



PREDICTING THE IMPACT OF JOB SATISFACTION LEVEL IN BOLSTERING TURNOVER INTENTIONS OF FRONTLINE HEALTH WORKERS: EVIDENCE FROM SOUTHERN NIGERIA

Odunayo P. SALAU¹; Adewale O. OSIBANJO¹; Anthonia A. ADENIJI¹; Hezekiah O. FALOLA¹; Opeyemi O. JOEL¹; Tolulope M. ATOLAGBE¹; Abidemi ADEGBUYI¹

Department of Business Management, Covenant University, Ota, Ogun State,
odunayo.salau@covenantuniversity.edu.ng, ade.osibanjo@covenantuniversity.edu.ng,
anthonia.adeniji@covenantuniversity.edu.ng; hezekiah.falola@covenantuniversity.edu.ng;
opeyemi.joel@covenantuniversity.edu.ng; tolulope.atolagbe@covenantuniversity.edu.ng;
abidemi.adegbuyi@covenantuniversity.edu.ng

Solomon AGADA², PhD.

Department of Business Management, Redeemer University, Ede, Osun State,
boldmarks.as@gmail.com

Received: 28.3.2022

Accepted: 21.5.2022

Date of Publication: June, 2022

Abstract

Improvement in health care delivery requires a deliberate focus on quality of health services. Nigeria is among the 57 countries worldwide considered by The World Health Organization (WHO) to experience a critical shortage of health workers. While it is evident that there is high turnover among frontline health workers (i.e. frontline health workers, midwives, nurse/midwives, community health officers and community health extension workers), the magnitude of or reasons for turnover is complex, challenging and unknown. Their intention to leave their jobs in the next 5 years has not also been investigated. Hence, this study assessed the key enablers and drivers of turnover intention of frontline health workers in Nigeria. The study used a quantitative approach to address the research questions. This research is directed at managing job satisfaction levels of frontline health workers in Nigeria. Four hospitals were purposively selected and adjudged to be among the best private hospitals in Nigeria based on their standard and popularity, length of existence, standard medical equipment and high customer patronage. Data were collected from 782 frontline health workers and analyzed with descriptive statistics, Structural and Measurement models. The findings indicated that 56% of frontline health workers planned to leave the hospital next year, and 66% said they would look for another work if the situation at the hospital become progressively unsatisfactory. Salary satisfaction, promotion satisfaction, and job satisfaction all

influence turnover intentions. The majority of nurses want to move, thus hospital management should re-evaluate the wage and incentive scheme. Promotions must be offered honestly and equitably, and training and education programs must be established to help frontline health workers advance in their careers. Implementation of friendly healthcare strategies that reflect the needs of frontline health workers is imperative to reduce turnover intention and improve health service outcomes

Keywords: Health services; job satisfaction, levels, turnover intention, hospitals

Introduction

Frontline health workers make up the majority of human resources in hospitals (60-70 percent), so they have a significant impact on the quality of services provided (Abou-Hashish, 2017; Fukui, Wu & Salyers 2019). Frontline health workers working in private hospitals in Nigeria have a high turnover rate. Nurse turnover rates in Nigeria ranged from 20 to 35 percent (Agba, Ogaboh & Udom, 2020). A high turnover rate can result in cost losses, such as recruitment and training costs (Jutras & Mathieu, 2016; Alam & Asim, 2019; De-Clercq & Belausteguigoitia, 2017). Furthermore, high turnover events can have an adverse effect on frontline health workers morale, reducing frontline health workers' ability to meet patient needs and provide quality care (Lee & Kang, 2018; Puhakka, Nokelainen & Pylväs, 2021).

The first sign of turnover is turnover intent (Rajamohan, Porock & Chang, 2019; Wen, Zhang, Wang & Tang, 2018). According to Zhang, Ma, Xu and Xu (2019), turnover intention is the employee's intention to leave his job voluntarily, and it is the employee's last resort if the working conditions do not meet their expectations. Many factors influence intention turnover, but several studies have found that job satisfaction has the greatest impact on turnover intention (Yang, Ju & Lee, 2016; Salau, Worlu, Osibanjo, Oludayo & Falola, 2018). Employee job satisfaction is defined as the feeling that employees have about their jobs, as measured by employee ratings on various aspects of their jobs (Wen, Zhang, Wang & Tang 2018; Quek, Thomson, Houghton, Bramley, Davis & Cooper, 2021). Salary satisfaction, promotion satisfaction, satisfaction with superiors, satisfaction with coworkers, and satisfaction with the job itself are the five dimensions of job satisfaction (Nuruzzaman, Zapata & De-Oliveira 2022).

Frontline health workers turnover intentions have been studied extensively in countries other than Nigeria, with the findings indicating that frontline health workers turnover intentions are higher in developing countries than in developed countries. According to a cross-sectional study conducted in Northern Nigeria, as many as 61 percent of frontline health workers planned

to leave their jobs. In contrast, a 2010 survey by the American Organization of Frontline health workers Executives revealed that only 26.8% of respondents were interested in frontline health workers turnover plans. In Nigeria, a similar study conducted at a private hospital in the South East revealed that frontline health workers planned to leave in 2006 at a rate of around 25%, which was significantly lower than the results of a study conducted at a private hospital in the South-South, which revealed that frontline health workers planned to leave at a rate of up to 50%. Several studies in Nigeria have linked job satisfaction to the likelihood of leaving, but the results are mixed. There have been studies that show a link between job satisfaction and turnover intention (Nikkhah-Farkhani & Piotrowski, 2020; Nguyen & Tran, 2021), but there have also been studies that show no link between job satisfaction and turnover intention (Nguyen, & Tran, 2021). It is against this background that this study assessed the level of job satisfaction and turnover intentions of frontline health workers in Nigeria.

Methods

Study Design and Research Population

A quantitative approach was adopted in gathering data from the participants that were purposively selected for this study. The cross-sectional survey was conducted with topmost private hospitals in Southern Nigeria. Only the frontline health workers, midwives, frontline health workers/midwives, community health officers and community health extension workers were purposively selected for this study. Due to the impossibility of covering the whole private health-care industry in Nigeria, the research focused on four (4) of the best private hospitals in Southern Nigeria. Furthermore, the four hospitals were purposefully chosen since they are considered to be among Nigeria's greatest private hospitals, based on their standard and popularity, length of operation, standard medical equipment, and strong client patronage (Fornell & Larcker, 1981; Li, Liu, Van Der Heijden & Guo, 2021; Chavadi & Sirothiya, 2022).

The selected hospitals have treatment rooms: emergency room, child care, inpatient care (I, II, III), lab / HD / Endoscopy room, ICU / HCU / NICU room, outpatient room and operating room. The selected private hospitals also have 782 frontline healthcare workers. In addition, there were 782 frontline health workers consisting of 149 structural frontline health workers responsible for nursing management, and 633 functional frontline health workers who were responsible for providing direct nursing services to patients.

Development of Research Development (i.e. Questionnaire)

This study adopted the use of a structured questionnaire and an online google form. The questionnaire in this study consisted of 3 sections (A, B and C). Questionnaire A contains questions about frontline health workers' demographic characteristics including age, sex, education, marital status, employment status and years of service. Questionnaire B is a job satisfaction questionnaire adopted from the development of a job satisfaction survey (Chavadi & Sirothiya, 2022). Total statements from 20 statements consisting of statements of satisfaction with salary (Cowin, 2022), satisfaction with promotion opportunities from the hospital (Falatah, Almuqati, Almuqati & Altunbakti, 2021), satisfaction with coworkers (Abou Hashish, 2017), satisfaction with superiors (Alam & Asim, 2019) and satisfaction with the work itself (Nguyen & Tran, 2021).

The researchers were assisted in the distribution and collecting of the study instruments by trained research assistants. To follow up on respondents' timely input, e-mails and phone calls were sent. Questions were adapted from the previous literature in line with the identified variables. Questionnaire used the Likert scale 1-4 for positive statements: the answer "strongly disagree" is allocated a score of 1, the answer "disagree" is allocated a score of 2, the answer "agree" is allocated a score of 3, and the answer "strongly agree" is allocated a score of 4. As for negative statements, the opposite scoring system is applied wherein the answer "strongly disagree" is allocated the highest score (Rajamohan, Porock & Chang, 2019; Poghosyan, Liu, Shang & D'Aunno, 2017), and so on until the lowest score (Nguyen & Tran, 2021; Quek, et al., 2021) which is allocated for the answer "strongly agree". Questionnaire C is a turnover intention questionnaire consisting of four statements with a likert scale 1-4. Answers are allocated to the smallest score (SD/1), and so on until "strongly agree" (SA) answers which are allocated the highest score (4). The greater the score obtained indicates the higher the intention of the respondent to leave their job. The answer score of each item in the turnover intention questionnaire statement is summed up and a normal distribution value determined (p value = 0.287), so that the cut of point taken is the average value of 10.72. Then the data is sorted into the respondent group wishing to quit (≥ 10.72) and those do not want to quit (< 10.72).

Validity and Reliability of the Research Instrument

The use of a four-point Likert scale was adopted while the reliability and validity of the research instrument were also ensured through the measurement and structural models. Content

validity was carried out by subjecting the questionnaire items to knowledgeable assessment by professionals and experts which included Professors, experts, and senior academic staff. Their review helped in confirming the validity of the questionnaire instrument because necessary revision, rephrasing, addition, and deletion of some questionnaire items that deviated from the measured value were effected accordingly.

The measurement model was conducted with the confirmatory factor loading analysis. Based on route analysis, the structural model examines all possible relationships. Cronbach's Alpha, composite reliability, and average variance extracted coefficients (AVE) were employed to examine the internal consistency and homogeneity of the items in the construct measures for this study (Fukui, Wu & Salyers, 2019; Chavadi & Sirothiya, 2022). The build composite reliability and CFA loading findings were both within the normal 0.70 and 0.80 thresholds. The variance of error and construct variance extracted estimations were both below and over the criteria of 0.50. Table 1, Figures 1, 2, and 3 show the results of CFA together with their comprehensive indices.

Table 1. Analysis of Job satisfaction Dimensions and Turnover Intentions of Frontline Health workers

	Loading	VIF	F-Statistic	p Value	AVE	Composite Reliability	Cronbach's Alpha	RhO.A
Constructs	≥0.7	<3.0	>1.96	<0.05	≥0.5	≥0.8	>0.7	
Job Satisfaction			10.737	0.001	0.602	0.873	0.799	0.812
Satisfaction with Salary								
SAT_SLR1	0.782	1.927	15.023	0.000				
SAT_SLR2	0.719	1.836	10.654	0.000				
SAT_SLR3	0.763	1.926	11.326	0.000				
SAT_SLR4	0.751	2.164	10.175	0.000				
Satisfaction with Promotion								
SAT_PRM1	0.705	1.888	9.896	0.000				
SAT_PRM2	0.763	1.884	14.295	0.000				
SAT_PRM3	0.821	2.073	18.951	0.000				
Satisfaction with Co-workers								
SAT_COW1	0.703	1.926	3.819	0.001				
SAT_COW3	0.718	1.800	3.742	0.000				
Satisfaction with Superior								
SAT_SUP2	0.784	2.261	6.705	0.000				
SAT_SUP3	0.798	1.993	5.879	0.000				

Satisfaction with work itself				
SAT_WI1	0.923	1.996	21.928	0.000
SAT_WI3	0.549	1.987	3.011	0.002
SAT_WI4	0.718	2.286	4.696	0.000
Turnover Intention of Frontline				
Health workers			11.937	0.000
			0.590	0.822
			0.768	0.810
($\beta = 0.798$; $R^2 = 0.637$)				
TURNINT_1	0.740	1.827	14.108	0.000
TURNINT_2	0.810	1.973	23.024	0.000
TURNINT_3	0.747	1.826	12.185	0.000
TURNINT_4	0.660	2.143	9.985	0.000

NOTE: TURNITIN – Turnover Intention; SAT_WI – Satisfaction with work itself; SAT_SUP – Satisfaction with supervisors; SAT_COW – Satisfaction with co-workers; SAT_PRM – Satisfaction with promotion; SAT_SLR – Satisfaction with salary

Table 1 shows the factor loadings, composite reliability, Average Variance Extracted (AVE) estimation, and Cronbach's Alpha used to determine the study instrument's validity and reliability. However, the factor loading, composite reliability, AVE, and Cronbach's Alpha standards were fulfilled. All of the constructs' collinearity statistics, i.e., variance inflation factor (VIF) values, were less than 3 (Fornell & Larcker, 1981). This indicates that the normalcy and multicollinearity assumptions mentioned in Table 1 were fulfilled. AVE values corresponding to the components: job satisfaction dimensions and turnover intentions are 0.602 and 0.590 respectively.

According to Fornell and Larcker (1981), $AVE \geq 0.5$ confirms the convergent validity and it can be seen that all the AVE values in Table 1 are greater or equal to 0.5. The composite reliability value for components 1 and 2 are 0.873 and 0.822 respectively. Adequate threshold value for Cronbach's alpha is that it should be > 0.7 . In Table 1, job satisfaction dimensions and turnover intentions have Cronbach's alpha values 0.799 and 0.768 respectively, which confirmed the reliability of the survey instrument.

Convergent and discriminant validity were used to determine to construct validity. According to Hair, Hult, Ringle and Sarstedt (2022), convergent validity depicts the link between emotional communication and multigenerational diversity metrics and long-term job fulfilment.

On the other hand, discriminant validity does not necessitate a measure's strong correlation with the measures from which it is supposed to vary. As indicated by Hair, Hult, Ringle and Sarstedt (2022), all of the factor loadings of the specified measurement items is more than 0.60. This indicates that all items share a considerable amount of their variation. For discriminant validity, the study compared AVE to the squared correlation for each construct. The latent variable's AVE is greater than the squared correlations between it and the other model elements.

Common Method Bias and Early Versus Late Respondents Bias

Common Method Bias (CMB) is when the instrument produces variances in responses rather than the genuine predispositions of the respondents that the instrument is attempting to reveal. The paper research gathered data on both the independent and dependent variables from the same respondents at the same time, raising the possibility of common method variation due to the presence of false internal consistency in the data. Harman's single factor score was used, in which all items (measuring latent variables) were combined into a single factor. CMB is unlikely to have an influence on data if the total fluctuation for a single element is less than 50%. As indicated in Table 2, the extraction sums of the squared loadings totaled 2.118, whereas the correlation between the variables created by the common method variance was 37.083 percent, significantly less than 50%.

Table 2. Common Method Bias: Total Variance Explained.

Factors	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1. Job satisfaction levels	2.666	10.537	61.486	2.666	10.537
2. Turnover Intentions	0.792	8.683	70.005		

Subsequently to the above, the study concluded that there is no common method bias at 37.083% variance.

Statistical Analysis

Before being analyzed, the acquired data was double-checked for accuracy and consistency. The statistical program SPSS (Statistical Package for Social Sciences), version 25.0, was used to analyze the data. The Cronbach's alpha test was used to perform a reliability analysis to validate each of these scores. Internal consistency was indicated by a coefficient greater than

0.7. For categorical variables, descriptive statistics were provided using frequency and percentages. Finally, the studied data was structured and presented in several formats, including tabular, graphical, and narrative. Univariate, bivariate, and multivariate analyses were used to examine the data. Bivariate analysis using chi square to test the characteristics of variables and logistic regression for job satisfaction dimension variables was conducted. Multivariate analysis was performed using binary logistic regression.

Ethical Consideration

The principal investigator submitted the research instrument to the Covenant University Business Management Research Ethics Committee for ethical approval. Approved no BMREC 10/167 was given on October 20, 2021. A letter of introduction was given to the research team, which was presented to the selected private hospitals stating the purpose of the research. In addition, information/data obtained from target respondents were retrieved and kept with utmost confidentiality, sensitivity and used for research purposes only. The researchers ensured that negative actions like assumptions and tricks that could translate into biases in distributing the copies of the questionnaire were not accommodated.

Researchers provided information sheets, consent forms and information on the obligations of respondents before they participated in the study. Participants' participation was voluntary, there was no pressure and was anonymous. Each participant signed a written informed consent form. They were promised that their involvement was entirely voluntary and that they may leave at any time. Furthermore, all data was collected anonymously and managed in confidence. The research's design ensured that study participants were adequately protected, and it did not incorporate clinical data about patients or set itself up as a clinical trial. As a result, the Ministry of Public Health granted this study the required ethical approval.

Results

Baseline characteristics of the study participants

Most respondents were less than 26 years of age, 73.68% of women, 65.26% are unmarried and 57.89% had a diploma in nursing education. 53.68% of respondents had a working period of time of 3 years with 96.84% holding permanent employee status. As many as 55.79% of

respondents indicated turnover intention from the hospital. Table 3 presents the details of the percentage of each turnover intention component and job satisfaction.

Table 3: Distribution of Turnover Intention and Job Satisfaction

SN	Constructs/Items	SD (1)	D (2)	A (3)	SA (4)	Rate
		%	%	%	%	
Turnover Intention Components						
1	Often thinking about finding job information elsewhere	8	30	54	8	2.59
2	Looking for work elsewhere next year	3	41	48	8	2.61
3	Would find a job elsewhere if work conditions become increasingly unfavourable	10	24	52	14	2.88
4	Often thinking of quitting my current job	12	31	44	13	2.72
Job Satisfaction Dimensions						
A.	Satisfaction with salary					
A1	Get paid enough for work done	35	28	18	19	2.88
A2	Pay rise too low	12	14	41	33	5.48
A3	Feeling unappreciated by the hospital management	21	11	28	40	4.61
A4	Satisfied with the chances of a raise	42	29	10	19	2.94
B	Satisfaction with promotion					
B1	Few promotion opportunities	18	17	32	33	4.11
B2	Fair promotional opportunities	21	45	19	15	2.92
B3	Standard promotional opportunities	27	46	10	17	3.48
B4	Satisfied with promotional opportunities	33	40	13	14	3.14
C	Satisfaction with co-workers					
C1	Happy with co-workers	11	10	51	28	5.33
C2	Relationship with co-workers is peaceful	32	39	14	15	3.61
C3	Relatively comfortable with co-workers	13	9	40	38	5.19
C4	Too many fights or grievances	31	35	18	16	3.10
D	Satisfaction with Superiors					
D1	The job is competent enough to do the job	20	10	29	41	4.72
D2	The boss is not fair	37	39	13	11	2.50
D3	The boss does not care	30	41	12	17	2.39
D4	The boss is great	22	13	44	21	4.28
E	Satisfaction with the work itself					
E1	Feel their work is meaningless	36	28	21	15	2.63
E2	Likes the job	18	11	41	30	4.84
E3	Proud to do this job	11	10	39	40	4.70
E4	This work is fun	15	13	41	31	4.76

In Table 3, the details of the turnover intention component indicate that the predominant reason for respondents wanting to find work elsewhere would be if working conditions become

increasingly unfavourable. Almost evenly, at least half of the respondents seek information about work elsewhere, have the desire to find work elsewhere next year, and even often think of quitting their current job. In the satisfaction component, it is evident that respondents showed less satisfaction with the salary and promotion they obtained. However, respondents are sufficiently satisfied with their co-workers, superiors and their current work. Details of each sub-component are presented in Table 3.

Table 4. Relationship Individual Characteristics and Job Satisfaction with Turnover Intention

Variables	Turnover Intention (n= 556)				P-value
	Do not want to resign		Want to resign		
	N (n= 250)	%	N (n= 306)	%	
Characteristics (Age)					
≤ 26 years	176	70	119	39	0.004
≥ 26 years	74	30	187	61	
Gender					
Male	68	27	93	30	0.096
Female	182	73	213	70	
Education					
Diploma	74	30	94	31	0.076
Bachelors' Degree	118	47	145	47	
Masters' Degree	58	23	67	22	
Marital Status					
Single	146	58	177	58	0.101
Married	104	42	129	42	
Years of Service					
≤ 5 years	62	25	181	59	0.006
≥ 5 years	188	75	125	41	
Employment Status					
Contract	32	13	45	15	0.126
Permanent	218	87	261	85	

Table 5. Path coefficient of Job Satisfaction with Turnover Intention

Job satisfaction levels and Turnover Intention	Path Coefficient	Std. Dev	T-statistics	P-Values
Satisfaction with salary → Turnover Intention	0.321	.087	4.611	0.000

Satisfaction with promotion → Turnover Intention	0.313	.094	3.989	0.000
Satisfaction with co-workers → Turnover Intention	0.164	.092	2.274	0.014
Satisfaction with superiors → Turnover Intention	0.090	.052	1.206	0.130
Satisfaction with work itself → Turnover Intention	0.243	.078	3.325	0.000
Model Summary				
	R-Square		Adjusted R-Square	
Job Satisfaction Levels → Turnover Intention	.637		.618	

Description: * characteristic variable tested using chi square, job satisfaction dimension tested by logistic regression, multivariate analysis with binary logistic regression test.

In Tables 4 and 5, it is evident that there is a relationship between the variable of turnover intention of frontline health workers with several variables of individual characteristics and job satisfaction. Statistically significant individual characteristic variables related to turnover intention are age variables ($p = 0.004$) and years of work ($p < 0.006$), while the variables related to job satisfaction statistically associated with turnover intention are salary satisfaction ($p < 0.003$) and promotion satisfaction ($p < 0.002$). The structural model is demonstrated in Figures 1, 2 and 3 respectively.

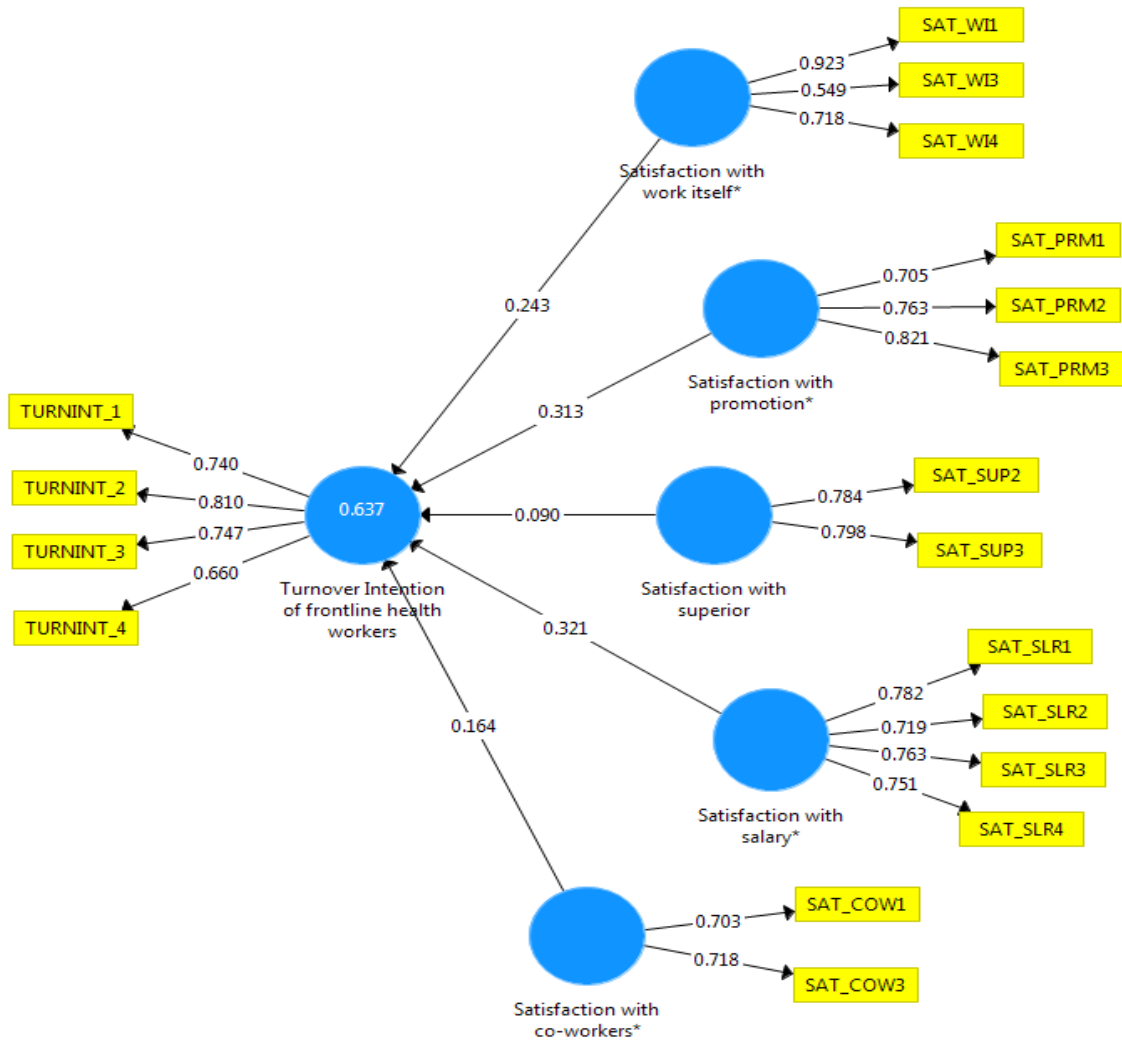


Figure 1: Algorithm and Path co-efficient

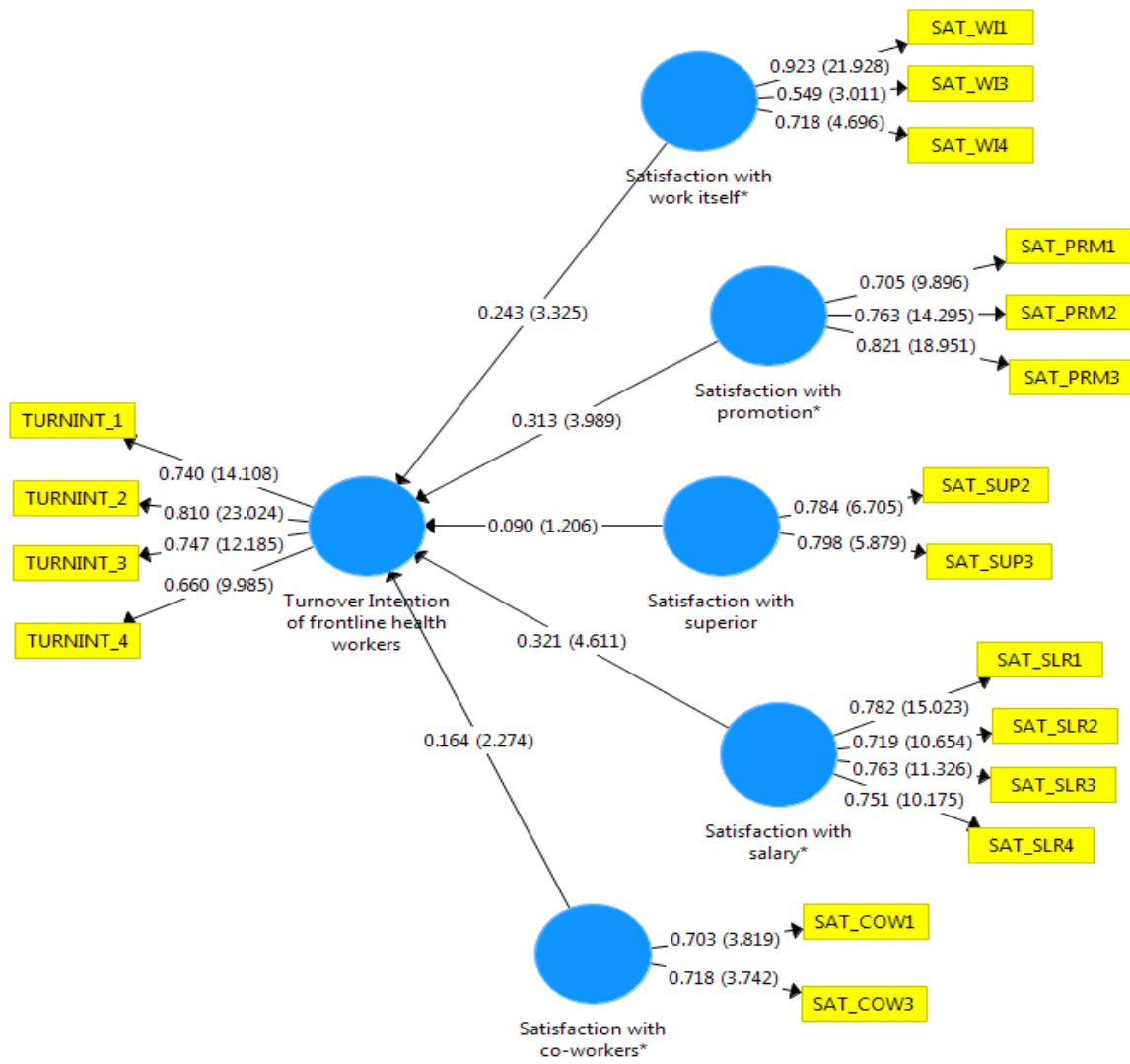


Figure 2: Algorithm and Path co-efficient (T-values)

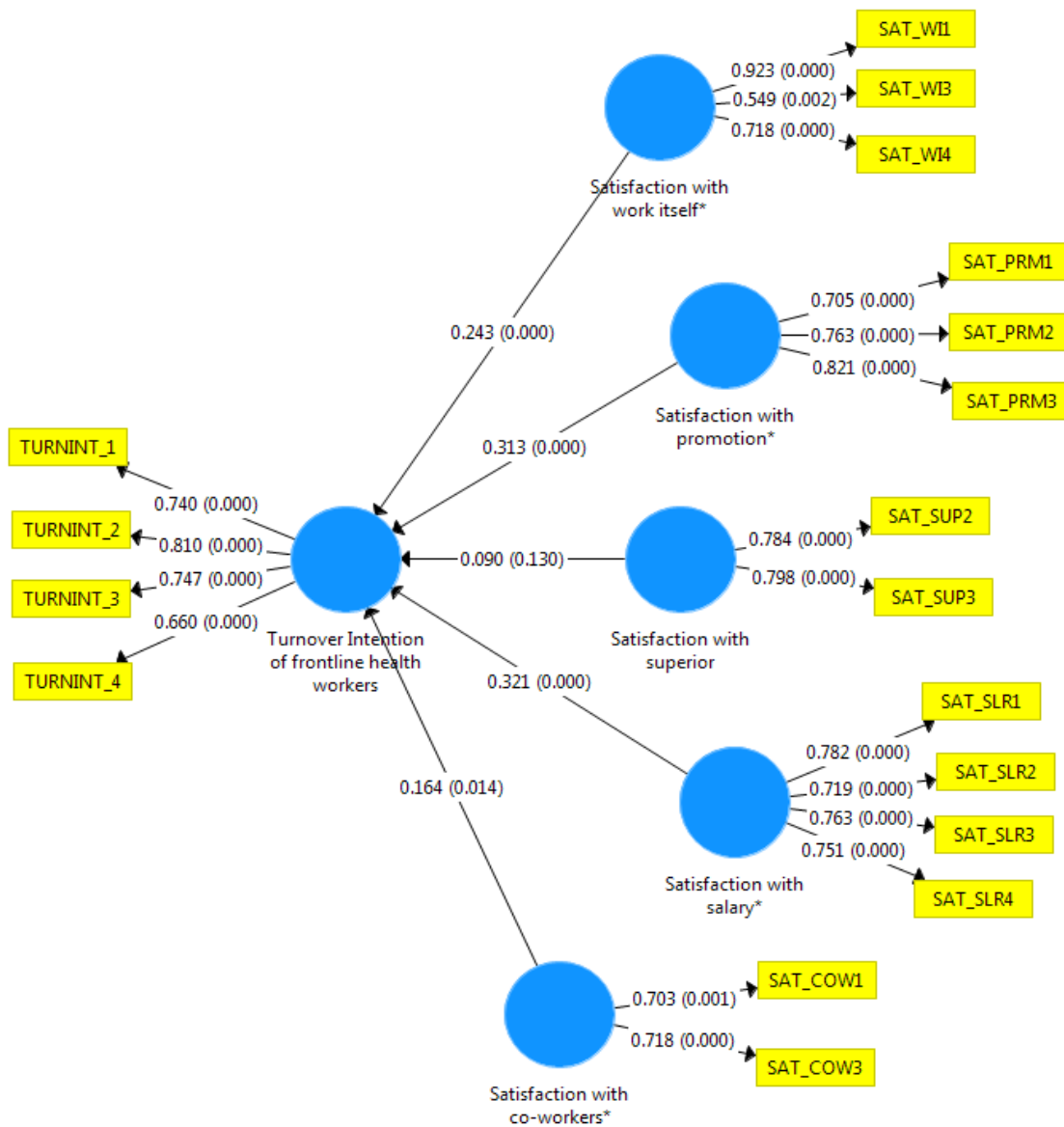


Figure 3: Algorithm and Path co-efficient (P values)

The data suggest that job satisfaction dimensions have a considerable impact on turnover intentions ($\beta = 0.798$, $R^2 = 0.637$, t -statistics = 12.862 < 1.96, p -value = 0.000; 0.05). The Path coefficient of 0.798 reveals a strong link between job satisfaction dimensions and turnover intentions of frontline health workers. Basically, job satisfaction dimensions explain 63.7% of the variance in turnover intentions. Besides, the result also suggested that satisfaction with salary ($\beta = 0.321$), promotion ($\beta = 0.313$) and work itself ($\beta = 0.243$) have the highest beta values among the constructs that best predict turnover intentions of frontline health workers. In contrast, satisfaction

with co-workers had the least influence on turnover intention ($\beta = 0.164$), and satisfaction with superior(s) was not significant ($\beta = 0.090$).

To support the path coefficient analysis, the convergent (i.e. discriminant) validity was assessed (Hair, Hult, Ringle and Sarstedt, 2022) by comparing the square root of each AVE in the diagonal with the correlation coefficients (off-diagonal) for each construct in the relevant rows and columns. The most extensively used method for this is the Fornell and Larcker criterion [Fornell & Larcker, 1981]. An assessment of the discriminant validity is shown in Table 5.

Table 5. Discriminant Validity for Salient Outcomes

	SSAL	SSUP	SCOW	SWIT	SPROM	TURNINT
Satisfaction with salary (SSAL)	0.819					
Satisfaction with superior(SSUP)	0.778	0.790				
Satisfaction with co-workers(SCOW)	0.662	0.742	0.811			
Satisfaction with work itself (SWIT)	0.687	0.646	0.583	0.784		
Satisfaction with promotion (SPROM)	0.554	0.772	0.667	0.719	0.843	
Turnover Intention (TURNINT)	0.672	0.634	0.725	0.636	0.739	0.805

Notes: Values on the diagonal (bolded) are square root of the AVE while the off-diagonals are correlation

As presented in Table 5, the discriminant validity demonstrates that all the bold values are higher compared to the correlations. This means that the measures used to assess each dimension have a significant positive intercorrelation, and there are no collinearity issues among the latent components (multicollinearity). Thus, the discriminant validity is acceptable as it meets the Fornell–Larcker criterion.

There is a paucity of published research on the relationship between job satisfaction and frontline health worker turnover intentions. A previous study on frontline health worker turnover was conducted in Nigeria at a government-owned hospital, but this study was unrelated to job satisfaction. The majority of frontline health workers intended to quit their jobs, according to research conducted at selected private hospitals. This was related to two aspects of job satisfaction,

namely salary satisfaction and promotion satisfaction. The majority of frontline health workers were dissatisfied with their salary and promotion at the time, according to the findings.

This study also found that a high percentage of frontline health workers look for job information elsewhere, intend to look for other jobs, and want to leave this hospital. This is consistent with the theory that dissatisfaction-based turnover intentions will lead to thoughts of leaving work, as evidenced by the frequent seeking of employment information elsewhere. Furthermore, if better opportunities exist outside the hospital where they currently work, frontline health workers will be encouraged to relocate (Adeniji, Osibanjo, Salau, Falola, Igbinoba, Ohunakin & Ogueyungbo, 2019; Agba, Ogaboh & Udom, 2020).

Even in advanced countries like Canada, salary satisfaction has a direct impact on frontline health workers' turnover intention (Chavadi & Sirothiya, 2022), demonstrating that research on salary satisfaction has a direct impact on frontline health workers' turnover intention. According to the findings of our study, job satisfaction is linked to a high likelihood of frontline health workers leaving. According to the findings, 74% of respondents strongly agree that their company's salary increase is currently too low. Employees' job satisfaction would improve if their salaries were increased on a regular basis (Cowin, 2022). Employees who are satisfied with salary indicators on salary increases are less likely to consider leaving their jobs (Falatah, Almuqati, Almuqati & Altunbakti, 2021; Huang & Su, 2016; Knapp, Smith & Sprinkle, 2017).

The pay conditions at the selected private hospitals are in line with the Nigerian Minimum Wage Act. In this context, frontline health workers have been paid a basic salary based on their level of education and the Nigerian minimum wage regulations. In this case, all frontline health workers are paid according to current regulations rather than their performance. In addition, despite the fact that frontline health workers put in long hours, hospitals do not provide incentives. Aside from the basic salary and a year-end bonus, the hospital only covers transportation costs.

Promotion satisfaction at the selected private hospital has a significant relationship with frontline health workers' variable turnover intention, in addition to salary satisfaction. There hasn't been any published research on this topic, so more research is needed. Respondents in this study expressed a variety of opinions on aspects of promotion satisfaction, statements about fairness, and promotion opportunities, which are clearly the most important factors affecting satisfaction

with nursing promotions at the selected private hospitals. According to the study's findings, some groups of respondents still consider the promotion opportunity they receive to be incompatible with their expectations.

Hospitals' increased promotion opportunities for frontline health workers will increase job satisfaction and vice versa (Lee & Kang, 2018; Nguyen & Tran, 2021). Currently, the hospital has classified frontline health workers' career paths in accordance with the Ministry of Health of the Republic of Nigeria's 2010 directive, which divided professional frontline health workers' clinical career paths into various levels. This classification is based on formal education, work experience, and a competency test. Formal education is not enough to improve the career path of professional frontline health workers; each frontline health worker must participate in a hospital-sponsored continuous professional development training program tailored to their career level. This supports the works of others (i.e. Mathieu & Babiak, 2016; Abou-Hashish, 2017)

The selected private hospitals do not yet have a strategy in place to provide employees with opportunities for advancement. Candidates for promotions are submitted directly by the head of nursing; however, promotions should be based on merit rather than "subjectivity" of those with the authority to promote others, and promotional opportunities should be based on two criteria: performance and seniority (Chung, Jung & Sohn, 2017; Jang, et al., 2017). The findings of this study revealed that the majority of frontline health workers wished to leave the selected private hospitals, which was linked to a lack of satisfaction with the salaries and promotions offered. This is a difficult situation for hospital administrators to deal with. The adequacy of salaries that are adjusted to the market in general must be monitored by hospital management.

In addition, to improve frontline health workers' job satisfaction, regular salary increases and other benefits such as nursing services or incentives may be required. In terms of promotion, hospital administration must ensure that promotions are distributed widely and fairly, particularly through continuing education such as training held both inside and outside the hospital, as well as ongoing academic education. The questions in this study were sensitive, and they touched on topics like salaries, promotions, superiors, and coworkers, so on average, the participants may have provided neutral responses that did not necessarily reflect their actual opinions.

4. CONCLUSION

According to the findings, 56% of frontline health workers said they planned to leave the hospital next year, and 66% said they would look for another job if the situation at the hospital became increasingly unsatisfactory. Job satisfaction, salary satisfaction, and promotion satisfaction all have an impact on turnover intentions. Because the majority of nurses want to move, hospital executives should reconsider their wage and incentive structure. Promotions must be given fairly and honestly, and training and education programs must be established to assist frontline health workers in progressing in their careers. It can be concluded that in order to reduce turnover and improve health service outcomes, it is critical to implement friendly healthcare strategies that reflect the needs of frontline health workers. Future research should use qualitative research methods to delve deeper into the reasons for turnover intention, as well as link factors outside the hospital more broadly. It can be concluded that job satisfaction has a positive impact on frontline health workers' intentions to leave the country.

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