

Effect of Motivation and Job Satisfaction on Turnover Intention of Health Workers in Hospitals in Ilorin, Kwara State, Nigeria

By

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Abstract

The shortage of healthcare staff, particularly clinical personnel, poses significant challenges in the healthcare sector. Many health workers are compelled to work at multiple facilities due to staffing shortages, leading to increased workload and job dissatisfaction. This issue is further exacerbated by migration to better-equipped hospitals that offer superior working conditions and healthcare services. High costs associated with overtime work, limited career development opportunities, and restricted access to professional training contribute to low motivation and inefficiency, ultimately increasing turnover intentions. This study examines the relationship between motivation and job satisfaction and turnover intention among General Hospital Ilorin health workers. Specifically, it explores the impact of work-life balance, job satisfaction, career advancement, workplace relationships, job security, managerial support, decision-making involvement, and recognition on employees' intention to leave. A total of 202 questionnaires were distributed using purposive and simple random sampling, with 134 completed and returned. Data were collected using a validated self-developed questionnaire, and the instrument's reliability was confirmed through the split-half method, yielding a coefficient of 0.677. Regression analysis was employed to test the study's hypotheses. The results indicate that work-life balance, workload satisfaction, career progression, relationships with colleagues, job security, supervisor support, involvement in decision-making, and recognition significantly reduce turnover intention ($\beta = 0.336$, $t = 3.817$, $p < .05$; $\beta = 0.230$, $t = 3.007$, $p < .05$; $\beta = 0.236$, $t = 2.728$, $p < .05$). Conversely, high job demands, poor workload management, and limited growth opportunities increase employees' desire to leave. The study concludes that improving work-life balance, enhancing career advancement opportunities, strengthening managerial support, and recognizing employees' contributions can significantly reduce turnover intention among health workers. It recommends the establishment of policies that promote work-life balance, encourage professional development, and ensure adequate workload management to enhance job satisfaction and employee retention.

Keyword: Workload satisfaction, motivation, job satisfaction, turnover intention, work-life balance

INTRODUCTION

Motivation is a driving force that helps the workers to continue perform their tasks and do them fervently and happily (Vo et al., 2022). This recognizes one of the reasons why the employees and organizations have high successfulness, the motivational factors are present in high degree in

the organizations. Motivation is used to explain why there are differences in persons' performances in same capacity talented employees with similar abilities to perform their jobs for similar employers under similar employment terminologies and with similar facilities but yields different results (Tiwari et al., 2023). These employees work in a way that makes the jobs need to be done with relatively more effort, so that they can attempt more to do the role for which they are asked. Consequently, productivity gain results from positively motivated employees as propelled by the organization (Karaferis et al., 2022).

Concerning health workforce management, there is general interest globally on how to retain more health workers in rural and remote areas (Russell et al., 2021). Employment retention enhances health care quality because it accumulates competencies, enhances good social relations among health workers, and fosters the relationship of health workers with local institutions (Vries et al., 2023). On the other hand, poor retention or high staff turnover reduces health care in one or more ways which are increased workload, poor team morale, disruption of work processes and productivity, and loss of experiential learning (Suraihi, et al., 2021). This aims at identifying several factors which affect the decision of health workers to either remain in their position of work or post. These include low wages earned, poor career framework, and poorly lit and ventilated working and residential environments (Okoroafor et al., 2023). The fight to keep health workers is toughest in Nigeria since health systems practitioners in the country are exposed to higher work demands, ineffective working systems, and physical structures and therefore seek better working and living conditions in another country (Falola & Ojebola, 2024).

Engagement and employee satisfaction have been determined as the main indicators of health care worker attrition and turnover (Sang et al., 2024). Motivation has been described as a set of psychological and transactional processes because it offers the sense of direction to action, it is a form of psychology which is causally determined by interactions between people and their environment context. Health workers motivation is a multi-dimensional concept as defined by Karaferis et al. (2022) which deems these motivating processes to be determined by the determinants of motivation inclusive of incentives, improvement of values, and expectations in addition to the transformation of motivational outcomes into performance and job satisfaction.

Lack of sufficient human resources affects all clinical staffing in General Hospital, Ilorin, Kwara State such as; nurses, doctors, midwives, biomedical scientists and pharmacists Due to shortage

of staff (Lawal & Musa, 2022). This therefore, result in poor quality health care to the clients due to excessive burden brought on by a shortage of human resources. It is becoming harder and harder since it affects staff morale and productivity. This study's primary goal is to investigate how job satisfaction and motivation affect health professionals' intentions to leave the health industry. The specific goals of the study are to determine how work-life balance and workload satisfaction affect the intention to leave, how career advancement and positive relationships with coworkers affect the intention to leave, how job security and supervisory support affect the intention to leave, and how participation in decision-making and recognition affect the intention to leave among health workers.

LITERATURE REVIEW

Concept of Motivation

Motivation is a key aspect of performance since it creates a distinction between one employee and another who has the same or similar abilities and opportunities, yet is productive to a lesser extent (Uka & Prendi, 2021) Employee motivation allows the distinction between the employee and others who possess or receive similar abilities and opportunities, but who are less productive. Moreso, in the context of healthcare, the motivational forces are not only seen to improve the general commitment of health workers but also measure up to expectations to address patients' health concerns (Wulan Farida Hanum et al., 2023). This way, motivated employees are more satisfied with their jobs that automatically translates to improved performance with the right culture of organizational improvement in mind. Therefore, health workers who have high career motivation remain for longer in their positions, decline other competitive positions, and promote their organization, resulting in improved retention and better services (Tiwari et al., 2023). There hence has been noted that, in order to job satisfaction and motivation to go side by side, the performance outcomes to satisfaction hence leading to feeling of accomplishment which again enhances motivation (Okoroafor et al., 2023).

Health-care workforce motivation relates to quality-of-service delivery staff turnover and health-care delivery. On the other hand, motivated workers follow procedure, administer care on time, and meet all necessary patient expectations; critical factors in minimizing long patient waiting hours and poor health through prompt attention and care (Bhati et al., 2023). The theoretical elements of feedback training incentive and remuneration and recognition all in turn help in

motivation and improve the satisfaction level enhancing the performance levels. However, if the employees in the healthcare sector is motivated to work, they will be in their professional stance, get to do their duties and work for the long term vision of making valuable contributions to issues such as quality healthcare services and other healthcare indicators as posited by Karaferis et al. (2022).

Job Satisfaction

Job satisfaction is a basic predictor of engagement that has been expressed as an individual's perception of his or her job, physical environment, and organizational climate (Algarni & Alemeri, 2023). It has been recognized as an important factor of influence for employee turnover because the level of employee satisfaction determines levels of job performance, motivation and organizational loyalty (Xuecheng et al., 2022). Components that define satisfaction with the job include environment, social aspect-job promotion, remuneration and organizational culture. Basically, Zamzami et al., (2022) noted that people with job satisfaction are always productive, express low turnover intentions, and have high organizational commitment. Consequently, working satisfying is an essential element in ensuring an organization has motivated workforce which is capable of performing well within the organization thus the stability and success of the organization.

Ramalho Luz et al. (2018) argues that job satisfaction is a powerful mediator of turnover intentions, the dissatisfied employees exhibited a perception to think about employment change. Some of the primary organizational antecedents include leadership, organizational culture, and resource availability within the managerial domain which influenced the level of job satisfaction strongly. Encouraging carer for employees, seeking for feedback and help of fostering positive organizational culture enhances the employees' job satisfaction, and reduces their turnover inclination (Yulianto, 2024). In addition, watered employees with a feeling of organizational appreciation of their efforts correlate with high levels of employee satisfaction, hence minimising and or eradicating the adverse effects of job stressors such as workload. Therefore, increase organizational career resources; leadership; opportunity for acknowledging; Flexible working hours organizations should consider as means to reduce turnover when planning on improving long-term employee retention (Mabona et al., 2022).

Work-Life Balance and Workload Satisfaction

Employee satisfaction, productivity, and employee turnover are all significantly influenced by the balance that individuals maintain between their personal and professional lives. According to Grangano et al. (2020), it describes how well a person can do tasks that are necessary in both their personal and professional situations. Mabona et al. (2022) argues that a well-maintained work-life balance has been characterized with improved job satisfaction, reduced stress, and improved employee engagement on the job necessitating an improved turnover intention. Higher levels of work dissatisfaction, stress, and ultimately burnout, high absenteeism, and high turnover are the outcomes of managers and employees failing or being unable to create a suitable work-life balance. Additionally, work-life balance is positively associated with the level of workload satisfaction; those who consider the workload as being beyond their ability or reasonable, expect a lower level of satisfaction coupled with higher turnover intentions (Alves et al., 2024). Thus, the organizations that provide a possibility of flexible work arrangements, and that ensure that employees' privacy is valued are the ones likely to experience better retention rates and higher levels of engagement in workforce (Falola & Ojebola, 2024).

Hence, lack of workload satisfaction adds to stress and withdrawal which in turn lead to increased turnover intentions. For that reason, Gragnano et al. (2020) posit that high employee workload and work-life imbalance clearly leads to job burnout, dissatisfaction, and reduced productivity. On the other hand, those organizations that take care of the needs and provide adequate support to employees to meet organizational demands can greatly decrease the turnover intentions. The balance that such as organizational flexibility, as well as overload managing, helps different employees achieve not only improves their satisfaction but also builds long-term organizational commitments (Bello et al. 2024)

Career Advancement and Good Relationships

Promotional avenues for enhanced training are fundamental forces to consideration of the employees. When organizational members see the opportunities for career advancement, training, and mobility within given organizations they are likely to be more committed (Naw Phyu et al., 2023). On the other hand, shortage of such opportunities results in frustration, stagnation and actual or intended turnover. Anisyah et al (2024) argues that organizations with policies on training, development programs and well-defined career paths for the employees usually enjoy a

low turnover rate as the employees feel appreciated doing their duties for the organization's success. As a result, it is critical for an organization to foster an atmosphere that encourages individual growth and career development in order to increase job satisfaction and reduce turnover intention.

Equally important is interaction with people at the workplace starting with co-workers and following with the supervisors since they are key in influencing employees' decisions on retention or resignation. Positive psychological climate with expectations of cooperation, trust, respect and appreciation within the workplace can bring several benefits like job satisfaction and organizational commitment (Cheng, Dab against, & Jiang, 2022). Employees who receive support from their coworkers and managers are more likely to stay with that company since more social engagement results in higher job satisfaction, and long-term social stress can harm an employee's welfare by increasing stress from work.. As such, it can be an inference that organizations that promote a cooperative, non- discriminative and encouraging environment have a higher chance of slowing down turnover and increasing 'stayers' among employees (Lin et al., 2024).

Job Security and Supervisory Support

Job security is a core construct of organizational commitment and turnover intention. According to Richter et al. (2020), insecure employees are agitated, apprehensive, and ready to quit the company, whereas secure personnel are driven, productive, and dedicated to the business. Situations like organizational downsizing, financial troubles, or structural changes of a company can led to threats; organizational threats that are generally associated with poor employee morale and higher rates of voluntary turnover (Suraihi et al., 2021). On the other hand, workers who believe their jobs are secure are more likely to put in the necessary amount of effort in relation to their organizational responsibilities for improved performance.

Support from supervisors is just as crucial in deciding how long employees are retained. Clear communication, feedback, and emotional expression are all components of organizational leadership that are directly related to employee retention and job satisfaction. Negoro and Wibowo (2021) add that the morale of employees is likely to remain high and these employees are not likely to quit the organization, because their supervisors show that they care for them. In addition to reducing stress and boosting motivation, supervisory assistance helps employees

overcome obstacles at work, which is crucial in lowering turnover intentions (Ilyas et al., 2020). Employees who believe their managers provide them with clues and tokens are more likely to stick with the company and show a high level of dedication. Consequently, having good supervisee support is not only advantageous for each employee, but is crucial for stemming job turnover rates in organizations (Mabona et al., 2022).

Involvement in Decision-Making and Recognition

Employee job satisfaction and intention to leave are significantly influenced by high levels of participation in the decision-making process. When employees are made to believe that their ideas and ideas matter in the organizational processes, their level of control is enhanced thereby increasing organizational commitment and decreasing turnover intentions (Forner et al., 2020). Employee involvement in decision-making processes affects the aspects that enable them to deliver their work duties improves their identification with their organization, and strengthens their job contentment. Ilyas et al. (2020) supports the view that if employees are engaged in decision-making activities, they are more likely to felt committed towards the organization's success therefore, the chances of them to quit lowers. When decision making is participative in organizations, employees are sure to be motivated and not frustrated hence posing low turnover intentions.

Another area that has been found to help in increasing the employee satisfaction and retention, is recognition. Organization that rewards their employees for their efforts and achievements will have its employees insisting to work for that specific organization because a lot of value is given to them by the organization (Forner et al., 2020). Reward may be actual, such as monetary compensation, promotions, tangible incentives or symbolic, like compliments, commendation, certificates or other means of public appreciation. Chen Xuelin et al. (2023) argues that the concept of recognition as a critical actionable item in decreasing turnover intentions due to its ability to motivate workers, improve their satisfaction, and enhance their overall attachment to the company. When workers are rewarded, they will be encouraged to contribute more to work and, in this case, they would not be in the lookout for other jobs.

Turnover Intention

Roselina et al. (2023) defined turnover intention as a measure of a particular employees' desire in future to engage in turnover behavior and engage in a new organization at a future time. The

reasons vary from job satisfaction level, absence of or slow and inadequate promotions, lack of recognition, managerial incompetence, and unsustainable work/personal life integration (Ertürk, 2022). While turnover intention is a psychological and subjective state, it is an important concept because it points toward possible problems for organizations, including those in the healthcare industry where turnover is comparatively high. For instance, the rate of turnover is relatively high among the health professionals, particularly nurses because of such factors like role intensity, working stress, lack of support or promotion opportunities (Anisyah Risky Nasution, et al, 2024). Vries et al. (2023) establish that staff turnover occurs at the organizational level and not necessarily due to each employee's behavior, which should thus be a focal point for improvement. According to Ilyas et al. (2020), the global turnover rate is 9.6%, and the healthcare sector recorded the highest turnover, especially in nursing.

Voluntary turnover gives the organization good direction on its employees and is considered to be a precursor to genuine turnover. In its most basic form, there is a negative correlation between turnover intention and employees' job satisfaction and organizational commitment. According to Tiwari et al. (2023), this is because factors like workplace stress, leadership style, and work engagement are directly related to employee intentions. Higher job contentment, organizational climate, and management practices that are aimed at professionalism and bonuses to demoralize turnover intention. Most importantly, it reveals the mediating role of leadership where strong and authentic correlation exists between leadership behavior and turnover intentions. That is why leadership that inspire confidence, provide valuable comments, and open career promotion path could increase the retention rate and decrease the turnover rate (Zhenjing et al., 2022).

Underpinning review

Herzberg's Two-Factor Theory

In 1959, Frederick Herzberg propounded the Two-Factor (Motivation-Hygiene) Theory, which separates elements that affect job satisfaction and discontent into two groups: dissatisfiers and rewards. The employee is satisfied not only by financial gains, which are intrinsic motivators, but also by accomplishment, recognition, and advancement. However, hygienic elements are those that are not directly related to the job itself and that, if present, do not ensure contentment but, if lacking, cause discontent (Smerek & Peterson, 2006). Herzberg suggested that there is a difference between satisfaction and its opposite which is dissatisfaction What Herzberg was

pointing out was that while hygiene factors must be addressed to avoid dissatisfaction it is only well understood motivators that can drive satisfaction. This is important to use when understanding turnover intention among health workers because using the proposed framework recognizes that intrinsically and extrinsically motivated factors influence retention of employees (Poku et al., 2022).

Intrinsic motivation and extrinsic hygiene factors as specified by Herzberg are therefore the two utilized in the healthcare sector to minimize turnover intention. Rewarding performing health workers, providing promotions and training will enhance satisfaction and commitment of the health workers. At the same time, providing fair wages and the labor protection, stable employment, and a healthy workplace, can decrease discontent and fatigue (Clark et al., 2006). However, the theory has been subjected to criticism for having divided the factors into motivator and hygienic factors in black and white without touching on the hybrid models which are common with the employees (Galanakis & Peramatzis, 2022). Improve healthcare worker behavior, and their turnover and performance should be optimized with a combination of motivational factors and the hygiene factors that foster their work.

Job Demand Theory

The Job Demands-Resources (JD-R) Model, developed by Arnold Bakker and Evangelia Demerouti (2007), provides a robust framework for understanding how workplace conditions influence employee motivation, job satisfaction, and turnover intention. This model categorizes workplace factors into job demands and job resources, where job demands refer to aspects that require significant effort, such as excessive workload, emotional exhaustion, job insecurity, and long working hours, while job resources include factors that help employees cope with these demands, such as supervisory support, career development opportunities, fair compensation, recognition, and job security (Dogantekin et al., 2022; Bakker et al., 2023). The JD-R model explains that when job demands outweigh job resources, employees are more likely to experience stress and burnout, leading to an increased intention to leave their jobs. However, if job resources are sufficient, they can buffer the negative effects of high job demands, keeping employees engaged and satisfied in their roles (Bakker et al., 2023). For instance, healthcare workers experiencing high patient loads and emotional strain may feel demotivated and seek alternative employment. However, when organizations provide structured career growth,

effective leadership, work-life balance policies, and recognition programs, employees develop higher levels of commitment and reduced turnover intentions.

Empirical review

With reference to the hospital sector, Martha et al. (2022) investigated the effects of organisational culture and work motivation on job satisfaction and desire to leave. With 89 individuals, the study's sample was carefully chosen for this investigation. Path analysis was used in this work to analyse quantitative data. The research confirms that the desire to quit one's employment is influenced by both work motivation and organisational culture. Organisational culture has a favourable impact on the intention to quit, work motivation has a positive impact on the intention to leave, and job satisfaction significantly influences the desire to leave.

This research done by Anwar et al. (2023) investigated the moderation role of job satisfaction in teacher motivation, compensation, and workload radical to turnover intention. In order to quantitatively assess the independent and dependent variables, the study uses the causal research approach. The research sample consisted of forty teachers in total, and non-probability sampling and saturation sampling were used. Validity and reliability tests were used in data gathering via questionnaires and interviews. utilizing SEM-PLS for data analysis. The findings showed that job satisfaction, a component that mediates motivation with turnover intentions, greatly increases turnover intention when there is a lack of motivation. The association between compensation and turnover intention is totally mediated by job satisfaction, which in turn has a considerable positive impact on turnover intention.

Wulan et al. (2023) looked at the relationship between job satisfaction, extrinsic motivation, intrinsic motivation, and turnover intention among contract workers at Fauziah Bireuen Hospital. To do this, 100 contract workers were given standardised questionnaires as part of this study's utilisation of primary data. Multiple linear regression analysis was used to examine the data. The results demonstrated a negative and significant relationship between extrinsic incentive and the desire to quit, as well as a negative and large relationship between work satisfaction and the intention to leave. Additionally, job satisfaction, intrinsic drive, and extrinsic incentive have a good and substantial influence on contract workers' desire to quit Dr. Fauziah Bireuen Hospital.

Zamzami et al. (2022) looked into how work-life balance affected employees' motivation and job satisfaction as well as how it related to their intention to leave their jobs. The study's target demographic consisted of all outsourced workers in Area 4 at PT. Commuter passengers in Kereta Commuter Indonesia. A total of 195 respondents were gathered in Jakarta. For this study, structural equation modeling (SEM) has been selected as the analytical technique. The results of this study show a purposeful and favorable relationship between job motivation and work life quality in the outsourcing sector. The findings of Kereta Commuter Indonesia showed that turnover intention in the outsourced area is significantly impacted negatively by work life quality.

Abiodun and Olatunji (2023) investigated academic staff members' motivation, work satisfaction, and intention to leave private universities in southwest Nigeria. A multi-stage sampling strategy was employed, along with the analytical method of descriptive design. The study's questionnaire was completed by 1,473 academic staff members in total. Eight private institutions from four states in six randomly chosen states in the Southwestern geopolitical zone were used to choose all of the participants. Frequencies, percentages, means, and standard deviations were utilized to answer the research questions, and multiple regressions were employed to test the hypothesis. The results demonstrated that academic employees in private universities in southwest Nigeria had a high intention to leave their jobs, low organizational job satisfaction, and low job motivation. Overall, the results showed that the professors at private universities in southwest Nigeria had a substantial association between their degree of motivation, work satisfaction, and intention to leave.

Conceptual Framework

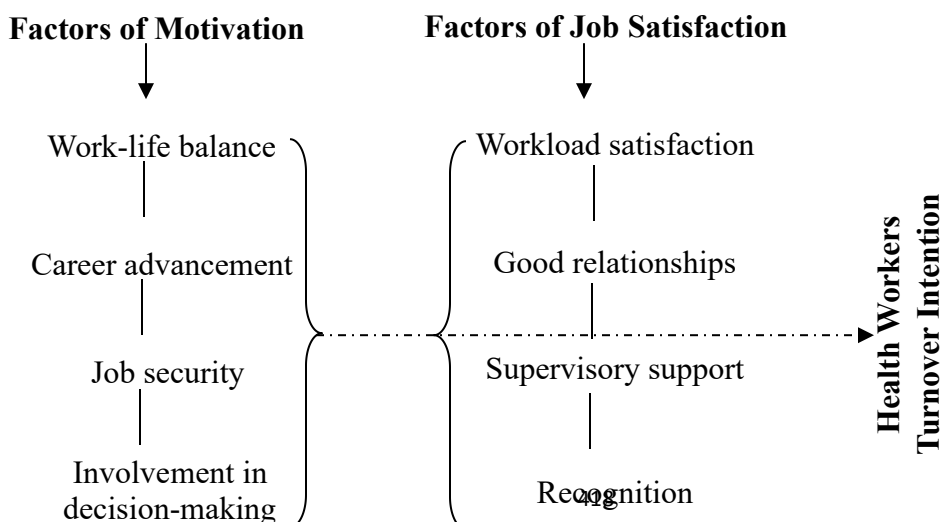


Figure 1: Conceptual framework

METHODOLOGY

This study used descriptive survey research to gather data from a diverse population of health workers at General Hospital, Ilorin, including 90 doctors and 112 nurses, for a total of 202 participants. For the study, 134 health workers were estimated using Taro Yamane's formula for determining sample size, and participants were selected using purposive and basic random sampling techniques. A self-administered questionnaire was used to gather data, and evaluated by Al-Hikmah University business administration specialists to ensure that the questions were comprehensive, relevant, and coherent. With a value of 0.677, the instrument's reliability was assessed using the split-half approach. In order to boost response rates during a one-week data collection period, a research assistant assisted in administering the questionnaire using the direct technique. Regression analysis was performed to test the hypothesis at the 0.05 level of significance, and descriptive statistics were utilized to characterize the study's demographic features.

DATA ANALYSIS

Table 1: Demographic Information of Respondents

| | Variables | Frequency | Percentage |
|-----------------------|--------------|------------|-------------|
| Gender | Male | 53 | 39.6% |
| | Female | 81 | 60.4% |
| | Total | 134 | 100% |
| Age | 20-25 | 15 | 11.2% |
| | 26-30 | 19 | 14.2% |
| | 31-35 | 22 | 16.4% |
| | 36-40 | 30 | 22.4% |
| | 41-45 | 20 | 14.9% |
| | 46-50 | 21 | 15.7% |
| | 51 and Above | 07 | 5.2% |
| | Total | 134 | 100% |
| Highest Qualification | Married | 121 | 90.3% |

| | | | |
|--------------------|--------------------|------------|-------------|
| | Single | 13 | 9.7% |
| | Divorced | - | 00.0% |
| | Total | 134 | 100% |
| Working Experience | 5-10 years | 19 | 14.2% |
| | 11-15 years | 33 | 24.6% |
| | 16-20 years | 46 | 34.3% |
| | 21 years and above | 36 | 26.9% |
| | Total | 134 | 100% |

Source: Field Survey, 2024

The sample of the respondents was quite representative in terms of gender, 60.4% of the participants were females and 39.6% male. Analyzing the results age-wise, the largest group of respondents comprises individuals aged 36-40 (22.4%), following the 31-35 years group (16.4%) and the 46-50 years group (15.7%). Lower percentages are recorded among the 26-30 years employees (14.2%), 41-45years (14.9%), and the 51 years and above employees (5.2%). Regarding marital status, the majority of the respondents is 90.3% of which are married while 9.7% of the respondents are single and none of the respondents are divorced. The nature of working experience among the participants is also different and evenly distributed as 34.3% of the participants were having a working experience of 16-20 years, 26.9% of the participants having working experience of more than 21years and 24.6% of the participants having a working experience of 11-15 years. The least percentage of 14.2% of the employees are those who have had their work experience between 5-10 years as presented in the table above.

Test of Hypotheses

Ho₁. There is no significant impact of work-life balance and workload satisfaction on turnover intention among health workers in General Hospital, Ilorin.

Table 2:

Multiple Regression Analysis showing the independent relationship of work-life balance and workload satisfaction and turnover intention among health workers in General Hospital, Ilorin

| Variables | Unstandardized | | Stand. | t | Sig. p |
|-----------------------|----------------|------------|------------|-------|--------|
| | Coefficient | | Coefficien | | |
| | B | Std. Error | Beta | | |
| (Constant) | 21.275 | 11.348 | | 1.875 | 0.000 |
| Work-life balance | 0.437 | 0.109 | 0.336 | 3.998 | 0.000 |
| Workload satisfaction | 0.186 | 0.120 | 0.230 | 1.547 | 0.024 |

Source: Field Survey, 2024.

The antecedents of work-life balance and workload satisfaction, as well as their combined effect on health professionals' desire to leave General Hospital, Ilorin, are shown in Table 2 above. Workload satisfaction ($X = 0.230$, $P < 0.05$) and work-life balance ($X = 0.336$, $P < 0.05$) were shown to be significant predictors of health professionals' decision to leave their jobs. This further implies that the desire of health professionals at General Hospital Ilorin to leave is explained by work-life balance and workload satisfaction.

H₀₂. There is no significant effect of career advancement and good relationships with colleagues on turnover intention among health workers in General Hospital, Ilorin.

Table 3:

Multiple Regression Analysis showing impact of career advancement and good relationships with colleagues on turnover intention among health workers in General Hospital, Ilorin

| Variables | Unstandardized | | Stand. | t | Sig. p |
|------------|----------------|------------|------------|-------|--------|
| | Coefficient | | Coefficien | | |
| | B | Std. Error | Beta | | |
| (Constant) | 21.275 | 11.348 | | 1.875 | 0.000 |

| | | | | | |
|------------------------------------|-------|-------|-------|-------|-------|
| Career advancement | 0.326 | 0.104 | 0.236 | 2.876 | 0.000 |
| Good relationships with colleagues | 0.173 | 0.110 | 0.130 | 1.423 | 0.022 |

Source: Field Survey, 2024.

Table 3 establishes the direct impact of career advancement and good relationship with colleagues on turnover intention of health workers in General Hospital, Ilorin. The analysis result showed that, career advancement and good relationship with colleagues were the two independent predictors for turnover intention among health workers, with standardized coefficients of, $\beta = 0.236$, $P < 0.05$ and $\beta = 0.130$, $P < 0.05$, respectively. This means that career advancement and good relationship with colleagues affect turnover intention among health workers in General Hospital, Ilorin.

H₀₃. There is no significant influence of job security and supervisory support on turnover intention among health workers in General Hospital, Ilorin.

Table 4:

Multiple regression analysis demonstrating the impact of supervisor support and job security on healthcare workers' turnover intentions in General Hospital, Ilorin

| Variables | Unstandardized | | Stand. | t | Sig. p |
|---------------------|----------------|------------|------------|-------|--------|
| | Coefficient | | Coefficien | | |
| | B | Std. Error | Beta | | |
| (Constant) | 21.275 | 11.348 | | 1.875 | 0.000 |
| Job security | 0.298 | 0.114 | 0.226 | 2.676 | 0.000 |
| Supervisory support | 0.103 | 0.120 | 0.150 | 1.313 | 0.022 |

Source: Field Survey, 2024.

From the analysis of table 4, the finding reveals that job security and supervisory support predict turnover intention of health workers in General Hospital, Ilorin. The analysis of the identified hypothesis showed that job insecurity and supervisory support were significant predictors of turnover intention among the health workers; $\beta = 0.226$, $P < 0.05$ for job insecurity and $\beta = 0.150$, $P < 0.05$ for supervisory support. This means that the level of job insecurity and supervisory support tested has significant effect on the level of turnover intention among the health workers in General Hospital, Ilorin.

Ho4. There is no significant impact of involvement in decision-making and recognition on turnover intention among health workers in General Hospital, Ilorin.

Table 5:

Multiple regression analysis demonstrating the independent relationship between health professionals' recognition, turnover intention, and decision-making engagement at General Hospital, Ilorin

| Variables | Unstandardized | | Stand. | t | Sig. p |
|--------------------------------|----------------|------------|------------|-------|--------|
| | Coefficient | | Coefficien | | |
| | B | Std. Error | Beta | | |
| (Constant) | 21.275 | 11.348 | | 1.875 | 0.000 |
| Involvement in decision-making | 0.337 | 0.106 | 0.326 | 3.976 | 0.000 |
| Recognition | 0.176 | 0.110 | 0.210 | 1.526 | 0.024 |

Source: Field Survey, 2024.

Health professionals' turnover intention in the General Hospital Ilorin is strongly connected with their recognition and participation in decision-making, as shown in Table 5 above. Additionally, the results demonstrated that recognition ($\beta = 0.210$, $P < 0.05$) and decision-making engagement ($\beta = 0.326$, $P < 0.05$) are significant predictors of health workers' turnover intention. This indicates that health workers' turnover intentions in General Hospital, Ilorin, are influenced by their recognition and participation in decision-making.

Discussion of findings

There was a substantial negative relationship between work-life balance and turnover intention (standardized coefficient = 0.336, $P < 0.05$) and workload satisfaction ($\beta = 0.230$, $P < 0.05$). This means that measures, capacity to manage working demands and personal commitments, and contentment with working densities are key to keeping workers. This result supports Ahmad (2021) argument that people with the right mix of work and life experiences have higher levels of job satisfaction, and lower levels of turnover intentions. The findings align with Bello et al. (2024) that where an organization with reasonable work demands cuts employee stress and

turnover chances. Moreover, Chen Xuelin et al. (2023) pointed out that there is a positive relationship between work-life balance and organizational commitment, which means that increasing the attention to such factors, may bring considerable impact on decreasing turnover intention in healthcare field.

Career progression was a significant predictor of both positive relationships with coworkers ($\beta = 0.130, P < 0.05$) and turnover intention ($\beta = 0.236, P < 0.05$). There is evidence that opportunities to grow and satisfy the relationships with other employees at workplace means that the employees are less likely to turnover. This finding supports Anwar et al. (2023) that motivating factors may include; career advancement opportunity and relationship with people in the institution. Falola and Ojebola (2024) have also noted that the development opportunities have favorable impact on the perceived employee's loyalty because such opportunities provide an avenue for self and professional actualization. Also, Gragnano et al. (2020) supported the evidence that positive organizational climate reduces job disamenity; these holes stress on team cohesiveness in decreasing turnover especially in the healthcare sector.

Additionally, a small but significant positive connection between job security and turnover intention ($\beta = 0.226, P < 0.05$) and supervisory support and turnover intention ($\beta = 0.150, P < 0.05$) was found by the research. Organizations that have well-established and secure roles for their workers and these are backed up by supervisors record high organizational commitment from the workers. This finding has support from Forner et al. (2020) that employees react to stability and supervisory caring. In the same way, Lawal and Musa (2022) established that job insecurity enhances stress and thereby increases turnover; this affects public institutions such health facility. Another study by Martha et al. (2022) showed that the supportive supervisors lead to organization commitments, through the provision of effective role model and positive feedback hence preventing turnover.

The results of the investigation confirmed that turnover intentions are significantly reduced by recognition ($\beta = 0.210, P < 0.05$) and decision-making engagement ($\beta = 0.326, P < 0.05$). That means, it is easier for those employees to stay committed towards their position if they are considered and their input is included in organizational decisions. This finding is consistent with Okoroafor et al. (2023) that both autonomy and recognition are central to promoting retention of employees. Ramalho et al. (2018) also confirmed that symbolic incentives as recognizing

employee's efforts also decrease turnover intentions as it positively affects employee morale. Moreover, Negoro and Wibowo (2021) also supported the argument that positive attitude is developed after clients are involved in the decision-making process hence developed commitment that reduces turnover.

Conclusion

The study's findings demonstrate that work-life balance and workload satisfaction initiatives are essential for reducing employee attrition since they enable workers to accomplish their responsibilities. Promotion and people's satisfaction with co-workers improve retention since such factors as aptitude for growth stresses the important of career opportunities at workplace. Additionally, job satisfaction and organizational commitment are predicted by possibilities for advancement, on-the-job training, and the physical and social working environment. These factors are largely determined by supervisor support, organizational trust, participation in decision-making, and organizational reward systems. Therefore, sharp focus should be made on integrating multi-dimensional approaches that comprises of these essential factors with a view to ensuring retention of the trained health workforce alongside the reinforcement of organizational stability.

Recommendations

- i. **Enhance work-life balance and manageable workloads:** This is why healthcare administrators should encourage work-life balance measures like; flexible working arrangements, childcare services in the workplace, and working workload checks. By maintaining workable loads, inadvertent turnover will be discouraged especially by ensuring that employees do not get burnt out especially at work hence increasing their job satisfaction.
- ii. **Support career advancement and strengthen workplace relationships:** Career advancement for employees in the context of professional development programmes that must be compressed by hospitals should include training, mentorship and promotion. At the same time, encouragement of positive relations between employees will promote activities in solving conflicts necessary to engender healthy working relations and relationship amongst workers and their team members.

- iii. **Guarantee job security and provide supervisory support:** Preventive measures should be taken in order to establish trust with job security by booking job policies coupled with performance incentives. Managers need to know how to give the same support, positive reinforcement, and actively listen and build up credit with members to trust the company.
- iv. **Encourage participation in decision-making and recognize contributions:** Employees should participate in policy maker and other organizational decisions that touch on policies and matters concerning their job. Also, structures like rewards to encourage performance, promotions, and announcements or publishing of workers' accomplishments should be done often to boost the morale of workforce and boost their confidence in the organization's worth.

Theoretical Implications of the Study

This study on the effect of motivation and job satisfaction on turnover intention among health workers in General Hospital, Ilorin has significant theoretical implications, particularly in enhancing the understanding of motivation theories and job satisfaction models within the healthcare sector. The findings reinforce the relevance of Herzberg's Two-Factor Theory (1959) and the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007) in explaining workforce retention and turnover intention.

A key implication is the validation of Herzberg's Two-Factor Theory, which classifies motivational factors (e.g., career advancement, recognition, and involvement in decision-making) and hygiene factors (e.g., job security, workload satisfaction, and supervisory support). The study confirms that motivational factors enhance job satisfaction and reduce turnover intention, while poor hygiene factors increase dissatisfaction and turnover likelihood. This supports the argument that healthcare administrators must integrate both intrinsic and extrinsic factors to improve workforce retention.

Furthermore, the study extends the JD-R Model by demonstrating how work-life balance, workload satisfaction, and supervisory support influence turnover intention. The findings show that high job demands with insufficient resources lead to stress and burnout, increasing turnover, while adequate job resources, such as career development and leadership support, improve retention.

Additionally, the study aligns with Social Exchange Theory (Blau, 1964), reinforcing that employees who perceive fair career progression and recognition exhibit stronger organizational commitment. The study highlights the need for integrated workforce management policies that enhance motivation, job satisfaction, and retention, particularly in developing economies where healthcare workforce stability remains a critical issue.

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