for the management to find ways to retain skillful employees and sustain competitive advantage.

Keywords: Job Satisfaction, Job Security, Remuneration, Supervisor Role, Turnover Intentions, Higher Educational Institutions, Afghanistan

1.0 Introduction

Since higher education is the basic requirement of the society, it is very necessary to investigate the variables that are closely associated with the effectiveness of higher educational institutions such as leadership, faculty motivation, commitment and loyalty. Supervisory role is very imperative for organization as the employees interact with line supervisor in which some may prosper others get fall (Sosik, 2005).

Staff turnover from the authors point of view seem to be a problem for Higher Educational Institutions as evidenced by repeated advertisements in newspaper soliciting applicants. Employees' turnover is one of the major issues organizations are facing. Turnover intention can be defined as an individual's shift in organizational membership, covering a wide range of reappointments and substitutions (Rondeau & Wagar, 2016). When an employee leaves the organization where he is working it is called turnover (Bougheas, Davidson, Upward & Wright, 2015). A person leaves his job either voluntary or involuntary (Price, 1977; quoted by Lee, Lee & Bernstein, 2013) and these terms should be distinguished as there is a difference between leaving organization willingly or involuntarily. Plenty of research claimed that turnover is costly for organization in shape of recruitment and replacement costs (Rebollo- Sanz, 2012). Additionally, the time required for new comer for training and socialization, lower production, and lower performance until the new comer gains some experience (Ghandi, Hejazi & Ghandi 2017)

and according to, Ahn, (2015) the rising rate of turnover in organization may damage the image.

Job satisfaction on the other hand defined by Tett and Meyer (1993) as the person's emotional attachment to a certain job as a whole or to particular facets in his job. Whereas, for Chatzuglou et al, (2011) job satisfaction is the extent to which an employee is happy or unhappy in his job. Employees' job satisfaction is considered to be very important variable in management literature. Nazim (2012) stated that dissatisfied workers create problems rather than solving them. For instance, they may not be dedicated, motivated and determined towards their job that may lead to lower performance. It is therefore rightly assessed that dissatisfied workers if remained in the organization may cause damage to the organization in shape of theft, poor service, destructive rumours and sabotage of equipment (Spector, 1997). Alongside this, dissatisfaction lead to high turnover intentions that further lead to actual turnover (Griffeth, Hom, & Gaertner, 2000).

Employees' job satisfaction is considered to be one of the most important work related attitude and its impact on employees' turnover intentions is an interesting topic for many scholars (Atef, Leithy & Kalyoubi, 2017). When employees feel happy at work, a sense of commitment develops that leads employee intention to stay in the organization (Ntisa, 2015). Wright and Bonnet (2007) argued that satisfied worker are more productive, willing to continue with organization and more loyal. Hence, job satisfaction is closely related to employees' turnover intentions such as Barak et al, (2001) recommend job satisfaction one of the primary variables that affect turnover intentions. Various scholars had worked on the association of job satisfaction and turnover intentions in different context, such as; Ahn, 2015; Atef, Leithy & Kalyoubi, 2017; Ghandi, Hejazi & Ghandi 2017; Rebollo- Sanz, 2012. However, the effort related to link job satisfaction with turnover intention in Afghanistan context in general and specifically, in Higher Educational Institutions is almost none. Hence, the current study is an effort to fill that gap.

2.0 Problem Statement

In an every organization and Higher Educational Institutions, performance, quality, and success depends on skilled, loyal, committed and satisfied staff, as well as the supervisor or coordinator of the institute (Chughtai, 2016; Khan et al., 2013). Without highly-qualified exchange relation of manager and staff, the quality of an organization is very hard to be enhanced.

There are a number of researchers who analyzed job satisfaction and employees turnover (West & Bocarnea, 2008; Lisbijanto & Budiyanto, 2014; Aderson, 2005; Mehta & Pillay, 2011) in developed and under-developing economies. However, literature related to job satisfaction and employees' turnover is very limited literature particularly in the Higher Educational Institutions in Afghanistan. Furthermore, there are always problems regarding the job satisfaction and employees turnover in Higher Educational Institutions. These complaints may be about non-cooperative administration attitude; lack of training and development program; work load; poor communication and; lack of management style and remuneration system (Adeniji, 2011).

To overcome all these problems and issues, it is vital to know the perception of Higher Educational Institutions employees' regarding job satisfaction and turnover intentions. Therefore, this study was conducted on full - time employees of Higher Educational Institutions in Afghanistan to establish the association of job satisfaction with employees' turnover. The researcher of the present study believes that job satisfaction is an important

mechanism to enhance employees' loyalty and organizational performance and minimize employees' turnover. In this study, job satisfaction will be measured as Remuneration, Job Security and Leadership Style.

3.0 Literature Review

Employees are considered highly valued for the success of organization. Their level of happiness and satisfaction leads to their job related attitude such as; employer and employee long lasting relationship, job related performance and turnover behavior. This portion of the study presented discussion on job satisfaction, its antecedents and employees' turnover intentions.

3.1 Satisfaction

Feeling derived from the achievement of the desires and hopes is known as satisfaction (Allen & Allen, 2004). Similarly, business has the same concept of satisfaction by getting the desired goals and objective. When customers purchase a product and that fulfils his/her hopes that customer is a satisfied customer and might be a potential loyal customer in future. Customer satisfaction is very imperative for successful business, however employees' satisfaction on the other hand is equally important for organization for successfully attainment of business vision and mission (Banker et al, 2000). Employees' satisfaction is very important, however for service oriented firms, it is very critical for then to keep highly satisfied employees. In such firm customers' directly interact with employees and employees attitude and behavior is very important for making customers' satisfied that eventually lead to loyalty (Johnson, 1996).

3.2 Employees' Job Satisfaction

It is factual that employee satisfaction is an innermost concern in business. It comprises of factors such as; basic factors and excitement factors. Basic factors represent the minimum factors that cause dissatisfaction, whereas excitement factors make employees delighted and enhance performance. Christina (Chi & Gursoy, 2009). Similarly, Dessler (1978) defined job satisfaction, as the degree of needs satisfaction that is derived from and or experienced on the job. Author further upholds that the ability of employees in an organization aspirations, feeling happy doing their job with the hope that their needs will be achieved.

Likewise, Bowen, Radhakrishna and Keyser (1994) defined job satisfaction as the difference between the employees' expectation of a job reward and the actual rewards they receive. Robin further argued that highly productive employees are highly satisfied. Satisfied employee feel good about his job, and work for a longer with same organization (Ajzen, 2011). Job satisfaction build optimistic work related behaviour and reduces turnover intentions (Anitha 2011).

Employees are influenced mainly by internal factors within their own company. Employees' internal satisfaction is considered to be one of the primary factor while recruiting and retaining talented people (Zeithaml, Berry & Parasuraman, 1993). Further Berry argued that employees' satisfaction should also be given importance as "customer's satisfaction. Consequently, it is very imperative to satisfy internal customer (employee) to keep external customer delighted Dumitrescu and Apostu (2009). Similarly, Aziri (2011) defined job satisfaction as any combination of psychological, physiological and environmental

circumstances that cause any person truthfully to say I am satisfied with my job. Author further relates job satisfaction to Herzberg's Motivation-Hygiene theory. Herzberg's motivation- hygiene theory adopted as a base theory for the current study.

3.3 Herzberg's Motivation- Hygiene Theory

Two factor theory (motivation-hygiene) presented by Federick Herzberg in 1959. The theory is based on 200 engineers and accountant in the USA to measure their feelings towards their working environment. Herzberg classified two set of factors to measure the employees' attitude and performance (Robbins & Aydede, 2009). Motivation factor will lead to employees' job satisfaction while hygiene factor will reduce employees' dissatisfaction level. Intrinsic factors comprise of the basic needs of the employees and if employees' are satisfied with intrinsic factors they are more productive and perform better (Robbins & Aydede, 2009). Intrinsic and extrinsic factors are interdependent, as extrinsic factors may reduce employees' dissatisfaction level, however, if intrinsic factors are missing it might lead to dissatisfaction. The researcher for the current study has taken Herzber's two factor theory as a base to measure employees' satisfaction. The extrinsic factors of the two factor theory will measure the "Pay and Job security" determinants of employees job satisfaction, while the leadership style aspect of job satisfaction is related to the intrinsic factor of Herzberg's two factor theory.

Two Factor Theory (Herzberg)



Figure 1: Two Factor Theory Herzberg

3.4 Determinants of Jos Satisfaction

According to Kabir and Pervin (2011), there are numerous factors that affect employees' job satisfaction such as; pay; promotion; job security; leadership style; working condition and co-workers role. However, Santhapparaj and Alam (2005) proposed pay, supervisor role and job security the most influential aspects of employees' job satisfaction. Various scholars had measured job satisfaction on pay, promotion, working condition, co-workers (Kabir & Pervin 2011; Santhapparaj & Alam, 2005; Jones 2000 & Suh; Bowers & Martin, 2007) however, limited work has been done on the consideration of leadership style in employees job satisfaction. Hence, the current study will measure employees' job satisfaction level by evaluating their pay, job security and leadership style.

3.5 Remuneration

Remuneration is the amount paid by an organization to its employees against his/her services and according to Aziri (2011) it is one of the most important variable to measure employees' job satisfaction level. Similarly, Kamal and Hanif (2009) argued that most of the employees' consider job satisfaction as their pay level. Likewise Robbins and Aydede (2009) claimed that organization can retain employees by providing competitive package. Employees have their families and perform better if their salary is fulfilling their family requirements. Whereas, Shah (2012) claimed that employees that are paid well are highly satisfied. As discussed above, remuneration is likely one of the primary factors that lead to job satisfaction. However, salary is not the only factor to consider it in measuring job satisfaction (Danish, et al, 2015). According to Maslow's needs theory, employees are looking for higher needs to be satisfied one lower level needs are fulfilled. Therefore, the other relevant attributes that lead to job satisfaction need to be discussed.

3.6 Job Security

Job security is defined as the assurance in an employee's job continuity due to the general economic condition in the country (Sherman, et al., 2012). Job security, often measured using the perceived risk of job loss in the near future, is a significant determinant of job satisfaction (Artz & Kaya, 2014). Similarly, Clark (2001) found job security one of the most cited aspect of job satisfaction while conducting his study on British Household Panel. Blanchflower and Oswald (1999) found the negative impact of job insecurity on job satisfaction. Numerous scholars had worked on job security as the determinant of job satisfaction in western context. However, very limited literature is available on such studies in the Afghanistan context. This is one of the important attributes of job satisfaction that helps in survey by asking how much one is feeling secure at his current job.

Similarly, job security is also important in the context of employees' turnover intentions. Employees tend to be remained with the company if they feel more secure regarding their jobs (Artz & Kaya, 2014). Likewise, Campbell et al, (2007) found a strong association of employees' job insecurity with employees' turnover intentions. Survey conducted by KPMG, (2010) documented that more than 75% of the participants consider job security their top priority when searching for a new job. It is therefore very imperative to measure job satisfaction through job security as its attribute.

3.7 Supervisor Role

Supervisors play very important role in providing a pleasant working environment and employees' effectiveness (Sadiya, 2015). Moreover, author argued that supervisors' role is very imperative in making employees' committed, motivated and satisfied. Similarly, Mathieu & Babiak (2015) confirmed a positive impact of supervisor leadership on employees' well-being, job satisfaction and organizational commitment. A study by Robinson, and Greenberg (1998) proposed that if the supervisor is fair, competent and sincere towards his job then his subordinates will also be satisfied, committed and motivated. The preceding research indicates a strong role of supervisor in measuring employees' job satisfaction. Bell (2007) documented that affective supervisor is required for the improvement and enhancement of organization and its employees. Supervisor assign duties, provide training and guidance to employees and delivers feedback to the employer (Tepper, 2007) and if ineffective in performing such duties that leads to employees' dissatisfaction (Chung, 2013). Keeping in view the importance of supervisor role, it is taken as one of the aspects of job satisfaction for the current study.

3.8 Turnover Intentions

Turnover intention can be defined as an individual's shift in organizational membership, covering a wide range of reappointments and substitutions (Rondeau & Wagar 2016). When an employee leaves the organization where he is working is called turnover (Bougheas, Davidson, Upward & Wright, 2015). A person leaves his job either voluntary or involuntary (Price, 1977; quoted by Lee, Lee & Bernstein, 2013) and these terms should be distinguished as there is a difference between leaving organization willingly or involuntarily. Plenty of research claimed that turnover is costly for organization in shape of recruitment and replacement costs (Rebollo- Sanz, 2012). Moreover, training and socialization of new employees, lower production, and lower performance until the new comer gains some experience (Ghandi, Hejazi & Ghandi 2017) and according to Ahn (2015) the rising rate of turnover in organization may damage the image.

Human force stability is a strong source of competitive advantage and for that reason employees' turnover intention is a very important topic among researchers. According to Rondeau and Wagar (2016), turnover is the shift of individual's services from the organization. Similarly, Lee and Lee (2011) defined turnover intentions as the individual' voluntary decision of quitting existing job for other opportunities. Turnover intentions can be the voluntary decision of the employees or can be forced. Whether it is voluntary or forced, it has some repercussion on organization overall performance (Mello, 2011).

Smith (2009) itemised twelve major motives for employees to leave from their positions. Those were rude behavior, work-life imbalance, inability to meet expectations, employee misalignment, feeling undervalued, lack of coaching and feedback, lack of decision making ability, inadequate skills, organization's instability, stagnation, lack of growth opportunities and lack of appreciation. Likewise, A'yuninnisa and Saptoto (2015) advocated that employees' turnover intentions are highly correlated with his pay level. Whereas, Attiq and Bhatti (2014) proposed cash incentives one of the important factor against employees' turnover intentions. Mosely (2016) on the other hand recommended recognition as one of the important factors in reducing turnover intentions. Son (2014) and Maertz, Griffeth, Campbell and Allen (2007) specified the role of leader/supervisor the most important factor against turnover intentions. Similarly, Haas (2010), endorsed that effective leadership can reduce employees' turnover intentions.

3.9 Causes of Turnover Intentions

Nyaga (2015) discussed various causes of employees' turnover intentions such as; lack of training; lack of motivation; lack of career development; and working environment. The subsequent para elaborated all such factors.

3.10 Lack of Employees' Motivation.

Employees' motivation is very crucial for the enhancement of any organization and one of the biggest challenges for the managers (Armstrong, 2003). Numerous scholars have proposed various motivational techniques such as job rotation; job enrichment; Hierarchy of needs. Paul (2004) contended that job rotation is one of the best approaches to keep employees motivated and reduces turnover intentions. Murphy, (2009) discussed that futile performance appraisal system, rewarding of non-deserving employees leads to employees' dissatisfaction and turnover intentions. Maureen (2004) suggested that better motivational strategies enhances employees' motivational level and reduces employees' intentions of quitting job.

3.11 Lack of Training and Development.

Paul, (2004) stated that training and development is a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. Training is very important particularly for new employees. Newly hired employees if not trained are mostly perform low. Trevor and Nyberg (2008) stated that employees turnover intentions reduces if they are provided better working condition and well equipped to perform their jobs. Spencer (2001) added to it that employer may retain employees by providing training relevant to their tasks.

3.12 Lack of Career Development.

Confer to the US Department of Labor (2009) 64% of American left their job because they were not appreciated for their efforts. In another study by Prakash and Gupta (2008) 70% of American quitted their jobs due to lack of appreciation and career growth. Similarly, Robert (2007) claimed that employees can best be retained by appreciated them and paying them based on their skill. Author further suggested that if employees realize their career is not growing and they are not appreciating mostly leave organizations.

3.13 Work Environment.

Working environment includes equipment, machinery, computer technology, adequate lighting, work space, ergonomically-correct seating (Nyaga, 2015). Moureen (2004) argued that working environment is one of main causes of employees' intentions towards quitting jobs. Whereas Homer (2007) contended that providing better working has a positive impact on employees' job satisfaction that further leads to employees' retentions.

3.14 Empirical literature

The preceding discussion was based on various theories presented by numerous scholar. Now the researcher has put some light on the empirical literature regarding job satisfaction and its antecedents in the subsequent paras. An empirical evidence presented by Akhter et al (2016) by conducting a research on job satisfaction, remuneration and turnover intentions. Their study was based on private colleges of Pakistan. Their finding revealed that turnover is negatively correlated with employees' job satisfaction and remuneration. However, their study was limited to private colleges and they have taken remuneration as independent variable, whereas it is one of the aspects of job satisfaction for the current study.

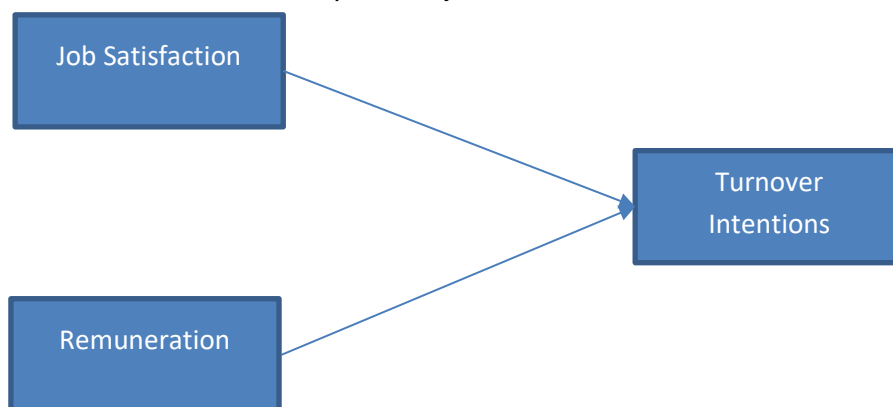


Figure 2: Shows the Conceptual Model of Akhter et al (2016)

Similarly, Mathieu et al, (2015) evaluated supervisor behavior, job satisfaction, organizational commitment and turnover intentions. They found the role of supervisor affect turnover intentions through job satisfaction and organizational commitment. They had taken supervisor behavior as independent variable, job satisfaction and organizational commitment as mediators and employees' turnover intentions as a dependent variables. Whereas the researcher for the current study has consider supervisor role as one of the attributes of job satisfaction.

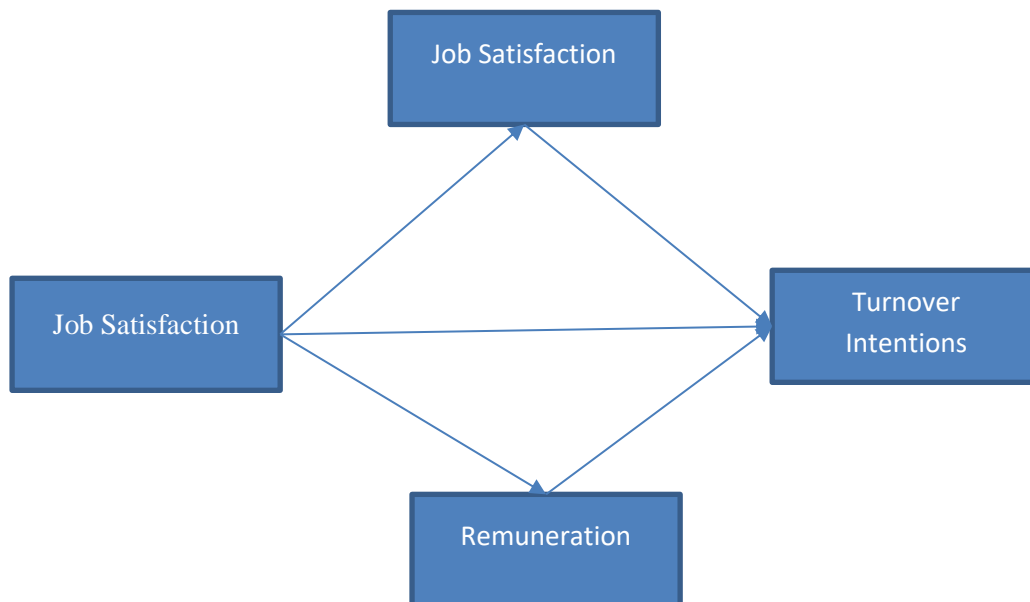


Figure 3: Shows the Conceptual Model of Mathieu, et al (2015)

Consequently, Artz and Kaya, (2015) worked on employees' job security on job satisfaction in US economic contractions versus expansions. Their result revealed that increasing job security leads to job satisfaction and reduces intentions of leaving. However, they measured such impact in economic contractions and expansions period and taken job security as an independent variable. Whereas job security is taken as one of the determinants of employees job satisfaction for the current study.



Figure 4: Shows the Conceptual Framework of Artz and Kaya (2015)

Likewise, Aydogdu and Asikgil (2011) empirically tested the association of employees' job satisfaction, commitment and turnover intentions in both production and service sector industries. They found a positive and significant association of job satisfaction with organizational commitment and significant negative association with employees' turnover intentions. However, they measured job satisfaction on pay, promotion, work itself which are different from the current study.

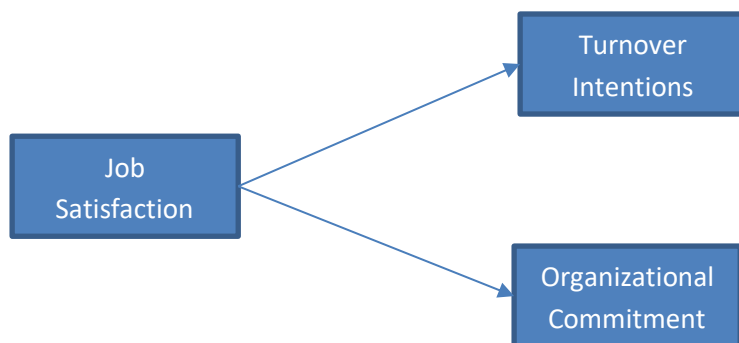


Figure 5: Shows the Conceptual Framework of Aydogdu & Asikgil (2011)

3.15 Job Satisfaction and Employees' Turnover Intentions

Numerous theories suggest that job dissatisfaction is one of the primary factors that leads to employees' behaviour to quit (Flirth et al 2004; Saifuddin, Hongkraclent & Sermril 2008). The Mobley model (Lee, TW, 1988) proposed that employees experiences seven sequential stages between job dissatisfaction and quitting the job. According to Mobley model, job dissatisfaction initially encourage employees to think about quitting that further leads to the search of alternatives and the cost associated with switchover. After the evaluation of the current job and the new alternative employees normally lead to quitting the job if the new job is better and switching cost is suitable.

The current study has selected three attributes of job satisfaction that is; remuneration, job security and supervisor role in Afghanistan context. Turnover intentions could be measured through job satisfaction (Lambert et al, 2001) and job satisfaction and employees' turnover intentions is negatively associated (Feng, et al, 2010). Similarly, Atak (2011), documented that low level of job satisfaction lead to high level of turnover intentions. The above literature suggest a negative association of job satisfaction and employees turnover intentions. Hence, the first hypothesis of the current study is:

H1: Job satisfaction has a negative and significant impact on employees' turnover intentions.

3.16 Pay/Remuneration and Employees' Turnover Intentions

Pay is one of the primary attributes of job satisfaction and has a greater effect on employees' turnover intentions (Griffeth, Hom & Gaertner, 2000). Confer to equity theory, pay satisfaction is normally perceived passed on comparison (Singh & Loncar, 2010). Employees while compare their efforts with their salary and if it is according to the skill employees tend to be happy and their intentions of quitting are lower (Milkovich & Newman, 2008).

Ologunde (2005) found a significantly negative impact on employees' turnover intentions. According to Kamal and Hanif (2009) employees normally perceive pay as job satisfaction. If they are satisfied with their pay their intention of quitting job is low. Likewise, Suminto (2014) deliberated that employees' retention is directly associated with their salary, whereas Ali (2009) intended that pay is the basic element of job satisfaction and has an inverse association with employees intentions of quitting job. The above discussed literature leads to the sub- hypothesis of the current study.

H1a; The remuneration aspect of job satisfaction and employees' turnover intentions are negatively associated.

3.17 Job Security and Employees' Turnover Intentions

Just like pay satisfaction, job security is also one of the important aspects of job satisfaction (Lee, et al, 2006). The stress of losing a job leads to higher turnover intentions and turnover (Sverke et al, 2002). Employees they are uncertain regarding their job retention are normally search for alternative jobs (Greenhalgh & Rosenblatt, 1984). De Witte, 2005, intended that higher the job insecurity in the employees lead to higher rate of turnover. In other words job security is inversely associated with employees' intention to quit. The more employees are certain regarding their job, the less they think of quitting job. Hence, concluded the second sub-hypothesis for the current study which is;

H1b: There is negative and significant impact of the job security attribute on employees' turnover intentions.

3.18 Role of Supervisor and Employees' Turnover Intentions

As discussed earlier, Supervisors play very important role in providing a pleasant working environment and employees' effectiveness (Sadiya, 2015). It is refers, to the perception of employees to which extend their supervisor contribute, care and value them, and work for their well-being. Employees they are happy from their supervisor tend to be loyal and committed with organization (Chen et al, 2002) and loyal and committed employees stay with their organization (Eisenberger et al., 2002). It shows that employees intentions to leave organization increases if they are not happy from their supervisor and vice versa, hence suggested the third sub-hypothesis of the study;

H1c: Employees' turnover intentions and the role of supervisor are inversely associated.

3.2 Conceptual Framework

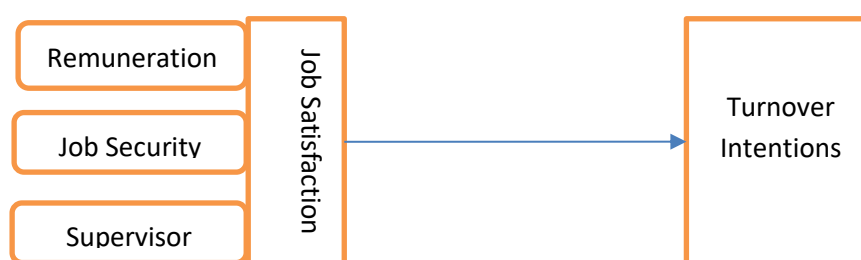


Figure 6: Shows the conceptual framework of the study

3.3 Operational Definitions

Job satisfaction. It is defined as the degree of needs satisfaction that is derived from and or experienced on the job. Author further upholds that the ability of employees in an organization aspirations, feeling happy doing their job with the hope that their needs will be achieved (Dessler, 1978).

Remuneration. It is the amount paid by an organization to its employees against his/her services (Aziri, 2011).

Job security. It is defined as “the assurance in an employee’s job continuity due to the general economic condition in the country” (Sherman et al., 2012).

Supervisor. It is defined as “a person who supervises workers or the work done by others” (Sadiya, 2015)

Turnover intention. It can be defined as “an individual’s shift in organizational membership, covering a wide range of reappointments and substitutions (Rondeau & Wagar, 2016).

4.0 HYPOTHESES

The primary objective of the study is to verify the impact of job satisfaction on employees’ turnover intentions in Higher Educational Institutions in Afghanistan. For this purpose the following hypotheses are designed keeping in view the preceding literature.

H1: Job satisfaction has a negative and significant impact on employees’ turnover intentions.

H1a: The remuneration aspect of job satisfaction and employees’ turnover intentions are negatively associated.

H1b: There is negative and significant impact of the job security attribute on employees’ turnover intentions.

H1c: Employees’ turnover intentions and the role of supervisor are inversely associated.

5.0 Research Question

The primary purpose of the current study is to prevail the perception of the employees’ job satisfaction level and turnover intentions. Thus, the present study aims to answer the following research question:

How does job satisfaction influences employees’ turnover intentions in higher educational institutions located in Afghanistan?

6.0 The Objective

The objective of this research will be to identify the factors that affect job satisfaction and turnover in the higher educational institutions of Afghanistan. Specifically, the study seeks to examine the relative effects of demographic and environmental factors on job satisfaction and turnover among the employees of this sector.

7.0 Significance

In the current competitive economy, human resources in an organization are calculated as the key assets. The study will help to create knowledge and information for academicians and other researchers on the impact of job satisfaction and employee turnover association in order to mitigate staff turnover.

8.0 Methodology

The present study is testifying the previously available theories in the higher educational institutions in Afghanistan. Hence, a deductive approach is adopted and therefore quantitative technique will be followed to collect empirical data for testing the hypotheses designed for the current study.

8.1 Population and Sample Size

The aim of the study is to analyze the perception of the employees' of the higher educational institutions operating in Nangarhar Province, Afghanistan. There are seven higher educational institutions operating in Nangarhar. The author has deployed all these institutions in this research. Data collected through non-probability convenience sampling and a total of 400 questionnaires were distributed.

8.2 Data collection Procedures

Adopted questionnaires were distributed among the employees of the seven higher educational institutions in Nangarhar. The data were collected after a few days of circulation. It took around a month and it was the hard part. Mostly the respondents were reluctant to share their perception.

8.3 Instrumentation

The primary data were collected for testing the impact of job satisfaction and employees' turnover intentions. A set of questionnaires used to collect primary data and were adopted from previous studies Shimazu et al, 2004; Babakas et al., 2009). Job satisfaction was measured through remuneration, supervisor role and job security. The instrument of job satisfaction was adopted from Shimazu et al, (2004) with slight modification made for aligning it to the Higher Educational Institutions context and it consist of 18 items (6-Remuneration, 6-Supervisor Role and 6-Job Security). Similarly, employees' turnover intentions were measured through a scale that consists of 6 items and adopted from Babakas et al (2009).

9.0 Findings and Analysis

9.1 Frequency Distribution of the Demographics

The primary data collection was adopted to get the perception of employees regarding job satisfaction and their intentions to quit. Questionnaire was the source of primary data collection for the present study. The questionnaire was divided into two parts. The first part was comprised of the demographics such as, age, gender, education, experience and the position held in Higher Educational Institutions. The responses show that the majority of the respondents were of age 18-25 as it suggests 33% of all the respondents followed by ages ranged from 33-40 and 41-50 respectively. The data show that mostly the respondents were male and were 77.6 percent of the respondents. Females were few in numbers as compare to the males. Experience wise the data was divided into five block as shown in table no 3. The data show that the majority of the respondents 25.3 % have less than 3 years of experience. Very few, around 10% of the respondents have Master degree. The main reason is that Afghanistan has recently started post-graduation program such as MBA, MSc LLM etc.

9.2 Descriptive Statistics and Reliability

As discussed earlier, the second part of the questionnaire consists of the variables used for analysis for the current study. A total of 315 questionnaires were returned from respondents that gives 83% return rate. The following table shows the descriptive statistics of the variable, that is the mean, standard deviation, minimum, maximum and the reliability of the data via Cronbach's alpha. The alpha value greater than 0.7 suggests a reliable instrument. Cronbach's alpha value for all the variable are well above the threshold mark, hence suggests a reliable instrument.

Table No. 6: Descriptive Statistics and Reliability

	N	Minimum	Maximum	Mean	S.D	Alpha
Remun	415	9.00	30.00	19.14	3.99	.79
JobSec	415	6.00	28.00	18.99	3.63	.81
SupRole	415	10.00	30.00	22.37	5.38	.80
JobSat	415	45.00	82.00	60.51	8.25	.82
TurnInt	415	6.00	28.00	15.85	4.15	.83
Valid N	415					

Note: Remun= Remuneration, JobSec= Job Satisfaction, SupRole=Supervisor Role, TurnInt=Turnover Intentions

Pearson Correlation

	Remun	JobSec	SupRole	TurnInt
Remun	1	0.44	0.52	-0.31
JobSec	0.44	1	0.69	-0.34
SupRole	0.52	0.69	1	-0.43
TurnInt	-0.31	-0.34	-0.43	1

Note: Remun= Remuneration, JobSec= Job Satisfaction, SupRole=Supervisor Role, TurnInt=Turnover Intentions and all the values are significant at $p < 0.05$

9.3 Hypotheses

The researcher performed regression analysis to test the propositions of the present study. The empirical findings revealed that there is a negative and significant impact of job satisfaction on employees' intentions to quit. The value of standardised beta found -0.214 significant at $p < 0.001$ confirmed a negative influence of job satisfaction on employees' turnover intentions.

Similarly the multiple regression performed to test the impact of the attributes of job satisfaction such as, remuneration, job security and supervisor role on employees' turnover intentions. Findings revealed that remuneration, job security and supervisor role is negatively and significantly associated with employees' turnover intentions (see table no. 9)

Table No. 9: Result of Hypotheses

Hypothesis	R-Square	F Value	Beta	T Value	Results
H1	0.46	19.8***	-0.214***	-4.46	supported
H1a	0.228	40.47***	-0.086**	-1.96	Supported
H1b	0.228	40.47***	-0.176***	-4.04	Supported
H1c	0.228	40.47***	-0.545**	-10.17	Supported

Note: **= $P < 0.05$, ***= $P < 0.001$

10.0 Discussion

The hypotheses were designed in the lights of previous studies and were tested through linear and multiple regression in SPSS. The first hypothesis was to investigate the impact of job satisfaction on employees' turnover intentions. Empirical findings supported the proposition. The findings of the said hypothesis support the results of the previous studies such as Akhter et, al (2016) Mathieu et al, (2015), Artz and Kaya (2015).

Likewise the impact of the attributes of job satisfaction was also examined. The results from the empirical findings confirmed the proposition of the study by showing a negative and significant impact of remuneration, job security and supervisor role on employees' turnover intentions. The findings supported the results of previous studies such as; Aydogdu and Asikgil (2011), Saifuddin, Hongkraclent and Sermril (2008) and Suminto (2014).

10.1 Implication of the Study

This study contributed theoretically by adding more variable and it also propose a new conceptual model. Additionally the present study contributed to the field by verifying the various attributes of job satisfaction and its impact in Afghanistan context. The current study added theoretically by adding literature related to job satisfaction, job security, remuneration, supervisor role and turnover intentions.

Likewise, the findings of the present study has tremendous repercussion for the management of the Higher Educational Institutions by providing suggestion how retaining valuable employees. The management will get useful information out of this study regarding retaining employees' by providing better packages, an effective leadership and job security.

10.2 Limitation and Future Research Recommendation

The present study has some limitations and can provide a base for future research. Firstly, the study is limited to only two variables that are job satisfaction and employees' turnover intentions. Employees' turnover intentions may be affected by other variables as well such as; working condition, organization culture, and organizational citizenship behavior. However, it was not possible for the author to investigate all the variables in one study, hence provide a good opportunity for scholars to take this study further from this point.

Moreover, this study has considered only three aspects of job satisfaction, such as remuneration, job security and supervisor role. However, job security has various attributes and can be tested in future for better results. The current the study only examined the direct effect of job satisfaction on employees' turnover intentions. However, future studies may focus on the indirect impact by adding mediators and moderators.

11.0 Conclusion

The aim of the study was to investigate the prevailing level of job satisfaction of the employees working in Higher Educational Institutions in Afghanistan. Moreover, the study was designed to analyse the satisfaction level on employees' intentions to quit their jobs. Primary data was collected via adopted questionnaire and analyzed via SPSS. The empirical findings supported the proposed hypotheses of the study. The results confirmed that job satisfaction has a negative and significant impact on employees' intentions to quit.

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