



Satisfaction or Commitment, Why Do They Quit? A Meta-Analysis in Africa

Tatmin Mi Bağlılık Mı, Neden İstifa Ediyorlar? Afrika'da Bir Meta-Analiz Çalışması

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Abstract

The purpose of this research is surveying the interrelationships between job satisfaction, organizational commitment, and turnover intention in Africa by using meta-analysis technique. Studies are searched on GoogleScholar, Scopus, and ProQuest databases. 3,844 studies are reviewed and 10 suitable studies are chosen. Three different data sets are used to survey three different relationships. All the data sets are heterogeneous. Therefore the meta-analysis is conducted by using random effects model. The findings indicated that the effects sizes of the relationship of turnover intention with job satisfaction and with organizational commitment are small. The effect size of the relationship between job satisfaction and organizational commitment is medium.

Keywords: Job satisfaction, organizational commitment, turnover intention, meta-analysis, Africa

Paper Type: Research

Öz

Bu çalışma iş tatmini, örgütsel bağlılık ve işten ayrılma niyeti arasındaki ilişkileri meta-analiz tekniği kullanarak incelemeyi hedeflemektedir. Çalışmalar GoogleScholar, Scopus ve Proquest veri tabanları üzerinde arama yapılarak görüntülenmiştir. 3.844 özet gözden geçirildi ve 10 uygun çalışma seçildi. İş tatmini ve işten ayrılma niyeti arasındaki ilişkiye dair oluşturulan ilk veri seti 7 çalışma içermektedir, örgütsel bağlılık ve işten ayrılma niyeti arasındaki ilişkiye dair olan ikinci veri seti 5 çalışma ve iş tatmini ile örgütsel bağlılık arasındaki ilişkiye dair olarak oluşturulmuş olan üçüncü veri seti 4 çalışma içermektedir. Heterojenlik analizi sonuçlarına göre rassal etki modeli kullanıldı. Analiz sonuçları gösterdi ki iş tatmini ve örgütsel bağlılığın işten ayrılma niyeti üzerindeki etkisi küçüktür. İş tatmini ile örgütsel bağlılık arasındaki ilişkinin etki büyüklüğü ise orta seviyededir.

Anahtar Kelimeler: İş tatmini, örgütsel bağlılık, işten ayrılma niyeti, meta-analiz, Afrika

Makale Türü: Araştırma

Introduction

The main purpose of the organizations is to form the best teams which will increase the institutional quality in a competitive environment. Institutional quality can create difference and value that will increase the sustainability of a business. Institutional quality is also important for the institutions located in Africa. But turnover can affect the quality of the institutions negatively. If the employees' turnover intention cannot be managed in Africa, the quality of institutions cannot increase. Because the necessary labor for certain businesses is rare in some parts of Africa.

The frontier markets of Africa lack qualified labor. Qualified employees prefer to be in emerging markets. Because emerging markets include more opportunities. Therefore if the enterprises requiring qualified employees are located in the frontier markets of Africa, they also

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require strong human resource policies. These human resource policies should both focus on hiring the employees and keeping them in the organization. Because the results of high turnover rates can be very harmful in Africa.

Turnover is a process that is triggered by increasing turnover intention as it is the tendency and decision of an employee to leave the job (Xu et al., 2018). But it takes time to turn this decision into action. The organizations aiming to form successful teams try to control turnover intention have to avoid turnover. Because loss of any experienced and trained employees may cause interruptions in the operations or inconsistency of the team performance. In such regions of Africa, replacing the quitted employees can take time. The time and effort spent by the human resources department together with the budget spent for the training and orientation of the new employees will be the costs that are some results of uncontrolled turnover intention.

The decision-makers attempt to prepare policies aiming to decrease turnover by keeping turnover intention under control. Before preparing such policies, the constructs related to turnover intention should be determined. The strongest constructs affecting turnover intention will have priority in the policies of managers. The factors affecting turnover intention was surveyed by previous review studies (Kim and Kao, 2014; Choi and Kim, 2016; Tett and Meyer, 1993). These studies determined that the highest effect size on turnover intention is job satisfaction.

Job satisfaction means the ability of a job to provide a positive emotional state to the employees depending on the perceptions and expectations of the employee (Locke, 1976). Financial and nonfinancial tools can be used to affect the satisfaction of the employees. But the classification of the factors affecting job satisfaction can be more complicated. Two Factor Theory of Frederick Herzberg (1966) used hygiene and motivational factors. Before this classification, the concepts of job satisfaction and job dissatisfaction was discussed (Weitz, 1952). But this classification showed that motivational factors such as achievement can increase satisfaction, and hygiene factors such as supervision can increase dissatisfaction. For example, a good balance of authorization and responsibility or the responsibility of managing a huge part of the operations can increase the satisfaction of the employees, and the lack of fair supervision or supervision avoiding guiding the employees can cause dissatisfaction.

In some regions of Africa, there are high unemployment rates. The impacts of job satisfaction can be different when employees perceive unemployment as a serious threat to them. The perceptions of the employees change together with their expectations. The study of Bwowe (2020) showed that turnover intention of the employees can be very high in Africa, but it is difficult to see turnover intention causing turnover due to difficulty of getting employed.

Organizational commitment is described involving himself/herself in an organization. It is the tendency to identify himself together with it (Mowday et al., 1979: 226). It also puts emphasis on the employee's attachment to the organization, it is a kind of perception (Meyer and Herscovitch, 2001). Becker (1960) distinguished the concepts of commitment to the organization and commitment to the occupations. High organizational commitment brings advantages to the organization as it will also increase the motivation of the employees (Chan & Ao, 2018), or it will not make them feel any better (Ritzer and Trice, 1969). Organizational commitment theories continued with the three-component model. The organizational commitment perspective was developed with that continuance commitment, affective commitment, and normative commitment are distinguished with the three-component model (Meyer and Allen, 1991). Radepe and Dhurup (2016) collected data from 219 employees in South Africa and suggested that job satisfaction and organizational commitment are related to each other significantly.

Previous meta-analysis studies surveying the antecedents of turnover intention focused on a certain industry (Park & Min, 2020; Choi & Kim, 2016). The research context of the meta-

analysis study of Ozkan et al. (2020) was the United States. Gulec and Samanci (2018) used job satisfaction and organizational commitment in their meta-analysis, but they did not add turnover intention to their study. To the best of our knowledge, there is no meta-analysis study surveying the effect of job satisfaction and organizational commitment on turnover intention focusing on Africa.

The corporations located in Africa should keep an eye on the employees' organizational attitudes for more consistent operations. Because finding qualified employees can be very difficult in some regions of Africa. The interrelationships between the chosen variables are already surveyed by some other review studies. This study aims to survey such relationships for the continent of Africa. This study also aims to determine how these relationships vary. The findings are expected to indicate the moderators affecting these relationships in Africa. The employees working in Africa may not have the chance to think about quitting if they really need to work and they have no other job alternatives. In regions of Africa where there is a high unemployment rate, any kind of dissatisfaction may not turn into turnover intention easily. The results of this study can show whether there is such a difference in Africa.

1. Conceptual Relationships and Hypothesis Development

The meta-analysis studies focused on the turnover at the beginning of the 2000s (Griffeth et al., 2000; Coomber and Barriball, 2007; Mor Barak et al., 2001). Because turnover was a popular research subject and the companies were also interested in this subject. The meta-analysis studies tried to meet this demand. But in time it is noticed that turnover rates can be used to form historical data and turnover intention records can be used to take precautions. In this process, the managers tend to use the antecedents affecting this construct and use them in their strategy to convince the employees working for that organization.

The meta-analysis studies reviewing the antecedents of turnover intention are very rare. It is even more difficult to find a meta-analysis study surveying these relationships in the organizations of Africa. In this perspective, this study has the potential to fill a gap in the literature.

The previous studies demonstrated that job satisfaction of the employees can be increased to decrease turnover intention (Huang, 2006; Chan and Mao, 2018). The organizational commitment can also be increased to diminish the turnover intention of the employees (Guchait and Back, 2016; Kim et al., 2005). These studies suggested that these predictors have a negative relationship with turnover intention and the hypotheses shown below are derived:

H1: Job satisfaction has a negative effect on turnover intention.

H2: Organizational commitment has a negative effect on turnover intention.

H3: Job satisfaction has a positive effect on organizational commitment.

2. Methodology

2.1. Study Design

The data collection period was and all the other processes following this one were arranged according to Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) (Moher et al., 2009). The author has chosen to search the literature by using three databases: ProQuest, GoogleScholar, and Scopus.

The authors determined some inclusion criteria together with exclusion criteria to extract the necessary data from the screened studies. They can be listed as follows:

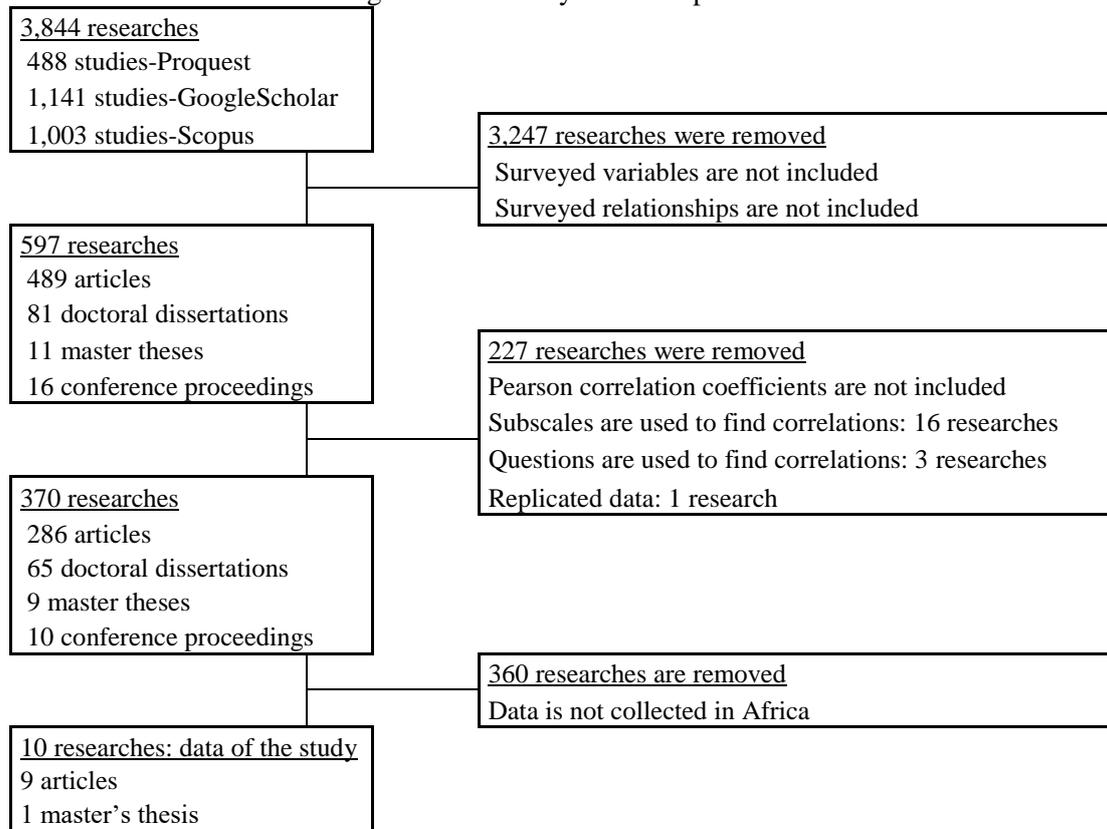
- The correlation values between the chosen variables should be included.

- The dimensions or the subscales of job satisfaction or organizational commitment should not be used without total scores.
- Any used data should be used only once.
- The research should be conducted in Africa.

2.2. Search Strategy

488 of the studies are reviewed in Proquest, 1,141 of the studies are reviewed in GoogleScholar, and 1,003 of the studies are reviewed in Scopus. The first concept written as a keyword is “job satisfaction”, the second concept that is used as a keyword is “organizational commitment”, and the third keyword is written as “turnover intention” to search in the databases.

Figure 1. The study selection process



The Prisma Flowchart is shown in Figure 1. All 3,844 abstracts were listed on the chosen databases at the beginning. Of these, 3,247 of the listed studies were removed. Because they had no causal relationship with turnover intention. 227 of these studies were removed at the second process. Because 207 of them included no correlation value regarding the surveyed relationships, 19 of them did not correlate the total score of job satisfaction and organizational commitment to the turnover intention. After excluding the studies that are not conducted in Africa, the final set included 10 studies.

2.3. Coding Process and Analysis

The author designed a form to code the collected studies. The features of the studies are noted, and the variables that can be moderating variables are monitored. The expected moderator variables of this study were collar color, workplace, occupation, and country. But the studies did not include information about collar color.

Table 1. Summary of studies

	Authors & date of publication	Sample Size	Type of Facility	Occupation/ position	Country	Quality Rating
1	Amponsah-Twaiah et al, 2016	336	Various	Various	Ghana	9/H
2	Amunkete & Rothmann, 2015	452	Public company	Various	Namibia	9/H
3	Bagraim, 2010	264	Various	Senior IT	South Africa	9/H
4	Delobelle et al., 2011	137	Health Care Center	Nurse	South Africa	9/H
5	Dhurup et al., 2016	178	Construction	Manager	South Africa	9/H
6	Hasish, 2017	500	Hospital	Nurse	Egypt	9/H
7	Kipkebut, 2013	932	University	Employee	Kenya	9/H
8	Mothoa, 2016	112	Hospital	Nurse	South Africa	9/H
9	Rageb et al., 2013	65	University	Instructor	Egypt	9/H
10	Rouleau et al., 2012	235	Hospital	Midwife	Senegal	9/H

Table 1 indicates the features of the collected studies. 4 of the 10 studies are conducted in Africa. The quality rating scale used in this study scored all the studies between 1 and 9. (Zangaro & Soeken, 2007). The quality of all the studies used for this research is high.

During the analysis process, Comprehensive Meta-analysis Software (CMA) was used. Heterogeneity and publication tests were carried out. Funnel plot, Duval and Tweedie's trim and fill test, and Egger's regression tests were used to test publication bias. Effect sizes of the relationships were found.

3. Findings

3.1. Data, Heterogeneity, and Publication Bias

Three data sets are formed for each surveyed relationship. First data set was used to test the H1, second data set was used to test the H2, and third data set was used to test the H3. 7 studies formed the first set. 5 studies formed the second set. The last set included 4 studies. Totally 9 articles and 1 master's thesis are used to form these sets.

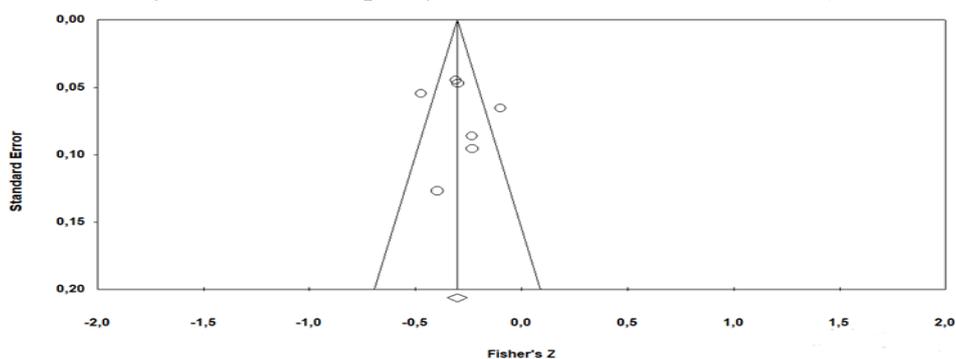
Table 1. Results of heterogeneity analysis

	Q	I ²
1st set (job satisfaction-turnover intention)	20.824	71.187*
2nd set (organizational commitment-turnover intention)	74.654	94.642*
3rd set (job satisfaction-organizational commitment)	63.371	95.266*

** : significance at .01 level

According to the heterogeneity analysis results given in table 2, all three data sets include heterogeneity and the random effects method can be used. According to I² statistics of these three sets, third data set is the most heterogeneous one.

Figure 2. 1st funnel plot (job satisfaction-turnover intention)



Publication bias decreases the reliability of the collected data. Inconsistency of the allocation of the findings is mostly accepted as a missing part of the data which can be due to the biased beliefs of the referees. If referees believe that the correlation values of some certain relationships are in a range, they tend to reject the articles with correlation values out of this range. This situation is known as publication bias. There can be some other reasons of the missing data. But the missing data will decrease the reliability of the meta-analysis. In a funnel plot, publication bias cause asymmetry. Figure 2 represented a symmetrical distribution.

Figure 3. Funnel plot of 2nd data set

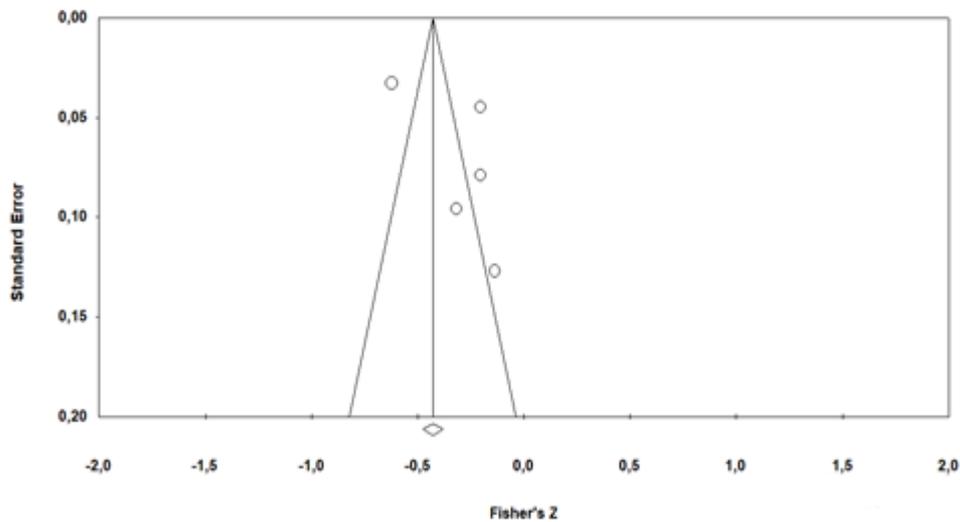


Figure 3 showed the funnel plot of 2nd data set. The allocation of the studies in the funnel plot indicates that there is a possibility of publication bias. Another analysis technique should be used to evaluate the determined publication bias.

Figure 4. Funnel plot of 3rd data set

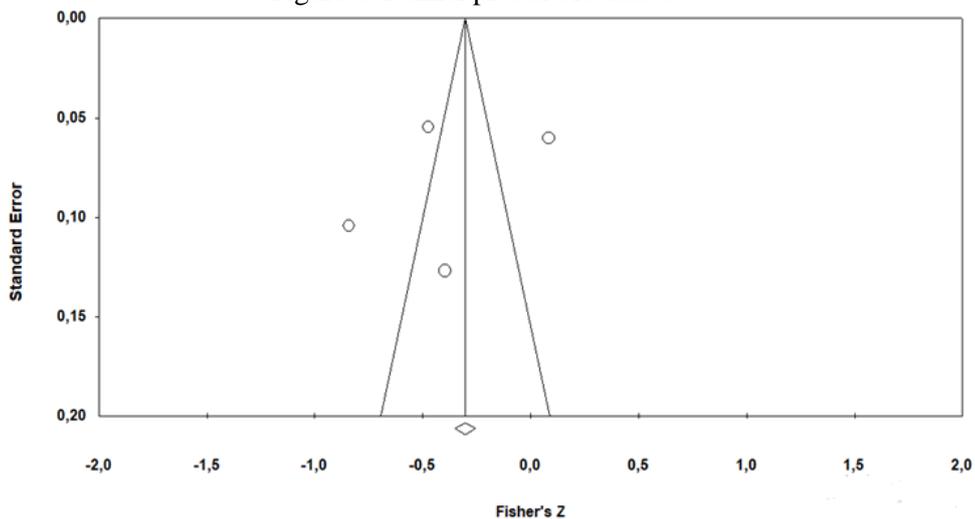


Figure 4 demonstrated the funnel plot of the last data set. It has a balance of the right side and left side. Another publication bias test was used, it was Duval and Tweedie's trim and fill test. The results shown in Table 3 regarding first data set did not indicate any publication bias.

Table 3. 1st data set/Duval and Tweedie's trim and fill test results

N=1837		Confidence Interval (CI)			
	Trimmed studies	Point estimate	Lower limit	Upper limit	Q value
Observed values		-.28380	-.36595	-.19727	20.82379
Adjusted values	0	-.28380	-.36595	-.19727	20.82379

The publication bias test results of 2nd set are in table 4. The total sampling formed by merging 5 studies includes 1873 participants. This test detected no trace of publication bias as it was not necessary to trim any studies.

Table 4. 2nd data set/Duval and Tweedie's trim and fill test results

N=1873		Confidence Interval (CI)			
	Trimmed studies	Point estimate	Lower limit	Upper limit	Q value
Observed values		-.29469	-.49048	-.07058	74.65392
Adjusted values	0	-.29469	-.49048	-.07058	74.65392

Table 5 demonstrated the test results of 3rd set. No evidence of publication bias was found. Furthermore, Egger's regression test was used and the results supported the findings as these values did not exceed 0.033 (Egger et al., 1997). As there was no publication bias in each set, no artifact correction was necessary.

Table 5. 3rd data set/Duval and Tweedie's trim and fill test results

N=855		Confidence Interval (CI)			
	Trimmed studies	Point estimate	Lower limit	Upper limit	Q value
Observed values		.42045	.09460	.66493	63.37120
Adjusted values	0	.42045	.09460	.66493	63.37120

3.2. Findings Related to Effect Sizes

Fixed effects model and random effects model are the main models of a meta-analysis. Depending on the heterogeneity, the model of the study is chosen. Using a random-effects model is a way to handle heterogeneity. Heterogeneous studies are well suited for meta-analysis and moderator analysis can be used to explore the possible resources of heterogeneity in a meta-analysis study (Littel et al, 2008:105). The heterogeneity analysis results were significant, therefore the random-effects model is used for these heterogeneous data.

The effect size of the 1st data set indicated that the direction of the relationship between job satisfaction and turnover intention is negative as hypothesized. It is -0.28380 ($r = -0.284$). According to the meta-analysis results, the direction of the relationship of the 2nd set also detected as negative and it is -0.29469 ($r = -0.295$). Lastly, the results suggested that 3rd set's effect size is -0.42045 ($r = -0.42$).

Discussion

This study surveyed the relationships between turnover intention and its main antecedents: job satisfaction and organizational commitment. H1 and H2 regarding the effects of these variables on turnover intention are supported. The effect sizes of them is *small* (Cohen, 1988). The direction of these relationship is negative and in line with the previous studies, but the power of these relationships in organizations located in Africa is significantly different as previous studies determined medium or large effect size (Choi and Kim, 2016; Tett and Meyer, 1993; Kim and Kao, 2014). This finding served the aim of this study that was to reveal the difference between the effect size of these relationships in Africa and previous studies. This result supported that there is a remarkable difference between the previous studies.

It is inevitable to see various factors affecting turnover intention. The impact of job satisfaction and organizational commitment on turnover intention is lower in Africa compared to some other results computed in South Korea (Choi and Kim, 2016), and the United States (Kim and Kao, 2014). Therefore the impacts of the other factors affecting turnover intention

might be higher in Africa or the expectations of the employees might be lower. Employees expecting to work with lower job satisfaction and lower organizational commitment do not tend to quit when they work with lower job satisfaction and organizational commitment. Another possibility can be the huge impact of unemployment. If the employees need the payments they will receive and they do not have some other job alternatives, they may keep on working with low job satisfaction and organizational commitment without thinking about quitting.

The effect size of the relationship between job satisfaction and organizational commitment was *medium* and positive. This is the highest effect size of this study. This finding is in line with the finding of Choi and Kim (2016), but the strength of this effect size was *large* in this study. This finding proved the claim of Bwowe (2020) that negative conditions cannot turn into turnover intention easily in Africa due to difficulty of getting employed.

Another difference between the previous meta-analysis researches (Tett and Meyer, 1993; Kim and Kao, 2014; Choi and Kim, 2016) is about the strongest predictor of turnover intention. The results of the previous studies suggested that job satisfaction is the strongest predictor, but the findings of this study indicated that organizational commitment is the strongest predictor of turnover intention in organizations located in Africa. Factors related to the organization such as location can be more important for the employees working in Africa. These results can also be related to the expectations of the employees. The prestige and stability of the company can be important for the employees preferring to have continuous jobs. Moreover, the organizations can have various forms in Africa. Organizations with very low quality can also increase turnover intention.

Limitations and Future Studies

The number of the researches surveying antecedents of turnover intention in Africa is rare. This study attempted to find the effect size of some more antecedents of turnover intention, but the number of studies surveying other antecedents of turnover intention was not enough. If the number of these studies increases in time, future studies may have the chance of making a meta-analysis including some new antecedents of turnover intention which may have the chance of determining new moderators.

The frontier markets of Africa can turn into emerging markets and the revenue of the organizations can keep on increasing or the number of the organizations may increase in time. Therefore the importance of studies like this meta-analysis may increase in the future. Future meta-analysis studies will be able to find more studies to survey.

Conclusion and Implications

In light of the findings of this study, the effect size of the relationship between job satisfaction and turnover intention is determined as -0.28 ($r=-0.28$), effect size of the relationship between organizational commitment and turnover intention is found as -0.29 ($r=-0.29$), and the effect size of the relationship between job satisfaction and organizational commitment is determined as 0.42 ($r=0.42$). The forest plot of these effect sizes are also prepared. The differences of these effect sizes between the previous meta-analysis studies are discussed.

The findings of this study can provide guidance to the managers who are responsible to determine organizational policies to decrease turnover by controlling turnover intention in Africa. Future researchers can also utilize the findings of this study. This meta-analysis study can provide guidance to both managers and scholars.

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ETİK ve BİLİMSEL İLKELER SORUMLULUK BEYANI

Bu çalışmanın tüm hazırlanma süreçlerinde etik kurallara ve bilimsel atıf gösterme ilkelerine riayet edildiğini yazar(lar) beyan eder. Aksi bir durumun tespiti halinde Afyon Kocatepe Üniversitesi Sosyal Bilimler Dergisi'nin hiçbir sorumluluğu olmayıp, tüm sorumluluk makale yazarlarına aittir.