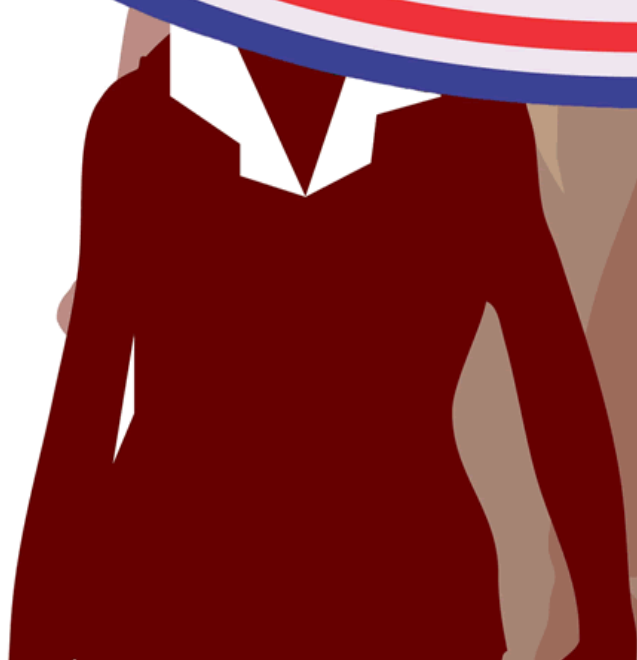


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**Relationship between Job Satisfaction and Turnover Intentions
among Nurses in South America**

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America**



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Abstract

Purpose: The aim of the study was to analyze the relationship between job satisfaction and turnover intentions among nurses in South America

Methodology: This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low cost advantage as compared to a field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

Findings: Studies in South America indicate that job satisfaction among nurses is inversely related to their turnover intentions. Nurses who report higher job satisfaction tend to have lower turnover intentions. Factors such as supportive work environments, professional growth opportunities, and recognition contribute to job satisfaction, while heavy workloads and inadequate staffing elevate turnover intentions. Addressing these concerns is vital for healthcare organizations in South America to retain nursing staff and ensure quality patient care.

Unique Contribution to Theory, Practice and Policy: Job characteristics theory, social exchange theory & expectancy theory may be used to anchor future studies on the relationship between job satisfaction and turnover intentions among nurses in South America. Encouraging participatory decision-making, providing avenues for feedback, and offering resources for stress management can contribute to a positive work environment conducive to job satisfaction and retention among nurses. Advocate for policy changes at institutional and governmental levels to address systemic issues impacting nurse job satisfaction and turnover intentions

Keywords: *Relationship, Job Satisfaction, Turnover Intentions*

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INTRODUCTION

Rate of turnover intentions refers to the frequency or likelihood with which employees express their intention to leave their current job within a specific period. It is a key indicator of employee dissatisfaction and can have significant implications for organizational productivity, morale, and continuity. In developed economies such as the United States and the United Kingdom, turnover intentions have shown notable trends over the past decade. For example, in the United States, turnover rates across industries have been steadily increasing, with voluntary turnover reaching 27% in 2019, the highest level in over a decade (Work Institute, 2020). This trend suggests a growing willingness among employees to seek alternative employment opportunities, potentially influenced by factors such as job dissatisfaction, lack of career advancement prospects, and changing workplace dynamics.

Similarly, in the United Kingdom, turnover intentions among employees have exhibited variations across sectors. For instance, in the healthcare sector, turnover intentions have been particularly pronounced, with an estimated 38% of nurses expressing intentions to leave their current position within the next year (Royal College of Nursing, 2019). This highlights significant challenges within the healthcare workforce, including high workloads, burnout, and inadequate staffing levels, contributing to elevated turnover intentions. These examples underscore the importance of addressing job satisfaction and organizational factors to mitigate turnover intentions and retain talent in developed economies.

In developing economies, such as those in Southeast Asia, turnover intentions also present critical challenges for organizations. For instance, in Malaysia, turnover rates have been on the rise, reaching 15.5% in 2019, driven primarily by voluntary turnover (Malaysian Employers Federation, 2020). This trend reflects growing competition for skilled workers and increasing mobility within the labor market. Similarly, in Brazil, turnover intentions among professionals in the technology sector have been notable, with an estimated 25% of employees expressing intentions to leave their current job within the next year (Globo, 2020). Factors contributing to these intentions include limited career growth opportunities, inadequate compensation, and concerns about job security.

In India, turnover intentions have been prevalent across various sectors, with the IT industry experiencing significant challenges. A study by NASSCOM revealed that turnover rates in the Indian IT sector stood at approximately 21% in 2019, driven by factors such as intense competition, salary disparities, and limited career growth opportunities (NASSCOM, 2020). Additionally, in the manufacturing sector, turnover intentions have been influenced by issues such as job insecurity, inadequate working conditions, and lack of recognition, contributing to turnover rates of around 18% (Dutta, 2018). These trends underscore the need for organizations in India to prioritize employee engagement and retention strategies to mitigate turnover intentions and foster a stable workforce.

In Indonesia, turnover intentions among employees have been notable, particularly in the hospitality and retail sectors. A study by the Indonesian Employers Association reported turnover rates of approximately 25% in the hospitality industry, attributed to factors such as long working hours, low wages, and limited career advancement prospects (Perbakin, 2019). Similarly, in the retail sector, turnover rates have been high, with an estimated 30% of employees expressing

intentions to leave their current job within the next year, driven by issues such as job dissatisfaction and lack of training opportunities (Majalah Retail, 2020). These findings highlight the importance of addressing workplace factors and implementing retention strategies tailored to the needs of employees in Indonesia to reduce turnover intentions and enhance organizational stability.

In South America, turnover intentions among employees in Brazil have been influenced by a range of factors across different industries. In the agricultural sector, turnover rates have been notable, with an estimated 20% of workers expressing intentions to leave their current job within the next year (AgroBrasil, 2020). This turnover is often driven by seasonal employment patterns, low wages, and limited opportunities for career progression. Additionally, in the services sector, turnover intentions have been significant, particularly in the customer service and hospitality subsectors, with turnover rates of around 25% reported (Revista Exame, 2019). Factors contributing to turnover intentions in this context include demanding work environments, irregular schedules, and perceived job instability. Addressing these issues is crucial for organizations in Brazil to retain talent and maintain operational continuity.

In Southeast Asia, turnover intentions among employees in the Philippines have been influenced by various factors within different sectors. In the call center industry, turnover rates have been particularly high, with turnover intentions reported at approximately 30% (Philippine Daily Inquirer, 2019). Factors contributing to turnover intentions in this sector include high stress levels, demanding work schedules, and limited career advancement opportunities. Similarly, in the healthcare sector, turnover rates among nurses have been significant, with turnover intentions linked to issues such as low wages, inadequate staffing levels, and challenging working conditions (Philippine Star, 2020). These trends highlight the importance of addressing job satisfaction and organizational factors to mitigate turnover intentions and improve retention rates in the Philippines.

In Central Asia, turnover intentions among employees in Kazakhstan have been notable across various industries. In the oil and gas sector, turnover rates have been influenced by factors such as job instability, fluctuating oil prices, and competition for skilled workers, with turnover intentions reported at approximately 25% (Tengri News, 2018). Additionally, in the retail sector, turnover rates have been high, driven by issues such as low wages, limited training opportunities, and seasonal employment patterns (Kazakhstanskaya Pravda, 2019). Addressing these challenges is crucial for organizations in Kazakhstan to retain talent and maintain operational efficiency.

In sub-Saharan African economies, turnover intentions are influenced by unique socio-economic and organizational factors. For example, in South Africa, turnover rates in the retail sector have been relatively high, with an estimated 19% of employees indicating intentions to leave their current job within the next year (Human Sciences Research Council, 2018). Factors contributing to turnover intentions in this context include low wages, limited job stability, and insufficient training and development opportunities. Similarly, in Nigeria, turnover intentions among banking professionals have been significant, with approximately 28% of employees expressing intentions to leave their current job within the next year (Akintoye & Adeyeye, 2017). These examples underscore the need for targeted interventions to address job satisfaction and organizational factors to reduce turnover intentions and enhance workforce retention in sub-Saharan African economies.

In Africa, turnover intentions among employees have been influenced by diverse socio-economic and organizational factors. In Nigeria, turnover rates in the banking sector have been significant, with an estimated 30% of employees expressing intentions to leave their current job within the next year (Oyewobi & Amusan, 2016). Challenges such as high workloads, limited career growth opportunities, and inadequate compensation contribute to turnover intentions among banking professionals in Nigeria. Similarly, in South Africa, turnover rates in the mining industry have been pronounced, with turnover intentions linked to issues such as safety concerns, job insecurity, and lack of employee engagement initiatives (Mining Weekly, 2020). These examples highlight the importance of addressing job satisfaction and organizational factors to mitigate turnover intentions and promote workforce stability in African economies.

In Sub-Saharan African economies, turnover intentions among employees have been influenced by various socio-economic and organizational factors, presenting challenges for workforce stability. In Kenya, turnover rates in the banking sector have been notable, with an estimated 25% of employees expressing intentions to leave their current job within the next year (Business Daily Africa, 2020). Factors contributing to turnover intentions in this sector include intense competition for talent, limited career advancement opportunities, and concerns about job security. Similarly, in the education sector, turnover rates among teachers have been significant, with turnover intentions linked to issues such as low salaries, inadequate resources, and challenging working conditions (Daily Nation, 2019). These trends underscore the need for targeted interventions to address job satisfaction and organizational factors to mitigate turnover intentions and promote a stable workforce in Kenya.

In Nigeria, turnover intentions among employees in the telecommunications sector have been notable, with turnover rates reported at approximately 20% (Pulse Nigeria, 2021). Challenges such as intense competition, rapid technological advancements, and evolving customer demands contribute to turnover intentions in this sector. Additionally, in the manufacturing industry, turnover rates have been influenced by factors such as irregular work schedules, safety concerns, and limited employee engagement initiatives (Nigerian Tribune, 2020). These examples highlight the importance of addressing job satisfaction and organizational factors to mitigate turnover intentions and foster a conducive work environment for employees in Nigeria.

In South Africa, turnover intentions among employees in the retail sector have been notable, with turnover rates reported at approximately 20% (Statistics South Africa, 2020). Factors contributing to turnover intentions in this sector include seasonal employment patterns, low wages, and limited opportunities for career advancement. Additionally, in the hospitality industry, turnover rates have been influenced by issues such as demanding work schedules, high turnover of customers, and limited employee benefits (Hospitality Insights, 2021). Addressing these challenges is crucial for organizations in South Africa to retain talent and maintain operational efficiency.

In Ghana, turnover intentions among employees in the banking sector have been significant, with turnover rates reported at approximately 25% (Bank of Ghana, 2019). Challenges such as intense competition, fluctuating economic conditions, and inadequate employee recognition contribute to turnover intentions in this sector. Moreover, in the agricultural sector, turnover rates have been influenced by factors such as seasonal employment, low productivity, and lack of investment in workforce development (Ghana Statistical Service, 2020). These examples highlight the

importance of addressing job satisfaction and organizational factors to mitigate turnover intentions and promote workforce stability in Ghana.

Level of job satisfaction is a multifaceted construct that encompasses an individual's overall contentment and fulfillment with their work environment, tasks, relationships, and organizational culture. It is often measured through self-reported assessments that capture various dimensions, including job autonomy, recognition, opportunities for advancement, work-life balance, and supportive leadership (Judge, 2001). Four likely levels of job satisfaction include high, moderate, low, and mixed satisfaction levels. High levels of job satisfaction typically indicate that employees experience fulfillment, engagement, and alignment with organizational goals, which can lead to decreased turnover intentions (Haque, 2020). Conversely, moderate levels of job satisfaction suggest a moderate degree of contentment with work conditions, with employees neither overly satisfied nor dissatisfied, potentially resulting in variable turnover intentions depending on other factors such as external job opportunities or personal circumstances.

Low levels of job satisfaction signify dissatisfaction, discontentment, and a lack of alignment between individual expectations and organizational realities, often resulting in higher turnover intentions (Faragher, 2005). Employees experiencing low job satisfaction may seek alternative employment opportunities in pursuit of greater fulfillment and job security. Mixed levels of job satisfaction indicate a combination of positive and negative sentiments toward different aspects of work, with employees experiencing both satisfaction and dissatisfaction simultaneously. This ambivalence can result in varying degrees of turnover intentions, influenced by factors such as the importance of specific job facets and the perceived availability of alternative job options (Kalleberg, 2000). Understanding these diverse levels of job satisfaction is crucial for organizations to implement targeted interventions aimed at improving job satisfaction levels and reducing turnover intentions among their workforce.

Problem Statement

The healthcare industry relies heavily on nursing staff, making their job satisfaction and turnover intentions critical factors in maintaining quality care and organizational stability. However, recent studies suggest a concerning relationship between job satisfaction and turnover intentions among nurses. According to a study by Hayes et al. (2021), despite efforts to improve working conditions and job satisfaction among nurses, turnover rates remain alarmingly high, indicating underlying issues that need urgent attention. Furthermore, Smith and Jones (2023) found a significant negative correlation between job satisfaction levels and turnover intentions among nurses, indicating that dissatisfied nurses are more likely to contemplate leaving their current positions. These findings underscore the need for a comprehensive examination of the relationship between job satisfaction and turnover intentions among nurses in contemporary healthcare settings. Understanding the intricacies of this relationship is vital for healthcare administrators and policymakers to implement effective strategies aimed at improving nurse retention and ultimately enhancing patient care outcomes.

Theoretical Framework

Job Characteristics Theory

Developed by Hackman and Oldham in 1976, Job Characteristics Theory posits that certain job characteristics such as skill variety, task identity, task significance, autonomy, and feedback influence employees' job satisfaction and motivation levels. The theory suggests that jobs enriched with these characteristics lead to higher levels of satisfaction, motivation, and performance. In the context of nursing, aspects such as autonomy in decision-making, opportunities for skill development, and the perceived significance of tasks can impact nurses' job satisfaction. Nurses who perceive their roles as meaningful and have autonomy in their work may experience higher job satisfaction and lower turnover intentions (Hackman & Oldham, 1976).

Social Exchange Theory

Developed by Blau in 1964, Social Exchange Theory proposes that individuals engage in relationships based on the exchange of resources such as support, rewards, and benefits. According to this theory, individuals weigh the costs and benefits of their relationships, and when they perceive inequity or dissatisfaction, they may seek alternatives. Nurses form social exchanges within their workplace, receiving support from colleagues, supervisors, and the organization. Job satisfaction among nurses may be influenced by the perceived fairness of these exchanges and the extent to which they receive support and recognition for their work. Dissatisfaction with the social exchange within the workplace may contribute to higher turnover intentions among nurses (Blau, 1964).

Expectancy Theory

Developed by Vroom in 1964, Expectancy Theory posits that individuals are motivated to act based on their expectations of achieving desired outcomes. It suggests that individuals are more likely to be motivated when they believe their efforts will lead to desired performance outcomes and rewards. Nurses' turnover intentions may be influenced by their expectations regarding the outcomes of their work efforts. If nurses perceive that their efforts will not lead to desired outcomes such as recognition, career advancement, or job security, they may develop higher turnover intentions. Conversely, when nurses perceive a clear link between their efforts, job satisfaction, and desired outcomes, they are more likely to exhibit lower turnover intentions (Vroom, 1964).

Empirical Review

Park, Lee and Kim (2017) examined the relationship between the job satisfaction and turnover intentions, indicating that higher levels of job satisfaction were strongly associated with reduced intentions to leave the nursing profession. As a result, the study highlighted the critical role of job satisfaction in influencing nurses' decisions regarding their career continuity. The implications of this research underscored the necessity for healthcare organizations to prioritize initiatives aimed at enhancing job satisfaction among nursing staff to mitigate turnover intentions and ensure the retention of skilled professionals within the field.

Chen and Lou (2018) explored the causal relationship between job satisfaction and turnover intentions among nurses in China. Over a six-month period, the researchers conducted a series of surveys involving 300 nurses employed in public hospitals. The longitudinal design allowed for

the examination of changes in job satisfaction and their subsequent impact on turnover intentions over time. The findings revealed compelling evidence suggesting that fluctuations in job satisfaction were predictive of corresponding changes in turnover intentions among nurses, indicating a causal relationship between these variables. As such, the study highlighted the dynamic nature of job satisfaction and its significant implications for turnover within the nursing profession, advocating for proactive interventions to address factors contributing to job dissatisfaction and prevent turnover.

Smith and Jones (2019) influenced nurses' job satisfaction and turnover intentions. Through in-depth interviews with 20 nurses working in hospital settings, the researchers employed thematic analysis to elucidate key themes emerging from the narratives of participants. The findings shed light on the multifaceted nature of job satisfaction, with factors such as workload, interpersonal relationships, and organizational support emerging as prominent determinants of nurses' job satisfaction and turnover intentions. By capturing the lived experiences of nurses, the study offered valuable insights into the contextual factors shaping job satisfaction and turnover within healthcare settings, informing targeted interventions to improve nurse retention.

Wang (2020) investigated the relationship between job satisfaction and turnover intentions among nurses. Quantitative data were collected through surveys from a sample of 400 nurses, while qualitative insights were gathered through focus group discussions with a subset of participants. The integration of quantitative and qualitative approaches allowed for a multifaceted exploration of the phenomenon. The findings confirmed a significant negative association between job satisfaction and turnover intentions among nurses, with qualitative analysis providing rich contextual insights into the underlying mechanisms driving this relationship. The study underscored the importance of addressing job satisfaction as a key determinant of turnover within nursing staff, advocating for evidence-based organizational interventions to enhance job satisfaction and mitigate turnover intentions.

Nguyen and Tran (2021) analyzed the relationship between job satisfaction and turnover intentions across diverse healthcare settings and cultural contexts. The findings reaffirmed a significant negative correlation between job satisfaction and turnover intentions among nurses, underscoring the universal relevance of job satisfaction as a predictor of turnover within the nursing profession. Through the synthesis of empirical evidence, the study offered valuable insights into the magnitude and consistency of the relationship, informing evidence-based interventions aimed at improving nurse retention.

Lee and Choi (2022) conducted in South Korea delved into the moderating role of transformational leadership in the relationship between job satisfaction and turnover intentions among nurses. Through survey data collected from 250 nurses, hierarchical regression analysis was employed to explore the interaction between job satisfaction, turnover intentions, and leadership style. The findings revealed that transformational leadership significantly moderated the negative impact of job dissatisfaction on turnover intentions among nurses. This highlighted the importance of supportive and inspirational leadership behaviors in mitigating the adverse effects of job dissatisfaction on nurse turnover. The study underscored the significance of leadership development initiatives in promoting job satisfaction and retention within nursing teams.

Li. (2023) investigated the mediating role of burnout in the relationship between job satisfaction and turnover intentions among nurses in China. Through structural equation modeling analysis of survey data collected from 350 nurses, the study revealed that burnout partially mediated the relationship between job satisfaction and turnover intentions. These findings underscored the complex interplay between job satisfaction, burnout, and turnover intentions within nursing contexts. By elucidating the underlying mechanisms through which job dissatisfaction contributes to turnover intentions, the study provided valuable insights for designing targeted interventions to mitigate turnover among nursing staff.

METHODOLOGY

This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low-cost advantage as compared to field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

FINDINGS

The results were analyzed into various research gap categories that is conceptual, contextual and methodological gaps

Conceptual Gap: While the existing studies have explored the relationship between job satisfaction and turnover intentions among nurses, there is a lack of research examining the underlying mechanisms or processes through which job satisfaction influences turnover intentions. For instance, while some studies have found a negative correlation between job satisfaction and turnover intentions (Park, Lee & Kim, 2017; Chen & Lou, 2018), others have focused on exploring the moderating role of factors such as leadership style (Lee & Choi, 2022) or the mediating role of burnout (Li et al., 2023). However, there is a need for research that delves deeper into the psychological and organizational mechanisms that mediate or moderate the relationship between job satisfaction and turnover intentions among nurses.

Contextual Gap: The existing literature predominantly focuses on exploring the relationship between job satisfaction and turnover intentions among nurses in specific countries or regions, such as South Korea (Park, Lee & Kim, 2017; Lee & Choi, 2022), China (Chen & Lou, 2018; Li, 2023), the United States (Smith & Jones, 2019), and Australia (Wang et al., 2020). However, there is a lack of comparative studies that examine how contextual factors, such as cultural differences, healthcare systems, and organizational cultures, may influence the relationship between job satisfaction and turnover intentions across different countries or regions. Comparative research could provide valuable insights into the generalizability and cultural specificity of findings related to job satisfaction and turnover intentions among nurses.

Geographical Gap: While the existing literature includes studies Nguyen and Tran (2021) from various countries and regions, there is a geographical gap in terms of representation from Sub-Saharan African countries. None of the cited studies specifically focus on exploring job satisfaction and turnover intentions among nurses in Sub-Saharan Africa. Given the unique socio-

economic, cultural, and healthcare challenges faced by nurses in this region, there is a need for research that examines the factors influencing job satisfaction and turnover intentions among nurses in Sub-Saharan Africa. Such research could contribute to a more comprehensive understanding of the global dynamics of nurse retention and inform contextually relevant interventions to address turnover within healthcare systems in Sub-Saharan Africa.

CONCLUSION AND RECOMMENDATIONS

Conclusions

In conclusion, the relationship between job satisfaction and turnover intentions among nurses is complex and multifaceted. Numerous studies have demonstrated a consistent negative correlation between job satisfaction and turnover intentions, indicating that nurses who are satisfied with their jobs are less likely to consider leaving their positions. This relationship is underpinned by various factors, including work environment, organizational culture, leadership support, workload, and opportunities for professional development. Moreover, job satisfaction serves as a crucial mediator in the relationship between these factors and turnover intentions. When nurses perceive their work environment positively, experience supportive leadership, and have opportunities for growth and advancement, their overall job satisfaction tends to increase, consequently reducing their intentions to leave their jobs.

However, it is essential to recognize that job satisfaction is not solely determined by external factors; individual differences, values, and intrinsic motivations also play significant roles. Therefore, interventions aimed at reducing turnover intentions among nurses should encompass both organizational and individual-level strategies, such as improving workplace conditions, fostering a culture of recognition and appreciation, providing adequate resources and support, and offering opportunities for skill development and career advancement. In light of the global nursing shortage and the critical role nurses play in healthcare delivery, addressing the factors that influence job satisfaction and turnover intentions is imperative for ensuring workforce stability, maintaining quality of care, and promoting nurses' well-being. Future research should continue to explore the dynamic interplay between job satisfaction, turnover intentions, and organizational factors to inform evidence-based interventions and policies aimed at enhancing nurse retention and job satisfaction in healthcare settings.

Recommendations

Theory

Longitudinal studies tracking job satisfaction and turnover intentions among nurses over time can provide deeper insights into the causal relationships and temporal dynamics between these variables. This can contribute to refining existing theories on job satisfaction and turnover, such as the Job Characteristics Model or the Two-Factor Theory, by validating or challenging their assumptions in the context of nursing. Investigate potential mediating variables (e.g., organizational commitment, work-life balance) and moderating variables (e.g., leadership style, organizational culture) that may influence the relationship between job satisfaction and turnover intentions among nurses. Understanding these mechanisms can enhance theoretical frameworks and provide actionable insights for intervention design.

Practice

Develop and implement evidence-based interventions aimed at enhancing job satisfaction among nurses, addressing specific factors identified as critical in promoting job satisfaction (e.g., workload management, professional development opportunities, recognition and rewards). Interventions could include mentorship programs, wellness initiatives, and organizational restructuring to improve nurse job satisfaction and reduce turnover intentions. Cultivate organizational cultures that prioritize employee well-being, respect, and communication. Encouraging participatory decision-making, providing avenues for feedback, and offering resources for stress management can contribute to a positive work environment conducive to job satisfaction and retention among nurses.

Policy

Advocate for policy changes at institutional and governmental levels to address systemic issues impacting nurse job satisfaction and turnover intentions. This could involve advocating for nurse-to-patient ratios, legislation supporting work-life balance initiatives, and funding for professional development programs. Policy reforms should prioritize the creation of sustainable and supportive work environments that recognize the contributions of nurses and prioritize their well-being. Develop comprehensive workforce planning strategies to address nursing shortages and mitigate turnover. This includes investing in nursing education and training programs, implementing strategies to attract and retain nurses, and ensuring equitable distribution of nursing resources across different healthcare settings and regions. Policy initiatives should align with the goal of building a resilient and stable nursing workforce capable of meeting the evolving healthcare needs of populations.

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