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Master's Thesis of Public Administration

**Relationship between Job Satisfaction and Staff
Voluntary Turnover Intention in Public
Organization:**

**Public Service Commission and Ministry of Sports and Culture
in Rwanda**

**공공 기관에서의 직무만족도와 조직 구성원의
자발적 이직의도의 관계:
르완다 인사위원회와 문화관광부를 중심으로**

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Voluntary Turnover Intention in Public Organization:
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Culture in Rwanda**

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Abstract

Relationship between Job Satisfaction and Staff Voluntary Turnover Intention in Public Organization: Public Service Commission and Ministry of Sports and Culture in Rwanda

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Staff turnover intention as a term is rudely used in organization or business circle. Though many studies have been conducted on this subject, most scholars focus on the turnover Intention, but a little number has paid attention to the source of this staff voluntary turnover intention, the aim of the paper was to evaluate the relationship between job satisfaction and staff voluntary turnover intention in public organizations in Rwanda. The research used survey method, Public Service Commission and Ministry of Sports and Culture in Rwanda were selected as representatives of other public organizations. The questionnaires were distributed to all 100 employees of the two organizations to obtain information and data related to staff voluntary turnover intention.

The multiple regressions were utilized to test the hypothesis, as well as correlation and descriptive analysis. The findings showed that there was a moderate relationship between job satisfaction and staff voluntary turnover

intention. The result highlighted that pay satisfaction and work itself were significant factors of job satisfaction in term of effecting staff voluntary turnover intention in Rwandan public organizations.

Furthermore, findings showed that demographic factors such as age, gender, and education level have a significant effect on staff voluntary turnover intention in Rwanda context. Therefore, these factors of job satisfaction should be given attention to retain employees in the Public organizations. Beside that supervisor and Promotion have no visible significant effect on staff voluntary turnover intention in Rwanda context. Some suggestions have been recommended for the public organizations on how to reduce staff voluntary turnover intention.

KEY: Job satisfaction, Turnover, and Voluntary Turnover Intention

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Abbreviation and Acronyms

IPPIS	Integrated Personnel and Payroll System
JDI	Job Descriptive Index
HRM	Human Resources Management
MINISPOC	Ministry of Sports and Culture in Rwanda
NGO	Non-Governmental Organization
PSF	Private Sector Federation,
PSC	Public Service Commission
RRA	Rwanda Revenue Authority

Annexation

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Chapter 1: Introduction

1.1 Background and motivation of this study

For any organization to be successful, it must constantly make sure retain its workers (Berry, 1997). An organization with satisfied workforce rises to be more effective and powerful. Robbins, (2007). Employees in an organization are the durable asset that permits an organization to operate and hard it is for a business enterprise to implement the evolved business plan, however, retaining these variable asserts is a task organizational managers because of varieties employee needs.

It is tough for the supervisor to pick what motivates employees and to satisfy all employee needs. High turnover needs managers' attention because of if you want to hold excessive-performance ranges, it locates burden on the organization restrained assets which turn to be luxurious, a team of workers trade jobs within a year in place of to stay at their unique work. Connolly (1991), turnover is expensive to an organization. This entails the recruitment and selection for a new worker and training cost. Turnover means voluntary and unwillingly permanent withdraw from an organization (Robbins 2007). Voluntary turnover causes vital cost, both in phrases of direct costs like morale, the burden on an extraordinary group of workers, the charge of learning, product structural memory (Shaw&Dess (2001)).for this reason, the organization should lower the turnover within the organization so that you can live competitive in the marketplace.

Job satisfaction may be used to forecast turnover. Kiniki &Hom (2001) additionally decided on the movement that Job satisfaction may be used to comprehend the turnover intention. Boudreau & Milkovich (1997), a study of Singapore causes of turnover intention determined that Job satisfaction is the primary predictor of turnover intention. Likewise, Newstorm and Davis (1984) stated that excessive turnover at an organizational range constitutes a waste of human assets. Also, some researchers along with Abelson and Baysinger (1984);

and Dalton and Todor (1982) in Newstrom and Davis (1984) determined with this view and stated that turnover isn't a very good phenomenon for a business because precious human resources are lost. Moreover, in these days' changing world of labor, realistic stages of worker-initiated turnover smoothed organizational flexibility and worker independence, and they could lessen the critical for organization layoff. According to Berry (1997), an organization ought to move directly to the staffs think about job satisfaction. Because they're concerned in all venture in the organization and consequently, they could give the crucial reaction to the managers concerning their satisfied with the work they were finished.

Furthermore, Seta, Paulus, and Baron (2000) stated that through knowing the factors contributing to the workers' satisfaction, the organization can plan properly and take the precise step to growth tremendous behavior among staffs. However, no person might extraordinarily test the concept that misusing organizational trade can consequence in men and women selecting to leave (Jackofsky et al, 1986). This study is good sized as an early training for the commercial enterprise to deal with this variation due to paintings probabilities are low and turnover cause of workers can even rise. In comparison to when the economy is flourishing where process openings are super and substantially sought by using process seekers. Muchinsky and Morrow (1980); Muchinsky (1993) in their paper accept as true with that below worth economic environments with ample of jobs, dissatisfaction could motive the turnover if different chances are available in the marketplace, that is to say, situations of excessive unemployment will lead to Job satisfaction among personnel. The view is also braced via Rosse (1991) in Jones, Steffy and Bray (1991) a business enterprise must no longer feel excessively contented with the first-rate attitudes displayed by way of their workers in financial crisis. In addition, Carrell, Kuzmits, and Elbert (1992) stated turnover narrowly follows economic fluctuations.

Researchers from Rwanda has now not positioned a lot of efforts to reveal how staff satisfied with their jobs in public organizations. And a maximum of

studied accomplished early in Rwanda approximately deliberate workers' turnover does not display concrete reasons why staff voluntarily go away the public organizations. Moreover, many studies do display the widespread turnover rate within the staff. And no entire research which shows the reasonable motive of voluntary turnover, for this reason, a double misery of public organizations. Low job satisfaction of staffs truly ends in small clearly in the direction of their process and this loss of efficiency and effectiveness. Due alternate in social, financial, and technological surroundings' management is facing the trouble of personnel retention and motivation in public organizations.

Shultz and Schultz (1994), suggested that better job satisfaction is extra related to staff effective conduct like low voluntary turnover intention and appropriate performance. The maximum agency supplies less attention to retiring employee process pleasure (Cranny, Smith & Stone, 1992). Although, few researchers show how retiring staffs are satisfied with their Job in the Public organization in Rwanda. Additionally, study on a non-compulsory turnover in Rwanda why a team of workers departs public organization. Then, this paper examines the relationship between job satisfaction and employee turnover, a case of Public Service Commission and Ministry of sports and culture in Rwanda.

1.2. Statement of Problem

Staff turnover wants managers' attention a good way to maintain the high degree of overall performance, these units strain on an organization due to the fact their valuable sources are becoming high-priced, and employees jobs inside a year and places mane organization at threat. Therefore, it's far extra vital for an organization to hold and motivate its professional and skilled employees. Maximum research on the body of workers turnover pint out Job satisfaction as one the causes. Milkovich and Boudreau (1997), examine of Singapore factors found that Job satisfaction is the primary predictor of turnover intention. Likewise, Newstorm and Davis (1984) suggested that excessive turnover at an organizational degree constitutes a west of human assets. Additionally, a few

researchers along with Dalton and Todor (1982) determined with this view and said that turnover isn't always a great phenomenon for an organization because valuable human resources are misplaced. But many researchers no longer display the robust relationship between job satisfaction of the personnel and workers turnover Intention. A few scholars have shown that individual satisfaction is connected to the response of work conditions (Abdel- Halim, 1984; Rasch & Harrell, 1990). Consequently, there's a relationship between Job satisfaction and turnover intention.

Also, Schoeder, Harrel, and Stahl (1984) said that in current review job satisfaction and workers Voluntary turnover intention indicates that individual with low Job satisfaction have a tendency to change their job although, Public organizations in Rwanda do now not become aware of while their people are satisfied at all. Consequently, Management has put more attempt in placing human resources laws but now a great deal attempt to talk over job satisfaction in organizations. Locating our affects contributing to employees' satisfaction, an organization can approach effectively and take a suitable step to upward push confident conduct among staffs. Although, no person can forget about the idea that low Job satisfaction can lead to voluntary turnover intention. Currently, in a new generation, each government and the exertions' marketplace revolve at a shocking pace because of an external environment, maximum people will not go away their contemporary jobs without an opportunity of getting every other job. People are prompted to go away present Job if they're positive of excessive possibility to get a better job. Consequently, this examines the relationship between job satisfaction and workers Voluntary turnover intention in Rwandan context and proposes techniques or methods for lowering excessive staffs' turnover

1.3. The purpose and objective of the study

The primary purpose of this paper is to research the relationship between job satisfaction and staff Voluntary turnover intention in the public organization in Rwanda.

1.4. Research Objective

1.5.1 Objectives of the study

The objectives of the study are as follow:

- a).To examine elements influencing job satisfaction in the Public organization in Rwanda
- b).To evaluate the relationship between the employee job satisfaction and staff voluntary turnover intention
- c).To recommend the strategies that decrease the high staff voluntary turnover intention.

1.5.2 Research questions

The primary studies questions are formulated for this Paper:

- a).what are the factors influencing job satisfaction in the public organization?
- b).what is the relationship between job satisfaction and turnover intention?

1.5.3 Significance of the study

The results of this study will make concrete suggestions to all public especially public Service Commission and Ministry of Sports and Culture in Rwanda on how to reduce excessive voluntary staff turnover intention. It's far hoped that this will even help the different organizations in Rwanda and make effort for decreasing turnover intentions.

1.6 Scope of the Study

This study dealt with the relationship between job satisfaction and employees' Voluntary turnover intention and this study become based on the Public Service Commission and Ministry Sports in Rwanda. All the employees work in the Public Service Commission and ministry of sports and culture in Rwanda had been covered in this study. The study used cluster sampling, whereby these institutions had been selected as representatives from other institutions. The findings are generalized to other public institutions in Rwanda.

1.7 Case of Public Service Commission of Rwanda and Ministry of Sports and Culture

1.7.1 Public Service Commission of Rwanda

Public Service Commission is established by the constitution of Rwanda of 4th June 2003 in its article 181: Its law no 39/2012 of 24/12/2012 determines the obligations, organization, and functions of the public service commission.

II. Vision

A highly professional, properly-resourced and skilled fee contributing to a transparent, equitable, and merit-based and fair public Service.

III. Mission

Public Service Commission is supreme public service which ensures compliance of Human resources policies and procedure, transparency, integrity, and equity standards in public service recruitment and service delivery.

Public Service Commission is comprised of 53 employees from four (4) departments and these departments are Human resource and oversight, inquiries employees and employment litigation and management and finance, the office of government secretary and the board of commissioners. This board commissioner is composed of (7) commissioners which include the chairman and vice that selected and approved by the Senate. Public service commission of Rwanda achieves its vision and objective through identifying and promoting the public organization, fixing and design the systems that solve the HRM complaints in Public Institutions.

1.7.2. Ministry of Sports and Culture

In May 2011, the Ministry of Youth and Ministry of Sports Culture emerged into one Ministry but again separated in December 2011, the Ministry of Sports and Culture was given a mandate of growing and helping the implementation of the rules and strategies regarding the advertising of a winning culture in

diverse sports discipline and promote tradition as basis to development of Rwanda.

I .Vision

To brand Rwanda as a sports country and ensures that our development is grounded in our culture

II. The mission

To increase and help the implementation of the guidelines and techniques that cause a prevailing Culture in Sports activities and to make culture foundation to our development agenda. The Ministry comprised four of departments plus the office of the Minister and those departments are Planning, finance, and administration, Sports and culture departments, the ministry composed of a total number of 47 employees.

The ministry oversees five agencies that help in the implementation of the regulations related to the mandate of ministry. Those institutions are Institute of National Museums of Rwanda, National library and National Commission of the Fight against Genocide, Rwandan Academy Of Language And Culture and The Chancellor of Heroes National Orders, and Decoration of Honors.

The researcher decided the two institutions as a cluster to be studied because the two organizations are one of the youngest institutions in Rwanda and due to the fact that they belong to different sectors whereby one is a ministry and any other is agency they can serve as a good perfect representative of other public institutions in Rwanda.

1.8 The organization of the study

Chapter one and two Present introductions, related review, evaluation of studies, and chapter three defines the Research approach which contains research plan, the Targeted population, Data collection methods and statistical analysis. While chapter four presents the findings. Chapter 5 provides the argument. Finally, chapter six contains conclusion and recommendations of the paper, references, and appendices.

Chapter 2: Literature review, Theoretical and conceptual framework

This chapter provides a literature review of the study. The first section discusses and summarizes the review of relevant literature in brief. The second section discusses the theories which support the study. The last section presents the Rwanda context and the conceptual framework of this study.

2.1 Theoretical literature review

Many studies show that staff satisfaction is a key factor in all very organization's success. Atchison (1999) suggests that many businesses spend many and time setting strategies on how to retain their employees, increase output and to assist the business to succeed. (Hoole and Vermeulen (2003). Also, Robbins (2005, p.2) assumes that management has humanistic accountability to give staff with occupations which are paying, satisfying and inspiring.

Askaripur (2003, p. 591), "suggest that there are at least three motives that supervisors should pay attention to job satisfaction of their employees: firstly, unsatisfied employees always ready to leave an organization". Secondly, health and satisfied employee live long and give a good performance. According to the Connolly and Myrers (2003) additional preserve, that lack of job satisfaction has been connected with both psychological and physical problem that leads absenteeism and lack of commitment. Lastly, job satisfaction in an organization affects employees person live which lead to bad behavior and attitude to work.

2.1.1 Job satisfaction

Nothing as concrete as a worthy theory Luthans (1995:13). A theory is a methodical combination of mutually dependent ideas and philosophies causing into a background that ties organized an important area of information. (Weihrich& Koontz, 1993:13). More specifically, a theory classifies significant

variables and associates them to form "tentative propositions" (or hypotheses) that can be stated through research (Newstrom, 2007:6). Most discussion about the theory of job satisfaction originates Maslow's theory of "Hierarchy of needs" by (Taylor 1911), that view people as an economic animal whereby money is the best motivator for job-satisfaction. Theories of job-satisfaction Luthans (1995:13) Suggested that nothing as concrete as a worthy theory. A theory is a methodical combination of mutually dependent ideas and philosophies causing into a background that ties organized an important area of information (Wehrich& Koontz, 1993:13). More specifically, a theory classifies significant variables and associates them to form "tentative propositions" (or hypotheses) that can be stated through research Taylorism by (Taylor 1911), view people as an economic animal whereby money is the best motivator for job-satisfaction. Elton Mayo & associates (1924-33) criticized the view in Hawthorne studies' concern about the nature of human being. Many factors that motivate human being namely attitude, perception, interrelations, management and interpersonal skills like communication

2.1.2 Job Satisfaction and Job Characteristics Model

The model commonly used as a structure to find out how a particular job is affected by particular job characteristics particular, including job satisfaction Hackman & Oldham (2005). This model points out the following job meaning, job uniqueness, and ability diversity, response, and independence) those affect mental conditions in return they affect performance

Though, Kendall, Smith, (22) suggested five measurements for job satisfaction

- 1) The work itself that means the level of satisfaction that works gives the individual to accept accountability, motivating responsibilities and chances for learning,
- 2) Pay which means to the total of monetary payment that is expected and the amount to which it is observed as reasonable in association to that of others,
- 3) Promotion opportunities which mean to forecasts of progress in the business,
- 4) Supervision that means to the capabilities of the manager to deliver practical support and developmental support and
- 5) Co-workers that

means to the degree to which colleague is exactly capable and generally helpful. (23) Indicated that job satisfaction is the important aspect in enhancing the worker efficiency and to lessen absenteeism, miscalculations and staff turnover.

2.2 Factors influencing employees' Job satisfaction in the public Organization

Specter (1997), describes work satisfaction basically as "level of satisfaction to which individuals like their work and the various phase of their tasks". It is also meant as a reaction to various aspects of one's work, which is an individual, can be relatively content with one facet of his or her job and dissatisfied with other aspects (French, 1998, Robbins (1998) described work satisfaction as an overall image (attitude) to one's work; the difference among the amounts workforces pay an amount they consider they should get. Many studies to point out the followings as factors that influence employees' job satisfaction in both private and public organizations.

2.2.1 Pay Satisfaction

Job satisfaction has a very close link with the salary. It rather is directly proportional to the latter. The quality of work can be improved if the employee performance is given certain incentives by the work excellence (Marginson, 2003). "Work reward is in different forms like pay or bonuses for the workers" (Dessler, 2005). It was the reinforcement theory which became the basis for the classic performance. This theory aimed at affiliating the performance with pay premising on the methods of organizational behavior adjustment. This is the structural phenomenon within which worker behavior is measured according to the outcomes of their performance. The value of reinforcement helped in developing interference (Perry et al., 2006). "Compensation has its effects on job satisfaction in each of the workers in the private and public sector systems" (Getahun et al., 2007).

2.2.2 Promotion Satisfaction

With regard to the opportunities for improvement, someone needs to progress, responsibility, participation, and associated with all the hard work, safety, holidays and currency to wage system preference (Herzberg, 1974). People tell the first three wishes, known as the motivating desires, for the benefit of system performance more than individuals pay and a reduction in these needs updated policies and practice to provide opportunities for personal development, more jobs, and increased social status. When a person receives the correct update, which is often a real assessment, it gets kind of recognition and thus jobs satisfaction. It also amplifies the perception of workers to the excellence of their work and improves both job satisfaction and organizational commitment (Luthans, 2005). Workers who have a valuable opportunity to show the evolution of a high degree of participation in the labor desires to seek such compensation. Of course, if workers do not see the development opportunities realized, they will miss this result. Despite condemnation for various reasons, and the hierarchical nature of isolationism and civil service systems of the countries provide transparent internal progress and expected (Manzoor et al., 2011).

2.2.3 Supervision Satisfaction

Results affiliation between organizational factors and job satisfaction, the greater the perception in directing people in style more control is job satisfaction (Saiyadain, 1996). From the organizational point of view, monitoring is a key factor in both performance and behavior management systems. Monitoring is an important element in the payment and rewarding systems, and conduct effective supervision is a key element in this type of performance systems and a secure job satisfaction for employees (Koh & Neo, 2000). Job satisfaction factor relates to a personal supervisor. Were also found in the public sector (employees) employees to be less likely to consider their superiors as Cooperative (Marginson, 2003). Research shows that the position of senior staff plays an important role in promoting trust and paper, and thus perhaps productivity, for example, will bring a stronger effect on self-esteem

through the reactions of supervisors of ideas that suggest staff (Malik et al., 2010). The researchers employed that schools with high levels of poverty face a much harder time retaining teachers. Salary is an important factor in these environments. Teachers in schools serving higher concentrations of low-income students earn on average less than one-third of high-income schools. Said these same teachers have fewer resources, experience poorer conditions of work, and the experience of stress at work with students and families with a wide range of needs (Darling-Hammond, 2003).

2.2.4 Work itself Satisfaction

The regulatory environment is a decisive impact on both production and workers happy. Its effect is so strong that it can overcome the effect of driving the front line properties (Beach, 1998). Scientists mention that job satisfaction of workers is more dependent on environmental factors, rather than the characteristics that therefore require better working atmosphere mode (Tella et al., 2007). Research shows that cases of poor working negatively affect job satisfaction (Tsigilis et al., 2006). According to Rahman et al., (2009), job satisfaction is determined by how often meet or exceed expectations well. Such policies and practices convince indirect motivation and satisfaction. If strictly enforce health and safety programs that can staff and supervisors give a great sense of protection against industrial accidents and health hazards (Werther & Davis, 1999). Therefore, the measurement of the work environment is one of the most important job satisfaction factors. It is also in a broader meaning and implication as it is made from both visible and invisible variables (Bodla & Naeem, 2008; Manzoor et al., 2011).

2.2.5 Co-workers Satisfaction

Finally Co-worker satisfaction, In terms of the relationship with co-workers, each employee simply wants to be universal via his/ her co-workers and goals a congenial interpersonal friendship with them. Better private and social members of the family in the working institution has always been a contributing component in the direction of the maintenance of high morale and a favorable

behavior. Therefore this co-worker satisfaction is vital factor. Mohanty (1981), found that the underlying cause of dissatisfaction maybe not in the punctual payment of a salary but in the work itself. It is in fact not the employees, thus a factor such as job pressure might influenced the job satisfaction negatively. This is due to be the gap in communication between the workers and the management or unrealistic job expectations.

2.3 Theories of employees Voluntary Turnover intention.

Turnover Intention: The intent of this rotation is one of the behavioral intentions to quit. Intention to leave refers to the probability is seen covered or leave the organization of individuals (Bigliardi, Petroni & Dormio, 2005). Employees with high withdrawal of the organization's intentions, which would set up a self-organization in the near future, mean they have high turnover intention (Mowday, et al., 1982). Intentions of departing from the occupation are much harder to leave the decision to work (Ballou, 2000). Intention to leave also reflects the likelihood that the person his/her job change within a certain period of time and immediately precursor actual turnover (Park, 2009). Ajzen (1991) researchers such as Igarabia (1999) and global warming in the Firth, Mellor, Moore and Loquet (2004) found that intentions were direct determinants of actual behavior.

The study found that the behavior of the application is likely he / she will leave the organization (Gregory, 2007). Study of nurses in public hospitals in Korean announced intention cognitive bills are the final step in the decision-making nurse pulling mind and find other employment actively process (Tett & Meyer, 1993). It has been seen that employees have intentions or ideas arranging holidays factor just left the organization (and stop thinking about), and the statements of the employee that he/she really want to leave the organization (intention to leave) (Park & Kim, 2009).

However behavioral intention of leaving proved to be a strong predictor of turnover in all sectors, and in theory, it is believed to be an important precedent rotation (Gregory et al., 2007).

The intent of the rotation is the last step before the actual turnover occurs. The reason for dissatisfaction with some aspects of the rotation of the individual operating environment (including work, coworkers or organization) or organization with some aspects of the person, such as poor performance or attendance. Therefore, an employee with a high intention to leave the organization can stop his/her occupation (Bigliardi, Petroni & Dormio, 2005). Carmeli (2005) says that previous researchers also acknowledged that the intention of withdrawal has been identified as a strong predictor of actual turnover of staff (Mobley, 1998). Decision to withdraw can also result in the actual rotation set according Mobley et al. 1998; Griffeth et al., 2000. Therefore, the actual importance of organizational turnover affected (Mobley, 1998; Price, 2001). There are many theories that explains turnover intention namely:

2.3.1 Human Capital Theory

(Becker, 1993) the important theory of human capital is that human's know-how are compared with other herbal assets that are wanted in the method of manufacturing. This idea's originated from the studies of Adam Smith. But, Gary Becker evolved the human capital theory in 1964. (Becker 1993). The idea of human capital assets that not all process is same and that workers' first-rate may be multiplied by using investing in them. According to Becker (1993), training and education are the most vital funding in human capital. Learning ability is carefully associated with incomes a degree, consequently it is able to enhance someone's income. The earnings of extra educated human beings are commonly above average. The turnover cause schooling, enjoy, and competencies of an employee have a financial cost for employers and for the financial system as an entire. It emphasized that effective staff should be regular good student that allows you to compete in an increasingly globally aggressive organization environment. Subsequently occupational wage differentials means from the amount of investment in human capital (Henneberger and Sousa- Poza, 2007: p. 53).

There are predominant sorts of human capital investment; schooling and on-the-job training process. Becker described a college as an "institution specializing in the training" (Becker, 1993: p. fifty-one), such as a university or high faculty. On-the-job training relates to the increasing productivity of employees through studying new talents and perfecting old ones at the same time as on the task (Becker, 1993: p. 31). It can be distinguished between fashionable and particular training. Education may be seen as fashionable if the receiving talent also can be utilized in some other organization.

An example, a medical doctor trained in a single clinic unearths his skills also useful at other hospitals (Becker, 1993: p. 33), while specific training is defined as "education that has no impact on the productiveness of trainees that could be useful in different companies" (Becker, 1993: p. 40). The improvement of functionality calls for both specialization and experience and may be received partially from faculties and partially from organizations. The staff that possesses an excessive quantity of corporation-specific education will rarely find options that meet their expectation, together with wages. Based on this concept, it can be assumed that enterprise-particular training has an inverse courting to turnover intention. The higher the investments are on specific knowledge, the higher the taken into consideration transaction costs (Henneberger & Sousa-Poza, 2007: p.53).

2.3.2 Search Theory

The principle may be traced back to George Stigler's evaluation how buyers (or dealers) acquire information as an investment. He argued that "a purchaser (or dealer) who desires to envision the maximum favorable charge ought to canvass various dealers (or consumers)" (Stigler, 1961: p. 213). A unique concern of this paper looks employee's choicest strategy whilst selecting from diverse potential opportunities inside the exertions marketplace. The person imperfect understanding of labor marketplace variables requires the usage of a so-called "reservation price" for the studies of employment options (Morrell et al, 2001 p. 23). Reservation rate is described as "the lowest income or turnover reason.

salary at which someone will keep in mind accepting job and may be thought of as a shorthand heuristic which humans use to determine whether or not to accept/reject a process provide within the face of little different facts from the hard work marketplace" (Holt and David, 1966 in Morrell et al, 2001:p. 23).

It's far seen as endogenously decided, suggesting that it depends on opportunities within the labor marketplace (Morrell et al, 2001:p. 23). For an employee, search generates alternative positions or place of job outside the present business enterprise that may lead to actual turnover. Therefore activity search become detected as a crucial precursor to quitting in several studies (e.g. Mobley et al, 1979). The task also results in the appreciation of offer after evaluating it with the alternatives (Morrell et al, 2001: p. 24).

2.3.3 Equity theory

Fairness concept, additionally known as justice concept, become advanced via John Stacey Adams in 1963 and can be categorized in job motivational concept. It proposes that people decide whether the distribution of assets in truthful to both relational companions (Brinkmann &Stapf, 2005: p. 26). In a company, the equity principle of employee motivation describes the honest stability to be struck turnover cause among an employee's inputs, which includes tough work, skill level, tolerance or enthusiasm and a worker's output, including revenue, benefits or intangibles issue. Justice is existent, when inputs and outputs are pretty distributed many of the participants, whereas the independent criteria of the situation are much less crucial than the way, how individuals estimate the price and the relevance of the inputs and outputs of the different members (Brinkman & Stapf, 2005: p. 26).

Therefore, a notably inspired worker perceives his rewards to be equal to his contribution. He's going to judge to be dealt with pretty whilst he feels that he's operating and being rewarded at about the identical rate as his peers. It needs to be emphasized that factors can affect everyone's assessment and belief in their courting with their relational companions otherwise; for this reason, each worker does now not degree his contributions inside the same manner. Based

on the equity concept, if an employee perceives the distribution of sources as unfair, then voluntary turnover intention will emerge.

2.4 Turnover Intention and Employee Turnover

It's a duty of organization to provide a creative and challenging work to its personnel and intrinsic rewards (Robbins & Judge, 2007). The relationship between job satisfaction and Voluntary turnover intentions support have many observations to assist it. In keeping with McCormick and Ilgen (1985), Spencer and Steers (1981) determined that a robust relationship between job satisfaction and turnover intentions in hospital body of workers who performs poorly. Mowday, Porter (1982) also point out that job satisfaction negatively influences turnover. Likewise, Jackofsky and Peter (1983) have another view on the connection between Job satisfaction and turnover intention. They assert that can go away the business enterprise because they may be now not happy, dissatisfaction may be resulting from the job possibilities that available at the market.

Job satisfaction can disenchant the turnover preference by way of employees to leave the process, Hunt and Osborn (2000). And dissatisfied employees have a better chance than happy to depart the work. Moreover, Rumery (1994) suggested surveillance executed Lucas, Atwood, and Hagaman (1993) Pointed that work satisfaction and age are appropriate predictors of a team of workers turnover goal the can be utilized in future. Muchinsky and Tuttle (1979) established that there are an undesirable job satisfaction and turnover intent. Even though, he considers that the connection between satisfaction and workers turnover intent and also constrained by way of financial situation (Muchinsky, (Hulin, 1991: Mobley, 1977: Porter & Steers, 1973) bad mindset and poor belief towards work has a vital part in turnover, job satisfaction may be caused by the want for employee to get away horrific work situations moreover, -meta investigation establish there may be a poor courting among work satisfaction and group of workers turnover. (Tett & Meyer 1993: Griffeth

& Hom, 1995). perceived that there is a bad relationship between job satisfaction and personnel turnover intentions among a pattern civil servants.

Also, the consequences of research through Moynihan et al (1998) cautioned that the purpose to terminate the employment is negatively interrelated with job satisfaction (-0.70). Considering the related assessment mentioned above. And based on literature discussed above, we can conclude that there is a strong negative relationship between job satisfaction and Employee turnover Intention.

2.5 Relationship between job satisfaction and employee turnover intention

Previous scholars suggested that job satisfaction is linked to individual attitude and reaction job experience (Choo, 1986; Rasch & Harrell, 1990). Found that there is a strong link between job satisfaction and staff turnover intention. Equally, Harrell and Stahl (1984) Found in earlier related studies that job satisfaction and staff Voluntary turnover intention indicates employees with low job satisfaction has higher intention to leave their work. (Judge, Thoresen, Bono& Patton, 2001). To creative satisfied employees are more creative than the dissatisfied this tent among supervisors for years, however, scholars supported this theory of many years question about relationship job satisfaction performance

2.6 Rwandan Context

David Housman: (1998-2009), "after the 1994 genocide, Rwanda's government ministries, desperate for staff, went on a hiring spree. By 1998, the civil service had grown, but it consumed too much of the country's limited revenues and lacked many of the critical skills essential for effective service delivery. Between 1998 and 2009, the Rwandan ministry of public service and labor led reforms that slashed the number of staff in central ministries by about 90%, tripled salaries for those who remained and decentralized basic service-delivery functions. Personnel cuts occurred in two major waves, one in 1999". Law-decree on March 19, 1974, on general statutes for government employees and No (22/2002) on general statutes that governing Rwandan public servant. Why

this change after reform? Although the new law introduced the 3years rule to any public servant who wanted to change the position as a strategy for retention, the law had a loophole because in its allowed employees to move out through deliberate resignation.

(World Bank Report No. 91140-RW, 2014), the government installed a culture of performance in public service, backed by legal and administrative sanctions and discipline. The government also has taken the approach that to deliver results it must drive forward ambitious public sector reforms. It radically restructured the administration early on in the recovery phase in 1998-99 through a large-scale downsizing. More than 6,000 civil servants were dismissed because they were not qualified, and more than 6,500 ghost workers were removed from the payroll. Salaries to the much smaller the number of staff were increased by 40 percent to reduce the practice of supplementing income through petty corruption and moonlighting. The civil service reforms followed by the establishment of the pay and retention policy in 2012. Also followed the Prime Minister order establishing the procedures for the performance appraised and promotion of public servants. In 2010 integrated personnel and payroll system (IPPIS) was enabled the effective implementation of the civil service reforms.

In 2013, the (No 22/2002 of 09/07/2002) was amended and because it turned out that, 20% of government employees were changing jobs every year and the new law was expected to reduce that to 5%. But this was vain because of the new its article 5 of laws 11/09 that governs public service employees in Rwanda allows the public employees' right move to another job position different public institution at same or higher level after completing one year and a half on the current job position through recruitment.

2.6.1 Rwandan public personnel management system

Rwandan has a unique public personnel system, the entrance is based on merit. For any individual to enter into service passing the examination is mandatory. All civil servant in Rwanda goes through the same examination process that

clearly definite in the presidential decree (No 46/01) that governing modalities of the recruitment, appointment, and nomination of public servants the entrance level is different as support staff level 9II, professionals level 5II, and specialist level 3II. These examinations are highly competitive and complexity and few people pass this examination. Public service commission report of 2015/2016 indicated that only 10% of the total number pass this in many from 80% of the institution. When the member passes this examination, individuals go through a probation of six months and during this time of probation he is entitled to a number of benefits as any other permanent employee as it stipulated in article 6 of law No 86/2013 that governs public service employees in Rwanda. Once the employee is confirmed after passing the probation he enjoys the number of benefits including the strong job security based on the (No 86/2013) general statutes that governs public service employees in Rwanda.

The law grants you to work until the retirement age but also the general statute that governs public service employee is very flexible, in article "state that a public servant must occupy the job position to which he/she has been appointed. However, a public servant having completed three years of service in a job position to which he/she was appointed may move from that position to another one within the public service if he/she is selected for that position he/she wishes to occupy and shall be appointed by it in accordance with the recruitment and appointment process provided for in this law. When moving to another job position demands that the public servant move to a different institution, such public servant must inform the competent authority in writing that he/she is moving to another post within the public service". This quite different compared to another administrative system for example in Korea and Uganda where once the individual enters in the civil service job can work until the retirement age.

2.6.2 Promotion System in Rwandan Public Personnel Management

According to (No 86/ 2013) that governs public service employees in Rwanda. No vertical promotion within a public institution, it is only obtained through recruitment, employees are promoted horizontally, for example, an employee from a professional category whose entry level is 5II, and he/she can be horizontally promoted after 3 years in service to level 5III. And this promotion is based on the performance of consecutive 3 years as it is stipulated in law (No 86/2013) general statutes that governs public service employees in Rwanda. This causes employee who wants to get vertical promotion to move to other institution where there opening because employees at the positions of specialist and directors don't move or resign from their positions easy

2.6.3 Compensation and Reward System

Salaries guidelines (June 2014), the Rwanda public sector is composed of ministries, state corporations, government agencies, commissions and carries out the mandate of the executive branch of government that day to day affairs of the state. Ministries are bulk of the core public service while public corporations tend to be utility-based organizations that the government controls in the pursuit of delivery of essential public services. Local government authorities are autonomous government bodies based on all the different grassroots parts of the country where the provision of essential services by the central government is not practicable. They provide sanitation services, education, water services. The rewarding system in Rwanda is determined based on mentioned categories and this may influence an employee to move from one category of institution that their salary is a bit low to another category where the salary is perceived to be higher. The annex 2 will provides much information on salary structure for each category.

Rwanda PSPRPS (June 2012). "The 2009 turnover in central government is 18%, the judiciary 10.8% and education 1.4%. I these appear to be relatively high rates of turnover, except in education". According to Nebuye (2014), it is

a common experience that employee turnover is more of a grave concern in the public, private and NGO organization in Rwanda and factors necessitating this reality include remuneration, leadership, and general work atmosphere. He further substantiates his assertion by holding that need for better pay, more secure terms of reference, replete with benefits and employee compensation package, as well as democratic leadership, compel individual workers to leave an organization in the hope for lucrative the high turnover of lectures has forced the University of Rwanda's college of arts and social sciences to relocate the school of law to Kigali from Huye in the southern province. The school is scheduled to complete the relocation process next year, with the new intake-slated for September- already signing up for studies in Kigali. The new times, (August 27, 2015).

Rwanda today (2015) has learned that the taxman is losing their capable staff barely after three years of staffing to better-paying firms in both private and public sectors. It is estimated that the revenue body loses at least 50 employees annually after the taxman has invested in their skills development. Although RRA management' said, it is regarded as one the well-paying institutions in the country, it still loses staff to public institutions such the national bank of Rwanda and Rwanda utilities and regulatory authority and other international auditing and accounting firms.

"Although we are not the most unwell paying organization, our salary construction does not allow retaining or attracting competent staff given that skilled labor force on the Rwandan market is very limited", said Richard Tusabe, commissioner general of RRA when he appeared before the parliamentary committee (2005). "People are always looking for better opportunities and in most cases provided by the private sector but also high turnover in government creates room for fresh graduates to work with the public sector with fewer experience demands", said Antoine Manzi Rutayisire, director for advocacy, communication and labor relations at PSF. The private sector federation (PSF), however, maintains that the management will continue losing staff because the minimum level of experience demanded by the private sector is also highly paid.

Chapter 3: Research design and Methodology

Chapter three presents the research method and research design used by the researcher. The research design presents the technique of data collection and data analysis. Research design provides the framework used to collect data and analysis of data. The methodological show the procedures to be followed when interacting with respondents. A conclusion is drawn at the end of the chapter to present a base of next chapter.

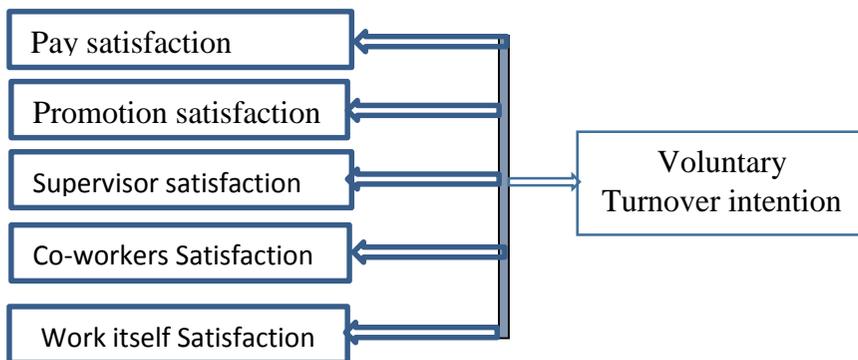
3.1 Conceptual framework for the study

This Paper comprises two variables, independent and dependent variables. Whereby employee job satisfaction was an independent variable while employee turnover intention and the purpose was to find out how the dependent variable. Relates Pay satisfaction, promotion satisfaction, supervisory satisfaction co-workers, and work itself.

Dependent variables

Independent variable

Figure 1 Conceptual Framework



3.2 Conceptual definitions

3.2.1 Job satisfaction.

Job satisfaction is the ultimate feeling of the people after the performance of the task. It refers to the extent that the work meets the basic needs of people, and is consistent with their expectations and values, and will be working satisfactorily. Job satisfaction level appears to be related to various aspects of working practices, such as accidents, absenteeism, turnover, and productivity. Most studies have shown that low staff absents were more satisfied with their work. They are more likely to let their employees work more satisfied. The job satisfaction is said to be the strongest indicator of intention (Martin, 2007) of turnover. There is a close relationship between employee satisfaction and turnover relationship. If I drop employee morale and job insecurity there, he is likely to leave the organization (Loveday, 1996).

3.2.2 Staff Voluntary turnover intention

(Park, 2009). Also Cotton and Tuttle, 1986. Mentioned staff voluntary turnover intentions as a mindful and deliberate plan to leave the current job. Intention to turnover means an individual's perceived prospect of remaining or leaving the present job or employing organization. (Bigliardi, Petroni & Dormio, 2005). Employees with a high withdrawal of the organization's intentions, which would set up a self-organization in the near future, meaning they have the high turnover intention (Mowday, et al., 1982). Intentions of departing from the occupation are much harder to leave the decision to work (Ballou, 2000). Intention to leave also reflects the likelihood that the person his/her job change within a certain period of time and immediately precursor actual turnover

3.3 Research methodology

Silverman (2001), Methodology means the choices that researchers make about cases to study, the method of data collection and for of data analysis, in planning and executing research study. This study utilized the quantitative method of research. Bryman (2004) defines quantitative research as a research strategy that emphasizes quantification in the collection and analysis of the data.

Unlike the qualitative research where the researcher get in contact with the people under study, in quantitative research such contact is non-existent due to the type used (Mamobomba A.C:2012) The research was conducted using quantitative as it tries to find out the relationship between job satisfaction and voluntary turnover intention.

3.3.1 Quantitative approach

Smith (1988) defines quantitative research as a method that involves counting and measuring the events and performing statistical analysis of the body of numerical data. Moreso, Matveev (2002:60) heightened that the assumption behind the positivist paradigm is that there is an objective truth that exists in the world that can be measured and explained scientifically Furth more Cassel and Symon (1994) argues that measurement for quantitative research is reliable, valid and generalizable in its clear prediction of cause and effect. Similarly, Matveev (2002:63: argues that the strength of the quantitative paradigm are that its methods produce quantifiable and reliable data are usually generalizable o some larger population.

This study utilized the quantitative method, which allowed the researcher to collect data from the respondents in the numerical format to achieve a high level of reliability and accuracy. The researcher, therefore, used survey questionnaire to collect quantitative data on the relationship between job satisfaction and staff turnover intention.

3.4 Research design

Schurink (2009), A research design is a researcher's plan of how to execute particular study from identifying the topic to the interpreting the findings. Furthermore, the purpose of the research design is to enable the researcher to anticipate what the appropriate research decisions should be so as to maximize the validity of the eventual findings (Mouton: 1996). According to Mouton (2001), the researcher in this study formulated research questions and collected primary and secondary data through quantitative approach

3.5 Targeted population

De Vos (2000), Targeted population refers subjects who pose the attributes which a researcher wishes to study and the universe of the units from which the sample is to be drawn. Bless and Higson-smith (1995:87) “defines a targeted population as a set of the elements on which the researcher focuses and from which the findings are drawn by testing the sample can be generalized”. This study, the research population consisted of 100 employees of Public service commission and Ministry of sports and culture in Rwanda.

3.6 Sampling Procedures:

The sampling method involves taking a representative selection of the population and using that data collected as research information. Frey et al (125) defined a sample as a subgroup of the population. And Bernstein (17p) describes it as representative "test" of a group. The sample should be "representative in the sense that each sampled unit will represent the characteristics of a known number of unit in the population. (Lohr 3). Selecting representatives from a large population is thus known as sampling, a powerful and determinative mechanism of the total study as information gained from it is considered as a representative of the total population. It is also a very sampling frame has to as comprehensive as possible to minimize information distortion. Babbie (2012) states that a sample consists of elements of a population only considered for the actual inclusion in the study. Momomba (2004) stated that Shipman (1988) concurs with this statement and explains that sampling is a systematic way of choosing a group small enough to study and large enough to be representative of the population under the study.

This study, however, used cluster sampling, Cluster sampling is a technique in which clusters of participants that represent the population are identified and included in the sample. Cluster involves a cluster of participants that represent the population are identified and included in the sample. Because they the total number of employees of public service commission and Ministry of sports and

is only 100 people no sampling was done. A Structured was distributed to all employees of these two organization.

3.6.1 Data collection methods

The process whereby a researcher gathers data of the historical, documentary or statistical nature. Mountain (1996:110) observes that this process is done through different methods and techniques such as interviewing, observation, content analysis, and documentary analysis. Layder (1993:4), there are different instruments which can be used such as Interview, questionnaires, surveys and attendance records. This research thus undertook the following methods to collect the relevant data and information needed.

3.6.2 Questionnaire construction

The questionnaire was formed based on the review of the study. All the questions adapt from the related study. The questionnaire has a modest and suitable design style with closed questions. The questions obtained from the related literature, and they are according with this research, the questionnaire of this paper can be divided into four parts with 33 questions.

a). Demographic profile

This part comprised of 8 question on the demographic profile of participants in these elements, consists of gender, marital status, age, education level, income level, job category and name organization and duration in service.

b). Job satisfaction

The Job satisfaction is measured primarily based on the Minnesota satisfaction questionnaire (MSQ) it is measured by 20 items from JDI and MSQ, the 20 items disbursed across 5 dimensions of job Satisfaction: pay satisfaction (4 questions), supervision satisfaction (4 questions), promoting satisfaction (4 questions), co-workers satisfaction (4 questions), and satisfaction with the work itself (4 questions), (by Weiss, Dawis, England, & Lofquist, 1967)

c). Employee turnover Intention

It is mindful and planned intention to depart from the organization. Any response indirectly show the Voluntary turnover intention of a respondent, every reaction has impact or association. There are 3 questions adapted from (Mobley, Horner, & Hollingsworth, 1978). And the open questions to respondents to obtain more information concerning the study. This questionnaire is structured in 5 points Likert scale formal. The 5point Likert scale formal selected because it facilitates robust statistical analysis.

3.6.3 Documentation

The researcher used primary data and secondary data in this study with the intention to understand the relationship between job satisfactions. Although primary data is very crucial in achieving the concrete results in the research, secondary sources are also important as they broaden the understanding of the key concepts, theories, and empirical results. The secondary data sources used to in this research includes journals, government policies, reports, and book.

3.6.4 Analysis of the data

Survey questionnaires adopted from related studies on Job satisfaction and staff intention (by Weiss, Dawis, England, & Lofquist, 1967) used to collect data from respondents. The data were collected in a period of two weeks.

3.7 Moral considerations

To uphold and respect other scholars and confidentiality of responses from respondents the research was carried out in a manner that ensured that all information collected through questionnaire were treated in confidentiality and used for sole purpose of this research. The participant was briefed about the purposes of the study and the manner in which the methodology was to be carried out.

The quantitative approach was selected because it is relevant research method for this study. The targeted population constituted of all Public Service Commission and Ministry of Sports and Culture in Rwanda The survey

technique was used to obtain information targeted respondents. The following chapter focus analysis, findings, discussion, and conclusion.

Chapter 4: Presentation and analysis of data

This chapter presents the findings from the study on the relationship between Job satisfaction and voluntary employee turnover intention. From this section also results from the study was presented. The analysis is future. According to responses from questionnaires and secondary data sources. The analysis is based on the study objectives, together with the reviewed literature in chapter two.

4.1 Profiles of Respondents

The total number of respondents was 100 obtained from among 53 are employees of Public Service Commission and 47 employees are employees of Ministry of Sports and Culture in Rwanda. Respondents are distributed in their Age, Gender, and Marital status, educational level, Job category, the name organization and Duration in Service.

In the age groups, the most respondents are in the range 18 to 35 years old being 57%, while the range of 36-45 is 31%, the range of 46 to above is 12% and respectively is 89 respondents being 88% are below 46years and 11 respondents being 12% are older than 46 years. According to the result, the gender category includes male and female. There are 46 respondents are female by the percentage of 46% in the survey. In contrast, the male respondents only 54 by 54% of a total number of respondents. Besides that, the highest number of respondents are bachelor's degree holders with 73%, followed 24% with master's degree, 2% Postgraduate diploma degree and 1% with High school diploma.

From the total number of 100 respondents, no single respondents are higher than master's degree level. Another personal information which related with the survey result is job categories. There are 3 Directors in terms of job category, 6 Specialists which is 6%, 74 Professionals it is the most part of a total number

of respondents by 74%. Technicians are 9 respondents by 9% and Support staff are 8 respondents by 8%

And lastly, another personal information which related with the survey result is the organization which participated in survey were Public service and commission and Ministry of sports and culture in Rwanda, whereby 53 respondents by 53% were employees of public service Commission and 47 respondents by 47% were employees of Ministry of sports and culture in Rwanda. According to result survey 22 (22%) respondents have been in service for a period of 1years, 27(27%) participants have to been in service for a period 2years, 15 (15%) respondents have been in service for a period of 3 years,15(15%) participants have been in service 4years, 9% (9%) participants have been in service 5years,4(4%) participants have been in service 6years,3(3%) participants have been in service 7years, 3 (3%) participants have been in service 8years and 10(10%) participants have been in service 10years.

Table 1 Descriptive profile of the respondents

Profiles	Measurement	Frequency	Percent
1. Age	18-35 years	57	57.0
	36-45 years	31	31.0
	46-and above	12	12.0
	Total	100	100.0
2. Gender	Female	46	46.0
	Male	54	54.0
	Total	100	100.0
3.Marital Status	Single	33	33.0
	Married	67	67.0
	Total	100	100.0
4.Educational	Secondary	1	1.0
	Undergraduate	73	73.0
	Postgraduate diploma	2	2.0
	Master's degree	24	24.0

	Total	100	100.0
5. Job Category	Director	3	3.0
	Specialists	6	6.0
	Technicians	9	9.0
	Support Staff	8	8.0
	Generalists	74	74.0
	Total	100	100.0
7. Organizations	Public Service Commission	53	53.0
	Ministry of Sports and Culture	47	47.0
	Total	100	100.0

4.2 Reliability analysis

In table 2 below, shows that Pay Satisfaction has a Cronbach's alpha value of 0.886 which indicates a high internal reliability of indicator questions used to measure Pay Satisfaction. Promotion Satisfaction also showed a Cronbach's alpha value of 0.82 points to a high internal consistency. Supervision, as well as Co-worker satisfaction and Work Satisfaction all, showed a Cronach's alpha value of 0.77, 0.688 and 0.688 respectively, a clear indication of the fact that all the items representing the various determinants of Supervision, Co-worker satisfaction and Work Satisfaction were very reliable and the responses from participants in this study were internally consistent.

Table 2: Reliability and Descriptive analysis for satisfaction

Item	Constructs	Me an	Std. Devi ation	Cronbac h's Alpha
Pay	I feel I am being paid a fair amount for the work I do	2.48	1.03	0.886
	The period of Salary increase is appropriate	2.33	1.111	
	My organization has an appropriate salary scale	2.14	1.043	
	My salary can be sufficient to pay my living expenses	1.95	1.104	
Promotion	Those who do well on the job stand a fair chance of being promoted	4.15	.925	0.82
	People get a head as fast as they do in other organizations	4.10	1.000	
	I am satisfied with my chance for promotion	4.03	.937	
Supervision	My supervisor is quite competent in doing her/his Job	4.36	.759	0.77
	My supervisor gives freedom to use my own judgment	3.44	.891	
	My supervisor gives me a chance to try my own methods of doing the job	3.39	.942	
	My supervisor praises people who do good work	4.18	.875	

Co-worker Satisfaction	My Co-workers have helped me on the job in various ways	4.63	.544	0.688
	My relationships with other workers in this organization is very good	4.46	.521	
	My co-workers have done a great deal to help me adjust to this organization	4.43	.624	
Work Satisfaction	My work gives a chance to be somebody in the community	4.38	.763	0.646
	My job provides for steady employment	4.16	.677	
	My job allows me a chance to do things for other people	3.34	1.50	
	The working conditions is good	4.20	.816	

In terms of Voluntary Turnover intentions as evident in table 3, the constructs recorded a Cronbach's alpha value of 0.927 points to a high internal consistency.

Table 3: Reliability and Descriptive analysis

Item	Constructs	Mean	Std. Deviation	Cronbach's Alpha
Voluntary Turnover intention	I often think about quitting my present job	3.07	1.14	0.927
	I will probably look for a new job in the next year	3.01	1.159	
	As soon as possible, I will leave the organization	2.76	1.147	

Table 4 T test

Organisation	N	Mean	Stad. Deviation	T-test
Public service commission	53	1.948	0.779	2.984**
Ministry of Sports and culture	47	2.489	1.004	
Public service commission	53	4.151	0.54	2.20**
Ministry of Sports and culture	47	3.889	0.64	

From the table 4. , T-test results show a difference pay satisfaction and work itself satisfaction in both organizations, and based on the means of Voluntary turnover intention in relation to the two variables public service commission has an average 1.9 while Ministry of sports and culture 2.4 average in pay satisfaction. This is true because the two organization belong to different sectors and it is very clear in Rwandan compensation system at Annex 3, an annual salary of Public service Commission is relatively higher than the annual salary of the Ministry of Sports and Culture. But still according to the t-test, there is a correlation in Public service commission this is because salary scale is uniform but in government agency salary varieties (annex 3) from one institution to another, this makes employees in PSC fill cheated the intention to leave remains high.

Also, results from T-test shows concerning work itself public service commission has an average 4.15 while Ministry of sports and culture 3.8 average. Work itself contains a lot of aspects like autonomy, recognition, skill building and creativity, most of the government job is routine but due that fact, that ministry of sport and culture is a home sports and entertainment, creative skill building because of the much training from different parts of the world. However much the salary is small compared to other institutions. This may the good reason to explain why results show that, public service commission has an average 4.18 while Ministry of sports and culture 3.38 average. Despite a

big difference in the salary scale of the two organizations. This finding is supported by the work done by Media in Malasia on job satisfaction and Voluntary turnover intention among the skilled personnel in Triple Berhad (Masdia, 2009).

4.3 Correlation analysis

From the Pearson's correlation table above there exist a weak correlation between "pay" and "Voluntary Turnover intention", "Voluntary Turnover intention" and "Voluntary Turnover intention and "experience"($r=0.043$), ($r=0.0126$) while moderate correlation also exist between "Pay" and "supervisor". Moderate correlation exists between "pay" and "Age" ($r=-0.006$).

Table 5 Pearson's Correlation

	Turnover	Pay	Promotion	Supervisor	Coworker	Work	Age	Experience	Gender	Education
Turnover Intention	1									
Pay	-0.04*	1								
promotion	-0.234	-0.356	1							
Supervisor	-0.156	-0.012*	0.33	1						
Coworker	-0.081	-0.358	0.45	0.292	1					
Work	-0.349	-0.236	0.43	0.287	0.3613	1				
Age	-0.385	0.006**	0.25	0.201	0.1126	0.25	1			
experience	-0.01*	0.122	0.02*	0.225	-0.104	-0.1	0.46	1		
Gender	0.2148	0.031*	-0.14	0.038*	-0.092	-0.1	-0.0	0.11	1	
Educ	0.1091	0.185	-0.21	-0.05*	-0.01*	0.00	0.08	0.14	0.06	1
**Correlation is significant at the 0.01 level (2-tailed).										
* Correlation is significant at the 0.05 level (2-tailed).										

Also, weak correlation exists between "Pay" and "gender" ($r= -0.031$), "Promotion and "experience" also shows a weak correlation of ($r= 0.027$). There is a weak correlation between "Supervisor" and "gender" ($r=.038$), and finally, there is a weak correlation between "Supervisor" and "Education" ($r=0.05$)

4.4 Regression analysis

Table 6 reveals the Analysis of variance (ANOVA) and the model summary of the regression analysis for the Turnover as influenced by the predictor variables. The ANOVA in Table 6: Presents results from the test of the null hypothesis that R-square is zero. An R-square of zero indicates no linear relationship between the predictor and dependent variable.

Table 6 Model ANOVA

Source	SS	df	MS	Number of obs	=	100
				F(14, 85)	=	2.74
Model	36.19	14	2.585574	Prob > F	=	0.0022
Residual	80.18	85	0.943343	R-squared	=	0.311
				Adj R-squared	=	0.1975
Total	116.38	99	1.175578	Root MSE	=	0.97126

The ANOVA shows that the computed F statistic is 2.27, with an observed 0.046 less than 0.05. Thus, the hypothesis that there is no linear relationship between the predictor and dependent variable is rejected on the significance level of 0.05. We, therefore, conclude that there exists some linear relationship between the predictors and the dependent variable voluntary Turnover Intention.

Predictors: (Constant), supervisor satisfaction, pay satisfaction, coworkers satisfaction, Job category=Non Generalist, Marital status, promotion satisfaction, work itself satisfaction, Name organization=Ministry of sports and culture, Educational level=Masters, age, Work experience and Gender= Male.

Table 7 Coefficients

<i>Voluntary Turnover intention</i>	Coef.	Std. Err.	t	P>t
Pay satisfaction	-0.215	0.128	-1.680	0.097
Promotion satisfaction	-0.054	0.157	-0.340	0.732
Supervisor satisfaction	-0.140	0.180	-0.770	0.441
Co-workers satisfaction	0.140	0.270	0.520	0.605
Work itself satisfaction	-0.357	0.209	-1.710	0.091
Male (<i>Ref. Female</i>)	0.366	0.219	1.680	0.097
Married (<i>Ref. Single</i>)	0.073	0.257	0.280	0.778
Age (<i>Ref. 36-45 years</i>)				
18-35 years	0.531	0.254	2.090	0.040
46-and above	-0.672	0.379	-1.770	0.080
Education (<i>Ref. Diploma and degree</i>)				
Secondary	-0.254	1.051	-0.240	0.810
Master's degree	0.459	0.254	1.810	0.075
Job Category Non-Generalist (<i>Ref. Generalist</i>)	-0.089	0.248	-0.360	0.721
Ministry of Sport and Culture (<i>Ref. Public Service Commission</i>)	0.394	0.241	1.640	0.105
Work experience	0.076	0.067	1.130	0.262
_cons	4.543	1.386	3.280	0.002

***Dependent Variable: Voluntary Turnover Intention,
Significant at 1% (0.001), 5% (0.05) and 10% (0.1)***

The impact of all our predictors on Voluntary turnover intention gave us multiple correlation coefficients of 0.576. This means that there exists a direct moderate relationship between the dependent variable (Turnover) and the independent variables. Still, from Table 8, the analysis gives us multiple R-square values of 0.311. This means that the significant independent variables of this model explain up to 31.1 percent of the total variability in the dependent

variable (Voluntary Turnover intention). The relevant information for calculating the predicted Turnover is presented in the Coefficients of table 8.

An examination of this table shows that 14 out of the 5 predictor variables: Pay satisfaction p-value ($0.097 < 0.1$), work itself (p-value ($0.091 < 0.1$), Educational level p-value (Masters) ($0.075 < 0.1$) and Age=18-35 years p-value ($0.04 < 0.1$) entered significantly into the prediction equation, indicating that, these four could be the main predictors that significantly influences the Turnover intentions of staff of the selected organizations in Rwanda, especially those that participated in this study.

In summary if all other factors kept constant, 1 point increase in pay satisfaction, reduces Voluntary turnover intention by (-0.21) this shows that employees who are satisfied with pay are more likely to have less intention to quit the job, 1 point increase in work itself satisfaction, reduces Voluntary turnover intention by (-0.35) which indicated that the more employee is satisfied the less the intention to leave.

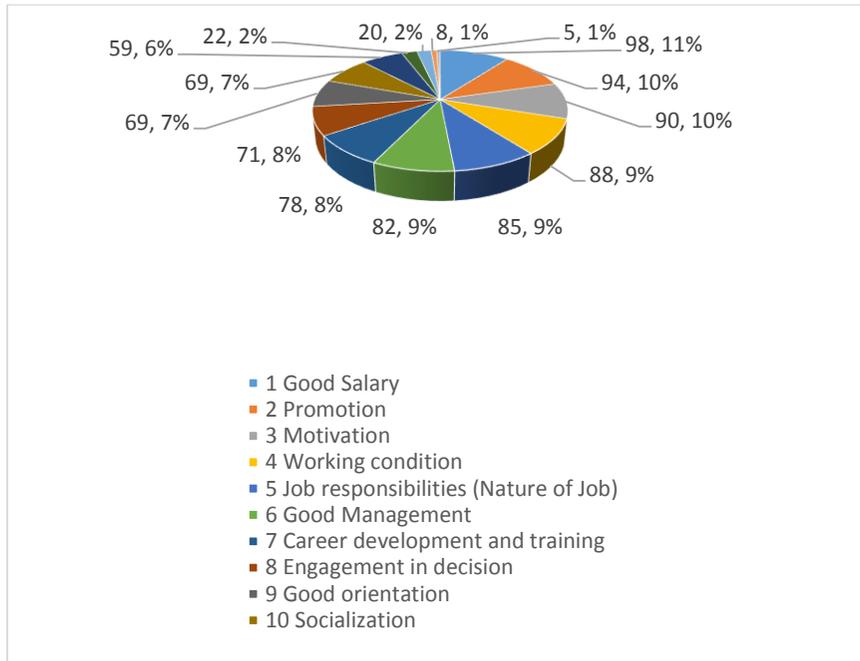
1 point increase in gender, increases Voluntary turnover intention by (0.36), in case of Rwanda, this indicates that more male employees an organization, the higher turnover intention this organization likely to face. 1 point increase in educational level, increases Voluntary turnover intention by (0.45) an employee advance in education the intention to leave increase- dramatically because he/ she is attracted to many jobs. 1 point increase in Age (18-35 years) reduces Voluntary turnover intention by (0.53) while a 1 point increase in Age (46 and above years), reduces Voluntary turnover intention (-0.67) this indicates employee aged 18-35 years has more intention to leave compare to staff aged 46 and above.

4.5 Findings from open questions

The findings from open question show that there are the variety of factors that influence Job satisfaction in the Public organization in Rwanda. These factors are the nature of the job itself, job pay or compensation, promotion and advancement, relationship with co-workers, institution operating procedures

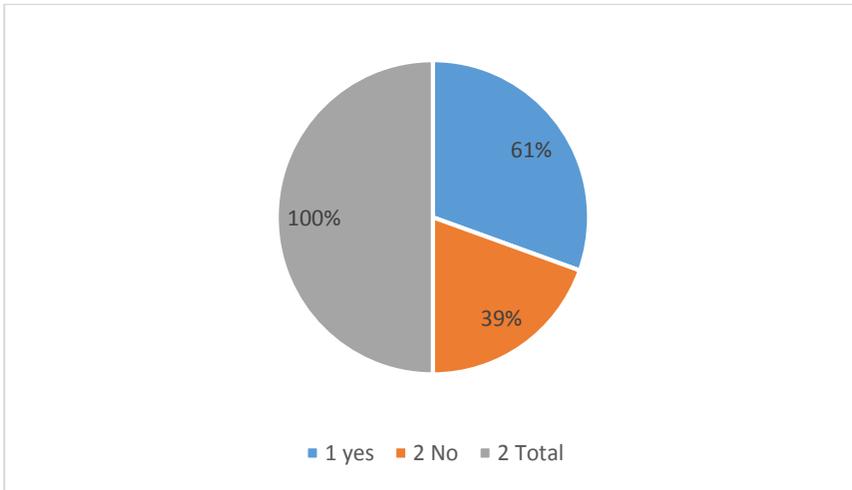
and policies, and the nature of the working environment, Personality, organization image namely.

Figure 2 Kindly Mention factors that can influence Job satisfaction



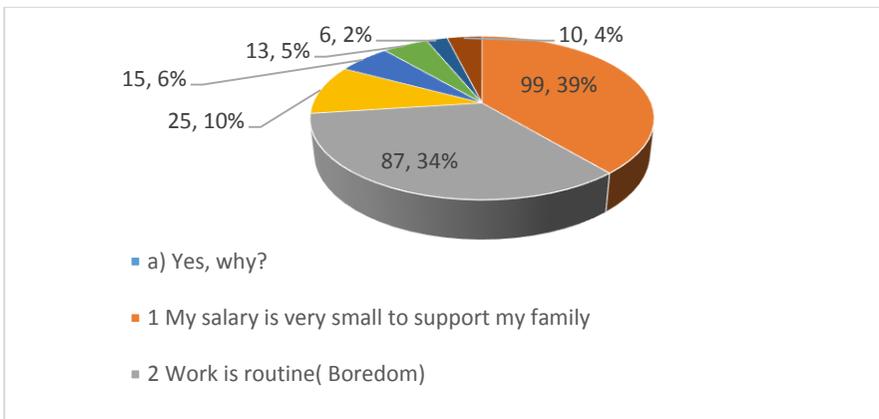
From the Table 4.5, shows, Good Salary by 98%, promotion by 94%, motivation by 90%, work condition 88%, Job responsibilities 88%, management 82%, career development and training by 78% and Engagement in decision making 71%, socialization, orientation and good employee's scheme take the highest percentage in influencing Job satisfaction. Taylorism by (Taylor 1911), view people as an economic animal whereby money is the best motivator for job-satisfaction. Elton Mayo & associates (1924-33) criticized the view in Hawthorne studies' concern about the nature of human being. Many factors that motivate human being namely attitude, perception, interrelations, management and interpersonal skills like communication.

Figure 3: Are you prepared to leave your job soon



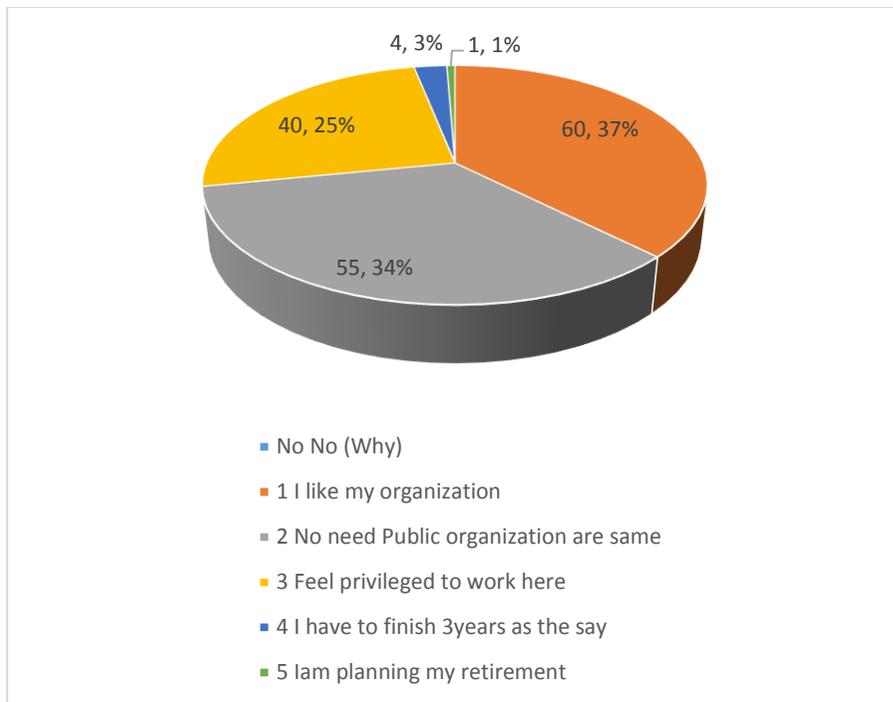
The total number of respondents was 100, and among 39 (39%) staff working in the Public Service Commission have an intention to leave and 61 staff working in the Ministry of Sports and Culture in Rwanda. The below summaries the reasons why these staffs have the intention to leave their present job.

Figure 4: why do you want to leave your current job?



From open question results 46 respondent out 100 participants' show that they are not satisfied from Table 4.7 and 99% of the employees are not satisfied with salary, boredom with 87%, educational level 15% while family issues 13% but also there employee who just want to leave . Usually this dependence on individual characteristic like personalities, attitude or perception. Based on the findings from this we can suggest that employee has a lot of reasons that can led them to leave the work than salary.

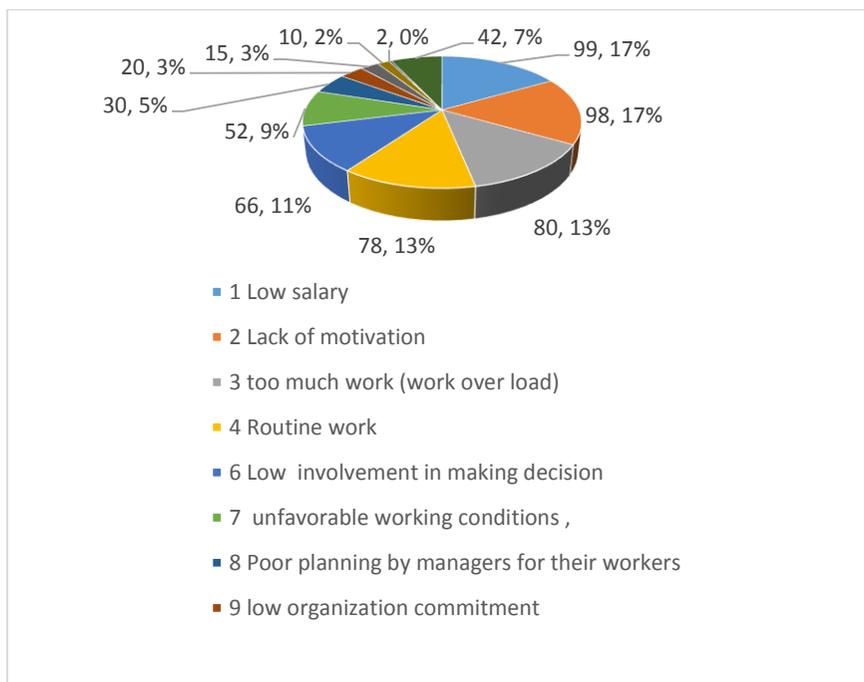
Figure 5: Why do not you want to leave your current Job?



From questions why do not you want to leave your current job, 6.3% show respond that they do not to leave because they the organization, 40.25% they based on organization image which reveals that organization Image can also be important factor that affects the staff turnover intention. Furthermore 55.34% of the respondent they do not to leave of lack of a good job alternative. This supported by (Morrell et al., 2001: p. 23). For employees, search generates alternative positions or workplace outside the present organization, which can lead to actual turnover. Therefore, job search was detected as an important

precursor to quitting in several studies (e.g. Mobley et al., 1979). Job search can also lead to the appreciation of one's present job after comparing it with the alternatives (Morrell et al., 2001: p. 24). Additionally, 4.3% of respondents they are prohibited by the law whereby they have to serve for 3years for organization, but interesting 1% of respondent they are motivate by preparing their retirement, this shows that age can also be demographic factors like age can affect voluntary turnover intention.

Figure 6: Can you mention the factors that cause Voluntary Turnover in Public Organisation



Also according the summary in table 4.8, Low Salary by 99%, lack of motivation by 98%, work overload by 80% routine work by 78%, Engagement in decision making by 66% and unfavorable working conditions by 52% take the highest percentage in that factor that cause voluntary turnover in public organization in Rwanda. Comparing these results with statistical findings indicate that no single factor cause

Chapter 5: Discussion

In this chapter, findings of the study are discussed. The discussion based on the analysis which has been presented according to responses from questionnaire data sources. More important, it is based on the study objectives. The main objective of the study is to investigate the relationship between job satisfaction and employees voluntary Intention turnover among Public organization employees in Rwanda. The Specific Objectives of the study was to investigate the factors influencing job satisfaction in the public organization in Rwanda and to find out if there is a significant relationship between job satisfaction and employee Intention turnover. And to recommend strategies that can be used to reduce the high level of staff voluntary Intention turnover.

5.1 Overview of the Findings

The present study measured the job satisfaction and Voluntary turnover intention among Public organization employees in Rwanda. The research instrumentation was 20 items of questionnaire and 3 open questions which were distributed to respondents by email. As structured was design to obtain information on; - I) Pay Satisfaction II) Promotion Satisfaction, III) supervisor Satisfaction, IV) Co-workers satisfaction V) Satisfaction with the work itself and VI) Employee Voluntary Intention turnover. The five factors of job satisfaction namely: Pay, Promotion, supervisor, Co-workers and wok itself were chosen because they are common factors that may lead to individual satisfaction

5.2 Discussion on the factors that influence job satisfaction

The five factors of measure find difficulty to measure in Rwanda perspectives because the term satisfaction cannot be universally measured with a standard measure but it is seen as an individual perception. Perceptions are influenced by individual philosophy, as well as psychology. However, these factors combined with other factors may work in influencing job satisfaction. The findings show that the Pay satisfaction (p-value $(0.0097 < 0.1)$), work itself (p-

value (0.091<0.1), Age p-value (0.018<0.1), Educational level p-value (0.075<0.1), Gender p-value (0.015<0.1), and trigger turnover intention.

5.2.1 Pay Satisfaction

Firstly, Pay satisfaction is significant at p-value (0.097<0.1), It is one of the factors that may lead to employee turnover intention. The findings are supported by the Equity Theory of job satisfaction which suggests that if an individual thinks there is inequality between two social groups, and the ratio between the input and output are not equal, he or she will not be satisfied with the current job. Robin (2003) believe the main any goal any good compensation is to attract, retain and motivate employees and bad payment system may be motives for employee turnover intention. When an employee is not satisfied the leave the job to seek for better pay. However, the working environment, incentive, appreciation and other chances for advancement, but employee may still leave the job with good pay if he does not satisfied with job and Most discussion about the theory of job satisfaction originates Maslow's theory of motivation" by (Taylor 1911), that view people as an economic animal whereby money is the best motivator for job-satisfaction. Said Richard Tusabe, (2015) "Although we are not the most unwell paying organization, our salary construction does not allow retaining or attracting competent staff given that skilled labor force on the Rwandan market is very limited", commissioner general of RRA when he appeared before the parliamentary committee (2005). Rutayisire, director for advocacy, communication and labor relations at PSF.

The private sector federation (PSF), however, maintains that the management will continue losing staff because the minimum level of experience demanded by the private sector is also highly paid. And this also evident in Table 4.5 and Table 4.8 where 98% of respondents view the main factor that influence job satisfaction and 99% of respondent see pay as the main Cause of Voluntary turnover intention

5.2.2 Work itself satisfaction

Secondly, work itself is also significant at (p-value $(0.091 < 0.1)$), work itself being a significant figure in the study show that Job itself play important role in Job satisfaction of any employee. According to park (2001) employees will be more motivated to do their jobs well if they ownership of their work. This requires giving employees enough freedom and power to carry out their tasks so that they feel they own the result. As individuals mature in their jobs, the organization should provide them with opportunities for added responsibility. According to Smith and de Cronje (2003:93) if a job is complex or boring, is physically demanding and tiring and does not promote something valued by the worker, the employee becomes discontented and may eventually leave the job.

5.2.3 Co-worker satisfaction

Good relationship with co-workers, moral values, social status show a not significant factor of job satisfaction and employment turnover in Public organization of Rwanda. Results employees report that they are satisfied with their colleagues that cannot think of quitting the job. This finding is supported by the social exchange theory of job satisfaction that the employee always aims at maximizing benefits and minimizing costs. The exchange can be understood in terms of material and non-material goods from the co-workers. Cotton and Tuttle (1986) in Fisher et al (1993).

Indicated that the employees who are more satisfied with their job as a whole (pay, promotion opportunities, the nature of the work, supervision and co-workers) are less likely to leave the organization. However, this finding does not support the Maslow's hierarchy of need theory that the basic physiological need such as pay must be fulfilled first before moving to other needs. The findings are consistent with Frederick Herzberg's two-factor theory (also known as motivator hygiene theory) attempts to explain satisfaction and motivation in the workplace.

5.2.4 Promotion Satisfaction:

The finding shows that promotion is not a significant factor of employee turnover because promotion is automatic in Rwanda Personnel management system. Respondents do not perceive it as serious factor that can trigger Job satisfaction which may lead to turnover intention. Also promotion indicates that there is low relationship between job satisfaction and employee turnover

Further findings also show some of that demographic that may influence job satisfaction in Rwanda Context namely: Gender (Male) is significant at p-value ($0.097 < 0.1$) because People enter public service job at a young age after graduating from universities, at the entry the salary is relatively low but singles young men and women can survive. After getting married since in Rwandan culture African culture, in general, a man is head of the family, he has to take full responsibility the family. The small salary is no longer enough for him once he gets married, this makes married male employees to move some much more than the single male employee. Unfortunately, this trend is currently to ladies as Rwandan society get modernized so where a woman and a man have to share the family responsibilities.

The number of married women Voluntary turnover intention is increasing more than before. Besides Age (18-35years) p-value ($0.018 < 0.1$), According to Rwandan Human Resources Capital development strategy, young people are the engine of development, there get good training, mentorship. Therefore, they get more competitive but employee retention strategies are still weak in Rwanda. Hence high turnover intention level because of they sure that they are needed in the job market whilst the government cannot retain them. Also, findings show Beta -0.67 at the age (46 and above) this confirms that old has low intention compare to those employees whose Age is 18-35years.

Finally, Educational level (Masters) is more significant at p-value($0.075 < 0.1$) which also significant, most of Rwanda government employees have to education while Example: Master's degree programs scholarship, Professor Courses like Certified Professional Accountant (CPA) which make employees

more competitive and skilled, However, till now the retaining strategies for government is still very weak, In additionally, According to (No 86/ 2013 of 11/09/2013) no vertical promotion within a public institution, it is only obtained through recruitment, employees are promoted horizontally, for example, an employee from a professional category whose entry level is 5II, and he/she can be horizontally promoted after 3 years in service to level 5III. These competent people always want to move from one organization to another where they get a job that on their level. This is also evident from response to open questions (Figure 5) whereby 15% of respondent mention that " I am a master degree graduate I need job that fit my educational level"

5.3 Discussion on the Relationship between Job Satisfaction and Employee voluntary Turnover Intention

There is a moderate relationship between job satisfaction and employee voluntary turnover intention. The five Factor that has been identified to influence job satisfaction that may lead into employee Voluntary turnover intention cannot stand alone to cause employee satisfaction, there should be other factors accompanied with them to be able to trigger job satisfaction of employee. The factors alone cannot work in Rwandan environment where there are many internal and external influences towards job satisfaction. These other influences are education competencies, Age, gender, Position income level.

A good measure of the relationship between the two variables like this is "r" range is -1 to +1. In this study $r = 0.01$, hence low or no relationship, neither positive nor negative relationship. These findings contradict Past researchers have stated that job satisfaction is related to individual reactions of the work environment (Abdel-Halim, 1984; Choo, 1986; Rasch & Harrell, 1990). It had been found that that there is a relationship between job satisfaction and voluntary turnover intention. Similarly, Schoeder, Harrel, and Stahl (1984) pointed out that previous literature review in job satisfaction and Voluntary turnover intention shows that an individual who experiences relatively low job satisfaction has an intention to change their job.

Chapter 6: Conclusion and Recommendations

This chapter six presents a summary of results and draw the conclusion of the paper based on tested variables.

6.1 Summary of the results

The results indicate that there are 4 factors that influence job satisfaction. These factors include: Pay satisfaction, work itself, Gender, educational level, and age. These factors have effects on employee job satisfaction in different degree. The results indicate that; Pay, promotion, supervisor, work itself and co-work cannot affect job satisfaction individually but they are other much more factors can lead to employee job satisfaction. The results from figure 5, also demonstrate that some workers are dissatisfied with their job but they still want to stay at their current job due to a number of factors; like age, laws, personalities and individual attitude.

6.2 Implication of the results

The finding indicates that there five factors that can influence worker job satisfaction, but they cannot independently fully lead to employee voluntary intention turnover. The outcome displays that while some personnel may be dissatisfied but not leave their work this indicates that the Pay, promotion, supervisor, work itself and co-work are considered when an employee chooses to leave the work or not. It also emphasis demographical factors is also important variables that affecting employee voluntary turnover intention. Improving job characteristic, design work to fit most of the employee's competence and values. To give employees more freedom and pay more attention to employees and his work. If the job is not suitable for employees, they are likely to feel the job is difficult and painful. It caused a low productivity and negative influence on job satisfaction. Once the employees are satisfied with their job design, the possibility they quilt from the organization can be reduced

6.2.1 Theoretical implication

The results of the study confirm that the model of employee voluntary turnover intention of the public organization in Rwanda, is not well fitted. Pay, promotion supervisor, work itself and co-workers. Academicians and researcher should pay more attention to the demographic factors, such as age gender income level and education. It can be extended more dimensions into job satisfaction which could help other researchers understand employee turnover intention. This study provides more proof to the factors which influencing Job satisfaction and employee voluntary turnover intention.

6.3 Conclusion on the factors that influence job satisfaction

This results found a small relationship between the Pay and work itself on one side and the staff turnover intention. The challenging job leads employees to not thinking of quitting their job. Also, a staff can leave the job even when is paid well. It is concluded that the no single independent factor job satisfaction. Job satisfaction is influenced by various factors such as income level, job position, and gender. Therefore managers should always figure out which factors specifically influence satisfaction of their employees.

6.4 Conclusion on the relationship between job satisfaction and employee voluntary turnover

The findings suggest that there is a very low margin of relationship (0.01) between job satisfaction and employee voluntary turnover intention. The Five Factors that have been identified to influence job satisfaction that may lead into employee voluntary turnover intention but cannot stand alone to cause employee satisfaction, there should be other factors accompanied with them to be able to trigger job satisfaction of employee. And also these factors alone cannot work in Rwandan environment where there are many internal and external influences towards job satisfaction. Based on the findings education competencies, Age, gender, Position, income level and other demographic factors play a big role in both job satisfaction and voluntary turnover intention. However pay is still a dominant factor in Job satisfaction. This also supported

by Connolly (1991) “the turnover survey and exit- interviewed data from 150 former employees. They found out that three of the eight group respondents do not include pay among their three reasons for turnover”. From the study of Berry (1997), he said that one might think that pay is considered to be the most important component in job satisfaction.

6.5 Significance of research

The study conducted will help public organization making in determining the factors that lead to civil servant related to employee turnover intention. The results obtained from this research gives public organization in Rwanda a good image about staff voluntary turnover intention. This can make an organization design good policies that increase employee retention and staff job satisfaction.

6.6 Limitations of the research

In examining a relationship between employee job satisfaction and staff Voluntary turnover intention of public organizations in Rwanda issues like lack easy communication with participants and time were the main limitations in this paper that could have affected accurate information. Also, the research was limited for example only two organizations were involved in this research, Additionally, simply five factors of job satisfaction which impact the staff Voluntary turnover intention were examined, specifically, Pay, promotion, supervisor, work itself and co-work. Moreover, there are other factors like personalities, employee's involvement, origination commitment, Employee assistance program, performance feedback and many other may influence turnover intention.

6.7 Policy Recommendation to reduce voluntary turnover intention and further study

Based on the study findings, it's projected that organizations must put emphasis on the job satisfaction of their staff. All five of job satisfaction should closely be maintained, but the Pay and work itself satisfaction are considered whether an employee is going to quit the job or not. In the managerial perspective,

Intention to quit maybe a more important variable than the real act of turnover. If the signs of intention to leave are well understood, a manager could perhaps introduce changes to affect this intention to leave.

Additionally, Equalizing Ministries and government agencies, according to related review Ministries and public agencies in Rwanda they differ in terms of organization value index and job grading system ie, employee value index and salary scales which may trigger an increase turnover intention, therefore equalization of Ministries and public agencies can be a good strategy to reduce voluntary turnover intention. Good lessons can be obtained from Korean Personnel administration system. Because according to Im, Campbell, & Cha, 2013," Korea's National Administrative context has a number of interesting characteristics relevant to the First, generally speaking, public sector work in Korea is perceived as highly desirable.

Entrance into the Public service is mainly administered by individual competence and performance on the Public service examinations, which regulate entry to Levels 9 and 7 (entry-level grades) as well as Level 5 (higher-level civil service). These examinations are extremely competitive, and students can spend years in preparation for them, particularly with regard to the high-level, Grade-5 examination. Once a member of government, individuals enjoy a number of benefits, including strong job protections based on the country's Civil Service Law as well as a guarantee that they may work to the mandatory retirement age, which is often not the case for Rwanda".

Management should pay a market related salary to employees in order to prevent them from moving to other organizations. According to Grobler, et al. (2002:382), "compensation refers to all forms of financial returns and tangible benefits that employees receive as part of their remuneration package similarly management should provide benefits that will attract the best employees to remain in the organization in order to improve service delivery". Aligning employee remuneration with employee job responsibilities will help in

motivating employees to reduce intention to leave and improve their performance

Management should reduce work boredom to employees by revisiting employee's job description in order to add some challenge job tasks on the employee's job description. If there is no match between employee and the job, the employees become bored by the job that provides no challenges or one that provides unrealistic challenges. These realities are the ones that make people leave the organization (Erasmus, et al., 2003:41). And also management should give due recognition to its internal employees when there are new positions within the organization. Clear, achievable goals and standards for each position should be set and should be known to employees. Individuals should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs (Mathis and Jackson, 2007:116).

Administration should develop employee assistance programs in the organization to assist employees with problems to eliminate staff voluntary turnover intention. Administration should also make sure that employees are aware of these programs in the organization. According to Erasmus, et al. (2003:487), "the introduction of Employee Assistance Program is of vital importance whereby troubled employees could get-in-house assistance in order to be able to cope with problems that may lead to increase turnover intention". Additionally top management should involve employees in the decision making process. Administration should increase staff participation in decisions and policies concerned with staff management.

For future research, more emphasis should be put on indirect influence like demographical variables on Voluntary turnover intention. And also, Personnel policies like effective recruitment and selection system should be stressed in future studies.

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**Annexation
QUESTIONNAIRE**

**Please tick one of the correct answers with an (X). 2.
Answer all questions.**

PART I: PERSONAL INFORMATION

1. Age

	Years	
1.1	18-35 years	
1.2	36-45 Year	
1.3	46- above Years	

2. Gender

	Gender	
2.1	Male	
2.2	Female	

3. Marital status

No	Marital status		
3.1	Single		
3.2	Married		
3.3	Divorced		

4. Educational level

No	Educational level	
4.1	Secondary	
4.2	Diploma	
4.3	Degree	
4.4	Master's degree	
4.5	PhD	

5. Job category

No	Category	
5.1	Director	
5.2	Specialist	
5.3	Generalists/ Professionals	
5.4	Support Staff	

6. Name organization

No	Cluster	
6.1	Public Service Commission	
6.2	Ministry of Sports and Culture	

7. How long have you been working on this position?

.....

PART II: JOB SATISFACTION

N O	ITEMS	5	4	3	2	1
1. Pay Satisfaction						
1.	I feel Iam being paid a fair amount for the work i do					
1. 2	The period of Salary increase is appropriate.					
1. 3	My organization has an appropriate salary scale.					
1. 4	My salary can be sufficient to pay my living expenses.					
2. Promotion Satisfaction						
2. 1	There is really too little chance for promotion on my job					
2. 2	Those who do well on the job stand a fair chance of being promoted					
2. 3	People get a head as fast as they do in other organizations					
2. 4	Iam satisfied with my chance for promotion					
3. Supervision Satisfaction						
3. 1	My supervisor is quite competent in doing her/his Job					
3. 2	My supervisor gives freedom to use my own judgment.					
3. 3	My supervisor gives chance to try my own methods of doing the job					
3. 4	My supervisor praises people who do good work.					

4.co. Workers					
4.1	My Co-workers have helped me on the job in various ways				
4.2	My relationships with other workers in this organization is very good				
4.3	My co-workers have done a great deal to help me adjust to this organization				
4.4	There is too much bickering and fighting at work				
5. Satisfaction with the work itself					
5.1	My job provides for steady employment				
5.2	My job gives me a chance to be “somebody” in the community.				
5.3	My job allows me a chance to do things for other people.				
5.4	The working conditions is good				

PART II: VOLUNTARY TURNOVER INTENTION

TURNOVER INTENTION					
1.1	I often think about quitting my present job				
1.2	I will probably look for a new job in the next year				
1.3	As soon as possible, I will leave the organization				

PART VI: OPEN QUESTIONS

Please answer questions below by providing short and brief response.

1. Kindly mention factors that can influences job satisfaction

.....
.....

2. Are you prepared to leave your job soon?

Yes

No

If yes or No: Why do you want to leave your current job?

.....
.....
.....

3. Can you kindly mention the factors that trigger voluntary turnover in Public sector in Rwanda?

.....
.....
.....

Comparison between Salary scale of Ministries, Commission and Public agencies in Rwanda

Salaries and Fringe Benefits for Ministry

No	Position	Index .Value	Level	Job Index	Gross
1	Directors	330	3.II	1369	6,46,807
2	Specialists	330	3.II	1369	6,46,807
3	Generalists/ Professionals	330	5.II	951	4,04,515
4	Support staff	330	7.II	660	2,80,736

Salaries and Fringe Benefits for Commissions

No	Position	Index .Value	Level	Job Index	Gross
1	Directors	400	3.II	1369	7,84,008
2	Specialists	400	3.II	1369	7,84,008
3	Generalists/ Professionals	400	5.II	951	5,39,353
4	Support staff	400	7.II	660	3,74,314

Salaries and Fringe Benefits for Public Agencies

No	Position	Index .Value	Level	Job Index	Gross
1	Directors	500	3.II	1369	9,80,010
2	Specialists	500	3.II	1369	9,80,010
3	Generalists/ Professionals	500	5.II	951	6,74,191
4	Support staff	500	7.II	660	4,67,893

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공공 기관에서의 직무만족도와 조직 구성원의 자발적 이직의도의 관계: 르완다 인사위원회와 문화관광부를 중심으로

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조직 구성원의 이직의도라는 용어는 조직이나 재계에서 부정적인 의미로 사용되고 있다. 이 주제를 다루는 많은 연구가 수행되었지만 대부분 이직의도 자체에 초점을 두고 있을 뿐 이직의도의 원인에 대해서는 많이 연구되고 있지 않은 실정이다. 본 논문은 르완다의 공공 기관에서의 직무만족도와 조직 구성원들의 자발적 이직의도 간의 관계를 분석하는 것을 목적으로 한다. 본 논문은 설문조사 분석방법을 활용하였으며, 르완다의 대표적인 공공 기관으로 르완다의 인사위원회와 문화관광부를 선정하였다. 조직 구성원의 자발적 이직의도와 관련된 정보와 자료를 얻기 위해 두 조직의 모든 직원인 100명에게 설문지를 배포하였다.

본 연구는 가설을 검증하고 상관관계와 기술분석을 수행하기 위해 다중회귀분석을 하였다. 분석 결과 직무만족도와 조직 구성원의 자발적 이직의도 사이에 일정한 상관관계가 있음을 확인하였다. 연구 결과는 르완다 공공 기관 조직 구성원의 자발적 이직의도에 영향을 미치는 직무만족도에 보수 만족도와 업무 자체가 중요한 요인임을 보여주고 있다.

더 나아가 연구 결과는 나이, 성별, 그리고 교육 수준과 같은 인구통계학적 요인들이 르완다의 환경에서 직원들의 자발적 이직의도에 상당

한 영향을 미친다는 것을 보여 주었다. 따라서 본 연구는 이러한 공공 기관의 직원이 이직하지 않고 근무하기 위해서는 조직 구성원의 직무만족도에 관심을 가져야 한다는 시사점을 제시한다. 또한 르완다의 환경에서 감독관과 승진은 조직 구성원의 자발적 이직의도에 유의미한 영향을 미치지 않는 것으로 나타났다. 이러한 결과들은 공공 기관이 직원들의 자발적 이직의도를 줄이는 방법에 대해 시사점을 제공한다.

주제어 : 직무만족도, 이직, 자발적 이직의도

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