

**Career Development and Turnover Intention of Health Information Management
Professionals in Ibadan Oyo State**

**Lawrence Afen EDE
LCU/PG/02510**

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Management, Faculty of Communication & Information Sciences,
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Certification

This is to certify that this thesis was carried out by **Lawrence Afen EDE** with Matriculation Number **LCU/PG/02510**, a student in the Department of Information Management under my supervision in the Faculty of Communication and Information Science, Lead City University, Ibadan, Nigeria.

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Date

.....

Supervisor

.....
Dr. Sophia V. ADEYEYE
Head of Department

.....

Date

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Dedication

This thesis is dedicated to God Almighty for His sufficient grace over my life.

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Acknowledgment

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Even though the above-mentioned institutions and persons have assisted in the process of this project work, I alone stand responsible for the error(s) if any, found in this work”.

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Abstract

Health information management (HIM) professionals are integral parts of the health service delivery structure. However, despite their strategic importance to the smooth from of health information in hospitals, issues concerning HIM professionals are often relegated to the background. This often led to turnover intention which can disrupt the smooth operation of hospitals. As a result, this study examined the influence of career development and turnover intention of health information management professionals in Ibadan Oyo State. Descriptive survey research design was adopted for the study. A structured questionnaire was adopted as the instrument for data collection. The study population consist of one hundred and twenty-seven (127) health information management professionals in six government hospitals in Oyo State. Total enumeration was adopted due to the population size. The quantitative data collected was analysed using both descriptive and inferential statistics. The study found low levels of turnover intention (Mean =3.12), and high level of career development (Mean =3.30), and career path (Mean =3. 60), among the respondents. The test of hypothesis showed that career development has significant influence on input intention ($R^2 = 0.345$, $p= 0.000$) and input intention ($R^2 = 0.077$, $p= 0.000$) respectively. Multiple regression analysis also shows that, career development and career path have a significant combined influence on the turnover intention of health information management professionals in Ibadan Oyo State, Nigeria. The study concluded that the although the turnover intention is low, there are still underlying factors that must be addressed to ensure that HIM professional remain committed to their employers. It was therefore recommended that the low turnover reported in this study is maintain by focusing more on employee welfare and protecting the interest of the health information management.

Keywords: Career Development, Career Path, Employee Satisfaction, Information Management, Turnover Intention,

Word Count: 281

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Chapter One

Introduction

1.1 Background to the Study

People usually engage in different types of activities, works and organizations to aid their living. But the length of time that people are willing to remain engaged with a particular organisation, profession or career vary due to different reasons. Employees change or leave their work and organization as much as it will be comfortable for them. The prerequisite to leave one's job or organization is the intention to leave, that can be referred as turn over intention. Turnover intention of employee refers to the likelihood of an employee to leave the current job he/she is doing¹. Every organization regardless of its location, size or nature of business has always given a key concern about employees' turnover intention. Turnover intention of an employee is a critical human resource issue in all sectors of the economy which affects productivity, product, service quality, and profitability.

Employee turnover intention is a percentage comparison of the number of individuals an organization should replace in a specific time of period to the average amount of total individuals within an organization. Employee turnover intention is a rotation of individuals around the labor market; it could be between companies, states of unemployment and employment, and between occupations and jobs².

A great concern that many organizations such as healthcare and hospitals, turnover intentions increase cost of the organization, particularly in job with minimum wages such as health information management. There are several factors that influence the rate of

employees' turnover of an organization, and these factors could be from employees and employers. These factors could be compensation, benefits, wages, tolerance, flexibility on the job, loyalty of employees and job recognition and so on³. Turnover intention causes indirect and direct expenses to an organization, which compromises the cost of human resource, training, advertising, retention and loss of productivity. Employee input intention such as tolerance on the job, flexibility on the job, loyalty on the job and employee output intention such as recognition on the job, benefits from the job and pay from the job will be adopted from Adam's Equity theory to measure turnover intention of health information management professionals in Oyo state⁴.

Tolerance on the job is the capacity of health information management professionals to perform consistently, given the level of physical, environmental or psychological demands commonly found in healthcare management settings. Flexibility of health information management professionals is a strategy which responds to changing circumstances and expectations of health information management professionals. Health information management professionals performing their job with a flexible attitude are usually more respected by employers, likewise employers fostering a flexible work environment are appealing to employees.

Loyalty on the job is when a health information management professional is committed to his work, such an employee does not actively seek another job and even when opportunities for career progress arise elsewhere, they are not attracted towards it.

Recognition on the job refers to the acknowledgement of staff by the management of the job for exceeding expectations. Benefits from job are non-wage compensation typically reserved for full time health information management professionals. Pay from the job is

the amount of money health information management professionals are paid over a period of time.

High turnover intentions among health information management professionals in hospital in Oyo state are attributed to the high incidence of medical errors, poor healthcare data management, low healthcare data demand & uses, and the low quality of patient care. Turnover intentions affect the morale of the remaining staff, reduces their motivation to work, and eventually their productivity. For the organization, employee's turnover may impact the hospital budget as it entails the need for use of temporary overtime, orientation and training for new health information management professionals, continuous recruitment, advertising and hiring.

Researchers stated that employee turnover has proven to be one of the most costly and seemingly intractable human resource challenges confronting several organizations globally^{5,6}. It was identified that employees turnover force the organization to incur a huge costs relating to recruitment and selection, personnel process and induction, training of new personnel and above all, loss of knowledge gained by the employee while on job. For organizations, the turnover of employees means the waste of investment in the selection and training of personnel. Besides, the high rate of employee turnover in an organization adversely affects the motivation of existing personnel; increases the workload and makes work planning difficult. Thus, the resignation of skilled employees, who are considered as human capital, is an important issue that has a negative impact on the efficiency, effectiveness and general performance of an organization. Worldwide employee turnover intention aspect has attracted a lot of attention⁷. When the number of

staff is inadequate, poor organization performance is expected. A very key factor that enhanced low turnover intentions is career development.

Also, a body of evidence linking career development to improving clinical practice and patient outcomes has changed the field significantly, and for the better. Career development is now dynamic, flexible, and outcome focused. Today's career development blends multiple educational methodologies to meet the needs of learners including but not limited to live (face-to-face) meetings, digital delivery, flipped classrooms, and simulation. Career development is embedded in the work place where experiential learning takes place, guided by expert faculty who provide opportunity for activities such as small group, problem-based learning built around real-world problems. Career development is also embedding more opportunity for health information management professionals, as health care is delivered by teams of professionals in collaboration with patients and care givers, and research has demonstrated the positive impact of health information management professionals on team performance and patient outcomes⁸.

Career development contributes to education, training, employment, and social inclusion, public policy goals. Schools are one of the main locations of career development services. However, the career development is still largely unregulated and therefore has not completed the transformative process of professionalization to achieve the professional status of other well-recognized, established, governmentally regulated professions such as, medicine, and health information management. An explanation may be that despite recognition from within the industry about the importance of employee training for the competence of health information management professionals, there is a lack of

understanding by policy makers of the knowledge and skills required for health information management professionals in most healthcare institutions⁹. Another explanation may be that the training, skills, and qualifications of practitioners are under-researched¹⁰. Without training and qualifications, constructing an identity as a health information management professional may be more challenging than it is for professionals in non-medical sectors due to health records involved.

In the context of this study, socio-economic factor, gender factor, geographical factor, self-concept development, engaging in educational activities, interests in chosen career, ability in chosen career, career advancement, maintenance of self-concept and maintenance of job status will be as adopted from Super's Theory¹¹. Socio-economic factor is an economic and sociological combined total measure of a health information management professional's experience in managing patients' health records, gender factor refers to the socially constructed roles, behaviours, expressions and identities of male and female in the health information management field, self-concept development is a collection of beliefs about oneself. Engaging in education activities means health information management professionals involving themselves in acquisition of more knowledge and skills in order to enhance their job performance. Interest in chosen career involve the health information management professionals having interest in their career which will urge them in acquiring more knowledge to boost their skills, ability in chosen career involves how well a health information management professional is capable to execute his job in an outstanding manner. Career advancement is the upward trajectory of a health information management professional's career journey, example include

progressing from an entry-level position to management and transitioning to the peak of their career.

Throughout the world, health information management professional education starts with the undergraduate curriculum and continues through postgraduate training and specialization. Career development is the longest part of the continuum, often encompassing 40 or more years of health information management professional's career, yet in many countries it is the least structured or regulated component of the continuum. Because new evidence in medicine and healthcare is published at an increasingly rapid rate, career development is a vital component to ensuring health information management professionals remain competent in practice and are able to deliver high-quality, evidence-based information management. Unfortunately, there are still systems worldwide in which career development is not considered a contiguous part of the healthcare education continuum, which poses a significant threat to maintaining healthcare providers' competence and improving the quality of patient care. Globally, challenges in career development include significant variability in how it is defined and structured, and the differing requirements and levels of oversight by country or state¹².

In countries using accreditation standards, accredited providers or organizations submitting activities for approval design educational activities to address health information management professional practice gaps, or identified practice-based needs. Assessment of gaps, content development, implementation, and evaluation are the responsibility of the provider or organization. In some countries, however, career developments are selected by stakeholders such as governmental health authorities, and not determined by those who are responsible for designing and developing the education.

This poses significant constraints for providers/organizations to conduct their own needs assessments and identify appropriate topics for career development activities for their learners. In some areas of the world, commercial interest organizations are permitted to develop or participate in developing career development, while in others areas there is strict separation of commercial interest organizations from the educational activity design process¹³.

Career paths for health information management professionals are not well developed or understood by learners or even junior colleagues, who often receive little guidance or formal preparation for their actual responsibilities. This is in contrast to their career paths to research careers, which are well defined and contain relatively well-delineated training experiences including masters' and doctoral degrees and preparation through the process of making their profession perfect. Researchers have shown that visibility of career path, interaction with role models and mentors, and early exposure to health information management are among the key elements related to health information management interest in academic careers¹⁴. It is in view of this discussion that this study intends to assess the interaction between career development, career path and turnover intention of health information management professionals in Oyo State, Nigeria.

1.2 Statement of the Problem

Health information management professionals were perceived to be under-trained in Oyo state and has led to increase in turnover intention among them. Their health information management skill is not encouraging, not having access to certain trainings and skills such as ICT skills are the main problems causing setback for them to get their work done

efficiently and effectively. However, this study argues that with the introduction of right career path to health information management professionals may likely enhanced their job performance and reduce their turnover intention. All these must have affected the job performance of these set of staff. Articles and journals reviewed shows that many studies have been carried out on how career development impacted turnover intention in Oyo state but not specifically on health information management professional's turnover intention. Hence, this study seeks to examine the influence of career development, career path, on turnover intention of health information management professionals in Oyo State, Nigeria.

1.3 Aim and Objectives of the Study

The aim of the study is to investigate influence of career development on turnover intention of health information management professionals in Ibadan Oyo State, Nigeria.

The objectives are:

- i. identify the level of turnover intention among health information management professionals in Ibadan Oyo State, Nigeria;
- ii. identify the various level of career development experienced by health information management professionals in Ibadan Oyo State, Nigeria;
- iii. examine different career paths available for health information management professionals in Ibadan Oyo State, Nigeria;
- iv. examine the influence of career development measures on employee input intention of turnover intention of health information management professionals in Oyo State, Nigeria;

- v. examine the influence of career development measures on employee output intention of turnover intention in Oyo State, Nigeria;
- vi. ascertain the combined influence of career development measures on turnover intention of health information management professionals in Ibadan Oyo State, Nigeria;
- vii. ascertain the moderating impact of career path on the influence of career development and turnover intention of health information management professionals in Ibadan Oyo State, Nigeria.

1.4 Research Questions

The following research questions were formulated to guide the study:

1. What is the level of turnover intention among health information management professionals in Ibadan Oyo State, Nigeria?
2. What are the various levels of career developments experienced by health information management professionals in Ibadan Oyo State, Nigeria?
3. What are the different career paths available for health information management professionals in Ibadan Oyo State, Nigeria?

1.5 Hypotheses

The result of the hypotheses will be tested at a probability value of 0.05 significance, the following hypotheses were formulated to guide the study:

H₀₁: There will be no significant influence of career development measures on employee input intention of health information management professionals in Ibadan Oyo State, Nigeria;

H₀₂: There will be no significant influence of career development measures on employee output intention health information management professionals in Ibadan Oyo State, Nigeria;

H₀₃: There will be no combined influence of career development measures and career paths on turnover intention of health information management professionals in Ibadan Oyo State, Nigeria;

H₀₄: There will be no significant moderating impact of career path on the influence of career development on turnover intention of health information management professionals in Ibadan Oyo State, Nigeria.

1.6 Significance of the Study

The study will be of benefit to the following stakeholders in the Healthcare Sector, such as the management of the hospitals, health information management professionals, government, researchers, and employers.

The management of the hospitals will be more exposed on various career development programmes required by health information management professionals to enhance their job and reduce their turnover intention rate; health information management professionals will be able to understand the career development needed in order for them to perform efficiently and effectively at their workplace and improve their performance. Government

will be able to channel funds towards necessary career development programmes and training required by health information management professionals to improve performance and reduce their turnover intentions.

Future researchers who are interested in conducting more research in relation to career development and turnover intention will be able to use the findings and analyses arrived at for further study, replicate the work such that the research would build on the findings of the study to create their literature for the successful completion of their study.

This research work will encourage and expose healthcare employers on how to create a career development programmes that suits health information management professionals when given the right career paths which will also reduce their turnover intention which will eventually reduce cost of running the healthcare sector.

1.7 Scope of the Study

The study was conducted with a focus on career development and turnover intention of health information management professionals in Ibadan Oyo State, Nigeria. The measures for turnover intention include employee input intention (tolerance on the job, flexibility on the job and loyalty on the job) and employee output intention (recognition on the job, benefit from the and pay for the job) while the measures for career development are geographical factor (socio-economic factor, gender factor and geography factor), growth stage (self-concept development), exploratory stage (engaging in educational activities, interests in chosen career, and ability in chosen career), establishment stage (career advancement) and maintenance stage (maintenance of self – concept and maintenance of job status). The study will further investigate how career

paths of health information management professionals moderate the measures of turnover intention; employee input intention (tolerance on the job, flexibility on the job and loyalty on the job) as well as the measures of career development; (socio-economic factor, gender factor and geography factor), grow stage (self-concept development), exploratory stage (engaging in educational activities, interests in chosen career, and ability in chosen career), establishment stage (career advancement) and maintenance stage (maintenance of self – concept and maintenance of job status). The respondents are health information management professionals in Oke-Ado Hospital, Adeoyo State Hospital, University College Hospital, Government Chest Hospital and Moniya General Hospital in Ibadan Oyo State, Nigeria.

1.8 Limitation of the Study

This limitation encountered in the study centered around data availability. The emphasis on data privacy in the health sector led to reluctance of various health facilities and health professional to disclose data relating to employees. However, with the help letter of introduction from Lead City University, the Oyo State Hospital Management Board was convinced and the helped in securing the cooperation of the selected health facilities.

1.9 Operational Definition of Terms

Turnover Intention: It is a measurement of whether a health information management professional plan to leave his/her position or whether the healthcare management institution plans to remove health information management professionals from their position in Oyo state, Nigeria.

Tolerance on the Job: It is the capacity of health information management professionals to perform consistently, given the level of physical, environmental or psychological demands commonly found in health information management setting in Oyo State.

Flexibility on the Job: It is a strategy which responds to changing circumstances and expectations of health information management professionals in Oyo State.

Loyalty on the Job: This is when a health information management professional is committed to his work, such an employee does not actively seek another job and even when opportunities for career progress arise elsewhere, they are not attracted towards it in Oyo state.

Recognition on the Job: This refers to the acknowledgement of health information management professionals by the management of the healthcare institutions in Oyo state for exceeding expectations.

Benefits from the Job: They are the compensation given to health information management professionals in Oyo state that are different from their regular salary.

Pay from the Job: It is the amount of money health information management professionals are paid over a period of time in Oyo state, Nigeria.

Career Development: It is the process of self – knowledge, exploration, and decision-making that shapes health information management professionals' career in Oyo state, Nigeria.

Socio-economic Factor: It is an economic and sociological combined total measure of a health information management professional's experience in managing patients' health records in Oyo state, Nigeria.

Gender Factor: It refers to the socially constructed roles, behaviours, expressions and identities of male and female in the health information management profession in Oyo state, Nigeria.

Self-concept Development: It is a collection of beliefs about health information management professionals in Oyo state, Nigeria.

Engaging in Educational Activities: It means health information management professionals involving themselves in acquisition of more knowledge and skills in order to enhance their job performance in Oyo state, Nigeria.

Interest in Chosen Career: It involve the health information management professionals having interest in their career which will urge them in acquiring more knowledge to boost their skills in Oyo state, Nigeria.

Ability in Chosen Career: It involves how well a health information management professional is capable to execute his job in an outstanding manner in Oyo State, Nigeria.

Career Advancement: It is the upward trajectory of a health information management professional's career journey in Oyo state, Nigeria.

Career Path: It is the workforce development strategy used in the healthcare sectors to support health information management professionals' to reach their ultimate career objectives and future goals in Oyo State, Nigeria.

Health Information management Professionals: They are the health workers that are involved in acquiring, analyzing, and protecting digital and traditional medical information/record vital to providing quality healthcare for patients in Oyo state, Nigeria.

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Chapter Two

Literature Review

This chapter reviewed the literature relevant to this study. The theories relevant to the study area were reviewed. The chapter dwelled on the concept and empirical studies that discuss the link between career developments, career path and turnover intention with specific emphasis on health information professionals in Oyo State. The chapter is organized as follows;

2.1 Conceptual Review

- 2.1.1 Concept of Turnover Intention
- 2.1.2 Concept of Career Development
- 2.1.3 Concept of Career Path

2.2 Theoretical Framework

- 2.2.1 Adam's Equity Theory
- 2.2.2 Super's Theory

2.3 Review of Empirical Studies

- 2.3.1 Career Development and Turnover Intention
- 2.3.2 Career Path and Turnover Intention
- 2.5 Summary of Gaps in Literature Reviewed

2.4 Conceptual Framework

2.1 Conceptual Review

2.1.1 Concept of Turnover Intention

Turnover intention refers to employees' awareness or thoughts about leaving a job. It has been suggested as a critical premise of actual voluntary turnover. Prior studies have found a wide variety of factors (e.g., job satisfaction, supervisor support, etc.) that influence employee turnover and turnover intention across disciplines. Due to its unique industry characteristics, much hospitality research has investigated turnover intention and suggested the factors that may give a greater influence on hospitality employees' turnover intention¹. Turnover among the employees is one of the biggest challenges for any organization and have far lasting effects. It has been seen as a serious issue especially in the field of human resources management. Employee turnover become a major concern for many organizations nowadays and high employee turnover have a devastating effect on a company, especially if the lost employees are high performers.

Turnover intention of employees refers to the likelihood of an employee to leave the current job he/she is doing. Every organization regardless of its location, size or nature of business has always given a key concern about Employees' turnover intention. Employee turnover is a percentage comparison of the number of individuals an organization should replace in a specific time of period to the average amount of total individuals within an organization. Employee turnover is a rotation of individuals around the labor market; it could be between companies, states of unemployment and employment, and between occupations and jobs².

A great concern that many organizations, turnover increases cost of the organization particularly in job with minimum wages. There are several factors influence the rate of turnover of an organization, and these factors could be from employees and employer. These factors could be compensation, benefits, wages, and job analysis and so on. In case of turnover, it causes indirect and direct expenses to an organization, which compromises the cost of human resource, training, advertising, retention and loss of productivity. Conversely, the opposite view as well exists, for instance, the term of employee turnover, a moderately specific perception can't be fruitfully clarified by more general perceptions for example commitment. The link between employee turnover and job satisfaction could be associated by many factors or variables for instance, compensation, stress, environment, training and so on³.

Existing turnover models were too simplistic and did not provide an accurate explanation of all turnover-related decisions and dimensions. They state that employee decisions to leave the organization can take place in a variety of ways. Their voluntary turnover model gave alternative reasons why people quit and proposed that psychological and behavioural factors also played a role in quitting decisions. The decisions regarding the path taken by an employee is determined by situations that make the person evaluate the significance of that situation to his or her job. A scholar suggested four types of turnover decisions by individuals as explained by circumstances surrounding these decisions⁴. The first category is made up of the impulsive quitters who quit without warning or planning mainly as a result of a negative event. Because such a decision is spontaneous, the management finds difficulty in predicting and preventing such an event. The second type is comparison quitters. Such quitters are influenced by more attractive job alternatives

and such quitters do not normally have a strong negative effect towards their current employers. The third type is preplanned quitters.

These employees have a predetermined goal in mind when they decide to quit. This could be when a child is born, spouse retirement or the need to further formal education. Ultimately, the decision to leave is firm, and there is little that management can do to prevent it. The final type of quitter is the conditional quitter. Conditional quitters make decisions to quit uncertain events or shock. This may be as a result of better job offers, being overlooked for a promotion, or may be related to work conditions such as the way they are treated by a supervisor. They typically experience some type of negative affect toward the organization⁵.

A turnover intention is a mental decision prevailing between an individual's approach with reference to a job to continue or leave the job. Turnover intentions are the instant linkages to turnover behavior. Indirect costs that are associated with turnover decisions are diminishing motivation among the remaining staff, work overload, and loss of social capital. Employee turnover decisions are either voluntary or involuntary. The focus of this study is on voluntary turnover whereby the employee chooses to leave the organization at his or her own will and to also escape negative experiences in the work environment or to follow better opportunities that are more satisfying, either in terms of career advancement or more financial benefits. It is therefore widely accredited that identifying and dealing with antecedents of turnover intentions is an effectual way of reducing actual turnover⁶. Organizations commit a lot of resources in ensuring that employees receive proper training, talent and skill development in order to retain them. This is therefore the responsibility of all managers to minimize employee turnover.

Employees play a crucial role in the organization because of the intangible value they bring which cannot be easily replicated. Managers have the responsibility to keep employee turnover in check to ensure success in the organization. The intention to quit is a withdrawal behavior symptom that can be attributed to under-identification with work. They further state that the employee's conscience plays a part in the intention to quit and is the last symptom of a sequence of withdrawal cognitions. This intention is as a result of their attitudes towards the specific behavior, their subjective norms and their perceived behavioral control. The theory of planned behavior states that only specified attitudes towards the behavior are expected to be responsible for its prediction. In addition to measuring attitudes toward the behavior, we also measure people's beliefs about the behavior. In order to predict someone's intentions, Knowledge of these beliefs is necessary and is as important as knowing the persons attitudes. Finally, perceived behavioral control influences intentions. Perceived behavioral control is the perception of an individual on his/her ability to behave in a certain manner. In general, if the attitude is deemed favorable, the perceived control on the attitude will be greater and hence the more the intention of that person to perform⁷.

A researcher provide an explanation for the many studies that show that intention to quit predicts actual employee turnover thus making it essential for organizations to investigate and crate an understanding of the reasons behind employees' intention to quit and how to minimize such occurrences⁸. The main intention of such an investigation is to find a more proactive retention strategy. The more valuable the employees are for the organization in terms of the specialist skills that they provide, the more damaging the intention to quit since valuable customers may be lost to competitors. Employees who quit the

organization take along with them valuable trade secrets and strategies regarding the organization, its customer relationships, current projects and other confidential data. Once they quit, such relationships are severed and can cause customer and income losses if the customers choose to quit the organization and join the employees in a competitor organization.

Demographic factors, professional perceptions, organizational factors, job-related stress and the factors responsible for them, drive the need for employees to quit. Other factors contributing to the intention to leave include job tenure, age factors, level of education, gender requirements and marital status⁹. Work environment is very dynamic and many organizations seek to employ people based on short-term contracts rather than on a permanent basis in order to enhance performance and sustain their competitiveness. Despite the fact that this method appears reliable for the organization, it was cautioned that organizations disengage workers and as a result lose some of the better performing employees because they intend to quit the organization, due to the need for permanent jobs which are available in other organizations⁹. In the global competitive scenario employees usually consider moving from one organization to another and hence organizations lose a lot of resources in trying to retain valuable employees since it is too costly to lose them.

Talented employees not satisfied with the current work setting intend to quit in search of more secure work environments. Reasons that make employees change jobs include workplace dissatisfaction because of meager salaries, less opportunities for career advancement, lack of recognition, lack of the freedom to express one's opinion, bad manager relationship in the organization and underutilization of talents and skills of the

individuals. Intention to quit is mainly because of more attractive job opportunities from outside or because of current job dissatisfaction that drives employees to seek alternative employment. A poor relationship with a line manager, leading to disengagement can often be a „push“ factor behind an individual’s decision to quit the organization¹⁰. If the person is satisfied with work, then he will not intend to leave, but if he not, this will eventually lead to employee turnover. Organizational commitment, job satisfaction, supervisor support, locus of control, self-esteem, organization fit and job stress may be predictive of staff intention to quit. The choice of the employee on whether to leave or stay has an overall impact to the individual employee, organization and whole society in general. These effects manifest themselves either positively or negatively and a greater understanding of this can exert an influence on how organizations and employees within organization can influence these effects.

Having a minimal level of staff turnover reduces retrenchment tasks and allows the organization to bring in new talent from outside who provide newer ideas and promotes innovation¹¹. An employee who chooses to leave the workplace for whatever reason has an effect on the organization and the people within it. Employee turnover from a business perspective is costly to the organization. The cost associated with this exodus of human capital is the replacement cost of searching in the external labour market for possible substitutes, selection, induction, informal and formal training o the substitute until performance is optimal to that of the individual who left. It was observed that involuntary turnover depends on factors outside the control of managers. A scholar considered these factors to be the following; Employee deaths, chaos in the country and many others. Fulfillment of essential needs of life and health matters has been declared as forms of

involuntary turnover¹². On the other hand, voluntary turnover dependent on the individual may be due to realization of individual achievement comparable to the job.

These factors are termed controllable factors and mentioned satisfaction with pay, nature of work and supervision, organizational commitment, distributive justice and procedural justice are examples of voluntary turnovers¹³. Involuntary turnover is a reflection of the discharge of employees when they choose to leave the job. Labour turnover is a big matter for organizations of all types. A high rate of this is highly detrimental to both the organizations and to the employees. It increases the overall costs of recruitment and selection, personnel process and induction, training of new personnel and above all, loss of knowledge gained by the employee while on job. Additionally, it could lead to an organization being understaffed thereby decreasing effectiveness and productivity of the remainder of the staff. Turnover also impacts negatively on the employee as he or may lose non-vested benefits and may be a victim of the “grass looks greener” phenomenon. Most often, turnover intention is consequential to actual quitting behavior¹⁴. Hence, it is important to understand what determines turnover and curb the outflow of key personnel thereby retaining competitive edge.

A study was carried out in manufacturing industry. The aim of the study was to measure four variables (employee relationship, benefits, compensation, working environment and demographic) as independent factor and job satisfaction as dependent factor¹⁵. The outcome of the study proved that managers are required to execute long term plan in order to be able to avoid high employee turnover. Identifying the level of job satisfaction considers an important factor to decrease rate of employee turnover. Turnover could be forecasted through using complete measures of level of job satisfaction. Therefore,

increasing level of job satisfaction is strongly correlated with low rate of turnover. Furthermore, many academic researchers proved that the association between turnover and level of job satisfaction is moderated by turnover intentions.

Many studies proved a positive relation between individual intention and leaving behavior. Usually, it is considered that employee turnover intention and job satisfaction are inversely associated. The contrast relation between turnover and job satisfaction is very essential¹⁶. One of the major objectives of research in turnover is to examine the actual turnover; nonetheless, turnover data is frequently unreachable to scholars. Regularly, turnover data are not easy to obtain due to it is not precisely or consistently gathered. Therefore, academic scholars should rely on employee turnover intention as an alternative for actual turnover. Therefore, it has been proved that investigative turnover intention considers one of the effective tools, due to the fact is the factor that immediately and always predict turnover¹⁷. Every organization effectively depends on several variables for instance job satisfaction and turnover. In terms of the intention of employee turnover means voluntary an individual leaves its job, which could have negative influence on organization's outcome. Though, follow-up to low levels of job satisfaction, high rate of individual turnover within an organization, therefore, that could be as low compensation, poor training, recruitment and selection, development and so on.

Employee turnover will have a negative influence on an organization, especially in terms of expenses, so, turnover causes huge cost to an organization. In case of turnover, organization should set up a new replacement, time management, training, selection, and recruitment, all these variables will cause a huge cost to an organization. However, different individuals have different methods of turnover. For instance, an individual with

a pleased disposition mostly is less likely would leave her or his position. In some cases, an organization might know the variables that might lead the individual to leave her or his job, may be could help an organization to decrease the rate by conduction several methods of solving for instance could confirm that individuals are in a high level of job satisfaction¹⁸. Furthermore, individual with high level of turnover intention more often consider as less effective and always attempt to find a way to leave the organization. As many scholars proved the main reason of increasing rate of individual turnover in the workplace is level of job satisfaction. Mainly dissatisfied individuals are willing to leave the organization.

Employee turnover intention describes as the plan of worker to leave the organization. Turnover intention is label as anticipation of a worker to find a better profession as soon as possible. Plenty of scholars has identified the term of turnover intention into several element. Turnover intention had articulated by many scholars and many terms had used such as intent to quit, intention to leave, and intent to turnover¹⁸. All those terms are related with the same issue which representing to an employee's plan for quit the current job and finds another job in the near future based on employee's own assessment to quit a corporation voluntarily. Turnover intention is an insolence of employee that change earlier to the decision of turnover. Turnover intention can be branded to seven types; external turnover, internal turnover, voluntary turnover, involuntary turnover, functional turnover, dysfunctional turnover and lastly actual turnover. Exterior turnover discuss about the quantity of individuals who leave an organization for variety of reasons. In the meantime, interior turnover which include work changes inside an organization. Expectation to leave is emphatically identified with real turnover¹⁹.

Many researches have discussed about voluntary and involuntary turnover. Involuntary turnover refers to employee who departed and it is included those who force resigns, layoffs, terminates, retrenchment and retires. Involuntary turnover refers to an employee's who discharge by the organization. In other word involuntary turnover replicates correcting the bad hiring decision earlier made by the management. While voluntary turnover happens when employee feel frustrated on their job because of the poor management, poor leader facilitation, work environment, workload and poor recognition. Individuals ponder individual turnover to be pretentious by attractiveness of current position and the availability of opportunity. Turnover intention also can be described as afford of workers to find betterment in their career life. Most believed that majority of employees that involve in voluntary turnover intention are the employees with high competencies from executive positions and above. Turnover can be classified as functional turnover and dysfunctional turnover.

It is important for a manager to identify whether an employee turnover provide a chance to attain more productive employee in future (functional turnover) or push them to rearrange the current work setting (dysfunctional turnover). Dysfunctional turnover refers to employee who wish to quit the organization even the management not willing to lose them. Functional turnover refers to employee who want to leave the organization, and the management is not worried of it. 14 Organization tends to have a negative judgment of an individual. In the other way, actual turnover classified as sensible and cautious desire to leave the organization in future and its can be classify as the end of logical decision making process²⁰. Turnover intention is unclear like actual turnover. Turnover intention is said to be the forecaster of real turnover, as it is detected, there is an association exists

between turnover intention and actual turnover. Employees may have turnover intention before actual resignation. Employee intentionally will lower the process and performance in their workplace.

The turnover intention developed is said to be a precise indicator of the consequent behavior, in which, referring to turnover. It can also be articulated that turnover intention is the antecedent for actual turnover behavior as intention is said to be the most immediate determinants of actual behavior²¹. Turnover intention means forcing the employee themselves to leave from the existing job within a specific time frame, whereby it shows guide sign to real turnover. Turnover intentions are positively related with actual leaving. Turnover intention was reported to be highly correlated with actual turnover. Turnover intention can be clarified as employee's methodology towards making their own decision to depart from the job and organization. Employee turnover is customarily defined as the collective number of employees that leave an organization in a certain time period and the turnover rate is the total number of employees that leave the organization to the total number of employees within the organization, often measured over one year. All types of turnover at the end contribute to actual turnover in an organization.

Job tolerance may originate from numerous bases, for example supervisors and work colleagues. The bolster perceived from work colleagues is the most vital for moderating work-related strain. Job tolerance in organization emphasizes on collective critical thinking and sharing data, reappraising circumstances and getting guidance from a bunch of work communities such as superior, colleagues and top management. Job tolerance is a strong or accommodating social collaboration or trades of asset between individuals in both formal and casual connection. Job tolerance consist of three distinctive structures in

the work environment, which include 'emotional support' (respect, love, regard and liking), 'affirmation' (rightness of activities and articulation) and 'direct help' (help in work, providing information or financial support) and other supports²². Job tolerance organizes imperative sources of encouragement particular when undertaking achievement that permits representatives to connect with their colleagues. Workgroup support generates a bonding and trust among the employees.

Work colleagues expect concerns inevitability that one's partners are equipped and will act in a simply trustworthy and moral way. It anticipates that colleagues will encourage their co-workers and do not reveal their confidential data. Moreover, colleagues expect senior workers to follow up on the idea that they believe in the word and activities of their peers. Past studies have discussed that understanding workgroup support may ensure satisfactory result for the organization. As an example, lower the turnover intention, lower the depression, increase production outcome, improve performance and follow the obligations²³.

Coworker tolerance always provide job related trust and emotional assistance to complete the job successfully. People who appreciate and practice social interaction with work colleagues would perceive high job satisfaction. Supporting workgroup provides positive reinforcement for employees towards their job and organization. Those employees that obtain extraordinary workgroup encouragement are retainable and stay longer with an organization. Perceiving social support will comfort the employees and help them to manage their emotional intelligence in workplace. Thus, employees may forget their personal and work-related stress and feel happy working with friendly and supportive work environment. Workgroup support believed to impact the 'stress-strain relationship'.

On the other hand, it can be explained as workgroup support influences an individual job satisfaction level and motivation.

Employee recognition is also known as meaningful acknowledgement, meaningful gratitude and meaningful appreciation. Employee recognition includes insightful concern what workers doing matter to the organization in imperative ways²⁴. Employee recognition discuss the general affirmation or acknowledgement of a given event or achievement. Meanwhile, a scholar says there are four basic elements of meaningful recognition: praise that is sincere and timely, heartfelt thanks for something specific, new opportunities to contribute to the organization in an important way, and respect for the individual and the work they do. Employee recognition can be divided into two types which is formal recognition and informal recognition. Formal recognition can be described as the systematic planning and process for recognizing or rewarding specific achievements of both individual and as a team.

Recognition is more about organizational achievements, exceeding performance goals, or solving organizational problems. In addition, formal recognition comes along with specific goals and recognition. Generally, informal recognitions come without any planning and classify as spontaneous forms of rewards or recognition. Informal recognition refers as unplanned or unpredicted demonstration of appreciation for the workers' endeavors and achievement as he or she get to be mindful of them. Effective recognition occurs in organization with strong supportive culture²⁵. Employee Recognition Program would be part of a larger long-term plan to improve the overall corporate culture. Actually, people have the potential, abilities and the obliged mastery to give the best performance. However, the management should recognize the top talent and

acknowledge their achievement. Moreover, the project would also require the support and cooperation of the corporate leadership team and the Human Resources Department, as they would provide the means to obtain staff employment details, such as years of service and promotions.

Rewards and incentives systems should comprise a comprehensive assessment method to ensure that the rewards are effective for lecturers who work harder when they know they will be positively reinforced for it. An individual's behavior was controlled by positive reinforcement, the likelihood of the repetitive behavior may decline. The winning attitudes of employees ignited by successful recognition programs that help to sustain a competitive advantage by promote improvements in quality and reductions in cost. Appropriate employee recognition program ensures job motivation and talent retention. In past researches many variables have affected by employee recognition. Some variables positively affected by employee recognition such as; job satisfaction and motivation, work performance, organizational development, and employee engagement²⁵.

Young generation expect good employee recognition programs and attractive reward in order to engage with an organization. It was discovered that reward or recognition is a basic requirement to affect individual behavior. It was proposed the total rewards concept from the business practices and personal study. He believes that the traditional pay system has been unable to attract, retain and motivate the modern employees. Meanwhile, if the organization does not meet their expectation, these young people ready to fly away from the organization. Good remuneration system can motivate employees, and reduce the turnover intention of looking for other jobs and turnover intention. As an incentive for 28 companies, employee recognition plays a unique role in attracting and retaining talents.

Employee recognition treats as an important element of organizational justice²⁶. The effect of total rewards is to reduce the turnover intention, and the results highlight the importance of organization development, career opportunity and performance appraisal which could retain the core employees. Past researchers have found a negative relationship between receipt of recognition and the variable turnover²⁷. Finally, it was reported that recognition as one thing their organization can offer employees in exchange for their retention and commitment.

Turnover in the federal government is a great concern due to loss of tacit knowledge, productivity loss, rising backlogs, low morale, low customer satisfaction, and additional costs for finding a replacement and training new employees. Employees with turnover intention are only 50% engaged in the workplace; thus, turnover intention negatively impacts the federal government's ability to fulfill its mission. The subsections located below detailed the costs and causes of turnover. The final subsection contains my discussion on factors that greatly impact turnover in the federal government, such as the silver tsunami, the quiet crisis, the contagion effect, and more.

A meta-analysis of more than 300,000 organizations found a significant negative relationship between total turnover rate and organizational performance. It was indicated that organizations must realize that rise in turnover rates is equivalent to a rise in the risk of the organization's financial performance. Organizations must fight turnover diligently and always minimize turnover rates. Entry-level employees cost 30% to 50% of their annual salary to replace, mid-level employees cost 150% of their annual salary to replace and specialized, or high-level employees cost up to 400% of their annual salary to replace. Turnover costs include the following: (a) lost productivity, (b) diminished productivity of

the team and managers covering for the employee loss, (c) diminished productivity of the team and managers for training the new hire, (d) increased labor costs due to overtime or contractor needs, (e) hiring and onboarding costs, and (f) decreased customer satisfaction, increased future turnover, and loss of tacit knowledge²⁸.

Leaders must identify turnover as an issue, and they must quantify its impact. It is critical to determine retention strategies and those that will have the greatest impact. Strategies must be created for each level of employees, including high performers, average performers, and low performers. Managers need to pay close attention to the level of job satisfaction or dissatisfaction in the workforce, via an employee survey, or any tools that solicit employee feedback²⁹. Managers must analyze and prioritize issues that are causing employees to leave and act toward employee retention. The three ingredients for controlling turnover and the organizations' financial improvement are (a) identify employee turnover as an issue, (b) translate the issue into business value, and (c) identify retention strategies that have the greatest impact. In contrast, employee turnover can be a good thing. Some federal managers hold employee transfer rates, from one agency to another, to a minimum, and are sacrificing the probable benefits of improved performance by reducing compensation costs, improving innovation, and increasing employee work motivation.

At the individual level, reported intention-actual turnover correlations from .31 to .52. At the organizational level, it was reported no statistically significant correlation between agency-level turnover and weighted leave intentions²⁸. Determinants that best explained actual turnover are not the ones that best explained turnover intention. Of the 12 variables that significantly explained actual turnover, only three are statistically associated with

intentions, such as telecommuters, workload satisfaction, and pay satisfaction. Employees who telework and those in performance culture agencies are significantly and positively associated with increased actual turnover. Teleworking may have negative consequences due to social isolation or perceived career stagnation. Federal employees from agencies that emphasize performance may quit their jobs due to the stressful nature of the work environment. Actual turnover is objectively measurable, whereas turnover intentions are assessed subjectively. Leave intention is sensitive to intervening factors and may change.

Psychological empowerment and burnout are both outcomes of the interaction between employees and the work environment. The result of a study serves as a guide to job designing, to design jobs that incite psychological empowerment and reduce burnout²⁹. The study resulted in the following: mentally challenging work showed a positive relationship with psychological empowerment and a negative relationship with burnout. Heavy workload showed a negative relationship with psychological empowerment and a positive relationship with burnout. Stressful situations showed a positive relationship with burnout and no relation to psychological empowerment. Also, psychological empowerment reduced the effects of mental demands on burnout. A positive relationship exists between tenure and mentally challenging work; it could be due to that higher position involves mentally challenging work or cognitively demanding tasks.

Perceived Organization Support can be defined as the overall extent to which employees believe that their organization values their contribution and cares about their well-being. In spite of the longevity of service within an organization, it has been said that it is important for employees to have the requisite support from their organization in order to perform up to and beyond expected levels. Employees' perception of the extent to which

the organization values their contribution and cares about their well-being is called perceived organization support. In an era of globalization, employee turnover has been identified as one of the most challenging issue in organizations, as it can be extremely damaging and costly for organization. Turnover research reveals that negative job characteristics like routine tasks, unfair reward systems, employment alternatives, and workplace change can trigger deliberations about leaving³⁰. This is why perceived organization support is important to employees in an organization.

There are several reasons why people quit their current job and switch to other organizations. The extent of the job stress, low commitment in the organization; and job dissatisfaction usually result in resignation of employees. Numerous studies showed how high employee involvement can relate to the intention of leaving an organization. Other studies show that employees will retain in their organization if he/she has a good relationship with. To a manager, one must seek to reduce the employee turnover as it increases the costs involved in induction and training of new staff and it also affects the organizations productivity. Managers need to actively monitor workloads, and the relationships between supervisors and subordinates in order to reduce and manage stress. While the actual quitting is the main interest of researchers and managers, the intention to quit is the greatest indicator of such behavior as it is similar. Perceived supervisor support involves constant communication to the employees and what is expected of them that can affect their commitment to the organization³⁰.

Low levels of communication between management/ supervisors and subordinates contributes to an increase in the subordinates' feelings of stress and hence to their intention to quit also increases. It is also inclusive of reward systems in place when

employees perform above and beyond and how their efforts are appreciated by management. An organization that does not have such systems affects the employees' dedication as they desire to be acknowledged hence it works as a boost to their self-esteem³¹.

All employers value their employees' dedication and loyalty to their organization. Employees usually develop general views on how their supervisors' value them in the organization, their value and their well-being. Employees' perceptions of the organization's commitment to them, referred to as perceived organizational support. Employees' perceive that in exchange for their effort and commitment to an organization they are entitled to various benefits, both tangible (like pay raises, promotions) and less tangible (like receptiveness to employees' needs). Using a social exchange framework, employees who perceive a high level of organizational support are more likely to feel an obligation to "repay" the organization in terms of affective commitment³². They found that perceived organization support was related to absenteeism, conscientiousness in carrying out conventional job responsibilities, and innovation on behalf of the organization. This relationship is further enhanced by supervisor support towards the employees. Supervisors act as agents in organizations and are given the responsibility of directing and evaluating their subordinates' performance and hence the employees may view their supervisor's favorable or unfavorable orientation towards them as an indication of an overall organization's support³³.

Studies have shown a negative relationship between perceived supervisor support and employee intention to quit. They draw a conclusion that supervisors to a certain extent are viewed as part of an organization and therefore their positive behavioral support

determines the employees' perceived organization support and ultimately it increases job retention. Employee perception of their supervisors' status is determined on personal observations of upper management treatment of supervisors. Perceived high standing of a supervisor within an organization would be seen by employees as the supervisors' illustration of the organizations character. Perceived high supervisor status was found to involve beliefs concerning the organization's positive valuation of supervisors' contributions and its concern about the well-being of the supervisor; this means the supervisors influence on the subordinates is important in making organization decisions and this is seen in the autonomy and the authority given to the supervisor in his/her job responsibilities. Increased perceived supervisor support reduces employee intention to quit that is evidence of beneficial treatment received from these supervisors should increase the perceived organization support that leads to felt obligation to aid the organization and to affective commitment to the organization that should reduce turnover³².

Fairness mattered more (or less) to employees depending on the strength of connections with their supervisors and organizations. Utilizing cognitive aspects of attachment, they identified intention to quit as potentially moderating the beneficial effects of fairness. They found that the performance of employees with higher intention to quit was unaffected by supervisors' process fairness, whereas the performance of those with lower intention to quit was influenced positively. Scholars recognize that employees can also be emotionally rooted in their organizations and this is regardless of the cognitive processes that influence the outcomes of perceived fairness. This research seeks to explore further the implication of fairness and intention to quit. Research has demonstrated that cognitive

links like turnover intent can moderate the fairness task performance relationship. Recent research in the organization justice area suggests that justice can actually be broken down into four empirically distinct dimensions: distributive, procedural, interpersonal and informational³³.

The organizations' leaders design and implement sustainability plans to meet the needs of their stakeholders. Sustainability plans are future-oriented, and their purpose is to retain and enhance human and natural resources. The subsections detailed below include organization-focused retention techniques, such as empowered employees and performance culture, cultural competency and diversity management, job demands-job design-job resources, performance management system, human capital development, and succession planning. The final subsection contains my discussion on organization qualities that incite employee empowerment and satisfaction and their influence on turnover intention and organizational performance. Empowered employees can lead to a performance culture, which helps the organization achieve high-performance levels consistently over time. If performance management strategies foster employees' cooperative behavior. A finding includes those federal managers can influence the positive relationship with cooperative behavior through management performance practices, such as communicating clear goals because it encourages employees to work together. With the government's goal of achieving more for less, performance culture is a hot topic in government reform. The study revealed that performance culture could reduce the possibility of uncooperative behavior. If the government creates a performance culture, improves the way things are done, employees can innovate and do things differently, then cooperate with others to accomplish common goals. Pay-For-

Performance (PFP) attracts performance culture. Studies on PFP recommend that a reward system should connect directly to the management's objectives and that the federal government matches measurable performance targets with established goals³⁴.

For performance culture, agencies must offer competitive pay for competitive performance, pay above market price for exceptional work, pay less for poor performance. Performance culture encourages members to share effective processes and that working together is more productive; that such an environment promotes employee cooperation. Findings suggest that a perceived unfair and low-level performance appraisal results in employees being less willing to work with others. Performance culture can influence employee cooperation when employees see that their performance appraisal was fairly executed. Performance appraisal involves gathering information and sharing gaps about employee performance; employees must either gain benefits from cooperating or suffer from failure; therefore, they conduct activities to achieve cooperation. organization should provide training programs for managers to equip them with effective communication skills, and striking a balance between clear, specific, descriptive feedback while maintaining a supportive environment.

Also, significant negative relationships between job characteristics and intention to leave, career satisfaction and intention to leave, and career satisfaction have a partial mediator effect between job characteristics and intention to leave. Public servants possess mental toughness that, despite the lack of recognition for good work, public servants are willing to go the extra mile to get a job done. Exceeding expectations is the public servant's sense of duty, passion, or calling. A qualitative study conducted in Poland on public administration with the largest population of district court employees indicated that

employees are willing to go the extra mile to get a job done, despite the lack of recognition for good work. What inspires public administration employees to do more than the job required is the positive emotional meaning that employees have for their profession, it is their sense of duty, their passion, and their calling³⁵.

Autonomy promotes job satisfaction through job design. A scholar pointed out the unfavorable conditions of task performance and job characteristics for government employees, such as fatigue, lack of time, sacrifices, high-stress levels, and long-term stress, will lead to employee burnout. The scholar described ways to combat the unfavorable job characteristics through (a) task crafting, by adding, removing certain tasks, (b) relational crafting, using teamwork and cooperation, and (c) cognitive crafting, change the perception of tasks and relationships. Comradely or a feeling of friendliness, goodwill, and familiarity among the people in a group reduces job dissatisfaction; simply knowing that someone else is going through the same challenges, then perhaps sharing strategies to overcome those challenges help employees cope and promote the employees' sense of well-being³⁵.

In an examination on the effects of performance and management practices on employee intent to quit, the survey included questions on agency mission, work condition, supervision, performance appraisal, and reward³⁶. The findings were (a) performance-based rewards influence positive behavior for it encourages loyalty to the organization; (b) performance-supporting supervision influences attachment to the agency, which proves that a collaborative supporting role from the supervisor is more effective than the autocratic one; (c) the public manager's role is critical in performance based management by ensuring the trustworthiness and credibility of the systems; (d) while performance-

based system has a positive contribution to employee retention, job satisfaction is the most important predictor of turnover intention; and (e) while intrinsic rewards and other variables such as PSM help increase job satisfaction, federal managers depend on the performance management systems to reinforce such factors or variables³⁷.

Promoting from within enables leaders to keep the organizations' values and act based on shared values to accomplish the agency's mission. Without an effective transition plan, it may put unnecessary strain on the organization and its existing personnel. The transition can be a time for reflection and assessment, which allows for growth and building strength for the organization. The foresight to plan and prepare for the inevitable will ensure the sustainability of the organizations. Succession planning requires developing a formal, systematic, and deliberate process, and that to gauge the impact of succession planning on organizations, its results must be measurable. Succession planning involves thinking and discussing financial success (government budget), positive organizational culture, long-term viability, core competencies, competitive advantage, and change management. The purpose of a research was to develop a set of indicators for succession planning in the government. It was found that organizations are unable to focus on developing and strengthening current organizational strengths through employees with high potential, let alone ensure that they are ready for senior positions. Succession planning should be included in organizational strategic planning and linked to the organizations' values³⁸.

The following indicators for succession planning: (a) ability to identify new leaders, (b) ability to develop new leaders, (c) ability to maintain financial success (government budget), (d) ability to foster a positive culture, (e) ability to maintain long-term viability,

(f) ability to sustain core competencies, and (g) ability of succession planning to initiate change management. Succession planning is more prevalent in the private industry, as it normally involves communication on the organizations' sustainability and how to increase profits. The federal government's succession planning is different as it is mission-driven, and the focus is to provide services to the taxpayers, or the public. The government must strategize and create a solid plan for the future via succession planning. The departure of an employee can impact the organizations' operations, productivity, communications, and culture. The top leaders of the organization or the department must be involved in succession planning. Managers must be well aware of their employees' talent, experience, and knowledge; then have a plan on how to shift things around if such an employee leaves the organization. Succession planning puts employee development at the forefront of the leaders' minds. Senior leaders leaving the organization create an opportunity for younger employees to fill those positions. Driven employees are demoralized with limited or no upward potential. Identifying employees with high potential and offering them leadership skills development is one form of employee recognition³⁸.

Further, a scholar claimed that getting retiring employees involved in succession planning can energize experienced workers, which enables them to feel that they are leaving a positive legacy. One method for succession planning includes transferring a tenth of the retiring employees' responsibilities each year to the successor for five years, and to address the other half at the time of retirement. At the time of retirement, half of the workload has been transferred to the successor, and the process is well-understood by all parties, thus, absorbing the remaining half of the responsibilities is realistic and

manageable. An employees' departure does not have to be disruptive but can provide opportunities for redevelopment of the organization and advancement for employees with high potential. In summary, the subsections detailed above contained factors that attract employees to go into and stay in public services, such as diversity management, human capital development, succession planning, etc. Empowered employees are intrinsically motivated, and intrinsic motivation cannot be easily taken away by any organization nor external forces. Empowered employees can lead to a performance culture, which enables organizations to achieve high levels of performance consistently over time³⁹.

Performance culture encourages members to share effective processes and that working together is more productive; that such an environment promotes employee cooperation contrary findings show that performance culture is significantly and positively associated with increased actual turnover. An organization committed to cultural diversity support cultural competency practices that meet the needs of diverse individuals. Managers and organizations that are culturally competent can impact the performance of public service. An inclusive climate is an empowered workforce, with a shared perception of managerial practices regardless of diverse backgrounds; the workforce has equal access to information and participation in decision-making; sharing of information and participation in decision-making are among the ingredients of employee empowerment theory.

The greater and more novel challenges type of work increases group engagement, teamwork, and promotes a culture in which extra effort on behalf of group accomplishment is normal. While performance management systems have positive contributions to employee retention, job satisfaction is the most important predictor of

turnover intention⁴⁰. While intrinsic rewards and other variables such as PSM help increase job satisfaction and reduce turnover, federal managers depend on the performance management systems to reinforce such factors or variables. A performance management system is a collection of tools that leadership creates, maintains, and utilizes to sustain the organizations' performance and employee retention. The ultimate act of employee empowerment is succession planning. Senior leaders leaving the organization create an opportunity for younger employees to fill those positions. Driven employees are demoralized with limited or no upward potential. Identifying employees with high potential and offering them leadership skills development is one form of employee recognition. Leaders responsible for developing succession planning should consider hiring from within, it encourages employees' loyalty, and feelings of appreciation for their contributions and commitment⁴¹.

2.1.2 Concept of Career Development

Career development has a depth of well-established practices, an extensive theory base, and a relatively long history spanning many, for the most part Western, countries⁴². The term career development not only describes the process of managing one's life, learning, and work but is also used in some countries as an overarching or umbrella term for the profession. However, internationally the field itself uses two different umbrella terms: in Europe career guidance is more commonly used as the umbrella term; in Canada and the United States career development is the commonly used term, and in Australia and New Zealand career development and career guidance are used synonymously. Unlike professions such as teaching, career development has been seen as a disparate field as people have traditionally entered from a range of disciplines. A further contributing factor

to its disparate nature is that career development practitioners, as members who practice in the field, are known by many different titles that are often used synonymously, for example: career advisor, career coach, career counsellor, career educator, career practitioner, and guidance counsellor. In addition, multiple terms are used to describe practice, such as career advice, career coaching, career counselling, career education, career guidance, employment services, outplacement, and recruitment. The range of terms reflects the diversity of career practice, but may also contribute to differences in understanding about an identity for the field and its members.

Professions establish their identity, social position, and status by asserting claims of authority over other occupational groups to practice in specific fields of expertise⁴³. Therefore, to maintain autonomy, influence, and social standing, professions seek ongoing agreement from the public and the government that the practical application of specific areas of expert knowledge should be performed uniquely by expert professionals rather than by others as competitors who are less or alternatively qualified. Career development, which is informed by vocational psychology, career education and guidance, and counseling psychology, shares some specialized expertise with other disciplines and professions (e.g. counseling skills). However, the specialized knowledge (e.g. career development theory, labour market intelligence) that underpins the work of career development practitioners to support people in developing satisfying and meaningful career paths diverges from that required for entry to other professions, such as teaching and psychology⁴⁴. A key difference between career development and other professions is their professional standards and regulatory systems. Although professional associations and professional standards guide career development practitioners in some

countries, in established professions, such as teaching and psychology, governments regulate entry and practice.

Career development has no such external or governmental regulation, with the exception of a limited number of jurisdictions, such as South Africa and the Canadian province of Quebec. Considerable work has been undertaken in some countries to self-regulate and professionalize career development by developing and implementing professional standards, which are fundamental in establishing a professional identity for an occupational group⁴⁵. Despite this, career development has not yet achieved professional status similar to externally or governmentally regulated professions, and policy makers have not been moved to ensure that only those with relevant qualifications and training enter the profession. Consequently, career development has struggled to establish its identity as a profession. The participants identified the characteristics of a commitment to ethical practice, engaging in client-centered work, and the importance of high-level qualifications to support their views. These characteristics are similar to those found in professional standards, although no apparent reference was made in the study to the UK standards for career professionals. This research may suggest themes for future professional identity construction research.

Career development work requires specialized skills and knowledge, distinct from other helping professions such as teaching. Career qualifications underpin the specialized and theoretical knowledge base from which practitioners approach their work⁴⁶. Career development service provision involves working with people to help them pursue learning, find personally meaningful work, and learn how to manage transitions in complex labour markets. Professional practice may include the design and delivery of

career information services (e.g., occupational classifications), career assessment, career counselling, and career education with individuals or groups. Practitioners may work in a range of formats including one to one, small groups, via the web, large classes and self-help materials, and their work contexts such as in schools, tertiary institutions including universities, business organizations, government agencies, and private practice are constantly undergoing change.

In turn, career development work involves a relational process through which practitioners induce change. Provision of effective career development services requires practitioners to adapt to changing contexts to stay up to date. Although career development is not a new profession, it has not progressed to the same point as governmentally-regulated professions such as law, medicine, teaching, and psychology. The history of career development reflects the social change impacted by industrialization in the late nineteenth and early twentieth centuries⁴⁷. Formal career guidance services were developed in a number of countries and contexts in the early 20th century, including US, UK, and Europe. In the US, a work advanced understanding of vocational guidance as a systematic process involving individuals' self-understanding and career selection, marking the beginnings of conceptual frameworks for career development practice and theory. Approaches to career development can thus be seen as influenced by social and cultural contexts and developing "within a historical context".

Notwithstanding a lack of consensus on categorizations of approaches to career development, their evolution has been well-documented in the literature. It was pointed out that the historical focus on either content (referring to the influences on career development, such as interests and values), or process (referring to accounts of change

over time and decision-making processes), and the emergence of theories focusing on both process and content. Similarly, three paradigm shifts identified highlight changing eras within the career development field due to changing work lives, employment contexts and constant adaptability requirements. First, the vocational guidance paradigm of the early 20th century centers on a trait and factor approach involving counselors as authorities to guide individuals towards choosing an ideal occupation at a point in time. Second, in the 1950s, the career development paradigm emerged, which focuses on a holistic and lifelong development of career, involving counselors helping clients to exercise personal agency. Third, in the 21st century a contextual paradigm of life designing emerged that reflects how ongoing changes in work and society mean that individuals need to continually adapt as they, rather than organizations, are responsible for careers, and involves counselors collaborating with clients to co-construct meaning to resolve problems.

Career development practice in schools is a relational endeavor and the focus is on students. School career development practitioners facilitate and influence career learning within schools. An understanding of the unfamiliar transitions the current and future workforce face compared to previous generations highlights the imperative for governments to address the career development needs of young people, including measures that support the quality of career development service provision⁴⁸. As people within the school system with an influence on youth, school career development practitioners need requisite competencies in career development. Career development practice in schools typically focuses on preparing students to successfully negotiate the complexities of the world of work⁴⁸. There is general agreement about the importance of

career development for preparing students to make learning and work decisions, subject and course selections, and transitions from school. Moreover, conceptualization of career as “boundary crossing” highlights that the school career development practitioner role may operate in the school context but is always connected to facilitating career development for a student’s life outside and beyond school.

Throughout a career, an individual seeks to accommodate the environment with one’s goals, while at the same time being incorporated into the environment. Career development is the balancing of recognizing and meeting needs of the individual while at the same time responding to the outer forces and realities of life. Career decision factors involve two sets of input: the self and the world of work. The individual in a career has constantly balanced one’s aspirations and how they have fitted into the reality of the workplace. “Man’s occupation determines the kind of person he becomes since, through his waking hours, his cognitions about himself, his wants and goals, and his interpersonal response traits are molded”⁴⁹. We have observed that both the self and the world emerge as important factors in the constructs Career Choice Factors that we have attained, in that they have become the important features in the acquisition, retention, and translation of information about one’s self. Environment plays a significant role in the career position the student attains in many ways. The environment that is spoken about here is a factor that is used to nurture decisions in career choice. Gender, for example has played a significant role in this environment.

The intent of the career explanation was to have students with low expectations talk with counselors about options for advancing their careers in the future. However, it has been shown that counselors cannot ‘do it all.’ In a chapter titled “Career counseling realities”,

A scholar discussed what counselors can and cannot do. Counselors can draw career preferences to the forefront, in reflecting of student preferences, clarifying career preferences, summarizing, and encouraging student career preferences. Counselors should not be engaged with the evaluation for example, telling the student what they are or are not capable of doing. Counselors should not moralize or tell the student what they should do, what their motives should be, or persuade the student to adopt a different point of view. Career counselors are ineffective if they try to dictate, judge, or decide the student's values. And finally, counselors should not make predictions that go beyond the capability of their training⁵⁰.

For students to provide themselves with answers to career choice questions, decision-making has become a tool to form career choices. Super's own research, which indicates that the decision-making process concerning one's career is not so much a function of the information amassed to the individual, but more the process of maturity and planning. Scholars stressed that good decision-making relied upon adequate information and effective strategies for making choice⁵¹. Students can help themselves in to decide myth from reality, communication, and learning to operate autonomously, are fundamental building blocks used in effective career planning. In order to succeed in obtaining their goals, students must know what they want. "Too many of us have been taught to suppress what we want and instead concentrate on meeting other people's expectations. There five noticeable steps described: the reflective state, suggestions, intellectualization, hypothesis, and then reasoning.

Along the same lines as Dewey's description is another from Poyla. Four basic areas in the decision-making process 1) understanding the problem, 2) seeing how various items

of the problem are linked in order to formulate a plan, 3) carrying out the plan, and 4) reviewing and discussing the completed solution. Brim, Glass, Lavin, and Goodman work from different points of view utilizing a basic scientific method exploring how people make decisions. Their decision-making model includes problem identification, information acquisition, solution production, solution evaluation, strategy selection, and actual performance with subsequent learning and revision⁵². A researcher stated his process in phases. The phases have dealt with anticipation, crystallization, decision, clarification, implementation or adjustment. Decision making in career choices “is a constant, continuing process even though some decisions are required now that can be changed later only at great emotional, time, or financial costs to the decider”⁵³.

Personal values and desires have seldom been realized without the active and conscious efforts on the part of the student. The student must be motivated to orchestrate the outcome. If the student wants to work in the career choice process, the student must know and understand the realities of that process. Only when the student has developed awareness, can they begin to avoid dealing with the myths within the process as a whole. It is at that point the student develops a practical plan of action to get what they want from the decisions of their career choice. Most students have built career plans on the myths of what we think should be rather on the reality of what is⁵³.

Career development can and should vary in the amounts of personal resources required to accomplish the development (i.e., time, energy, and ability). Because the concept of choosing a developmental direction is about creating and implementing plans, when specifying a developmental direction, the individual should consider the personal resources needed. For example, someone deciding to maintain his or her current role in

the organization, whether it is operating core, management, or techno-structure, will usually need significantly fewer personal resources for proactive career development than someone who decides to change roles or, in the case of someone in the techno-structure, someone who seeks a new specialization. The internal and external rewards for each developmental choice also are different. The developmental directions honor these differences in personal resources and potential rewards as well.

An individual's career stage can be related to a series of stages, each with different job positions, responsibilities or activities, and also different attitudes and behaviours⁵⁴. Thus, people are likely to have different career needs at different career stages. Previous nursing studies have advocated meaningful differentiation of medical practitioners' career stages. For example, a scholar believes that career stages of nurses are closely related to lifecycle stages⁵⁵. The researcher categorized career stages into early career, mid-career and later career stages, and stated that each stage may have different opportunities and different focuses. For example, the financial burden of child care is likely to diminish for nurses in the later career stage, making the quality of work life a significant factor in their decisions to participate in the labour force. Hospitals that seriously wish to retain experienced nursing personnel should pay the medical practitioners in the middle career stage more salary when compared with nurses in the early career stage.

A scholar followed the classification system of Super to divide medical practitioners' careers into four stages of exploration, establishment, maintenance and disengagement. The current study also adopted Super's career stage classification because it is considered the most influential career stage theory. Scholar observed the characteristics of industrial salespersons at different career stages using Super's classification system⁵⁶. The present

study considered the characteristics of a medical practitioners at different career stages based on the literature and interviews with the medical practitioners. Interviewees include a nursing teacher and two clinical nurses. The nursing teacher had over 10 years of experience in clinical nursing, and then changed her career to teaching nursing courses in a medical university. One clinical nurse worked in a medical Centre, and the other in a local non-teaching hospital.

This study then invited two other nurses who worked in a medical Centre and regional hospital to help the current researchers to revise the initial questionnaire draft. These nurses were placed in the establishment, maintenance and disengagement stages. The characteristics of nurses at each career stage are discussed in the following paragraphs. Nurses at the exploration stage are still searching what work best suits them. It was found that the majority of nurses with more than 2 years of experience do not think of themselves as still exploring their work⁵⁷. It was noted that nurses would explore their area of practice after selecting nursing as their career. Thus, this study infers that nurses at the exploration stage undergo clinical work from year 0 to around year 2. Nurses in the exploration stage focus on finding their appropriate nursing practical areas and learning the required professional skills, hoping to receive support from their supervisors and acceptance from co-workers, and having a sense of membership of the organization. Finally, as nurses at the exploration stage still lack clinical nursing experience, they look forward to receive guidance from experienced co-workers. Nurses in the establishment stage continuously use their professional knowledge to produce the best possible work outcomes.

A researcher found that nurses at this stage started to evaluate whether they could continue with relevant training⁵⁸. Clinically, in the establishment stage, nurses take charge of some parts of special nursing and are entitled to make decisions on some matters. Nurses in this stage are also anxious to perform well in their current position to give them opportunities for promotion. Nurses in this stage have high self-esteem of their job, and look forward to coping with challenges of their jobs. Nurses in the establishment stage have approximately 2–5 years of clinical work experience. Nurses in the maintenance stage hope to maintain their current positions, especially in the light of current competitive environments. Nurses in this stage are mostly responsible for coordination and integration of nursing work. Additionally, nurses may possibly face economic problems and the challenge of child care. Nurses in the maintenance stage have approximately 5–15 years of clinical experience. Finally, nurses in the disengagement stage pay attention to the jobs that they can handle. As nurses become older in the disengagement stage, they prepare and reserve financial resources for their retirement life. Nurses at this stage begin to think of quality of life. Hence, according to the opinions of the current researchers, nurses discuss retirement life and coping measures with their friends who have retired, and start to engage themselves in the activities which they want to accomplish before retirement. Nurses in the disengagement stage generally have over 15 years of clinical experience.

2.1.3 Concept of Career Path

For health information management professionals, relatively direct pathways to research careers do not need to start immediately after birth, graduation or completion of specialist

training. Health care professionals (i.e. not only medical practitioners) can bring an appreciation of the realities of clinical practice and of doing research within their setting. The disadvantage of trying to accelerate from a standing start when older can be part compensated by the acquisition of professional and personal experience and skills. Non-clinical researchers (such as sociologists or health economists) face a different set of challenges, ranging from the relative poorer job security and rates of remuneration to coming to grips with the nuances of primary care and winning trust and acceptability from clinical partners⁵⁹.

Some prospective researchers embark on a career trajectory with clear and focused goals, preferably initiated in training and junior researcher roles within the environment of a major programme and supportive institution. For others, particularly from clinical backgrounds, another approach is to start small and learn to think big. There are a number of ways to do this, which all involve building confidence as well as skills in a stepwise fashion. One is to gain experience in teaching, within one or both of undergraduate training and professional education. For example, many current researchers started out by learning to do and teach critical appraisal with various 'evidence-based medicine' workshops and programme. Being able to understand the methodology, merits and limitations of published research represent a good platform for thinking through possible research needs and methods. This can be a particularly fruitful approach if motivated by a desire to tackle a problem of personal interest and wider importance within the clinical setting.

Another, which may follow directly, is to move on to a more formal education programme, such as a master's level degree. Most of these, whether in subjects such as

primary care or health services research, will expose participants to a wide range of disciplines and methods. Conferences and workshops, often provided by research networks, are important in building capacity by providing opportunities to learn about research methodology, enabling networking and identify funding opportunities. It is useful at this horizon scanning stage for the beginner to sample relatively broadly before starting to focus on likely career goals. This is also a good time to contact and start talking to researchers whose work is of mutual interest. Many will be supportive if contacted for advice and may suggest potential opportunities within their groups and help identify structured pathways for further career development. Many researchers say that they have benefited from supportive relationships and role models, although it is generally advisable to steer clear of those who offer considered advice such as, 'I told you so'. Mentoring relationships with supervisors and peers provide a basis for reflecting on goals, progress towards achieving them and problem solving. Writing is an important skill to start developing even at this early stage. It provides a solid foundation required for developing and winning grants and publishing research, the key to a successful research career⁶⁰.

This involves sitting down, grinding out and finishing a piece of work and seeking out and learning from the praise, criticisms and suggestions of others. This may be practiced within many contexts, such as for taught courses, clinical audit and journals. Taking opportunities to co-author with more experienced writers or those from different disciplines can be instructive, although there is always a chance of bringing on board the occasional backseat driver. It is also useful to seek out other means of presenting and getting feedback on work-in-progress or completed projects, through meetings and

conferences held locally or farther afield. Professionals who have been through structured 'first step' programmes whereby resources are provided for learning and protected time describe a range of outcomes. These outcomes represent legitimate ends in themselves, such as harnessing research knowledge and skills to improve practice or broadening the range of people worked with.⁴ However, those wishing to continue with research have found identifying follow-on opportunities difficult. Various ceilings are encountered throughout the different stages of a research career and, for many, this is the first to break through⁶¹.

The ideal way to progress further is to win an award or fellowship which will provide an income, structured training, supervision by experienced mentors and protected time for research, writing and networking. Unlike project grants, these awards are mainly concerned with enhancing individual career progression. Training should include formal education, which sometimes starts with undertaking a master's degree and usually progresses towards a doctorate. Another way of looking at structured training is that it can address 'horizontal' and 'vertical' training needs. Horizontal needs reflect the broader skills and experience required to become a research leader; vertical needs the specialist knowledge and skills required for a specific field of clinical, health services or methodological research. As much as persistence and sometimes luck can pay off, potential funders will look for a number of important criteria. These include the potential of the applicant, the strength of the proposed academic environment and the rigor, relevance, originality and feasibility of the research plan. Box 2 provides an illustrative (and far from exhaustive) list of further sources of information about research career pathways and funding.

However, we would strongly advise aspiring researchers to investigate opportunities with established academics who can offer context and country-specific advice. The right sort of environment need not be an academic primary care unit: it is more important that it comprises the mix of disciplines necessary for high-quality work, such as from the social sciences, statistics and health economics. The research environment does not only need to 'look right' on paper; the quality of personal relationships with supervisors and other researchers and their commitment to supporting career development also count. Aspiring researchers searching for the right environment should take account of how well the potential hosts' programmes and interests fit with their own. The fit need not and probably should not be precise if any boundaries are to be stretched. Remaining flexible and investing time in developing methodological skills (e.g. in systematic reviewing, interview studies or randomized trials) will pay off later, even if (say) the clinical focus does not match past experience or current interests⁶².

Finding the right environment and supervisor locally can sometimes be problematic and require relocation. Many fellowships are tied to proportions of 50% or greater research time and subsequent restrictions on clinical commitments which can make them impractical, or sometimes more attractive, to established clinicians. However, significant personal development and progress with research work demand a substantial time commitment. As well as personal interest and the expertise and track records of potential supervisors, there are other issues to consider in focusing on likely issues for research. These include their fit with known research priorities and policy developments, likely sustainability and possibilities for follow-on work, and originality. As well as recent literature, it is worth becoming familiar with recent health policy statements and priorities

set out by research funding agencies, usually available via websites. Reflecting on clinical experiences or discussions with others involved in health care (including patients and managers) also help generate research questions as well foster possible partnerships between researchers, health services and communities.

Awards may also exist that support 'mid-career' development and provide platforms for researchers to continue building academic portfolios and start thinking about long-term goals. These may also provide funding for visits and placements abroad, and thereby opportunities to build future international collaborations. Travelling fellowships provide an ideal way to gain experiences and insights into different health care systems and academic environments. This sort of cross-pollination is also critical to the evolution of research goals and methodologies. Career awards represent one recognizably orthodox way of developing as a researcher although they are still relatively scarce. Other opportunities and pathways exist, such as academic posts often tied to an existing programme of research or project grants which remunerate dedicated research time.

Moving on from a number of related projects towards taking the lead for or establishing a programme of research requires some bigger thinking. This involves mapping available or potentially available resources and collaborators, as well as horizon scanning to see how the content and direction of a programme are likely to fit with national research priorities. The search for more senior academic posts or advanced career fellowships usually provides a springboard for this strategic development. To illustrate what a programme of research might look like, we provide an example from implementation research which is based upon a framework for the development and evaluation of complex interventions. Uneven uptake of clinical research findings and thus inappropriate

care occurs across different countries, settings and specialties and may not be attributable to either patient or resource factors. Implementation research is the scientific study of methods to promote the systematic uptake of research findings and other evidence-based practices into routine practice, and, hence, to improve the quality and effectiveness of health services and care⁶³.

2.2 Theoretical Review

2.2.1 Adam's Equity Theory

According to Adams' Equity Theory, the inputs and outputs should be fair to ensure high level of job satisfaction and performance among the employees in an organization. The implementation of equity or justice process within an organization may take several forms, such as interpersonal justice, informational justice, distributive justice, and procedural justice. Adding to that, the equity process should meet the perception of the employees when the employees gain more than expected, they may feel guilty, but when the employees gain less than expected, they may feel displeased. Notably, the human resource practices in every organization should follow the procedural justice for high job satisfaction and performance.

The training and development, reward, recruitment and selection, job analysis, employee relations, employees' empowerment, and social support are identified as key factors that determine employees' job satisfaction and eventually, their job performance and productivity. These factors are viewed as independent variables that determine whether the employees are satisfied and deliver good performance at the workplace. Through Adams' Equity Theory, the job satisfaction of employees and its relation to the

employees' job performance are rationalized. Accordingly, Adams' Equity Theory postulated the need for equity between the employees' expectations (inputs) and what the employees gain in return (outputs) and the significance of the organization to strike a balance between inputs and outputs to realize maximum job performance among employees⁶⁴. In other words, the inputs can be viewed as effort (to perform their job and improve their job performance) while the outputs (outcomes of performing their job) are deemed as reward. This theory posited fair treatment for all employees with the emphasis of equivalent ratio of inputs and the corresponding outputs.

Furthermore, these inputs and outputs can only be assessed by comparing inputs and outputs of employees within the organization. Hence, an employee may express dissatisfaction when the employee notices other employee gains higher recognition and reward for the similar type of job. Consequently, the employee may not feel appreciated, resulting in poor job performance over time. However, if all employees are similarly rewarded, the employees collectively feel valued and eventually, perform well. These inputs, which can be either assets or liabilities or grouped as relevant or irrelevant, are viewed as the contribution of employees to the relational exchange or in other words, the bargaining power of employees to the reward and cost. The relevant inputs include capital and manual labor, as these attributes legitimately entitle the employees to the reward. Meanwhile, irrelevant inputs are considered in the social setting, such as kindness and honesty. Therefore, employees' behavior that exhibits negativity, such as cruelty, is considered as a liability to the organization. The outcomes are perceived consequences that are earned from a relationship with another individual, such as salary, extension, praise, reputation, and recognition, which can be observed in the case of Saudi ports.

There are various propositions under Adams' Equity Theory. Essentially, the main proposition of Adams' Equity Theory is the fair balance between inputs and outputs among employees to ensure maximum job performance. The organization must ensure that the employees who perform well are appropriately rewarded to sustain and eventually, increase their job performance. The employees continuously seek to maximize their outputs, which in this case, the outcome is deemed as reward without the inclusion of cost. The maximization of outputs can also be performed in a group through a system for apportionment of rewards and costs among the employees. Therefore, in a similar group, certain employees may receive punishment and the deserving employees are rewarded. Besides that, the theory also considers the proposition of distress an inequitable relationship may result in distress. The employees in an inequitable relationship would continuously attempt to restore equity; thus, more people would be distressed with greater inequity and the attempt to restore equity among these people would intensify.

Hence, it is imperative that the maximum impact of training and development as well as other organizational functions of human resource practices is delivered at the Saudi ports. Moreover, employees exhibit diverse behaviors, which should be comprehensively considered. Over the years, Saudi ports have demonstrated successful attempts in their training and development for the employees given their keen interest to satisfy the needs of their employees. With respect to this particular theory, employees who express job satisfaction are more likely to demonstrate enhanced job performance and productivity because their needs are considered by the organization, making them feel appreciated and acknowledged. Essentially, the organization should provide high-quality training and

development to equip the employees with the job skills, resulting in elevated satisfaction and performance at the workplace. Through training and development, the employees are able to acquire the necessary knowledge and enhance their capacity to sustain and improve their job performance. Besides that, the equipment provided during these training and development courses should be adequate to ensure all employees have similar training opportunity and to clear any doubts that the employees may have by exposing them to all key areas of the industry. The individual who is responsible for the training and development should be well-informed and possesses the expertise and capacity to address all questions posed by the employees⁶⁵.

Furthermore, one should be able to perfectly explain the key concepts and trends of the industry to the employees in order to provide them satisfaction, which positively influences their performance. It is evident that a dissatisfied employee with low morale cannot deliver maximum job performance since the employee does not feel appreciated. Moreover, it becomes even more difficult for the employee to put in effort for the assigned duties when the organization does not offer reward to the employee. At this point, it is plausible that the employee expresses the intention of quitting, which may also influence other employees to follow suit. With that intention, the employee seeks a different career opportunity that offers job satisfaction⁶⁵. Apart from training and development, this study also views reward as another independent variable that significantly influences the employees' job performance. Theoretically, the reward can be either intrinsic or extrinsic. In this case, the intrinsic reward is associated to the employee's personal satisfaction for performing a task whereas the extrinsic reward is tangibly provided by the organization to the employee for performing a task. Essentially,

a reward program motivates employees to value the challenge of the assigned task and to complete the task well using the necessary skills and competencies⁶⁶.

Such recognition from the organization also spurs the employees' desire to continuously self-improve and deliver improved job performance. When the reward is appropriately provided, the employees are more likely to deliver the required level of job performance. Meanwhile, job analysis is the preliminary hiring and recruitment process, which allows the organization to identify potential employees according to the details and requirements of the job. The job analysis helps the human resource manager to quantify the duties of the job and the appropriate salary for the hired employee. Through the job analysis, the organization knows what to expect from the employees and how to reward employees who demonstrate good performance; and in return, the employees know what the organization expects from them and the type of compensation and reward they receive⁶⁷.

According to Adams' Equity Theory, striking a fair balance is important to ensure good job performance among employees. The theory also explains the significance of considering the needs of the employees the organization should keep their part of the bargain when the employees perform their responsibilities for the job to ensure a fair balance; otherwise, the employees may feel dissatisfied for being short-changed. The recruitment and selection process is another critical process that influences the employees' performance and productivity. Besides evaluating and determining the best fit for the particular job, this process also involves an in-depth discussion on the expectations of both organization and the potential employee. This ensures that the hired employee for a particular position can meet the organization's expectations. Hence, the issue of equity is typically highlighted to ensure job satisfaction and job performance. Good employee

relations, as another identified factor that influences job performance, ensures that the organizational goals are achieved.

Similarly, Adams' Equity Theory posited a fair balance between inputs and outputs for the employees, resulting in a satisfied workforce with enhanced job performance. Adding to that, good social support, such as support groups and counseling programs, helps the employees to handle job-related challenges or stress effectively. This is another strategy of how an organization addresses the employees' needs. For instance, the organization should create an environment that is conducive for the employees to freely express themselves and discuss the challenges they encounter. Moreover, empowerment at the workplace also influences employees' job satisfaction and job performance. When the employees are empowered, their self-esteem increases and they are able to work with ease. Since fairness is advocated at the workplace with respect to Adams' Equity Theory, the employees' job satisfaction can be ensured⁶⁸.

Accordingly, the implementation of this theory in the United States, particularly Los Angeles, was explored, which revealed the significant role of recruitment and selection in the relationship between the employer and employees and in the development of an environment that is conducive to deliver the desired outcomes⁶⁹. Following that, this theory was also explored in the United Kingdom, which revealed that employees expect a fair return for their contribution to the organization and the determination of return among employees is typically based on social comparison; thus, employees who are in an inequitable circumstance may attempt to reduce the inequity through cognitive distortion, specifically distorting inputs or alternatively, leaving the organization. Adding to that, Adams' Equity Theory, for the first time, was applied to explore the impact of deductible

premium ratio towards customers' attitude on insurance frauds in Taiwan, which revealed evident relationship between deductible premium ratio and the perception of insurance frauds. Similar study was also conducted in the Major Gulf Corporation Council countries that encounter prolonged issue of workforce imbalance in order to develop support and developmental strategies to address this critical issue.

This theory is relevant to this study in its ability to explain how work balance could be achieved in an organization by considering the employee input such as (tolerance of the job, flexibility on the job and loyalty on the job) and employee output such as (recognition on the job, benefits from the job and pay from the job) in order to retain employees which will improve performance and reduce cost.

2.2.2 Super's Theory

According to Super, career is enclosed in both the life-span and the life-space, including life roles and lifestyle⁷⁰. His work is a unified set of theories dealing with specific aspects of career development, taken from developmental, differential, social, personality and phenomenological psychology and held together by self-concept or personal construct theory. Career development appears to be one of the major concepts in Super's theory which refers to the successful accomplishment of age and stage developmental tasks across the life span. Specifically, Super defines career maturity as: A constellation of physical, psychological and social characteristics; psychologically, it is both cognitive and affective. It includes the degree of success in coping with the demands of earlier stages and sub-stages of career development especially with the most recent. Super

further explains that career maturity is an individual's readiness to cope with the developmental task with which he or she is confronted due to his or her biological and social development along with social expectations from those who have reached the stage of development. In short, career maturity is known as the peak of one's career. It is possible that there are several peaks or no peak at all for an individual. The five areas of career maturity are known as playfulness, exploration, information gathering, decision-making, and reality orientation.

In addition, researchers have identified six factors in vocational maturity namely awareness to plan ahead, decision-making skills, knowledge and use of information resources, general career information, general world of work information, and detailed information about preferred occupation^{70,71}. Typically, the nature of one's career pattern is determined by the individual's parental socio-economic level, mental ability, education, skills, personality, career maturity and opportunities available.

In Super's Life Career Stages (refer to Table 1), the five major stages are classified as growth, exploration, establishment, maintenance and decline (disengagement). As for transitions, they are the mini stages in which important events take place. These same stages are enacted in a mini-version within each age group. A developmental task is a newly accomplished task or responsibility to be faced at certain point in an individual's life whereby the successful achievement of those tasks lead to happiness and success. However, Super postulates that not everyone progresses through these stages at fixed age or in the same fashion. The developmental tasks in each stage allow people to function successfully within that stage while preparing them to move on to the next task.

Figure 2.1: Super's Life Career Stages

Stage	Age	Characteristics
Growth	Birth to 14 or 15	Development of self-concept, capacity, attitudes, interests, needs, general understanding of the world of work.
Exploratory	15 – 24	“Trying out” through classes, work experience, hobbies. Tentative choice and related skill development.
Establishment	25 – 44	Entry-level skill building and stabilization through work experience.
Maintenance	45 – 64	Continual adjustment process to improve position
Decline	65+	Reduced output, prepare for retirement.

Source: ⁷⁰

Growth Stage refers to the physical and psychological growth which is crucial for self-concept development. One's experiences in this stage appear to be a source of background knowledge regarding the world of work that might be useful in making tentative choice and final selection.

Exploratory stage starts with the individual's awareness that occupation is an aspect of life. The choices expressed during the fantasy phase of this stage are frequently not realistic and associated with the play life. They usually have little long-term significant impact on the individual. Yet, some people might not advance beyond the fantasy phase and the lack of understanding about themselves along with the work hinder them from making an effective choice. In the tentative phase of the exploratory stage, the individual narrows choices to a few possibilities. Due to the ambiguity of one's ability, training

available, and employment opportunity, the options might be changing. Later, the individual further narrows the list to occupations that they think are achievable and important during the final phase before entering the working world.

Establishment Stage is related to the early encounters within actual work experiences. At the beginning of this stage, individuals might attempt to validate the choice made through trial and error. Hence, people might accept a job and switch job later once they realize that the job does not fit them. As people attain more experiences and proficiencies, they might be stabilized. Therefore, the aspects of the particular occupation are integrated into their self-concept and their occupation is perceived as one of the best offers that result in satisfaction.

During the maintenance stage, the individual pursues to improve the occupational situation. As both the occupation and individual's self-concept have some fluidity, this involves a continual process of adjustment or change. The individual attempts to preserve the satisfaction while revising or changing the unpleasant aspects of work, which are disturbing but not so disagreeable that they drive the individual from the field.

Decline stage includes the pre-retirement period where people's concern is placed on keeping the job and meeting the minimum requirement of productivity. They are more interested in retaining the position than enhancing their productivity. This stage terminates when people withdraw from the working world.

2.3 Review of Empirical Studies

2.3.1 Career Development and Turnover Intention

There are some factors that contribute on the intention to leave of private sector school teachers of Charsadda district⁷². These consists 10 facets of work satisfaction in which there is satisfaction with principal, with pay, colleagues, the working condition, recognition, promotion, students and also social status and how these all impact on their intention to leave. To collect the data for this study a schedule was used that had questions about satisfaction with security, pay, nature of work, supervision and all other factors that affected the turnover rate. To measure satisfaction with the working condition, security, promotion and integration Minnesota Questionnaire was used. To measure status, nature of the work, pay, students and principal a questionnaire was used by Wong ting-Hong and for intention to leave Michigan Organizational Assessment's questionnaire was used. To test the hypothesis Pearson correlation and zero order correlation was used. The turnover intention is dependent on 10 job facets. Research findings show that 3 out of 10 job facets contribute to turnover intentions. The 3 facets pay, security and promotion are highly negatively related to turnover intention.

Likely, the factors that contribute to job satisfaction are: pay, work itself, supervision, promotion possibilities, peer and working conditions⁷³. The main reason behind this study is to look behind reasons in the relationship of organizational commitment, satisfaction with the job and the intention to leave from organization is said as intention to leave. The independent variables are "organizational commitment" and "satisfaction with job" while "intention to leave" is said to be the dependent variable. Two organizations in Istanbul were taken as a sample for this study. One organization is mainly in the service provider whereas the other in production area. These both organizations are of private sectors. Data gathering was done through questionnaire which consists of 4 sections in first

section of questionnaire there are demographic variable. Job satisfaction questionnaire was used to see the satisfaction level. A scholar designed an eighteen-item scale to measure organizational commitment. The three subscales were normative, affective and continuance commitment. These all subscales were measured from strongly agree to strongly disagree and correlation was applied on the findings of the data. The research findings are that commitment with organization and satisfaction level of job is in a positive relationship. And these two variables have a negative impact on the intention to leave.

On the contrary, in research paper they have studied the various variables that lead to intention to leave of an employee⁷⁴. When it comes to the field of Human resource and organizational development the satisfaction with career, intention to quit and the commitment to organization are considered very important. Conducted research helps us to find about the impact of personal characteristics on an employee's organizational commitment, satisfaction with career and intention to leave. From Korea 500 companies participated in this study, which were from diverse set of industries such as finance, trading and manufacturing. From each company the participants who received their email for participation were selected by the HR manager. To obtain the individual perception they held online survey that was self-administered. Out of the employees that counted to 500, 241 responses were collected. Correlation, hierarchical multiple regression analysis, reliabilities and descriptive statistics was analyzed by using SPSS. The things that came out as an antecedent for the intention to leave were organizational commitment, career satisfaction and learning culture of the organization. In this paper contextual and personal factors have been studied that contributes to organizational commitment and career

satisfaction. These factors had an impact on intention to leave. Further this study suggested that future researches should conduct research on the basis of diverse demographic cohorts. Moreover, research should be conducted on different educational backgrounds.

Similarly, other authors studied about some of the alternatives and rewards by which we can predict the turnover intention. Just like, in research paper “Job performance as a moderator of the satisfaction-turnover intention relation: An empirical contrast of two perspectives”, put the United States telecommunications firms (previous competing predictions) to test field employees. They made questionnaire and the surveys were taken place in grouped sessions. The field employees were taken as the participants of research who were from the telecommunication firm which had its headquarter situated in United States. Total sample of employees was 2750 and it they were categorized according to their job types. The result indicates that the turnover intention of the employees who performed higher was less as compare to those who performed less or average their turnover intention was higher than the rest. The results that were found were mostly mixed but they were in support of the hypothesis drawn. Statistical correlation between intention to leave and performance were negative⁷⁵.

In another study, carried out to identify the correspondence that is in between turnover intention and job satisfaction of IT professionals in Sri Lanka⁷⁶. The major problem that is faced by IT companies of Sri Lanka is Turnover Intention of employees, this research study highlight some important factors and reasons that cause high employee turnover and then intend to provide a strategic roadmap which would enable reduce the number of employees leaving IT companies in future. In this paper satisfaction with job has six

facets that are satisfaction with variety, supervisor, compensation, closure, HR policies and Satisfaction with co-workers. The conceptual framework is that the six job satisfactions facets are said to be independent variables and turnover intention from the organization is the dependent variable. The population and sample determination were based on the survey done by Sri Lanka Information and Communication Technology Association (SLICTA). The sample size is of 300 IT professionals. Convenient sampling technique is used as oppose to the simple random sampling technique because it is not possible to access to the total population. Data was collected by questionnaire. The questionnaires would mainly be through internet based online questionnaire. To spot out the relationship present between the variables correlation analysis has been used. The finding of this research showed a notable negative relationship between the intention to leave and the satisfaction with the job amongst IT professionals.

According to a research carried out in one of the supermarkets chain⁷⁷. This research paper tends to find out the level of organizational commitment, satisfaction with job and intention to leave among the employees working at a retail company of Malaysia. The findings from the studies of retail sector have also. In various studies there is seen a strong relation between intention to leave and organizational commitment. On the basis of these relations in between organizational commitment, satisfaction with work and intention to leave the research framework had been developed. Research framework for this study is that the independent variables are organizational commitment and job satisfaction whereas intention to leave is the dependent variable. A questionnaire was developed which had questions about the respondent's satisfaction, demographic information, commitment with the organization and the intention to leave. Job descriptive

index was used to measure the job satisfaction. The JDI measured satisfaction in 5 aspects which were promotion, salary, work, coworkers and supervision. To seek the organizational commitment of the employees a questionnaire was developed. Company's Human Resource Department fully coordinated for this study. For this research the questionnaires were distributed among hundred 100 employees (Executive and Non-executive) the result gave empirical findings that all the factors had an effect in the intention to leave.

This study used to carry out how the leadership affect turnover rate. This research gives the idea how leadership can help the managers to supervise their employees. Taking, supervision factor into account the author stated in "The gendered trickle-down effect: how mid-level manager's satisfaction with senior managers' supervision affects line employee's turnover intentions", that knowing about trickle-down effect is important since the ultimate driver of bad supervisor-employee relations may be bad senior-management supervisor relations. To conduct this study, sample of 1,527 full-time employees in 267 different departments at 94 hotels in the USA and Canada was taken. Departments with one identifiable manager were included. The reason for this was that the author was interested in the effects of the manager's gender and his or her own satisfaction with supervision on employee work attitudes. The participation in the research was totally voluntary. To measure all the attitudinal constructs, they used a Likert-scale. Hierarchical linear modeling is used to examine the data that was collected. Results show that middle manager's satisfaction with senior managers was related positively to line employee's satisfaction with middle managers, which in turn, was correlated positively with line employee's intentions to remain. Further, it was found that

middle manager's gender moderated the relationship between middle manager's satisfaction with supervision and line employee's satisfaction with supervision, the relationship was stronger when the middle manager was female. Moreover, this study suggested that future research needs to identify which levels of manager satisfaction are too distant to have an effect on line employee's intention to stay⁷⁸.

According to the finding in research paper "Occupational commitment, industrial relations and turnover intention", occupational commitment is beneficial for industrial relations, while this relationship is conditioned on employees' turnover intention⁷⁹. In this research the direct effect occupational commitments types have been empirically studied that is normative, affective, occupational commitment and cumulative costs & limited choices, on industrial relations in the context of Chinese firms. To conduct this study, 50 masters of business administration students and 10 PhD students completed the pilot questionnaire to improve the clarity of the language and presentation of all items of the questionnaire. The formal survey was administered in firms located in Beijing, Shanghai, Hunan and Guangdong. A total of 600 copies of questionnaires were sent out by post or email to firms and 429 valid responses were finally obtained, yielding a response rate of approximately 71.5%. Results show that except for limited choices, the other three types of occupational commitment are positively related to industrial relations. This result reveals employees that are emotionally strong with their workplace and their occupation are more focused at performing their current work and more easily realize their organizational identity. The direct and moderating effects of employees' turnover intention are another two key points in the present study. The empirical estimations suggest this that the intention to leave is negatively related to the industrial relations. This

negative effect is consistent in all econometric models, which implies that those working employees who have a higher level of turnover intention, leave their current job are less likely to care about their relationship with their current workplace. It is found that turnover intention negatively moderates the relationships between employees' occupational commitment and industrial relations. For further research work, the authors of this study recommended to check the results of the present research in other contexts.

Likewise, in previous study here also relationship between the variables is identified clarifies the differences in functions between the organizational commitment, identity strength and identification. To conduct the research data was obtained from large steel manufacturer n=10948. Firstly, to determine the discriminate validity confirmatory factor analysis was used⁸⁰. It suggests the differences on the basis of hierarchy so all the authors decided to examine all the levels that were officers, middle management and workers. Than to finally estimate the correlation that was in between organizational identification, turnover intention, commitment with organization and organization identity strength multi group structural equation was applied. This study concluded that all of these variables tend to the employees' intention to leave. In other words, it can be said that Organizational identity had a negative correlation with the turnover intention in the hierarchical groups. There existed a negative correlation between commitment and turnover in 2 groups. In the group of workers there also was a negative correlation of identification with intention to leave. The findings have suggested that the perceptions of strong organizational commitment, identification and identity might have an impact on intention to leave in numerous ways.

The area of research for this study is different as compare to previous this research takes account of the health workers satisfaction level. The main objective behind this study carried was to find out the level of turnover intention and satisfaction with job of nurses from Malaysia. For this study the sample consisted of 153 nurses from one of Perlis's public sector hospital⁸¹. The nurses also went under a cross sectional survey in the hospital. Only those nurses who were registered and who had license to serve in public hospitals were considered as the population of the research. Total 200 questionnaires had been distributed out of which 173 came back in return. In the questionnaire the applicants were required to fill in some personal characteristics too like age, income, gender education etc. after this a categorical scale was used to measure these things. The results showed that there are some of the factors because of which the employees get less satisfied and tend to leave the organization they are working with. The factors are HR Management Policies. If the HRM practices in order to the health staff and the nursing sector in the hospital are improved so the chances can be minimum for intention to leave. It is also been studied that if it is ensured that outcomes of these policies will motivate and satisfy them than there will be a decrease in the turnover intention in the nursing workforce and the staff would work more selflessly.

This research is somewhat like previously discussed research in which job satisfaction is measure in IT firms of Sri Lanka⁸². As the job satisfaction relationship with turnover intention term is measured by various author in different countries IT firms but this research has not been done in developing countries. This research intends to examine what was the relationship between intention to leave and job satisfaction amongst employees. In this paper the job security is taken as additional independent variable as

compare to the previous research. To collect the data on online questionnaire was developed. Five IT companies were used to gather data. The technique that was used is random sampling. Correlation analysis and data descriptive statistics is used for analyzing the data collected. The overall findings showed that the work conditions and pay benefits, nature with work career advancement, supervision and management were all significantly correlated. This study also discusses the implications of the research. The data that was collected from the respondents was analyzed and tested using SPSS. Descriptive and inferential analyses both were carried out on the findings.

Again, here is the example of health worker job satisfaction research. A scholar investigates the relationship amongst job satisfaction, turnover intention and pay satisfaction and how it affects the employees⁸³. For this purpose, data from 200 registered nurses of a hospital were analyzed. After the regression tool was applied it was observed that the nurses who were satisfied with their pays were happy with their jobs and had no intention to quit their jobs whereas those nurses who had low pays were unsatisfied to an extent and lead to turnover intention. This research paper also gave some of the recommendations that can reduce turnover among nurses. For this study a questionnaire was made and distributed amongst 455 full time and 128 part time working nurses. The method that was chosen that was random sampling. They mailed the questionnaires and asked them to give in their voluntary input in-return 202 nurses gave their answers out of which 200 were considered. In order to analyze the data, descriptive statistics and reliability analysis were used. Further, standard deviation and correlation were also applied on the findings. After applying the concepts, the result that derives from this

study is that turnover intention is caused by insufficient pay roles of nurses in health sector. This leads them to leave the organization that is termed as turnover.

This is also a research for measuring nurses' satisfaction level⁸⁴. This research measures whether the culture in organization affect satisfaction level of nurses. The main reason and purpose to have this study was to examine various cultures of organizations that have been linked with satisfaction of job and intention to leave among nurses of Korean hospitals where normally the culture of work is considered different as compare to western countries. For this study 527 nurses are taken as sample size from two public hospitals of Korea. For the purpose of assessing the culture of organizations, previously validated 20-item instrument was used. In order to measure satisfaction with job and intention to leave self-report questionnaire were used. Results of the study show that all organizational cultures were not equal, they varies. Among all, the most useful culture of organization is "consensual culture" which showed a strong and powerful link with higher satisfaction with job and lower turnover intention. According to one of the main finding of this study, the effect of mediator that is satisfaction with job was significant statistically on turnover intention. This finding proves that in order to make organizational loyalty and retention rate better, nurses should get warm brace from the peers and manager of department.

As compare to nurses this paper studied the satisfaction level of R&D personnel. The main objective of research paper was to identify the needs of career and career development to see its effects on variables that are satisfaction with job and intention to leave⁸⁵. This paper also includes the empirical testing of the space between programs of development for career and career needs and the examination of the gap influencing the

satisfaction of job and the intention of leave. The study was carried out in “Hsinchu Science-based Industrial Park” situated in the north side of Taiwan. To conduct this research, the method used to collect data was questionnaire. These questionnaires were filled by 367 personnel of R&D. Further, regression analysis and five point “Likert-type response scale” was used. It was exposed from the result of this study that depending on the stages of their career, the need for career development gets diverse.

Moreover, the result shows that due to more gaps between programs of development for career and career needs the level of intention to leave and job dissatisfaction increases. Therefore, managers who fail to provide and satisfy the career needs of R&D personnel will face greater dissatisfaction due to which their work will also be affected in negative way. Similarly, this research is related to health workers satisfaction⁸⁶. The main objective behind the study to carried out what is the relationship of satisfaction with job on turnover intention in South Africa, Tanzania and Malawian health workers. In this research cluster sampling was used. The total sample consisted of 2220 workers. The participants were given a self-administered questionnaire. The variables were studied by applying the multiple regressions on them. After applying this tool there were seen some differences amongst these 3 countries in terms of these variables. By this paper it was also confirmed that the turnover intention is related to the satisfaction with the job. Additional analysis is going to be needed to properly justify a number of the patterns that the man of science has discovered and investigate their significance for health service delivery.

Here the new concept of studying job satisfaction is utilized. This study is all about a company that experiences a merger⁸⁷. This study investigates the perception of a tertiary

organization about a post-merger. For the employees of tertiary institution of South Africa, a model was made that can predict the level of intention to leave. To incorporate different methods for linear regression they built a systematic model-building. In this research paper the variable that has been mostly studied is the satisfaction with job. The intention to leave is said as a process that has 3 different stages that are decisional, attitudinal and behavioral. 367 employees of this organization were taken as the ample for this study. The response rate turned out to be 16 percent. The administrative and research personnel were the population. The tools that were used to measure the data were turnover intention, Organizational commitment and Minnesota Satisfaction questionnaire. In between both the intention to leave and satisfaction with job there was strong correlation. This study predicted 47% variance in the intention of leave.

This study is carried out to understand how the turnover influences by commitment and satisfaction in organization⁸⁸. The main focus of this research was to seek what are the effects of commitment with organization and satisfaction with job on the intention to leave of employees working in a production industry. In this study, job satisfaction (Satisfaction with Pay and Supervisory Support) and organizational commitment are taken as independent variables while employee's turnover intention is taken as dependent variable. To conduct this study a 100 questionnaire were distributed in the organization out of that in return 85 came back. To test the data the statistical tools that were used were inferential and descriptive statistic. To measure the relationship between the dependent and the independent variables Pearson Correlation Coefficient were taken. The result of this study implied that the independent variables were in a negative relationship with the intention to leave of employees. Whereas as the commitment with organization

did not had any impact on the intention to leave of the working employees in the organization. The author recommends that future research should study on similar research framework at different population group such as the banking, telecommunication, hospitality or even the manufacturing industry.

This research paper studied about the two variables, satisfaction with job and involvement with job as a mediator among the turnover intention of employees and the psychological climate & further expands the study to its impact on organizational effectiveness. For this study the data was collected⁸⁹. The sample consisted of 357 managers from different organizations were selected on random. Of the 357 participants, 180 were from manufacturing companies which makes 50.42% while 177 participants were from service sector which makes 49.58%. To determine job satisfaction, an 11-item instrument was used. The instrument enclosed extrinsic, intrinsic and social satisfactions which are the three extent of satisfaction. Affective attachments of individuals scale were measured with their job. Four items measured turnover intention. For the purpose of analyzing the data multivariate data was used. According to the results of instruments used in this study, “psychological climate is a statistically major analyst of organizational effectiveness and the two variables job satisfaction and job involvement are significant intermediaries in broadcasting the influence of the analyst variables to the criterion variables.”

This research adds new dimension of work-family conflict. This study investigated the reconciling effects of satisfaction with job on the relation between work-family conflict and intention to leave⁹⁰. In order to carry out this study, a sample of 100 Turkish Marine Pilots were taken. To analyze the data SPSS statistical packet program was used. In order

to measure the significance of conciliation effect of job satisfaction the Sobel test was used. To inspect mutual effects of personal characteristics, work characteristics, WFC (work family conflict) and satisfaction with job on turnover intentions, author conducted a series of hierarchical regression analyses. First two steps inspected the effects of personal characteristics, work characteristics and WFC (work family conflict) on turnover intentions. The conclusion exposed that shifting system and WFC have a positive outcome on turnover intentions whereas numbers of exercise and job satisfaction have a negative outcome on turnover intentions. Unlike previous studies, the finding also pointed out that there is no considerable conciliation effect in relationship between the respondents' WFC and turnover. It overall concludes, higher level of satisfaction with job is linked with lower level of turnover intentions. May be because employees who are satisfied are more effective in handling WFC. However, the finding indicates that the effect of satisfaction of job on the turnover in relationship with WFC (work family conflict) was not significant.

This research again concentrated on purely aspects of job satisfaction. A scholar studied the turnover of workers and businessman on their attitudes towards benefits, satisfaction with pay, age and gender from countries like Estonia, Latvia and Lithuania across a time frame of four year⁹¹. A survey was conducted on attitudes towards satisfaction with pay and benefits. The data was collected from 153 employees and 103 businessman of Estonia, 157 employees and 243 businessman of Latvia, and 146 employees and 109 businessmen of Lithuania. In order to conduct this research regression equation method was used and actual salary or pay data was obtained from organization's internal record. From results of the study, it was exposed that major predictors of intention to leave for

workers and businessman were attitude towards benefits while pay satisfaction was significant only for employees. Further it was also observed that “equity and expectancy considerations” were helpful to explain differences in rates of turnover intention while only “expectancy theory consideration” was helpful for business owners. It was concluded that in order to retain and attract employees, benefits and pay are very important.

Apart from job satisfaction this study contains a different variable which is justice in organization⁹². This study was conducted to investigate the relation among organizational justice and job satisfaction of Tehran Payame Noor University employees. Organizational justice in the place of work means that employees are vital for the organization. Apparently, it was observed that injustice had some unfavorable impact on the strength of collective work, because it highlights staff motivation and the dedication by human resource. Statistical Society of this study includes all personnel of the organization (800 people) in 2012 and the sample size includes 260 people that were selected randomly. This study was of descriptive-analytic type and for data collection, organizational justice and job satisfaction questionnaires were used. For analyzing the data, statistical methods like Multiple Regression and Pearson Correlation Coefficient were utilized. Results of this study showed significant relation between organizational justice and job satisfaction. It is observed from this study that only procedural justice is able to predict job satisfaction. Apparently, the ones who feel satisfied about the organization’s policies towards equity will have more job satisfaction.

2.3.2 Career Path and Turnover Intention

In this study two firms are selected for the measurement of satisfaction level of employee also with career development⁹³. This is an empirical research and it was conducted on 10 firms' operating in India out of which 5 are Indian and 5 are foreign MNC BPO firms. These firms are ranked amongst the top 100 for year 2009. In this paper perception employees of foreign and Indian firms in context to career development practices were analyzed and evaluated. Further, the factors that influence the employee satisfaction towards career development practices were compared and analyzed. For this purpose, the data was collected through both qualitative and quantitative method. The sample consists of 243 employees and 163 employees of Indian MNCs and foreign MNCs respectively. In order to conduct this study, secondary and primary data were used. Primary data was collected by questionnaire from 10 MNC BPO companies, 5 from India and 5 from foreign which were chosen on the basis of ranking five-point scales. Through the result of Likert scale, it was found that the satisfaction level towards the career development is 69.71 percent and 69.82 percent among the participants of foreign and Indian firms operating in India. Further, the results of regression analysis show significant positive relationship of variables affiliated with the respondent's satisfaction of Indian and foreign MNC BPO firms towards the career development practices.

This research targeted the banking sector area. A scholar researched about the significant factor which identifies the level of satisfaction of job of commercial banks employees operating in Bangladesh⁹⁴. To conduct this study, 48 employees were taken that were chosen from 8 banks of Bangladesh. To gather the data from the sample a structured questionnaire was taken. They used both primary and secondary data in order to perform this study. According to this research work, turnover intention was seen as one's

behavioral intention to quit job. By applying the statistical tools, the conclusion that came are some of the factors that influence satisfaction with job and intention to leave. These factors are, “job security, location of bank, employee’s autonomy, basic salary & fringe benefits, career advancement opportunity, performance appraisal process & evaluation, goodwill of the bank, working environment, working schedule, peers’ relation among the employees etc.” As a result, this research work shows a strong relation found in between turnover intention and job satisfaction in the Bangladesh private commercial banks.

This research is from the point of view of sales person satisfaction in job. This research was conducted in pharmaceutical stores in Amman to find out the relation of intention to quit and satisfaction of job of the sales representatives⁹⁵. For this study 200 respondents among the sales person were randomly chosen from the sales field. The statistical tool that was used was multiple regression correlation and descriptive analysis. The result of the study highlighted that pay satisfaction was the leading dimension of job satisfaction when it comes to turnover intention. Therefore, having high satisfaction will smoothly reduce the turnover intention among the employees. In the research paper the intention to leave has been measured by 4 items. The job satisfaction was measured through Questionnaire (MSQ) it was measured by 19 items adapted from JDI and MSQ. The data analyzed that satisfaction with job and intention to quit had a negative relation with each other furthermore it was realized that satisfaction with pay was the leading dimension.

This research include only three facets of job satisfaction is taken. This study was carried out on satisfaction of job and employees’ intention to leave in Lagos State in Total Nigeria⁹⁶. It was observed that three causes that lead to employee turnover intention are satisfaction with pay, nature of work and supervision. For this study questionnaire,

interviews and reviewing relevant journals in this field of study were used. In order to conduct this study, the company was surveyed and 300 employees of company were selected. The data collected was primary data. Interview was conducted in the presence of 3 Human Resource Executives in which the detailed discussion was held on the questions that were included in questionnaires. According to the findings of this research it is concluded that higher the job satisfaction, less will be the turnover intention. In other words the employees who are satisfied with their jobs will not quit it which will eventually increase job satisfaction. Hence, it was found that Total Nigeria PLC follows standard pay structure, conducive nature of work and supervision in order to reduce employee's turnover and for the purpose of retention strategy.

This study was done to analyze the relationship among commitment with organization, satisfaction with job and intention to quit of employee⁹⁷. For this purpose, they developed a model and tested on field. The test was conducted by taking 250 respondents which are employees in manufacturing company of Turkey. Intention to leave, satisfaction of job and commitment are well known research topic in this study the relationship among these variable are try to depicted through conceptual framework model in which first part is related with satisfaction in job which effects commitment to the organization, and then this effect on organizational commitment made impact on turnover intentions. To gather the data the method of personal interview is used because questionnaire originally in English language, so the bilingual speaker that hire for the purpose of translating the questionnaire need to translate the questionnaire, then it uses for the data collection. To conduct the survey, a pair of two scholars of management was invited for reviewing study in order to give the detailed feedback. As they described, the effort for the modification

of questionnaire was made and for the confirmation of reliability measures it was pretested on MBA class. Out of 250 employees 188 responded during regular working hours. The Likert-scale which is widely used in the measurement of variables such as intention to leave, organizational commitment and satisfaction with job is used here. To test research hypothesis structural equation modeling, correlation and t-test was used through which demographic aspects of the respondents and consistency in data analysis scales was put to draw conclusions. From the study it is recognized that there has been significant relationships amongst the variables. The outcomes indicate that greater the level in satisfaction of job would result greater organizational commitment which eventually leads to lesser intentions of turnover. So, the conclusion is that satisfaction in job has positive relation with commitment to the organization and negative relation with turnover intention.

In the above paragraph relation among three variable “commitment with organization, satisfaction with job and intention to leave” is discussed. The authors also conducted the similar kind of research in which these three variables taken with another variable job stress⁹⁸. This study was conducted among the employees of private sectors in Petaling District, Selangor Darul Ehsan Malaysia. The main reason for conducting study over there was because of high turnover rate which was reported on March, 2008. The sample contains the 120 personnel responses that have diverse working background. The Collection of data was comprised of secondary and primary data source. To measure the organizational commitment the Organizational Commitment Questionnaire was used with 7 point Likert-scale, to measure the Stress on job a 14 item scale with an ordinal arrangement of responses from very often to never, known as Perceived Stress Scale is

taken, to ascertain satisfaction on job very famous questionnaire of university of Minnesota (MSQ) is taken and the last turnover intention of employee is measured by three-item measure. Then Pearson correlation method was implemented to examine the association among predictor variables which are job satisfaction, job stress, organizational commitment, and single response variable which is intention to leave. The result revealed that organizational commitments and job satisfaction have negative relation with intention to leave and the stress on job has positive relation with intention to leave. Furthermore, concluded is that socio-demographic aspect of the respondents mediates the behavior of the variables' commitment to organization, satisfaction with job, stress on job and intention to leave.

This research has a different way of examine the most studied variable which is satisfaction on job with turnover intention⁹⁹. The satisfaction on job is divided into two categories intrinsic and extrinsic satisfaction with job these two taken as independent variable and used to see the impact on dependent variable which is intention to quit. The study was conducted among Malaysian printing company employees. Data were collected in control setting through the structured questionnaire. The distribution quantity is 36 out of which 32 returned back completely. The random sampling technique has been used in order to distribute the questionnaire. The questionnaire was divided into four categories. The first and second categories consist of co-workers, working condition, supervision and value of the work respectively. The Likert-scale which is widely used in the measurement of job satisfaction was taken to specify respondents' replies. Third last category was used as a sign of measuring indication with multiple answers choice available to the respondents regarding their intention for leaving the organization and the fourth category

based on responded personal which include also position whether executive or non-executive. For analyzing the data SPSS for windows is used. In addition to that correlation analyses were used to signify the relationship among three variables. In this research it is found that turnover intention has significant negative relation to intrinsic satisfaction in job compare to extrinsic satisfaction in job.

In previous research there is discussion about intrinsic job satisfaction but here we talked about the factors job autonomy, intrinsic motivation, and commitment with affection which moderates their effect on intention to leave¹⁰⁰. For this purpose, a cross-sectional design is prepared. The research included 525 registered nurses from a single hospital in the Italian Public Healthcare. Out of 525 nurses the responses of 442 are useful. Data were collected through a questionnaire paper. The distribution of questionnaire was done through a supervisor nurse of each unit. The questionnaire consists of two parts first consists of personal data and second part consists of the measure of variables taken in this research. Again, affective commitment is measure through organizational commitment questionnaire, for the job autonomy Work Design Questionnaire (WDQ) is used. Intention to quit was measured in two item things. Regarding the data analyses many techniques are used in this research. This study was driven by job characteristics model and self-determination theory which delivers fresh understandings into the field of nursing, into the association among the variable associated with intention to leave. The outcome from this study delivers that intrinsic motivation and affective commitment both positively related to job autonomy. This study also showed the affective commitment mediation effect upon the relationship between intention to leave and job autonomy. The

organizations should foster their commitment with affection related to organization since intention to leave is negatively related with it.

The above study is driven by JCM and SDT. Now this research is considered as improved way for understanding the inconsistency of findings on how leader member exchange theory points to turnover intention in Chinese companies¹⁰¹. In this research satisfaction with job and job stress used to show a mediation path between LMX and intention to leave. In order to mediate the variables, the first condition is that in the absence of mediator, predictor variable(s) must be allied with response variable(s). For the mediation process the second condition is that predictor variable(s) must be interrelated significantly with mediator. Therefore, LMX should satisfy the both conditions. In this study four manufacturing firms of China are participated. All of these four firms are owned by Chinese enterprise. For completing the survey, the sample of 568 employees from all four organizations is taken. These organizations are consisted of manufacturing heavy and light industries. Most of the participants from these organizations were lower level worker, although there were supervisors and middle level manager. To measure the LMX a model proposed is taken which consist of 12-item multidimensional scale. To measure the stress a scale composed of nine items is used in which simply list of stress related item is placed. Job descriptive Index model is taken for the measurement of 3 aspects of satisfaction with job that include satisfaction with supervisors, with co-workers, and with work in general. For measuring turnover intention, the scale developed is used. The Likert-scale of five points is taken for all measures except job stress. The result established the relation that satisfaction with job is behaved as a mediating link between

intention to leave and LMX whereas job stress fails to intermediary response between intention to leave and LMX.

This study purpose is how to improve motivation through motivating factors which creates satisfaction on job¹⁰². This research study discovered the impression of motivation and satisfaction of job on the intention to leave. Satisfaction of job is frequently research in previous study while the motivation is not as frequently. These two variable job satisfaction and work motivation have been recognized as main cause of workers, which are related to health organization, for their intention to leave and retention in the middle as well as low income countries. The region or area for conducting this study is the Eastern part of Ghana which includes the following parts of districts namely north part of Akwapim, Manya Krobo upper part and west part of Kwahu. The tool for collecting data was in a form of well-organized questionnaire which gather statistical data on intention to leave, satisfaction with job and motivation. For the measurement of intention to quit the health worker were asked what their intention was for this purpose only dichotomous responses yes/no were used. The actual data collection was done by lead author and his two assistants between the months of September and November 2012. District Health Management Teams conducted the sampling which was based on staff inventory. The sampling hadn't comprised of executive and workforce support. Here the necessary sample size required, which was constructed with formula of Cochran's size of sample is nearer to 300. The study revealed that there is significant impact of satisfaction with job and motivation on intention to leave. Further that the greater heights of those two (motivation and satisfaction with job) minimized risk of workers' turnover intentions. These findings specify that with the use of effective HRM practices there is a way to

inspire satisfaction of job and motivation that is the way to maintain the workers related to health at existing place.

In paper for “the moderating effect of person-organization fits on the relationships between satisfaction with job, affective organizational commitment and intention to leave”¹⁰³. Person-organization (P-O) fit has been defined in various ways as value similarity, goal similarity, and the go with between employees’ needs and reinforces available in the work environment, and the go with between the personality of the individual and the characteristics of the organization. Affective organizational commitment, satisfaction with job and intention to quit is common in many of the researches done. Empirical evidence in the current study has already showed that job satisfaction of employee and his commitment to the organization have negative relationship with turnover intention. The research model proposed for this study showed that the independent variables are satisfaction with job and affective commitment and satisfaction with job while moderating variable is person organization fit is moderating variable and turnover intention is dependent variable. The research model shows that PO-fit moderates the effect of satisfaction with job and affective commitment on the intention to leave. The data was collected for a field research from a representative sample of academic and administrative staff who worked at higher education institutions in Turkey. The mode of collecting data is online questionnaire. Out of 1247 academic and administrative staffs working at 32 state universities 212 valid responses are considered. For the analyses of data questionnaire are converted into code and entered into the SPSS spreadsheet for the purpose of data analyses. In order to realize the independent relation of each variable correlation among the variable is used. The study finds out that job

satisfaction was observed a positive ion and affective commitment both are considerably in a negative relation with intention to leave. But there was noted a positive relation between satisfaction with job, affective commitment with person organization fit.

“Career motivation is clear in terms of its three main components which are said to be as: career identity, career insight and career resilience”¹⁰⁴. The objective of this paper is to study what relation does affective commitment; career motivation have on satisfaction with job. For the purpose of testing the hypothesis a field research was designed with help of survey methodology. The tool using for the collection of data was a questionnaire. The questionnaire also included demographic questions and the integrated career motivation scale which was developed by. The sampling technique used is convenient sampling with a size of 250 employees which were working in various industries which embrace banking, education, automotive; finance and higher education. Questionnaires were dispatched through emails. The questionnaires were uploaded in SPSS spreadsheet to perform the analyses. Principal component analyzed “the factor structure of the career motivation scale.” Correlation technique is used to know variables and their relationships on each other. It has been concluded that there was a significant positive relationship of career motivation with satisfaction with job and affective commitment.

Turnover intention has been studied by number of researcher and the factors which effect it has also been studied quite comprehensively both in Asian and western context but this issue has not been well studied in North African countries like Libya¹⁰⁵. In this study the variable job training and alternative job opportunities are studied less as compared to job satisfaction. The conceptual framework used for this research is that job training, job satisfaction and alternative job opportunities is taken as independent variable whereas

turnover intention as dependent variable. The tool for data collection is questionnaire. The questionnaire is taken from the researches in past. All questions are in the form of 5-point Likert-scale. The sample size is of 430 respondents which were from the Libyan oil companies. The data was analyzed and tested using Pearson's correlation. This research adds the literature in the context of HRM. Practically "the satisfaction with job is negatively connected with turnover intention" but here data trend says is vice versa. The intention to quit and job opportunities has a positive relation in between them that proved with many researches.

The previous research adds the work in the HRM background. The paper discovers how various performances related pay (PRP) schemes manipulate employee turnover¹⁰⁶. The research also experiments the profit-sharing effect on turnover. Like job training the performance related pay effect on turnover does not studies comprehensively in the researches. Two models of PRP are used namely the classic agency and probit model. Satisfaction and turnover are affected by different PRP schemes. A previous researches fact shows that PRP that is based on profitability which is negatively related to turnover. National Longitudinal Survey of Youth 1979 of US contains the information about workers' job experiences. The sample size is of 6111 men and women taken who were national representative of US and between the ages of 14-22. The empirical result shows that there is unhelpful relationship between PRP and employee turnover. Even though is sufficient literature on the relationship among profit sharing and turnover, there is lesser research on the collision of PRP on turnover. This paper showed how different PRP schemes collision turnover of employee.

2.4 Conceptual Framework

The need to critically explain the conceptual model adopted for this study cannot be over-emphasized, as this will ensure a clear and precise reading that will lead to a consequent understanding of the topic of research under study. Conceptual model is an explanation of the interrelationships among the variables or concepts that are used in the study. It is a structure which the researcher believes can best explain the natural progression of the phenomenon to be studied. It is linked with the concepts, empirical research and important theories used in promoting and systemizing the knowledge espoused by the researcher. Conceptual model is a set of interrelated diagrams that help present a systematic view of phenomena by specifying relations among independent variables and dependent variable with the purpose of explaining and predicting the phenomena for decision making¹¹⁷. The conceptual model in a study ensures that the results of the study are not left hanging as it explain the variables under study. Conceptual model of a research area is always constructed by the researcher(s), by showing and linking the independent variables with the dependent variable. The model proposed links the interactions between the independent and dependent variables of the study.

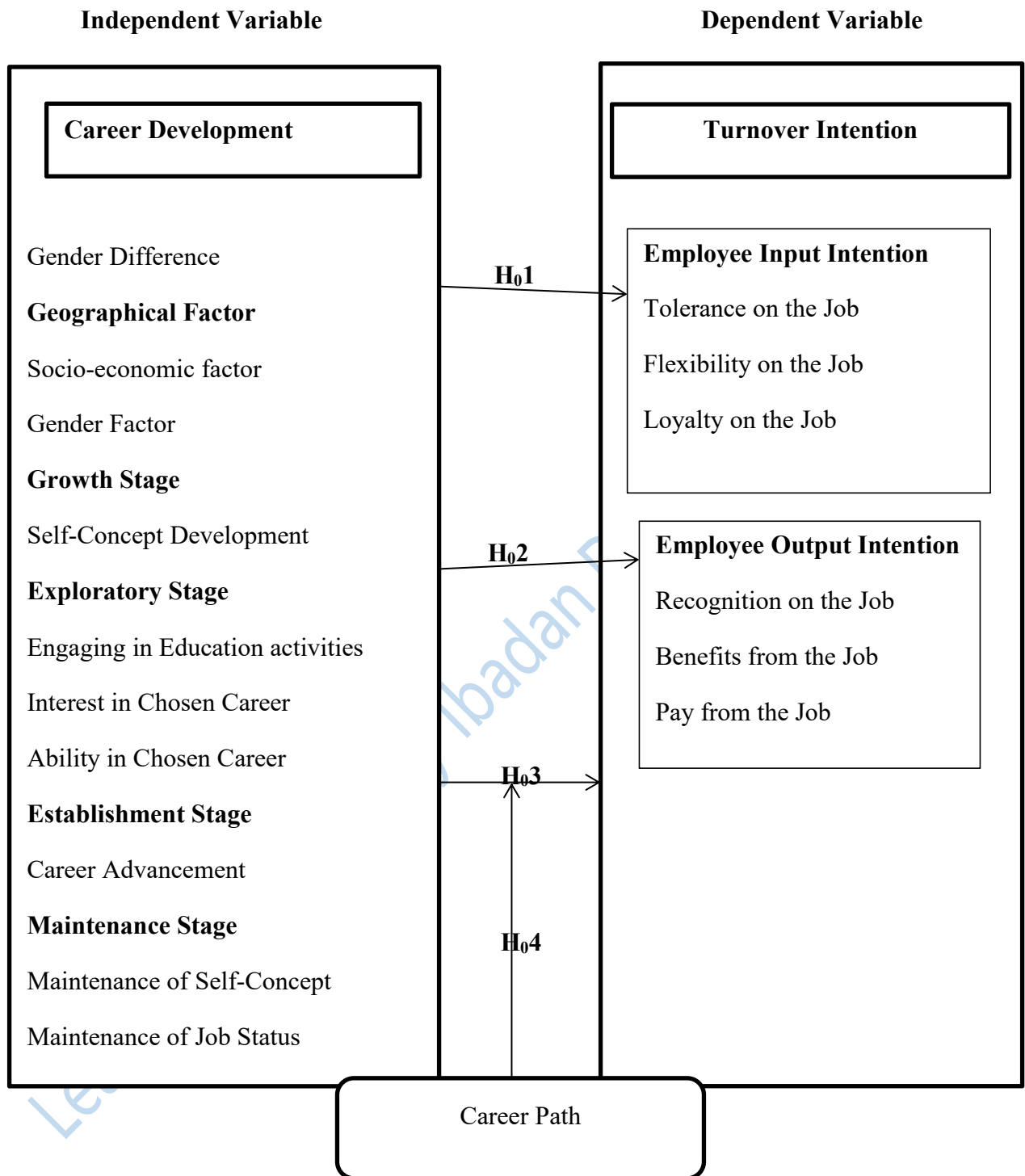


Figure 2.1: Conceptual Framework

Source: Researcher's Conceptual Model, 2022

The above conceptual framework in figure 1 shows the model has three variables: independent variable as career development and dependent variable as turnover intention and the moderating variable as career path. The measures of turnover intention are employee input intention (tolerance on the job, flexibility on the job and loyalty on the job) and employee output intention (recognition on the job, benefits from the job and pay from the job) which were adopted from Adam's Equity Theory⁶⁴. Research identified measures relevant to career development as geographical factor (socio-economic factor, gender factor and geography factor), growth stage (self – concept development), exploratory stage (engaging in educational activities, interest in chosen career, and ability in chosen career), establishment stage (career advancement) and maintenance stage (maintenance of self-concept and maintenance of job status) in which all the measures were adopted from Super's Theory⁷⁰. Career path is a moderating variable in this study to moderate the influence of career development on turnover intention of health information professionals in Oyo State, Nigeria.

2.5 Summary of Gaps in Literature Reviewed

This chapter has shown that contextual influences impact how individuals move into and identify with health information management as a profession. Perceptions of being part of a health information management professional enable individuals to perceive a sense of belonging as part of their identity and in turn to construct a professional identity. Constructing a professional identity as a career in health practitioner is complex. Operating in a peripheral, marginalized role poses challenges for health information management practitioners for career development services provision. Furthermore, entry to most other professions require completion of university level qualifications prior to

commencing the professional role. No such mandate exists for entry to career in health profession roles, perpetuating the myth of the career development in health sector as one anyone can do irrespective of qualifications and training. This chapter also highlighted that the status of career development as a profession has progressively advanced alongside implementation of professional standards, for example in countries such as Australia, Canada, England, South Africa, and US. However, career development, including in the school context, does not have the same levels of regulation evidenced in other professions, such as teaching. Furthermore, in some countries (e.g., Australia, UK, US), and most provinces in Canada, professional bodies and professional membership associations rather than governments act as regulators for the profession. Identity and professional identity have been well researched, yet there is very little research that clarifies the influence of professional standards on professional identity construction in general, and for career development in particular, limiting the ability to understand school career development practitioners' professional identity understanding. Because one country (Australia) has professional standards for career development practitioners, and one country (New Zealand) does not, a comparative study between Australian and New Zealand school contexts provides an opportunity to better understand the under-researched phenomena of school career development practitioner understanding of the influence of professional standards on professional identity. In addition to filling gaps in the knowledge about professional identity understanding of school career development practitioners, the present investigation will add to knowledge about characteristics of the professional context of school career development practitioners, about their understanding of professionalism in career development practice, and their understanding

of the relationship between professional standards and professionalization. This gap will fill.

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Endnotes

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Chapter Three

Methodology

This chapter presents the research methodology used in this study. It discussed the research design strategies employed, population used for the study, sample size and sampling techniques, data collection, analysis techniques and description of the research instruments used.

3.1 Research Design

The descriptive survey research design was considered suitable because it accurately and systematically described the population, situation or phenomenon and also used to investigate one or more variables.

3.2 Population for the Study

The population of this study consisted of one hundred and twenty-seven (127) health information management professionals in six government hospitals in Oyo State, the hospitals are Oke-Ado Hospital, Adeoyo State Hospital, University College Hospital, Government 'Chest Hospital, Moniya General Hospital, Jericho hospital.

Table 3.1: Population of Health Information management Professionals

S/N	Hospitals	Population
1.	Oke – Ado Hospital	9
2.	Adeoye General Hospital	23
3.	University College Hospital	67
4.	Government Chest Hospital	8
5.	Moniya General Hospital	11
6	Jericho Hospital	9

Source: ¹

3.3 Sample and Sampling Techniques

The sample size of this study was one hundred and twenty-seven (127) which is made up of all health information management professionals in the six government hospitals. This sample size was gotten using total enumeration since the figure is not high.

3.4 Description of Research Instrument

The instrument for data collection is a structured questionnaire developed by the researcher from related literature based on the objectives of the study. The questionnaire used to obtain information on career development and turnover intention of health information professionals in Oyo State, Nigeria. The study will adopt the Likert scale design and the instrument is made up of four sections.

Section A: this section was developed by researcher to collect demographic information of respondents and this contains bio-data of respondents measured through gender, years of working experience, educational qualification and department.

Section B: Turnover Intention consist of 18 items covering measures such as Employee Input Intention (Tolerance on the Job, flexibility on the Job and Loyalty on the Job) and Employee Output Intention (Recognition on the Job, Benefits from the Job and Pay from the Job) adapted from Adam's Equity Theory². The instrument used four-point response format ranging from Very High (VH) – 4. High (H) – 3. Low (L) – 2. Very Low (VL) – 1. Examples of questions are: I trust my boss to back me up on decisions I make, Continuation with my present employer will fulfill my life-expectation.

Section C: Career Development consists of measures such as Gender Difference, (Geographical Factors (socio-economic factor, Gender Factor, Geography Factor), growth stage (self-concept development), exploratory stage (engaging in education activities, interests in chosen career, ability in chose career) and establishment stage (career advancement, maintenance stage, maintenance self-concept and maintenance of job status) adapted from Super's Theory³. This has 30 items adapted using the four-point response Strongly Agree (SA) – 4. Agree (A) – 3. Disagree (D) – 2. Strongly Disagree (SD) Examples of questions are: The hospital establishes a succession programme to cultivate successors and the hospital helps me to complete self-assessment so that I can identify my interest in the job field.

SECTION D: This is a 4-point Likert-type items adapted from existing literature⁴. Six items were used to collect data on career path of health information professionals. The response options provided in this study's questionnaire followed the 4-point Likert-type scale of 4=Never, 3=At times, 2=Often and 1=very often. Example of question asked are I hope to establish my own professional identity, and I hope to consider how to perform information management professionally.

3.5 Validity of Research Instrument

The study's instrument was subjected to content validity. The researcher's supervisor, the department's research committee, and other experts in the field of information management reviewed the instrument ensured it measures the intended variable and that it aligns with existing literature. The experts' critique, suggestions and recommendations on the items of the questionnaire was incorporated in making the final amendment of the instrument which was administered to the respondents for the main study.

3.6 Reliability of Research Instrument

The instrument was subjected to reliability test to check the internal consistency of all items measuring each variable in the study. Hence, reliability of the instrument was tested through a pilot study using twenty-five (25) copies of questionnaires that were administered to health information professionals of Foremost Base Hospital which is not part of the study population. The analysis of the data collected that the overall Cronbach alpha value of the entire instrument is 0.79. The breakdown of each section also shows: Section A: turnover intention (0.81); Section B Career development (0.79); Section C: Career Path (0.84).

3.7 Administration of Instrument and Method of Data Collection

A letter of introduction and project attestation was obtained from the Department of Information Management, Lead City University which was used to gain permission to conduct the survey from the health information management professionals in Oyo State, Nigeria. In all, 127 copies of questionnaire were administered to health information professionals in Oyo State, Nigeria.

3.8 Method of Data Analysis

The researcher analyzed the primary data collected using the descriptive and inferential statistics. The use of descriptive statistics is appropriate because it helped to described and summarized data in terms of frequency distribution, percentage, and mean of response about variables under study, thereby answering the research questions. The inferential statistics were used to test the hypotheses formulated in the introductory chapter of this study. Hypotheses one, and two were examined using linear regression

analysis to establish the influence of measures of career development on each measure of turnover intention. Hypothesis three was examined using multiple regression analysis to establish the combined influence of career development on turnover intention of health information professionals in Oyo State, Nigeria, while hierarchical regression was used to test the moderating influence of career path on career development and turnover intention for hypothesis four. The result of the hypotheses will be tested at a significant value of 0.05. The data collected for the study will be analyzed using *Statistical Package for the Social Sciences* (SPSS 24 version).

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Endnotes

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Chapter Four

Results and Discussion of Findings

This chapter dealt with data presentation, analysis and the interpretation of the results. The analysis is guided by the specific objectives and hypotheses that were formulated in the study. The results presented were based on the research questions and hypotheses, which the study set out to answer. The Decision rule: 0.0.-1.49 = very low, 1.50-2.49 – low, 2.50 -3.49 = High, 3.50-4.00 = Very high. Hypothesis will be test at 0.05 level of significance.

4.1. Questionnaire Return Rate

A total of one hundred and Twenty-seven (127) copies of questionnaire were administered, and one hundred and twenty (105) copies responses was received all duly filled. The usable questionnaire represented 82.7% response rate.

4.2 Demographic Analysis of Respondents

Table 4.1 Demographic Analysis

Demographics	Items	Frequency	Percent
Gender	Male	33	31.4
	Female	72	68.6
	Total	105	100.0
Age	25-35	37	35.2
	36-45	45	42.9
	46-55	18	17.1
	56 and above	5	4.8
	Total	105	100.0
Educational Qualifications			
	HND/BSC	62	59.0
	M.sc	28	26.7
	Ph.D.	15	14.3
	Total	105	100.0
Work Experience			
	0-5	34	32.4
	6-10	34	32.4
	11-15	26	24.8
	15 And above	11	10.5
	Total	105	100.0

Source: Researcher Fieldwork, 2023

The table 4.1 presents a demographic overview of 105 respondents. The table reveals that out of the total 105 respondents, 33 (31.4%) are male, while majority 72 (68.6%) are female. The table also showed that 37 respondents (35.2%) fall into the 25-35 age bracket, majority 45 (42.9%) are aged 36-45, 18 (17.1%) are aged 46-55, and 5 (4.8%) are 56 years and above. Also, 62 (59.0%) of the respondents hold HND/BSC qualifications, 28 (26.7%) have M.sc degrees, and 15 (14.3%) have attained Ph.D. degrees. In term of work

experience, 34 respondents (32.4%) have 0-5 years of work experience, another 34 (32.4%) have 6-10 years of experience, 26 (24.8%) have 11-15 years of experience, and 11 (10.5%) possess 15 or more years of work experience. This analysis shows a diverse sample that can effectively represent the study population.

4.2 Research Questions

4.2.1. What is the Turnover Intention of Health Information Management Professionals in Ibadan Oyo State, Nigeria?

Table 4.2 Turnover Intention of Health Information Management Professionals

Tolerance on the Job	Very High	High	Low	Very Low	Mean
I trust my boss to back me up on decisions I make	45 (42.9%)	39 (37.1%)	17 (16.2%)	4 (3.8%)	3.19
My supervisor is willing to listen to my problems.	58 (55.2%)	36 (34.3%)	7 (6.7%)	4 (3.8%)	3.41
My supervisor asks employees for their suggestions on what assignments should be made	56 (53.3%)	30 (28.6%)	13 (12.4%)	6 (5.7%)	3.30
Weighted Mean					3.3
Flexibility					
My boss is flexible about how I accomplish my job objectives.	50 (47.6%)	38 (36.2%)	14 (13.3%)	3 (2.9%)	3.29
My boss gives me the authority to do my job as I see fit.	53 (50.5%)	30 (28.6%)	20 (19.0%)	2 (1.9%)	3.28
I can trust my boss to back me up on decisions I make	57 (54.3%)	18 (17.1%)	22 (21.0%)	8 (7.6%)	3.18
Weighted Mean					3.25

Loyalty on the Job	Very High	High	Low	Very Low	Mean
Continuation with my present employer will fulfill my life expectation	53 (50.5%)	39 (37.1%)	10 (9.5%)	3 (2.9%)	3.35
No job offer can make me quit my job	30 (28.6%)	42 (40.0%)	21 (20.0%)	12 (11.4%)	2.86
I don't think about quitting my job	41 (39.0%)	43 (41.0%)	11 (10.5%)	10 (9.5%)	3.10
Weighted Mean					3.1
Recognition on the Job					
I am satisfied with amount of communication at work	45 (42.9%)	35 (33.3%)	22 (21.0%)	3 (2.9%)	3.16
I am satisfied that my achievements are worthy of recognition	37 (35.2%)	52 (49.5%)	15 (14.3%)	1 (1.0%)	3.19
I am satisfied with the type and values of reward presented to me and my colleagues at work	39 (37.1%)	34 (32.4%)	26 (24.8%)	6 (5.7%)	3.01
Weighted Mean					3.12
Benefits from the Job					
My work does not interfere with home and family	33 (31.4%)	31 (29.5%)	32 (30.5%)	9 (8.6%)	2.84
I do fulfill family responsibilities	44 (41.9%)	29 (27.6%)	29 (27.6%)	3 (2.9%)	3.09
Work-related duties do not affect family plans	43 (41.0%)	31 (29.5%)	28 (26.7%)	3 (2.9%)	3.09
Weighted Mean					3.0
Pay from the Job					
I would not quit my present job for a similar position even with better pay in another organization	12 (11.4%)	26 (24.8%)	45 (42.9%)	22 (21.0%)	2.27
The management pay staff wages regularly	51 (48.6%)	30 (28.6%)	18 (17.1%)	6 (5.7%)	3.20
Bonuses are paid as at when due	45 (42.9%)	36 (34.3%)	20 (19.0%)	4 (3.8%)	3.16
Weighted Mean					2.9
Grand mean					3.12

Source: Researcher Fieldwork, 2023

Table 4.2 examined the turnover intention of HIM professionals. Turnover intention is examined under six dimensions with the first being tolerance on the job. In this section, 42.9% responded “very high” to the item; “I have confidence in the support of my supervisor when it comes to endorsing the judgements I make”. A total of 39 (37.1%) of the respondents reported high levels while 17 (16.2%) indicated low confidence and 4 (3.8%) responded "Very Low". The average score obtained is 3.19. Also 58 (55.2%) of respondents indicates that their supervisor ‘very highly’ demonstrates a willingness to attentively address the concerns and difficulties they encounter, 36 (34.3%) of the respondents indicate this is high on the other hand, 6.7% of the respondents rated this low while 3.8% rated it as "Very Low". The mean score obtained is 3.41. In the same vein, 53.3% of the respondents rated the readiness of supervisor to solicits input from employees regarding their recommendations for task allocation as high. Also, 28.6% of the respondents rated it as high. However, 12.4% rated it as low while 5.7% of the total respondents rated it as "Very Low". The mean score for this item is 3.30. On average, the weighted mean for the section of tolerance on the job is 3.30 which indicates a high level of tolerance.

In the section of flexibility, 47.6% rated the flexibility of their bosses about how they accomplish their job objectives ,36.2% of them rated this as high. On the other hand, 13.3% of them rated this as low while 2.9% indicated "Very Low". The mean score obtained for the item is 3.29 which is high. Further, 50.5% of the respondent, reported a very high level at which their supervisor gives them the authority to do their job as I see fit, 28.6% also rated this opportunity as high. Meanwhile, 19.0% of the respondents rated it as low while 1.9%. rated it at a very low level. The mean score obtained is 3.28. To the

statement, "I can trust my boss to back me up on decisions I make", 54.3% of the respondents reported a very high level while 17.1% of them rate it as high level. The number of responders with a low score was 22, accounting for 21.0% of the total. The number of respondents who rated it as "Very Low" was 8, which accounts for 7.6% of the total sample. The mean score obtained is 3.18. On average, the weighted mean score for this section is 3.25 indicating an overall high level of flexibility.

On the aspect of loyalty on the job, 50.5% indicated that it very highly likely that continuing their employment with current employers would align their own aspirations and achieve their life expectations, 37.1% of them also indicate this is highly likely. However around 9.5% o responded low while 2.9% of the respondents indicated a very low likelihood. The mean score obtained is 3.35. Also, 28.6% of the respondents indicated a very high possibility that No job offer can make them quit their current job. A further 40.0% of the respondents also indicate a high level of certainty. 20.0% indicate that their chance of rejecting a new offer is low while 11.4% describe it as "very low". The mean score obtained is 2.86. Furthermore, 39.0% of the respondents, reported a very high level of not contemplate the idea of resigning from their current employment position. A total of 43 respondents, accounting for 41.0% of the sample, reported high levels. The number of responders with a low score was 11, accounting for 10.5% of the total sample. The number of respondents categorised as "Very Low" was 10, accounting for 9.5% of the total sample. The mean score obtained is 3.10. overall, the weighted mean for this section is 3.10 indicating a high level of loyalty

The next section is job recognition. A total of 45 respondents, accounting for 42.9% of the sample, reported a very high level of contentment with the level of communication in

their workplace, while 33.3% of them indicate a high level. Meanwhile, 21.0% indicate low 2.9% of them reported a very low level of contentment. The mean score obtained is 3.16 indicating a high level of contentment with communication style. Also, A total of 37 respondents, accounting for 35.2% of the sample, reported a very high level of contentment with the notion that their accomplishments include merit deserving of acknowledgment. A total of 52 respondents, accounting for 49.5% of the sample, reported high levels. The number of respondents who reported low level was 15 (14.3%) while 1(1.0%) reported "Very Low" level of contentment. The mean score obtained is 3.19. In the same vein, 39 (37.1%) of the respondents reported a very high level of contentment with the nature and inherent worth of the incentives offered to employees in their profession. 34 (32.4%) of the respondents also reported high level while (24.8%) reported low and 5.7% reported "Very Low" very low level of contentment with various types and values of rewards offered in the workplace. The mean score obtained is 3.01.

Overall, the weighted mean is 3.12 which indicate a high level of perceived recognition.

In term of job benefits, A total of 33 respondents, accounting for 31.4% of the sample, reported a very high level of agreement that their professional obligations do not impede upon their personal life and familial responsibilities. The number of respondents who reported a high level of agreement was 31, accounting for 29.5% of the total respondents. However, 32 (30.5%) reported low agreement while 9 (8.6%) of the respondent reported a very low level of agreement. The mean score obtained is 2.84 indicating a moderate agreement. In the same section, 44 (41.9%) of the respondent show a very high level of agreement that they are diligent in fulfilling familial obligations while 29, (27.6%) indicated a high agreement. The number of respondents with a low-level agreement was

29, which accounted for 27.6% of the total sample. The rest of respondents (2.9%) rated themselves "Very Low". The mean score obtained is 3.09 indicating a high-level fulfilling family responsibility. The impact of work-related responsibilities on familial arrangements is negligible. A total of 43 respondents, accounting for 41.0% of the sample, reported a very high level. A total of 31 respondents, accounting for 29.5% of the sample, reported high levels. The number of responders who reported low level was 28, accounting for 26.7% of the total sample. The number of respondents categorised as "Very Low" was three, which accounts for 2.9% of the total sample. The mean score obtained is 3.09. overall, the weighted mean score for this section is 3.00 indicating a high level of work-life balance.

The last section deals with remunerations. A total of 12 respondents, accounting for 11.4% of the sample, reported a very high-level unwillingness to resign from their current employment in favour of a comparable role, even if it offered higher compensation. Similarly, 26 (24.8%) of the respondents reported high level of unwillingness to leave for a better pay. However, 45 (42.9%) of the respondent indicate low level of commitment while 22 (21.0%) of them reported very low levels. The mean score obtained is 2.27 meaning that majority would leave their organisations for a better pay elsewhere. The responses to the level of which the management pay staff wages regularly 51 (48.6%) reported a very high level, 30 (28.6%) rated it high while 18 (17.1%) rated it low and 6 (5.7%) rated the practice as "Very Low". The mean score obtained is 3.20 indicating that the regularity of payment by management is perceived as satisfactory by a significant number of respondents.

Similarly, 45 (42.9%) of the respondents rated the provision of bonuses as "Very High" and 36 (34.3%) of them reported high levels. The number of respondents who rated it as low was 20, accounting for 19.0% of the total respondents while the number of respondents who rated it as "Very Low" was four, accounting for 3.8% of the total sample. The mean score obtained is 3.16 indicating that the majority of participants are satisfied with the payment of bonuses.

The aggregate mean value across all categories is 3.12, indicate that the majority of the respondents do not have the intention of leaving their jobs.

4.2.2. What is the Career development of Health Information Management Professionals in Ibadan Oyo State, Nigeria?

Table 4.3: Career Development among Health Information Management Professionals

Gender Factor	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean
Male and female staff are treated equally in my department	46 (43.8%)	35 (33.3%)	21 (20.0%)	3 (2.9%)	3.18
My department is committed to promoting gender equality	45 (42.9%)	39 (37.1%)	21 (20.0%)	---	3.23
My department is responsible to concerns about gender equality	30 (28.6%)	38 (36.2%)	29 (27.6%)	8 (7.6%)	2.86
Weighted Mean					3.1
Socio-Economic Factors					
The hospital establishes a succession programme to cultivate successors	34.3 (41%)	36 (39.0%)	27 (25.7%)	1 (1.0%)	3.11
The hospital establishes an honorary consultant system.	41 (39.0%)	34 (32.4%)	25 (23.8%)	5 (4.8%)	3.06
The hospital provides retirement plans and retirement assistance.	49 (46.7%)	23 (21.9%)	23 (21.9%)	10 (9.5%)	3.06
Weighted Mean					3.1

Geographical Factors	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean
I chose this profession because my parents are in the same profession.	8 (7.6%)	20 (19.0%)	53 (50.5%)	24 (22.9%)	2.11
I chose this profession after getting information from internet	20 (19.0%)	34 (32.4%)	40 (38.1%)	11 (10.5%)	2.60
I chose this career because I was inspired by one of my relatives.	42 (40.0%)	26 (24.8%)	27 (25.7%)	10 (9.5%)	2.95
Weighted Mean					2.6
Self-Concept Development					
The hospital helps me to complete self-assessment so that I can identify my interest in the job field	44 (41.9%)	42 (40.0%)	19 (18.1%)	---	3.24
The hospital provides performance evaluation criteria for each position.	49 (46.7%)	32 (30.5%)	22 (21.0%)	2 (1.9%)	3.22
Superiors provide support between employees and superiors concerning job content provide further assistance.	52 (49.5%)	32 (30.5%)	19 (18.1%)	2 (1.9%)	3.28
Weighted Mean					3.2
Engaging in Education Activities					
I can log in to the course management system and join the course	52 (49.5%)	28 (26.7%)	11 (10.5%)	14 (13.3%)	3.12
I hope to understand how job requirements and expectations relate to hospital values	55 (52.4%)	37 (35.2%)	11 (10.5%)	2 (1.9%)	3.38
I learn new information technology resources very quickly	57 (54.3%)	34 (32.4%)	13 (12.4%)	1 (1.0%)	3.40
Weighted Mean					3.3

	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean
Interests in Chosen Career					
Counselors are the greatest influence in my career choice	32 (30.5%)	39 (37.1%)	30 (28.6%)	4 (3.8%)	2.94
I am limited to a career choice by what is schooling is in my area	32 (30.5%)	27 (25.7%)	42 (40.0%)	4 (3.8%)	2.83
I am limited to a career choice by the industry in my area	25 (23.8%)	31 (29.5%)	39 (37.1%)	10 (9.5%)	2.68
Weighted Mean					3.02
Ability in Chosen Career					
I hope to understand clinical and managerial promotion opportunities	57 (54.3%)	39 (37.1%)	7 (6.7%)	2 (1.9%)	3.44
I hope to be supported by supervisors, accepted by co-workers, and be complimented by patients	67 (63.8%)	34 (32.4%)	4 (3.8%)	--	3.60
I hope to identify my capabilities and confirm my clinical information interests.	54 (51.4%)	45 (42.9%)	4 (3.8%)	2 (1.9%)	3.44
Weighted Mean					3.5
Career Advancement					
I am striving to achieve success and become a professional in a specific field.	52 (49.5%)	34 (32.4%)	16 (15.2%)	3 (2.9%)	3.29
I hope to establish unique competitive advantages, striving to win the respect of co-workers.	75 (71.4%)	24 (22.9%)	6 (5.7%)	--	3.66
I will confirm whether I will pursue further education in accordance with personal career planning.	72 (68.6%)	30 (28.6%)	3 (2.9%)	--	3.66
Weighted Mean					3.5

Maintenance of Self-Concept	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean
I plan my work ahead to be able to fulfill the tasks assigned.	65 (61.9%)	40 (38.1%)		--	3.62
I will re-evaluate my career direction, seeking other alternatives outside information management domain.	48 (45.7%)	35 (33.3%)	22 (21.0%)	--	3.25
I hope to complete a successful career	70 (66.7%)	31 (29.5%)	4 (3.8%)	--	3.63
Weighted Mean					3.5
Maintenance of Job Status					
I am able to work with a computer, manage and attach files	68 (64.8%)	30 (28.6%)	5 (4.8%)	2 (1.9%)	3.56
I hope to retain my existing achievements	58 (55.2%)	41 (39.0%)	4 (3.8%)	2 (1.9%)	3.48
I would like the opportunity to guide junior colleagues	76 (72.4%)	25 (23.8%)	4 (3.8%)	--	3.69
Weighted Mean					3.6
Grand Mean					3.3

Source: Researcher Fieldwork, 2023

Table 4.3 focused on level of career development experienced by health information management professionals in Ibadan Oyo State. A majority of respondents, 43.8%, strongly agreed that male and female staff are treated equally in their department, while an additional 33.3% agreed. In contrast, 20.0% disagreed, and a smaller fraction of 2.9% strongly disagreed. On average, this factor received a mean score of 3.18, indicating a moderately positive perception regarding gender equality in the department. When it came to the commitment of their department to promote gender equality, majority of respondents, 42.9%, strongly agreed, with another 37.1% in agreement. Only 20.0% disagreed. The mean score for this aspect was 3.23, suggesting a generally positive

perception of the department's commitment to gender equality. In terms of responsiveness to concerns about gender equality, 28.6% of respondents strongly agreed and 36.2% expressed agreement. Meanwhile, 27.6% disagreed, and 7.6% strongly disagreed. The weighted mean score for this aspect was 2.86, indicating a somewhat lower level of agreement. The overall weighted mean for the entire Gender Factor was 3.1, signifying a moderate overall positive perception of gender-related factors.

Regarding socio-economic factors in the workplace, majority of the respondents 41%, strongly agreed that the hospital establishes a succession program to cultivate successors, while 39.0% also agreed. In contrast, 25.7% disagreed, and only 1.0% strongly disagreed. The mean score for this statement was 3.11, reflecting a positive perception of the hospital's succession program. Similarly, in relation to the establishment of an honorary consultant system, 39.0% strongly agreed while 32.4% agreed, and 23.8% disagreed. A minority, 4.8%, strongly disagreed. The mean score for this aspect was 3.06, suggesting a generally favorable view of the hospital's honorary consultant system.

For the provision of retirement plans and retirement assistance, the majority of respondents, 46.7%, strongly agreed with 21.9% in agreement. Another 21.9% disagreed, and 9.5% strongly disagreed. The mean score for this statement was 3.06, indicating a positive perception of the hospital's retirement plans and assistance. The overall weighted mean for the entire socio-economic factors section was 3.1, suggesting an overall positive perception of these factors.

In terms of geographical factors influencing career choice, respondents exhibited diverse reasons. Only 7.6% strongly agreed that they chose their profession because their parents were in the same profession. A larger proportion, 19.0%, agreed, while 50.5% disagreed,

and 22.9% strongly disagreed. The mean score for this statement was 2.11, indicating that parental influence is a less common factor in career choice. Furthermore, choosing a profession after getting information from the internet was a more prevalent factor, with 19.0% strongly agreed and 32.4% in agreement. However, 38.1% disagreed, and 10.5% strongly disagreed. The mean score for this aspect was 2.60, suggesting that internet-based information plays a more significant role in career choice for some respondents. On the other hand, inspiration from relatives played a notable role in career choice, with 40.0% strongly agreed and 24.8% in agreement, 25.7% disagreeing, and 9.5% "strongly disagreeing." The mean score for this statement was 2.95, indicating that inspiration from relatives is a relatively common factor in career choice. The overall weighted mean for the entire Geographical Factors section was 2.6, suggesting that geographical factors have a moderate influence on career choices.

In assessing self-concept development in the workplace, respondents generally expressed positive opinions. Majority of the respondents (41.9%) strongly agreed that the hospital helps them complete self-assessment to identify their interests in the job field, while 40% agreed. In contrast, 18.1% disagreed. The mean score for this statement was 3.24, suggesting a positive perception of the hospital's support for self-concept development. Regarding the provision of performance evaluation criteria for each position, 46.7% strongly agreed 30.5% agreed, and 21.0% disagreed. A small proportion, 1.9%, strongly disagreed. The mean score for this aspect was 3.22, indicating that performance evaluation criteria were well-received by respondents. Respondents also held a positive view of superiors providing support between employees and superiors concerning job content and offering further assistance. A significant 49.5% strongly agreed with 30.5%

in agreement. Meanwhile, 18.1% disagreed, and 1.9% strongly disagreed. The mean score for this statement was 3.28, suggesting a positive perception of support and assistance from superiors. The overall weighted mean for the entire self-concept development section was 3.2, indicating an overall positive perception of self-concept development factors.

Respondents demonstrated confidence in their ability to engage in educational activities. For the statement "I can log in to the course management system and join the course," 49.5% strongly agreed 26.7% agreed, 10.5% disagreed, and 13.3% strongly disagreed. The mean score for this aspect was 3.12, indicating confidence in accessing educational resources. In expressing a desire to understand how job requirements and expectations relate to hospital values, 52.4% strongly agreed 35.2% agreed, 10.5% disagreed, and 1.9% strongly disagreed. The mean score for this statement was 3.38, reflecting a strong interest in aligning job expectations with organizational values. Regarding the ability to learn new information technology resources quickly, 54.3% strongly agreed 32.4% agreed, 12.4% disagreed, and 1.0% strongly disagreed. The mean score for this aspect was 3.40, indicating a high level of confidence in learning new technology resources. The overall weighted mean for the entire engaging in education activities section was 3.3, suggesting a positive attitude towards education and job understanding.

Respondents' career choices appeared to be influenced by various factors. For the statement "Counselors are the greatest influence in my career choice," 30.5% strongly agreed 37.1% agreed, 28.6% disagreed, and 3.8% strongly disagreed. The mean score for this statement was 2.94, indicating that counselors have a moderate influence on career

choices. A similar pattern was observed for the statement "I am limited to a career choice by what schooling is in my area," with 30.5% "strongly agreeing," 25.7% agreeing, 40.0% disagreeing, and 3.8% "strongly disagreeing." The mean score for this aspect was 2.83, suggesting that the availability of schooling in the area somewhat limits career choices. Respondents also considered the industry in their area when making career choices. Specifically, 23.8% strongly agreed 29.5% agreed, 37.1% disagreed, and 9.5% strongly disagreed. The mean score for this statement was 2.68, indicating that the local industry also has some influence on career choices. The overall weighted mean for the entire Interests in chosen career section was 3.02, suggesting a moderate level of influence on career choice.

Respondents expressed a strong desire to understand clinical and managerial promotion opportunities in their chosen career. Specifically, 54.3% strongly agreed 37.1% agreed, 6.7% disagreed, and 1.9% strongly disagreed. The mean score for this statement was 3.44, indicating a strong desire to understand promotion opportunities. Furthermore, respondents had high expectations of support and recognition from supervisors, co-workers, and patients in their chosen career. A significant 63.8% strongly agreed 32.4% agreed, and 3.8% disagreed. The mean score for this aspect was 3.60, suggesting a high expectation of support and recognition from colleagues and supervisors. Respondents also expressed a strong desire to identify their capabilities and confirm their clinical information interests, with 51.4% "strongly agreeing," 42.9% agreeing, and 3.8% disagreeing. The mean score for this statement was 3.44, indicating a strong desire to understand capabilities and interests. The overall weighted mean for the entire Ability in

Chosen Career section was 3.5, suggesting a positive perception of one's abilities and career prospects.

In the section of career advancement, respondents were highly motivated in terms of career advancement. For the statement "I am striving to achieve success and become a professional in a specific field," 49.5% strongly agreed 32.4% agreed, 15.2% disagreed, and 2.9% strongly disagreed. The mean score for this statement was 3.29, indicating a strong drive for professional success. Additionally, respondents aimed to establish unique competitive advantages and gain the respect of co-workers. Specifically, 71.4% strongly agreed 22.9% agreed, and 5.7% disagreed. The mean score for this aspect was 3.66, indicating a strong ambition to gain respect and recognition among co-workers. Furthermore, respondents considered further education as part of their career planning. Specifically, 68.6% strongly agreed 28.6% agreed, and 2.9% disagreed. The mean score for this statement was also 3.66, suggesting a strong inclination towards further education as part of career planning. The overall weighted mean for the entire Career Advancement section was 3.5, indicating a strong focus on career advancement.

In terms of self-concept maintenance, respondents exhibited positive attitudes. A significant 61.9% strongly agreed that they plan their work ahead to fulfill assigned tasks, with 38.1% in agreement. The mean score for this statement was 3.62, indicating a strong focus on planning and task fulfillment. Additionally, respondents expressed a willingness to re-evaluate their career direction and explore alternative options outside the information management domain. Specifically, 45.7% strongly agreed 33.3% agreed, and 21.0% disagreed. The mean score for this aspect was 3.25, suggesting a readiness to explore alternative career directions. Furthermore, respondents had a strong desire to

complete a successful career, with 66.7% "strongly agreeing," 29.5% agreeing, and 3.8% disagreeing. The mean score for this statement was 3.63, indicating a strong aspiration for a successful career. The overall weighted mean for the entire maintenance of self-concept section was 3.5, suggesting a positive self-concept and career outlook.

Respondents exhibited confidence in their job-related skills and a strong interest in guiding junior colleagues. For the statement "I am able to work with a computer, manage and attach files," 64.8% strongly agreed 28.6% agreed, 4.8% disagreed, and 1.9% strongly disagreed. The mean score for this aspect was 3.56, indicating confidence in computer-related skills. Moreover, respondents hoped to retain their existing achievements, with 55.2% "strongly agreeing," 39.0% agreeing, and 3.8% disagreeing. The mean score for this statement was 3.48, suggesting a desire to maintain current achievements. Additionally, respondents expressed a strong interest in guiding junior colleagues, with 72.4% "strongly agreeing," 23.8% agreeing, and 3.8% disagreeing. The mean score for this aspect was 3.69, indicating a high interest in mentoring junior colleagues. The overall weighted mean for the entire Maintenance of Job Status section was 3.6, reflecting a strong commitment to job-related responsibilities.

In summary, the grand mean for all factors assessed under career development was 3.3, suggesting an overall positive perception and attitude among respondents towards their profession and career-related factors.

4.2.3. What is the Career Path of Health Information Management Professionals in Ibadan Oyo State, Nigeria?

Table 4.4: Career Path among Health Information Management Professionals

	Very High Extent	High Extent	Low Extent	Very Low Extent	Mean
I hope to establish my own professional identity.	66 (62.9%)	39 (37.1%)	--	--	3.63
I hope to acquire better skills to perform information management more professionally	58 (55.2%)	45 (42.9%)	2 (1.9%)	--	3.53
I look forward to achieving better job performance to improve my prospects for promotion.	70 (66.7%)	33 (31.4%)	2 (1.9%)	--	3.65
I hope to maintain high job motivation, professionalism and competitiveness	73 (69.5%)	32 (30.5%)	--	--	3.70
I hope to advance my career by moving into more senior information management positions	62 (59.0%)	41 (39.0%)	2 (1.9%)	--	3.57
I hope to acquire challenging jobs and tasks.	68 (64.8%)	34 (32.4%)	3 (2.9%)	--	3.62
Grand Mean					3.6

Source: Researcher, 2023

Table 4.4 focused on the career path of Health Information Management Professionals in Ibadan Oyo State, Nigeria. The majority of respondents (62.9%) expressed a very high extent of aspiration to establish their own professional identity, while 37.1% had a high extent of this aspiration. On average, this aspiration received a mean score of 3.63, indicating a strong desire among respondents to define their professional identity. Also, majority of respondents (55.2%) expressed a very high extent of aspiration to acquire better skills to perform information management more professionally, with an additional

42.9% indicating a high extent. Only a small percentage (1.9%) had a low extent of this aspiration. The mean score for this aspect was 3.53, suggesting a strong focus on performing information management more professionally. A significant majority of respondents (66.7%) also expressed a very high extent desire to achieve better job performance for the purpose of improving their prospects for promotion. Additionally, 31.4% had a high extent of this aspiration, while only 1.9% indicated a low extent. The mean score for this statement was 3.65, indicating a strong motivation to enhance job performance for career advancement.

Furthermore, majority of respondents (69.5%) to a very high extent aspired to maintain high level of job motivation, professionalism, and competitiveness. An additional 30.5% indicated a high level of desire to maintain high level of job motivation, professionalism, and competitiveness. The mean score for this aspect was 3.70, indicating a strong commitment to maintaining motivation, professionalism, and competitiveness in their careers. In addition, majority of respondents (59%) to a very high extent desired to advance their careers by moving into more senior information management positions. Another 39.0% had a high extent of this aspiration, while only 1.9% had a low extent. The mean score for this statement was 3.57, indicating a strong desire for career advancement.

Similarly, majority of respondents (64.8%) expressed a very high extent of aspiration to acquire challenging jobs and tasks, with an additional 32.4% indicating a high extent. Only a small percentage (2.9%) had a low extent of this aspiration. The mean score for this aspect was 3.62, suggesting a strong desire for challenging career opportunities.

The grand mean, which takes into account all the aspirations mentioned above, was calculated to be 3.6. This indicates an overall high level of career aspirations among the respondents, with a strong commitment to professional growth, performance, and advancement in the field of information management.

4.3. Presentation of Hypotheses

Hypothesis One: There will be no significant influence of career development on employee input intention of health information management professionals in Ibadan Oyo State, Nigeria;

Table 4.5a-c: Influence of Career Development on Employee Input Intention of Health Information Management Professionals in Ibadan Oyo State, Nigeria

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.587 ^a	.345	.338	.41108

a. Predictors: (Constant), Career Development

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.155	1	9.155	54.176	.000 ^b
	Residual	17.406	103	.169		
	Total	26.561	104			

a. Dependent Variable: Input Intention

b. Predictors: (Constant), Career Development

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.140	.405		-.347	.000
Input Intention	.922	.125	.587	7.360	.000

a. Dependent Variable: Input Intention

Table 4.5 presents the results of a regression analysis on influence of career development on employee input intention of health information management professionals in Ibadan Oyo State, Nigeria. The model summary shows that the value of R is 0.587. and the R Square: value is 0.345, indicating that about 34.5% of the variance in input intention of health information management professionals in Ibadan Oyo State can be explained by career development opportunities. The Adjusted R Square is 0.338. It helps provide a more accurate estimation of the proportion of variance explained.

The ANOVA table also provides information about the sources of variation in the data. The F-value of 54.176. When this is combined with the p-value (0.000) which is very low, the indication is that the regression model is statistically significant at any reasonable significance level. This means that the career development opportunities have a significant influence on input intention among health information management professionals in Ibadan, Oyo State, Nigeria. This is further supported by the Coefficients table.

The table presents the coefficients for each predictor variable. The constant is 1.140, and the coefficient for career development is 0.922. The t-value for career development is

0.347. The significance value (p-value) associated with the t-value. It indicates the probability of obtaining the observed t-value by chance. In this case, the p-value is .000, indicating that the coefficient for career development is statistically significant.

In summary, the analysis suggests that career development has a statistically significant influence on input intention of health information management professionals in Oyo State, Nigeria. The coefficient for career development is positive (0.347), indicating that an increase in career development is associated with higher levels of input intention. In line with this, the null hypothesis stating that there will be no significant influence of career development on employee input intention of health information management professionals in Ibadan Oyo State, Nigeria is rejected

Hypothesis Two: There will be no significant influence of career development measures on employee output intention of turnover intention of health information management professionals in Ibadan Oyo State, Nigeria

Table 4.6a-c: Influence of Career Development on Employee Output Intention of Health Information Management Professionals in Ibadan Oyo State, Nigeria

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.277a	.077	.068	.48790

a. Predictors: (Constant), Career Development

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.041	1	2.041	8.576	.004b
	Residual	24.519	103	.238		
	Total	26.561	104			

a. Dependent Variable: Output Intention

b. Predictors: (Constant), Career Development

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.955	.397		4.926	.000
Output Intention	.319	.109	.277	2.928	.004

a. Dependent Variable: Output Intention

Source: Researcher Fieldwork, 2023

Table 4.6a-c presents the results of a regression analysis on influence of career development on employee output intention of health information management professionals in Ibadan Oyo State, Nigeria. The model summary shows that the value of R is 0.277. and the R Square: value is 0.077, indicating that about 7.7% of the variance in output intention of health information management professionals in Ibadan Oyo State can be explained by career development opportunities. The Adjusted R Square is 0.068. It helps provide a more accurate estimation of the proportion of variance explained.

The ANOVA table also provides information about the sources of variation in the data. The F-value of 8.576. When this is combined with the p-value (0.000) which is very low, the indication is that the regression model is statistically significant at any reasonable significance level. This means that the career development opportunities have a significant influence on output intention among health information management professionals in Ibadan, Oyo State, Nigeria. This is further supported by the Coefficients table.

The table presents the coefficients for each predictor variable. The constant is 1.955, and the coefficient for career development is 0.319. The t-value for career development is 2.928. The significance value (p-value) associated with the t-value. It indicates the probability of obtaining the observed t-value by chance. In this case, the p-value is .004, indicating that the coefficient for career development is statistically significant.

In summary, the analysis suggests that career development has a statistically significant influence on output intention of health information management professionals in Oyo State, Nigeria. The coefficient for career development is positive (0.319), indicating that an increase in career development is associated with lower levels of turnover intention. In line with this, the null hypothesis stating that there will be no significant influence of career development on employee output intention of health information management professionals in Ibadan Oyo State, Nigeria is rejected

Hypothesis Three: There will be no combined influence of career development measures on turnover intention of health information management professionals in Ibadan Oyo State, Nigeria

Table 4.7a-c Combined Influence of Career Development Measures on Turnover Intention of Health Information Management Professionals in Ibadan Oyo State, Nigeria

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626a	.392	.380	.39805

A. Predictors: (Constant), Career Path, Career Development
Source: Fieldwork 2023

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.399	2	5.200	32.817	.000b
	Residual	16.161	102	.158		
	Total	26.561	104			

a. Dependent Variable: Turnover Intention

B. Predictors: (Constant), Career Path, Career Development

Coefficients^a

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	.649	.483		1.344	.000
Career Development	.886	.122	.564	7.263	.000

a. Dependent Variable: Turnover Intention

Source: Researcher Fieldwork, 2023

Table 4.7a-c: presents the results of combined influence of career development and career paths on turnover intention of health information management professionals in Ibadan Oyo State, Nigeria. The model summary demonstrated a significant relationship between the variables. The analysis shows a correlation coefficient (R) of 0.626, indicating a moderate positive influence of career development and career paths on turnover intention of health information management professionals in Ibadan Oyo State, Nigeria. Also, the R Square values (0.392) indicates that approximately 39.2% of the variance in the turnover intention of health information management professionals in Ibadan Oyo State, Nigeria can be explained by career development and career paths.

Table 4.7b presents the analysis of variance (ANOVA) which indicates a significant overall model fit. The regression model accounted for a significant amount of variance in the dependent variable. The F-statistic was 32.817, indicating a significant relationship between the variables. The p-value was 0.000, which also confirms the significance of the model.

Furthermore, the regression coefficients (table 4.7c) showed that the coefficient for the career development was 0.886, indicating a positive relationship. However, the coefficient for career path is 0.250, suggesting a smaller positive effect. The t-statistics for career development and career path were 7.263 and 2.802, with corresponding p-values of 0.000 and 0.006. This means that, career development is more relatively significant predictor of turnover intention of health information management professionals in Ibadan Oyo State, Nigeria than career path of health information management professionals in Ibadan Oyo State, Nigeria

Notwithstanding, the results suggest that both career development and career paths have significant combined effects on turnover intention of health information management professionals in Ibadan Oyo State, Nigeria. The model explains approximately 39.2% of the variance in turnover intention of health information management professionals in Ibadan Oyo State, Nigeria. Consequently, the null hypothesis which states that there will be no combined influence of career development and career paths on turnover intention of health information management professionals in Ibadan Oyo State is rejected.

H₀₄: There will be no significant moderating impact of career path on the influence of career development on turnover intention of health information management professionals in Ibadan Oyo State, Nigeria.

Table 4.8 a-c Moderating Impact of Career Path on the Influence of Career Development on Turnover Intention of Health Information Management Professionals in Ibadan Oyo State, Nigeria

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631a	.398	.387	.39582

. Predictors: (Constant), Career path, Career development

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.580	2	5.290	33.766	.000 ^b
	Residual	15.980	102	.157		
	Total	26.561	104			

a. Dependent Variable: Turnover intention

b. Predictors: (Constant), Career path, Career development

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.240	.391		.612	.000
Career development	.588	.164	.374	3.592	.001
INT	.084	.028	.314	3.016	.041

a. Dependent Variable: Turnover intention

Source: Researcher Fieldwork, 2023

Table 4.8 presents the results of the linear regression analysis for the moderating effect of Career path on career development's influence on turn over intention of health information managers. From the results in the table, Career development has a significant relationship on the turnover intention ($R = 0.631^a$, $p < 0.05$) of Health Information Management Professionals in Ibadan Oyo State, Nigeria. The coefficient of determination (Adj. R^2) of 0.387 shows that career development explains 38.7% of the turnover intention among the respondents.

Table 4.6b presents the results of ANOVA (Overall Model Significance) of regression test which revealed that Career development has significant positive influence on turnover intention. This can be explained by the F-value (33.766) and p-value (0.000^b) which is statistically significant at 95% confidence interval. Hence, the result posited that Career development has a strong positive significant influence on the turnover intention. Furthermore, the results of regression coefficients in table revealed that at 95% confidence level, a unit change in career intention will lead to 0.240 increases in the turnover intention given that all other factors are held constant.

The interaction or moderation effects of career path (INT) is illustrated in the coefficient table. The variable 'INT' represents an interaction between turnover intention and Career development. It has a coefficient (B) of 0.546, a standard error of 0.264, and a beta of 2.050. The positive coefficient and a statistically significant p-value of 0.041 suggest that the interaction term has a positive impact on the relationship between career development and turnover intention of the respondents. The relatively high standardized coefficient (beta) indicates that this interaction term has a strong positive effect on the outcome.

In summary, the interaction term Career path_Career development has a positive coefficient, and it is statistically significant (p-value is less than 0.05). This suggests that the interaction between Career path and Career development has a positive impact on Turnover Intention. The relatively high standardized coefficient (beta) indicates that this interaction is a strong positive predictor of Turnover Intention. In view of this result, the hypothesis stating that there will be no significant moderating effect of career path on the relationship between career development and turnover intention is hereby rejected.

4.4 Discussion of Findings

The study set out to investigate the role of career development on turnover intention of health information management professionals in Ibadan Oyo State. To achieve the research aim, research questions were raised and hypotheses were formulated. The first research question is on the level of turnover intention among the respondents. The study found a low level of turnover intention among health information management professionals in Ibadan Oyo State, Nigeria. This indicates that the majority of the respondents do not have the intention of leaving their jobs. This finding is contrary to what has been reported by previous studies in Nigeria.

The study set out to investigate the role of career development on turnover intention of health information management professionals in Ibadan Oyo State. To achieve the research aim, research questions were raised and hypotheses were formulated. The first research question is on the level of turnover intention among the respondents. The study found a low level of turnover intention among health information management professionals in Ibadan Oyo State, Nigeria. This indicates that the majority of the respondents do not have the intention of leaving their jobs. This finding is contrary to what has been reported by previous studies in Nigeria.

Review of literature indicates that turnover intention among health workers in Nigeria is a significant issue, particularly among frontline health workers in private hospitals. A study focused on southern Nigeria reported a high turnover intention, particularly putting nurse turnover rates in Nigeria from 20 to 35 percent¹. This is not limited to Nigeria as a baseline study conducted in Ghana also showed that nearly nine out of ten healthcare

workers in the country had turnover intention². Similarly, it was reported that the prevalence of turnover intention among midwives in Jimma, Southwest Ethiopia was higher than that among other local and national figures³. Researchers have supported these assertions by identifying various negative factors in the African health sector.

A study in Nigeria reported that workplace violence is one factor that influences turnover intention among nurses in a university teaching hospital in Nigeria⁴. Another study found that more than half of healthcare professionals have turnover intention, and being unmarried and lack of training opportunities were associated factors⁵. Apparently, most healthcare workers harbour turnover intention when they see no form of career development

The second research question focused on various levels of career developments experienced by health information management professionals in Ibadan Oyo State, Nigeria. The study finding suggests an overall positive perception and attitude among respondents towards their career development. Again, the finding of this study is different from what has been reported in the literature of health workers' career development, especially in Nigeria. For instance, a study reported that health workers in rural areas of Nigeria are yearning for educational prospects and the opportunity to convert to a higher skilled cadre. It was found that volunteer community health workers were more highly motivated to choose jobs with opportunities for professional development and career progression, and not just financial incentives when compared with employed community health workers⁶. CHWs' preference for conversion to other cadres such as nursing may provide an opportunity for a review of their training curricula, scope of practice and establishment of career progression pathways while remaining in the PHC sector.

Studies have also shown that career development is hindered by lack of mentorship opportunities, scarce professional development opportunities and other challenges. A study conducted in Abuja, Nigeria suggested that access to mentorship opportunities can help young public health professionals in Nigeria take up roles in the public health workforce. However, this is not always available⁷. Another study noticed the dearth of professional development opportunities. Providing opportunities for professional development, such as training and workshops, can help health workers in Nigeria improve their skills and advance their careers⁸. In addition, a study conducted in Enugu state, Nigeria reported that majority of health professionals have little time or opportunity for career development as they had to engage in a variety of side businesses to supplement their income. Unpredictability in wages was a major factor, making it challenging for them to consistently satisfy their requirements and those of their households. PHC facilities were discovered to be less functional as a result. If efforts are made to remove legitimate gaps that drive health workers to struggle informally, absenteeism of PHC providers can be addressed. Such a lesson can help low- and middle-income nations improve their healthcare systems⁹.

Another study conducted in Lagos state, Nigeria also revealed that career development is a main challenge for health workers in Nigeria. The findings of the study indicate that in order to mitigate turnover intention and promote retention among nurses and other healthcare professionals, hospital management should prioritize the consideration of factors pertaining to job satisfaction. Doing so is likely to enhance the overall effectiveness of the healthcare system and contribute to the improvement of mental and social well-being among nurses. The originality and value of this research lie in its unique

contribution to the existing body of This study demonstrates that job satisfaction in the workplace is influenced by several strategies, as research has indicated the effectiveness of elements beyond income in foreign cultures and countries. However, in the context of Nigeria, salary and career advancement are given greater importance compared to other aspects. This phenomenon might be attributed to the socio-cultural realities prevalent in Nigeria, which represents a significant shift in paradigm¹⁰.

The third research question investigated the different career paths available for health information management professionals in Ibadan Oyo State, Nigeria. The study found an upward career path with majority of the respondents committed to professional growth, performance, and advancement in the field of information management. This finding is supported by results from previous studies. A study conducted in Ebonyi state, Nigeria reported a high desire from career growth among health professionals. The study found that a vast majority of the respondents plan to acquired more qualifications. In addition, most of the respondents had intention of travelling abroad for further education in order to be exposed to better education and better facilities than is available in Nigeria¹¹.

The test of hypothesis one revealed that career development has a significant influence on employee input intention of turnover intention of health information management professionals in Ibadan Oyo State, Nigeria. This means that lack of career development opportunities would encourage turnover intention while availability of career development opportunities would encourage the health information management to stay in their jobs and put in their best. This finding. This is similar to the findings of a study conducted in Ethiopia. The study found that the factors determining turnover intention among health information technology professionals in the country include, performance

appraisal, and recognition¹². Similarly, a study conducted in Illubabora Zone, South West Ethiopia, found that there was a high turnover intention among health extension workers in the study. High workload, a lack of motivation, and a constrained career structure were some of the factors that significantly predicted the intention to leave. The study suggested that, in order to keep health extension workers, the career structure should be changed, and overtime pay should also be implemented¹³.

Another study conducted in Nigeria examined the role of competence development, work-life balance, perceived organizational support, and organization's commitment in turnover intention among registered nurses in Ondo State, Nigeria. The researcher found a positive correlation between registered nurses' job satisfaction and affective commitment, and a negative correlation was found between their turnover intentions and competence development practices, work-life balance policies and practices, perceived organizational support, and the organization's commitment to employees. This supports the hypothesis that, where there is effective career development, the turnover intention will be low.

The test of hypothesis two revealed that career development has a significant influence on employee output intention of turnover intention of health information management professionals in Ibadan Oyo State, Nigeria. The finding suggests that career development contributes to productivity and organizational commitment which are all opposites of turnover intention. This is supported by previous studies. A study conducted in Lagos state reported that career development and other organizational factors such as administrative and managerial support, autonomy and responsibility, salary, supervision and working condition, recognition and achievement, advancement and promotion,

collectively exert positive relationship with nurses' job satisfaction. The study concluded that to retain and prevent turnover intention among nurses, and other health-care workers, the management of hospitals must pay due attention to issues relating to job satisfaction, as this is likely to increase health-care system effectiveness, boost mental and social health of the nurses¹⁴.

Also, the study found a significant combined influence of career development measures and career paths on turnover intention of health information management professionals in Ibadan Oyo State, Nigeria. However, it was found that career development is more significant than career path as predictor of turnover intention. However, what sets this study apart is its finding that career development plays a more significant role in predicting turnover intention compared to career paths. This finding resonates with the broader body of research on turnover intention and career development. In healthcare settings globally, high turnover rates among professionals can have detrimental effects on patient care. Thus, understanding the factors that influence turnover intention is crucial¹⁵.

Career development measures encompass various initiatives such as training, mentorship, and promotion opportunities. Existing research consistently demonstrates that these programs can enhance job satisfaction, reduce turnover rates, and improve job performance among healthcare professionals. The emphasis on continuous skill development and growth resonates with employees, making them less inclined to leave their current positions¹⁶.

On the other hand, career paths represent the trajectory and prospects for advancement within an organization. A well-defined career path can motivate employees by providing

clarity about their future within the organization. Research has shown that healthcare professionals are more likely to stay in their roles when they perceive clear opportunities for career progression¹⁷.

Studies have also shown that while offering a structured career path is important, prioritizing comprehensive career development programs is even more critical in retaining health information management professionals^{18, 19}. In order to show the importance of career development to employee turnover intention, scholars have recommended investing in training, mentorship, and skill-building opportunities. These initiatives can create a sense of purpose and personal growth among employees, which, in turn, reduces their inclination to seek alternative employment^{20, 21, 22}.

The study also found a moderating influence of career path on the relationship between career development and turnover intention of health information professionals in Ibadan Oyo state. What this suggests is that when employees have a clearly outlined career path and their organisations provide training relevant to the career aspirations of the employees, there will be reduced chance of turnover intention. This is because such employees will perceive that their career is moving in the direction that they want or prefer. On the other hand, when there is no clear-cut career path, created for the employees, either by themselves or the organization, career development may have lesser influence on turnover intention.

In a situation where employees are sponsored for trainings that has no relevance to their career aspirations, it may not lead to any meaningful capacity development. When organisations sponsored an employee to acquire records management today and

tomorrow, such employee is sent for another training on customer relations or even moved to another section where the previous training acquired is not relevant, it can lead to employee dissatisfaction and turnover intention.

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Chapter five

Conclusion

This chapter concludes the entire study. It presented the summary of findings, conclusions and proffers relevant recommendations. In addition, the chapter also outlines the contribution of the study to the field of health information management and knowledge in general.

5.1 Summary of findings

The study set out to investigate the role of career development on turnover intention of health information management professionals in Ibadan Oyo State. To achieve the research aim, research questions were raised and hypotheses were formulated. The summary of the findings are as follows;

1. The study found a low level of turnover intention among health information management professionals in Ibadan Oyo State, Nigeria. This indicates that the majority of the respondents do not have the intention of leaving their jobs
2. The study finding on the levels of career developments experienced by health information management professionals in Ibadan Oyo State, Nigeria suggests an overall positive perception and attitude among respondents towards their career development.
3. The study also found an upward career path with majority of the respondents committed to professional growth, performance, and advancement in the field of information management.

4. The test of hypothesis one revealed that career development has a significant influence on employee input intention of turnover intention of health information management professionals in Ibadan Oyo State, Nigeria
5. The test of hypothesis two revealed that career development has a significant influence on employee output intention of turnover intention of health information management professionals in Ibadan Oyo State, Nigeria
6. Also, the study found a significant combined influence of career development measures on turnover intention of health information management professionals in Ibadan Oyo State, Nigeria.
7. The study also found a moderating influence of career path on the relationship between career development and turnover intention of health information professionals in Ibadan Oyo state.

5.2 Conclusion

This study has touched on the key factors affecting turnover intention among health information management professionals in Oyo State, Nigeria. While the study found a low level of turnover intention among the employee, it is obvious that there are some challenges against the decision of the HIM professionals to stay with their current employers. For instance, majority of the employ expressed the need to do better at their jobs indicating an underlying need for recognition and promotion. In addition, most of the HIM professionals plan to get to the peak of their profession by gaining more experience, skills and qualification needed to handle bigger role.

In a clear term, the study has shown the career development and opportunities to grow has influence turnover intention meaning that, if provided with the right environment and

conditions, majority of the HIM professionals would not mind staying with their employers indefinitely. The same is true when they can see a well-defined path for career growth. That is, HIM practitioners are encouraged by having the knowledge of what exactly are the requirements for career advancement and how frequently are they likely to get promotion. This makes the task of fair employer easier and knowing all of this means the health policy makers are in better position to manage turnover intention among HIM professionals in Nigeria

5.3 Recommendations

Based on the findings of this study, the following recommendations are made by the researcher;

- i. Hospital management in Ibadan Oyo State, Nigeria should ensure that the low turnover reported in this study is maintained by focusing more on employee welfare and protecting the interest of the health information management.
- ii. While the respondents generally have positive perspectives about career development activities in the workplace, it is important to organize regular trainings, capacity development and skill acquisition programmes capable of bringing them up to date about modern information management practices.
- iii. Based on the desire of the respondents to reach the topmost of their profession, it is important to set up a mentoring framework to ensure that those who have ambition to grow in their profession can learn from experienced and successful colleagues
- iv. The influence of career development input on the turnover intention of health information management professionals in Ibadan Oyo State, Nigeria has emphasized the need

- for periodic skill acquisition program to equip the staff to be relevant modern settings
- v. the influence of career development on employee output intention has also shown that providing career development opportunities for health information manager would enhance their job productivity and also ensure improved services in the hospitals.
 - vi. there should be a harmonized set of rules to judge the promotion and discipline of health information managers. In addition, sensitization and awareness programs with one-on-one sessions are also needed to ensure that Health information management are aware of what is required of them
 - vii. There must be critical evaluation of skills gap before employees are sponsored on trainings. Also, employees' career aspirations should be taken into consideration before they are considered for career development opportunities.

5.4 Contribution to Knowledge

This study has made contribution in form of conceptual, theoretical and empirical contributions to existing body of knowledge in health information management in particular and information management in general. Conceptually, the study is the first to combine career development and career path as independent variables in examining the turnover intention of health information managers in Nigeria. The study also developed a conceptual framework to outline the metrics of each variable which makes it easier for future researchers to properly measure these variables.

Furthermore, the study has also combined various Adam's equity theory and super's theory to create a theoretical framework. The validation of these theories in the context of

health information managers has paved the way for future studies in this field to also adopt the theories with proper justification.

Empirically, the collection and analysis of primary which has revealed insights into the turnover intention of HIM professionals in Oyo State have also provided undisputable evidence which were either unavailable or outdated. The raw data collected can also be interrogated by future studies to create new insights and reach further conclusions.

5.5 Suggestions for Further Studies

This study has focused on the turnover intention of health information management professional in Oyo State. Other studies can take this further by examining the following topics;

The influence of career development and training opportunities on turnover intention of health information managers in south-west Nigeria

Employee satisfaction and migration intention of health workers in Nigeria

Influence of work environment on turnover intention of health information management professional in private health facilities in Nigeria.

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Reports

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Appendix

Lead City University, Ibadan

Dear Respondent,

I am a Master's student of department of Information Management in Lead City University collecting data for the purpose of academic. The questionnaire is strictly meant for academic purpose. For this purpose, I humbly request your optimum cooperation. Kindly respond honestly to the questions as this will assist this study. The information you provide shall be treated with utmost confidentiality and to enhance the achievement of this study's objective. Thank you for your anticipated support.

Thank you.

Section A: Demographic Data of Respondents

Please tick using (X) for the appropriate response:

1. Gender: Male [], Female []
2. Age: 25–35 years [], 36–45 years [], 46-55 years [], 56 years and above []
3. Years of working experience: 0 - 5 [], 6 – 10 [], 11 – 15 [], 15 & above []
4. Educational qualification: HND/BSc [], M.sc [], Ph.D. []

Section B: Turnover Intention of Health Information Management Professionals in Oyo State, Nigeria

The statement in this section concerns level of turnover intention as observed by health information professionals in Oyo State, Nigeria. Using the four Likert-type scale below.

Please tick using (X) for the appropriate response that indicates your opinion on level of turnover intention in your organization.

Very High (VH) – 4. High (H) – 3. Low (L) – 2. Very Low (VL) – 1.

S/N	In what way have you engaged in the following:	VH 4	H 3	L 2	VL 1
Tolerance on the Job					
1	I trust my boss to back me up on decisions I make				

2	My supervisor is willing to listen to my problems.				
3	My supervisor asks employees for their suggestions on what assignments should be made				
	Flexibility on the job				
4	My boss is flexible about how I accomplish my job objectives.				
5	My boss gives me the authority to do my job as I see fit.				
6	I can trust my boss to back me up on decisions I make				
	Loyalty on the Job				
7	Continuation with my present employer will fulfill my life expectation				
8	No job offer can make me quit my job				
9	I don't think about quitting my job				
	Recognition on the Job				
10	I am satisfied with amount of communication at work				
11	I am satisfied that my achievements are worthy of recognition				
12	I am satisfied with the type and values of reward presented				
	Benefits from the Job				
13	My work do not interfere with home and family				
14	I do fulfill family responsibilities				
15	Work-related duties does not affect family plans				
	Pay from the Job				
16	I would not quit my present job for a similar position even with better pay in another organization				
17	The management pay regularly				
18	Bonuses are not owed				

Section C: Career Development among Health Information Management Professionals in Oyo State, Nigeria.

The statement in this section concerns health information professionals as observed by health information professionals in Oyo State, Nigeria. Using the four Likert-type scale below.

Strongly Agree (SA) – 4. Agree (A) – 3. Disagree (D) – 2. Strongly Disagree (SD) – 1.

S/N		SA 4	A 3	D 2	SD 1
Gender Factor					
1	Male and female staff are treated equally in my department				
2	My department is committed to promoting gender equality				
3	My department is responsible to concerns about gender equality				
Socio-Economic Factor					
4	The hospital establishes a succession programme to cultivate successors				
5	The hospital establishes an honorary consultant system.				
6	The hospital provides retirement plans and retirement assistance.				
Geography Factor					
7	I chose this profession because my parents are in the same profession.				
8	I chose this profession after getting information from internet				
9	I chose this career because I was inspired by one of my relatives.				
Self-Concept Development					
10	The hospital helps me to complete self-assessment so that I can identify my interest in the job field				
11	The hospital provides performance evaluation criteria for each position.				
12	Superiors provide support between employees and superiors concerning job content provide further assistance.				
Engaging in Education Activities					

13	I can log in to the course management system and join the course				
14	I hope to understand how job requirements and expectations relate to hospital values				
15	I learn new information technology resources very quickly				
	Interests in Chosen Career				
16	Counselors are the greatest influence in my career choice				
17	I am limited to a career choice by what is schooling is in my area				
18	I am limited to a career choice by the industry in my area				
	Ability in Chosen Career				
19	I hope to understand clinical and managerial promotion opportunities				
20	I hope to be supported by supervisors, accepted by co-workers, and be complimented by patients				
21	I hope to identify my capabilities and confirm my clinical information interests.				
	Career Advancement				
22	I am striving to achieve success and become a professional in a specific field.				
23	I hope to establish unique competitive advantages, striving to win the respect of co-workers.				
24	I will confirm whether I will pursue further education in accordance with personal career planning.				
	Maintenance of Self-Concept				
25	I plan my work ahead to be able to fulfill the tasks assigned.				
26	I will re-evaluate my career direction, seeking other alternatives outside information management domain.				
27	I hope to complete a successful career				
	Maintenance of Job Status				
28	I am able to work with a computer, manage and attach files				
29	I hope to retain my existing achievements				
30	I would like the opportunity to guide junior colleagues				

Section D: Career Path of Health Information Management Professionals in Oyo State, Nigeria.

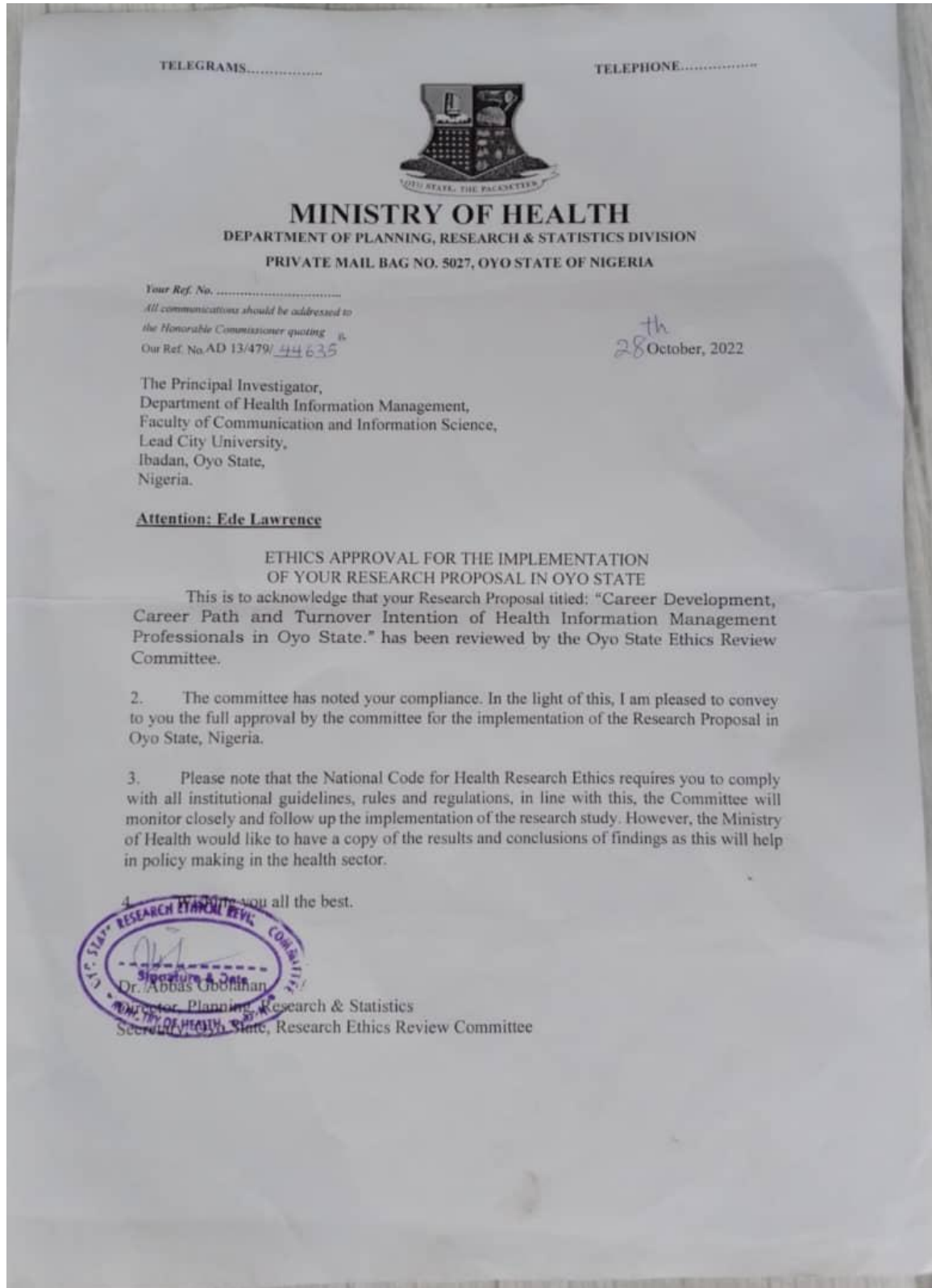
The statement in this section concerns career path as observed by health information Management professionals. Using the four-point Likert scale provided below.

Please tick using (X) for the appropriate choice that indicates your opinion.

Very High (VH) – 4. High (H) – 3. Low (L) – 2. Very Low (VL) – 1.

S/N	In what way have you engaged in the following:	VH 4	H 3	L 2	VH 4
1	I hope to establish my own professional identity.				
2	I hope to consider how to perform information management professionally				
3	I look forward to achieving better job performance to improve my prospects for promotion.				
4	I hope to maintain high job motivation, professionalism and competitiveness				
5	I hope to advance my career by moving into more senior information management positions				
6	I hope to acquire challenging jobs and tasks.				

Appendix II



Bio-data

A. PERSONAL DATA

1. **Full Name:** Lawrence Afen EDE
 - a) **Address** – 2 Dimeji Lawal Street, Felele Ibadan, Oyo State Nigeria
 - b) **E-mail** – ask4lawede@gmail.com
 - c) **Phone No.** – 09064264468
2. **Date and Place of Birth:** 12th September 1982
3. **Nationality:** Nigerian
4. **Marital Status:** Married

B. EDUCATIONAL BACKGROUND

1. Educational Institutions Attended with Dates & Qualifications:

St. Edward's Primary School, Nyanya-Ulim Bekwarra LGA Cross River State 1988 to 1993: Primary School Leaving Certificate

Federal Science College Ogoja, Cross River State 1997 to 2000: Secondary School Leaving Certificate (NECO 2000)

College of Health Technology Calabar, Cross River State 2002 to 2004: Technician Certificate in Health Information Management

School of Health Information Management University of Calabar Teaching Hospital, Calabar Cross River State 2005 to 2008: Higher National Diploma (HND) in Health Information Management

C. WORK EXPERIENCE:

Fifteen (15) year

D. MAJOR CONFERENCE/WORKSHOPS ATTENDED:

- Five days training on Monitoring and Evaluation basics (May,2009), Gomes Plaza, Calabar
- A three-day training on DHIS (June, 2009), GHAIN conference hall, Federal Housing, calabar
- A five-day training on Data Quality Management (September, 2012) college of health technology conference hall, Calabar
- A three-day training on Research Ethics (January, 2015), AB Armani Hotel, Calabar
- A three-day training on iHRIS manage for Human Resource for Health (May, 2014) Danic hotel ecorinim Calabar
- A five-day training on customer service (September, 2020), CBN conference hall Bauchi
- A three-day onboarding of Records and Information Management (January, 2023), CBN training Centre Lagos
- A three-day training on CMEDS (June 2023), CBN International Training Institute Abuja

I. EXTRA CURRICULAR ACTIVITIES:
Swimming

E. NAMES AND ADDRESSES OF REFEREES

1. Dr Anifowose Olusola Yetunde
Head Medical
Central Bank of Nigeria Diagnostic Treatment Centre,
Ibadan
Oyo State Nigeria
2. Mr. Cajatan Obi
Monitoring & Evaluation specialist
Family Health International 360
Calabar

Signature

Date

The University Compliance Certification

This is to certify that this thesis by Lawrence Afen EDE with Matric No LCU/PG/02510 in the Department of Information Management, Lead City University, Ibadan, is in FULL compliance with the approved university format and style.

Signature

Date

Lead City University Ibadan DO NOT COPY