

UNIVERSITY OF CAPE COAST

MOTIVATION AND TURNOVER INTENTION AMONG NURSES IN
SALTPOND MUNICIPAL HOSPITAL.

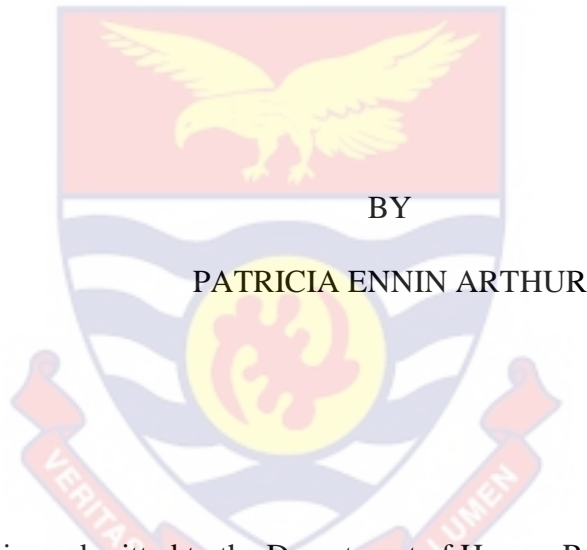


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2024

UNIVERSITY OF CAPE COAST

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SALTPOND MUNICIPAL HOSPITAL.



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the School of Business, College of Humanities and Legal Studies, University of
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Business Administration (Human Resource Management)

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DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: Date:

Name: Patricia Ennin Arthur

Supervisors' Declaration

I hereby declare that the preparation and presentation of this research work were supervised in accordance with the guidelines on supervision laid down by the University of Cape Coast.

Supervisor's Signature Date.....

Name: Professor Felix Kwame Opoku

ABSTRACT

The present study examined the impact of motivation and turnover intention on nurses employed at the Saltpond Municipal Hospital in the Central Region of Ghana. The present study investigated the relationship between motivation and turnover intention among nurses, employing the theoretical framework of equity theory. The study employed a quantitative strategy and followed an explanatory research design. To fulfil the objectives of the study, three hypotheses were formulated and subsequently examined. The collection of primary data was accomplished by administering structured questionnaires to the entire population of 150 nurses at the Saltpond Municipal Hospital. This was done using the simple random sample technique. The data was subsequently subjected to analysis utilizing IBM Statistical Package for Social Sciences (SPSS) version 26. The study revealed that, on the whole, there exists a high level of motivation among employees at the Saltpond Municipal Hospital. While management does offer employees motivation, it predominantly relies on extrinsic motivation as the primary form of motivation. The research findings also revealed that there was a negative correlation between both intrinsic and extrinsic motivation and turnover intentions among the nursing staff at the Saltpond Municipal Hospital. The study recommends that the management of Saltpond Municipal Hospital implement continuous professional development programs and career advancement opportunities to foster a sense of achievement and personal growth hereby reducing turnover intentions and fostering a more committed and satisfied workforce.

KEYWORDS

Intrinsic Motivation

Extrinsic Motivation

Turnover Intention

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DEDICATION

To my mother, Ms. Kate Sey-Quainoo and my Beloved Husband,

Kwasi Opuni Karikari.

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LIST OF ACRONYMS

EMM – Extrinsic Motivation

FREQ – Frequency

IMM – Intrinsic Motivation

M – Mean

SD – Standard Deviation

TI – Turnover Intentions

VIF – Variance inflation factor

CHAPTER ONE

INTRODUCTION

Concerns regarding nurse motivation and intention to leave have grown significantly in healthcare settings across the globe. Because nursing is such a difficult profession, nurses frequently encounter obstacles that negatively affect their motivation and, as a result, their desire to quit. In this context, motivation refers to the different internal and external variables that motivate nurses to consistently and effectively carry out their duties. These elements could include recognition, career growth opportunities, a positive work atmosphere, job satisfaction, and competitive pay. For nurses to provide the best possible care for their patients and stay dedicated to their work, they must have high levels of motivation.

However, if motivation wanes, nurses might begin to feel the need to leave their existing jobs due to turnover intentions. Turnover intention is the reflection of a person's consideration to leave their position within a given period. Many circumstances, including burnout, an overwhelming workload due to lack of personnel, lack of autonomy, and insufficient managerial support, influence the development of turnover intention in nurses. To retain experienced nurses, uphold the standard of patient care, and cultivate a resilient and sustainable workforce, healthcare companies must manage the complex interplay between motivation and turnover intention.

Background to the study

The present era's competitive corporate climate necessitates the need to recruit and retain highly qualified labour. According to Kassa and Ouhinou (2015), human capital has long been seen as a vital resource in most

organizations. As a result, good management of these vital assets is critical for the survival of the organization, particularly in the healthcare industry. As a result, employee motivation is a crucial and effective strategy for an organization to gain a competitive edge by sustaining an effective staff. Motivation is a key metric of healthcare professionals' responses to increasing problems and job expectations in healthcare organizations (Usak et al., 2020).

There is no precise definition of organizational motivation in the literature. Olubebe (2005), for example, defines motivation as "an internal arousal that guides and sustains achievement of a predetermined goal." Deci and Ryan (2013) provided a definition of motivation as the internal forces that prompt and guide an individual's conduct. The inclusion of the concept of motivation is deemed abstract due to the variability in outcomes resulting from diverse tactics employed at different instances. It is acknowledged that no singular method can provide consistently beneficial results. According to Allam (2021), motivation can be defined as the driving force behind work behaviour, which directs an individual's efforts towards the attainment of an organization's objectives. This suggests that the extent to which an employee exerts effort towards attaining the declared objectives of the organization is significantly influenced by certain factors or circumstances.

Motivation can be both intrinsic and extrinsic. In contrast to intrinsic motivation, which encompasses intangible factors such as healthy relationships, meaningful work, expertise, autonomy, and personal growth (Renard & Snelgar, 2016), extrinsic motivation is characterized by tangible and external rewards, such as monetary compensation, bonuses, healthcare coverage, retirement benefits, career advancement, and incentives. The

necessity of inspiring individuals at work is evident at all organizational levels. The understanding of motivational factors is crucial for managers to ensure optimal performance from their subordinates. Similarly, employees need to reflect on their work-related expectations. Furthermore, human resource professionals play a vital role in comprehending motivation to successfully develop and execute reward structures and systems (Hameed et al., 2020).

Motivated employees are more efficient, assertive, and capable of taking on new responsibility. According to Zakaria (2011), a motivated employee is a successful employee who may contribute to the success of a business. Employees who are highly motivated have a strong sense of purpose and accomplish their jobs efficiently and effectively. Organizations, without a question, require motivated personnel as motivation is a crucial part of human resource management. Motivation, however, is difficult to understand and use due to the complexity of human conduct (Hamilton & Huth, 2020).

Consequently, the identification of crucial motivating factors might provide challenges, and the indiscriminate use of a specific motivating element can potentially lead to erroneous conclusions. However, Chiang and Canter (2008) identified a range of intrinsic and extrinsic factors that can serve as motivators, including rewards, recognition from management, challenging tasks, favourable working conditions, flexible work schedules, and job stability. In a similar vein, Mak and Sockel (2001) asserted that motivating strategies encompass a spectrum of approaches, spanning from attractive compensation packages to comprehensive involvement of employees in all facets of the organization's activities.

Motivation is viewed as a means to an objective rather than an end in itself in organizational literature. Thus, motivation is viewed as a predictor of positive organizational outcomes such as job satisfaction, which reduces the likelihood of employee turnover. Indeed, the majority of investigations have discovered an adverse link between motivation and turnover intentions (Imran et al., 2017; Romano, 2015). When an organization improves its employee motivating package, there is an increase in satisfaction, which reduces turnover intentions. Turnover intention measures whether an organization's employees intend to leave their jobs or whether the organization intends to fire personnel. Like turnover, turnover intention might be intentional or involuntary. Voluntary turnover occurs when an employee decides to depart on his own.

Voluntary turnover intention typically develops when an individual view another chance to be superior to his current one. This can be higher salary, greater recognition, or a more convenient location. In contrast, involuntary turnover intention refers to the evaluation of an organization's desire to terminate an individual from their current employment, leading to turnover. This situation may arise when an organization expresses dissatisfaction with an employee's job performance and then makes the decision to terminate their employment. Whatever the case, both voluntary and involuntary turnover intentions of skilled personnel endanger a company's reputation and viability. As a result, it is critical that organizations combat this notion. Organizations can reduce turnover intention by offering smart remuneration packages, recognition, and other types of intrinsic and extrinsic motivation that emphasizes performance and tenure.

According to Herzberg theory (1968), both intrinsic and extrinsic motivation are effective in improving employee happiness. As a result, when organizations put in place the correct incentive packages and structures, employees stay and give their all, but the contrary might lead to turnover in various organizations. Employees abandoning organizations and occupations have become a major concern. There are multiple factors that can contribute to an employee's decision to leave their organization or job. These factors encompass the company's reputation, working hours, working conditions, shift work, monotony of work, inadequate fringe benefits, subpar recruitment and placement training facilities (Obikoya, 2003).

The prevalence of employees' intents to leave is extensive in locations characterized by a diverse range of enterprises that provide alternative employment opportunities for job seekers. According to Oshagbemi (2000), when employees are provided with the desired amount of motivation, they utilize it to enhance the quality of services they offer and are less likely to seek alternative employment opportunities. Motivating individuals has greater difficulties within the context of a developing nation such as Ghana. In the context of Ghana, a notable issue within the health sector is the insufficient presence of healthcare personnel in various urban areas (MOH, 2014). Based on data from the Ministry of Health, it was observed that in 2014, regions in Ghana such as Greater Accra, Ashanti, Eastern, Western, and Central, which are characterized by prosperous cities and towns, had a higher number of health personnel compared to regions with less prosperous towns such as Brong-Ahafo, Northern, Upper East, and Upper West (MOH, 2014).

Statement of the Problem

Motivation can be conceptualized as the driving force that compels an individual to strive towards the attainment of a specific objective. The fulfilment of organizational goals is contingent upon the presence of a motivated workforce. In the context of Ghana, it is observed that health facilities situated in cities with lower resource endowments and higher cost of living face more challenges in maintaining their workforce compared to health facilities located in more resource-rich places.

This suggests that residing in the Central Region incurs a greater financial burden, potentially discouraging those seeking employment opportunities within urban areas from choosing Cape Coast. In addition to emigration as a means for individuals to seek better opportunities overseas, healthcare facilities in economically disadvantaged and less costly regions face challenges in recruiting and retaining essential personnel, hence hindering the enhancement of efficient healthcare provision. Limited information exists regarding the motivation patterns of workers within the Cape Coast Teaching Hospital (Quaye, 2015).

However, understanding the factors that drive worker motivation and contribution to satisfactory performance is crucial for attracting, retaining, and enhancing the performance of staff within any organisational setting. When health professionals experience a lack of motivation, they have a tendency to neglect their responsibilities, exhibit absenteeism, have negative attitudes towards patients, and participate in various undesirable behaviours. These actions collectively have an adverse effect on the effectiveness of healthcare services (Ramasodi, 2010).

Moreover, the phenomenon of brain drains among healthcare professionals in Africa, specifically in Ghana, has been attributed to a deficiency in motivation. The manifestation of this issue is evident through various factors such as inadequate remuneration, insufficient provision of resources, and limited avenues for professional growth, prompting healthcare professionals to pursue improved working conditions abroad (Saleh, 2012; Bossert et al., 2004). Annually, public hospitals in most less-developed countries encounter a predicament whereby around 20% of healthcare nurses face unemployment (Gabel-Shemueli, Dolan, & Ceretti, 2017). Employee motivation in the Ghanaian health sector has been a subject of study. However, it is worth noting that previous research has overlooked the issue of turnover intention specifically among nurses.

Quaye (2015) conducted a study that explored various elements impacting employee motivation within the specific setting of the Cape Coast Teaching Hospital. Adanu (2017) conducted a study that aimed to investigate the impact of motivation on the degree of job satisfaction among nurses employed at Cape Coast Metropolitan Hospital. Previous research has examined various aspects that are associated with turnover intention, including job satisfaction (Sheraz et al., 2014), satisfaction with rewards (Raza et al., 2018), work-related stress (Elci et al., 2012), and opportunities for career progression (Cao et al., 2017). Therefore, the primary objective of this study was to investigate the factors that impact the motivation and turnover intentions of nurses working in the central region of Ghana. An Examination of the Saltpond Municipal Hospital.

Purpose of the Study

This research aims to examine motivation and turnover intention among nurses in the central region of Ghana.

Research Objectives

The study seeks to address the following objectives

1. To examine the types of motivation administered to nurses at the Saltpond Municipal Hospital.
2. To determine the relationship between intrinsic motivation and turnover intention among nurses at the Saltpond Municipal Hospital.
3. To investigate the relationship between extrinsic motivation and turnover intention among nurses at the Saltpond Municipal Hospital

Research Questions

Based on the specific research objectives, the following research questions were posed in the bid to find answers to the purposes;

1. What are the types of motivation administered to nurses at the Saltpond Municipal Hospital?
2. What is the relationship between intrinsic motivation and turnover intention among nurses at the Saltpond Municipal Hospital?
3. What is the relationship between extrinsic motivation and turnover intention among nurses at the Saltpond Municipal Hospital?

Significance of the study

The conclusions of this study would be critical for academia, policymakers, and the health industry. As a result, the findings would assist healthcare administrators in better understanding the benefits of motivation and how they influence nurses' intentions to leave. The study's findings on

motivation and turnover intention among nurses in Ghana's central region would also be published in scholarly journals. As a result, the survey would become a crucial source in the motivation and turnover intention debate, determining the amount to which current findings corroborate or dispute the findings of prior studies.

Delimitation of the Study

The study examined impact of motivation on turnover intention among nurses in the central region of Ghana. Although there are various factors which leads to turnover intention such as job satisfaction, reward satisfaction and work stress will not be feasible in this study. Thus, the study focused mainly on how motivation influences turnover intention. Finally, only nurses at the Saltpond Municipal Hospital were eligible to answer questions relating to the study.

Limitation of the study

Under the study, the study was limited to the Saltpond Municipal Hospital as the study sought to examine the motivation and turnover intention of nurses in the Saltpond Municipal Hospital. Also, the study was limited to only the nurse at the Saltpond Municipal Hospital. The study was also limited by the quantitative approach and explanatory research design.

Organisation of the study

The research comprised five distinct chapters. In the first chapter, an overview of the study's background was provided, along with the objectives, explanation of the problem, research questions, purpose, and significance of the study. Chapter two provides a comprehensive examination of both theoretical and empirical literature about the subject area. In the third chapter,

the research methodologies employed in the execution of the study were presented. The components encompassed within this framework are the research design, study population, sampling technique, data-gathering procedures, and analysis technique. In the fourth chapter, the topics of data gathering, analysis, and discussion were addressed. Chapter five presents a comprehensive overview of the study's findings and offers recommendations based on these findings.

Chapter Summary

The chapter began with a background to the study, where the researcher showed the relevance of the study by elaborating on the theoretical underpinnings of the study as well as empirical revelation and claims put forth by prior researchers. The chapter continued with the statement of the problem, where the problem was logically explained, as well as identifying the gaps in the existing literature. Subsequently, the purpose of the study was articulated, and three objectives were set to give the study direction. Based on the stated research objectives, research questions were enunciated. The significance of the study was later elaborated, followed by delimitations of the study, and the organisation of the respective chapters of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter discusses the theoretical, conceptual and empirical review of the study. The chapter also includes lessons learnt from the literature review and also presents the conceptual framework of the study which is well discussed and explained. The chapter ends with a summary of the major issues discussed.

Theoretical Review

This section provides the theories that underline the study. Considering the major issues in this study, the equity theory seems to have more bearing in this study. The study would therefore be underpinned by the equity theory.

Equity theory

The equity idea was presented by Stacey Adam (1963). The equity hypothesis of Stacey Adam is founded on the notion that people desire to be treated equally at work. The equity theory is a psychological theory that describes how people assess and maintain social connections. This theory's basic idea is that people seek for justice and equality in their relationships with others. In summary, the equity theory posits that people compare their inputs (such as effort, abilities, and contributions) to the outputs (such as rewards, recognition, and advantages) they receive from a relationship or work.

Individuals who perceive a lack of justice in their relationships may feel inequality and tension, which can result in either internal or external reactions. These reactions can include changing their inputs or outputs, quitting the relationship or circumstance entirely, or attempting to restore

fairness in another way. The equity theory has been used in a variety of contexts, including workplace relationships, intimate partnerships, and intergroup relations (Petsnik & Vorauer, 2023). It gives a framework for comprehending how people perceive and evaluate their social interactions, as well as how they react to perceived injustices.

Adam's equity thesis states that a person's degree of motivation is tied to management's sense of honesty, fairness, and integrity. According to Decenzo and Robbins, (2012) and Gupta (2011), "equity occurs when an employee's cost-benefit ratio is comparable to that of other colleagues online." Employees, on the other hand, are unhappy and motivated to explore ways to create justice when they witness inequity. An individual may leave their current job due to a desperate current work environment and culture in pursuit of a better and fairer work environment. To achieve a balanced interest rate scenario, the theory investigates what an employee can quit or remain in the company and compares the earnings of employees in other similar organizations.

According to Roberts et al. (2020), when establishing a compensation or compensation strategy or system, an organization must consider equity. It argues for three categories of property, as well as the establishment of a fair compensation system. Inside, outside, and personally. Internal equality is related to the perceived equality of a pay disparity between different functions within a company (Anwar, & Abdullah, 2021). Employees are required to believe that the compensation disparity is appropriate in light of their respective duties. External equity is an employee's impression of compensation equity in relation to the corporation. Individual assets take into

account employees' perceptions of the gender wage difference in the same jobs between people from the same organization.

According to the equity theory, individuals should evaluate their efforts and benefits to those of other participants and reward them socially (Al Breiki, & Nobanee, 2019). An organization's motivation is understanding the fairness of paying others. Equality arises when people recognize that the relationship between reward and reward is the same for them and the people with whom they are compared. When people realize that their share of the rewards differs from that of other persons with whom they are compared, they experience inequality (Kiruja & Mukuru, 2013). The equity idea motivates people to eliminate perceived inequity. Employees who have experienced inequity might switch auditors and compare them to others to determine fairness.

Equity has a significant impact on how poorly paid or undereducated workers can be motivated and outcomes presented in a thorough and socially sensitive manner. According to Kiruja and Mukuru (2013), organizations who try to save money by decreasing employee salaries discover that employees who play online react differently. Those that pay some employees as a performance incentive may subsequently learn that if you overpay one person, you pay less for all employees. Most employees slow down when they feel inadequate, resulting in a considerable loss in production and widespread unhappiness. As a result, managers were advised to attempt to treat all employees fairly. This recommendation is based on research that assesses people's equality in the workplace beyond their results and assists them in understanding their strengths, i.e., there is a sense of fairness in the operations.

The equity theory helps managers recognize that healthcare professionals, like other employees, desire to be treated fairly and equitably in the workplace in the context of this study. These staff may become demotivated, disgruntled, and less productive if they believe they are being treated unfairly, which can have a severe impact on the quality of care they deliver to patients. Second, the equity theory can assist healthcare personnel in better understanding their roles and duties. Healthcare employees can obtain a better grasp of their job objectives and the rewards they can anticipate in return by examining the inputs and outputs of their employment, such as the effort they put in, the acknowledgment they receive, and the benefits they receive.

In addition, the equity principle can assist healthcare workers in negotiating improved working conditions, salary, and benefits. They can discover and rectify perceived injustices, such as pay disparities or workloads, by comparing their inputs and outputs to those of their colleagues or other healthcare organizations. The equity theory can help Saltpond Hospital foster a culture of justice and transparency. The hospital can attract and retain motivated and engaged personnel by implementing equitable policies and processes, resulting in enhanced patient care and outcomes.

While the equity theory has made an important contribution to the field of social psychology, it has also been criticized. Some significant objections to the equity hypothesis include: The theory assumes that people are rational and objective when evaluating their relationships. However, this assumption may not always hold true, as perceptions of fairness can be influenced by subjective factors such as emotions, past experiences, and cultural

backgrounds (Manthiou et al., 2020). Additionally, the paradigm overlooks the significance of power dynamics in relationships. For instance, individuals in positions of authority may have more inputs and outputs compared to those in lesser positions, leading to an inequitable distribution of resources and rewards. The theory also disregards the impact of personality traits and individual differences on perceptions of fairness (Wang et al., 2020). Some people are more tolerant of injustice, while others are more sensitive to it. Furthermore, the theory fails to consider the influence of societal norms and expectations on the sense of justice. For example, some cultures prioritize group harmony over individual equity, which can shape how people perceive their relationships.

Conceptual Review

This section of the study revised literature on the variables considered for the study which is the concept of motivation with a special focus on the nature and typologies. The researcher proceeded with a review of the concept of turnover intention. The conceptual review then proceeds with the review of extant literature regarding the nexus between motivational techniques and employee turnover intentions. The ensuing paragraphs capture in detail what the conceptual review section entailed.

Concept of Motivation

Everything that the word "motivation" implies is alluding to in the Latin word "move" (Avey, Reichard, Luthans, & Mhatre, 2011). In the literature, there are various definitions of motivation. Considering the diverse definitions, they can be divided into three categories that examine motivation from physiological, psychological, and philosophical perspectives. The study

included three definitions of motivation that used a physiological approach to it. Canamero (1997) defines motivation as a complex mix of biological and neurological processes that drive behaviour in response to internal and external stimuli. Cherry (2014) defined motivation as the process by which goal-oriented behaviours are initiated, guided, and maintained. Finally, according to Pezzulo, Rigoli, and Friston (2018), the psychological approach to motivation emphasizes the role of the brain and body in generating the energy and drive required to pursue goals and attain desired outcomes.

Three definitions that look at motivation from a psychological standpoint were also acquired from the literature. Motivation, according to Colquitt (2009), is described as a set of energetic factors that originate both within and outside of an employee, initiate work-related effort, and define its direction, intensity, and persistence. According to Ackah (2014), "Motivation is either an internal or external force that helps satisfy needs or achieve goals; motivation is either an internal or external force that helps satisfy the need to achieve the goal." Motivation was also defined by Gilakjani, Lai-Mei, and Sabouri (2012) as the internal and external variables that stimulate and direct behaviour towards a goal or target.

According to this definition, motivation is a complicated process driven by individual characteristics, personality traits, and contextual settings, and it involves cognitive, emotional, and social elements. In terms of definitions that look at motivation from a philosophical standpoint, two definitions were also collected from the literature. According to Weiner (2006), motivation is the driving force behind human activity and behaviour, and it is frequently tied to concerns of free will, moral responsibility, and the

seeking of meaning and purpose in life. This definition implies that motivation is inextricably linked to our fundamental values, beliefs, and aspirations, and that it is influenced by our moral and ethical frameworks. According to Reeve (2012), motivation is a crucial component of human agency and autonomy, allowing us to make decisions and perform acts based on our own interests, beliefs, and goals. Overall, the philosophical approach to motivation emphasizes the significance of understanding the underlying values and ideas that determine our behaviour, as well as the function of motivation in assisting us in living our deepest goals and ideals.

Ackah (2014)'s concept of motivation, which falls under the psychological approach to motivation, was used in the current study. "Motivation is either an internal or external force that helps satisfy needs or reach goals; motivation is the internal or external forces that help satisfy the need to achieve the goal," he proposed. According to this definition, motivation is a complicated process driven by individual characteristics, personality traits, and contextual settings, and it involves cognitive, emotional, and social elements. The internal force is referred to as intrinsic motivation, whereas the external force is referred to as extrinsic motivation.

According to Al-Madi, Assal, Shrafat, and Zeeglat (2017), employee motivation can be described as the inclination to exert significant effort towards achieving organizational objectives in order to fulfil individual needs. Motivation can be conceptualized as the impetus that propels individuals towards pursuing a certain course of action, ultimately culminating in the attainment of a desired objective or the fulfilment of psychological needs (Wardani & Eliyana, 2020). Motivation arises when individuals possess a

desire or willingness to modify their behaviour, prompting them to actively pursue certain objectives (Jordan, Ferris, Hochwarter, & Wright, 2019). Motivation encompasses a collection of dynamic forces that exert influence on individuals from both internal and external sources. In the context of this study, motivation is operationally defined as a set of dynamic elements that are internally and externally activated, prompting individuals to participate in specific behaviours.

Types of Motivation

There are two types of motivation: extrinsic and intrinsic (Locke & Schattke, 2019; Zaccone & Pedrini, 2019). That means that there are two possible sources of motivation for employees: internally (intrinsically) or outside (extrinsically). In addition to primary and learnt secondary requirements, motivation can be understood to be generated by two separate but linked sources. Labeling all sources is one method to categorize them as intrinsic or extrinsic. It should be mentioned that there are certain similarities between these two types of motivators. According to Sun and Gao (2020), there are many internal and extrinsic motivators.

Intrinsic Motivation

The intrinsic motivation of a single employee is a valued experience that originates directly from the obligations of their career (Al-Madi, Assal, Shrafat, & Zeeglat, 2004). Intrinsic motivation, according to Khan and Iqbal (2013), is described as a behaviour or action that requires a person to have a sense of self-determination. According to Jefferson (2018), the intrinsic variables are a sense of involvement, meaningful job, professional growth, and promotion. When someone is motivated by internal considerations, they

behave in their own self-interest rather than out of fear of consequences. Burton, 2012.

Respect, obligation, and acknowledgement, as well as freedom of practice, a readiness to acquire and apply information and skills, and appealing and demanding work opportunities, are among the intangible intrinsic characteristics highlighted by Herzberg (2008). The sensation of success, accomplishment, and talent that comes from work and how it ties to "psychological" benefits is an example of an internal motivator (George & Sabapathy, 2011). It ensures that the success incentive is built into the behaviour and that self-generated stimuli, rather than external stimuli, affect an individual's behaviour in a specific direction.

According to Herzberg (2008), when employees are comfortable with their intrinsic circumstances, they are extremely driven and satisfied at work. They are competent in performing specified tasks or effectively reaching their objectives (Mohsan, Nawaz, Khan, Shaukat, & Aslam, 2004). Intrinsically motivated people have a deeper and longer-lasting impact on the quality of life in the workplace because they are less likely to be forced to quit (Armstrong et al., 2008). According to the study's implications, employers must pay attention to the intrinsic factors if they want to motivate employees (Herzberg, 2008).

Extrinsic motivation

Extrinsic motivation is driven by "concrete" benefits, according to George and Sabapathy (2011). Employees who are internally motivated often dislike their jobs; rather, they are motivated by rewards, salary, promotions, praises, or unfavourable outcomes that they seek to avoid. Extrinsic motivation causes tasks to be accomplished. Extrinsic motivators, according to

Georgeon, Marshall, and Gay (2012), are observable and distributable to other persons (or agents). The utilization of extrinsic motivators is necessary to effectively recruit and retain individuals within an organizational context. They are commonly employed to motivate staff to enhance their performance or establish fresh objectives. Herzberg (2008) posits that job dissatisfaction arises when individuals express discontentment with extrinsic factors.

According to Armstrong et al. (2008), extrinsic motivators demonstrate prompt and efficient outcomes, although their longevity is often limited. Herzberg (2008) describes various extrinsic incentive factors, including remuneration, perks, institutional regulations, supervisory efficiency, physical working conditions, administrative practices, and job happiness. These concepts are founded on the idea that intrinsic motivation is formed by an individual's wants and goals. These wants or aspirations are what drives him or her to give their all to reach the set goal.

Extrinsic motivation, on the other hand, is concerned with the outcome or consequence that the individual intends to attain as a result of their behaviour. For example, if someone wants to ensure that one bag of a specific product is produced every day, they will be intrinsically motivated to work hard to achieve that goal. Extrinsic motivation dictates that an individual will only conduct an action if it results in a big income or reward. As a result, the larger the prize, the more motivated he or she is to finish the work. According to Burton (2012), an increase in extrinsic motivation leads to a decrease in intrinsic motivation. This is because the person is no longer completing a work for internal enjoyment, but rather for external reward. The inference is that for

someone to finish their task, they need always be motivated by both types of motivation.

Turnover Intention

The issue of employee retention poses a challenge for professionals in the field of human resources (Edet, Benson, & Williams, 2017). The concept of turnover intention refers to the probability that an employee will decide to voluntarily leave an organization within different time frames (Chao, Jou, Liao, & Kuo, 2015). Mobley, Horner, and Hollingsworth (1978) as a deliberate and intentional inclination to disengage from an organization within a foreseeable timeframe conceptualize turnover intentions, alternatively referred to as intents to exit. These intentions are regarded as the ultimate stage in the cognitive process of withdrawal. According to Sowmya and Panchanatham (2012), employees who possess a significant inclination to depart from an organization may exhibit a state of physical presence while mentally disengaging from their work.

The process of withdrawal cognition encompasses three distinct components, namely: contemplation of departure from the organization, the inclination to seek alternative employment opportunities, and the intention to ultimately resign or quit. Voluntary turnover is an inherent and inevitable component of corporate operations. The relationship between turnover and a company's profitability has been established in prior research (Harrison & Gordon, 2014). Consequently, it is evident that managers exhibit a significant level of care over this matter. According to researchers from the Small Business Administration (SBA), it has been shown that only 50% of new

small businesses are able to sustain itself beyond a five-year period (US Department of Labour Statistics, 2014).

In light of this data, it becomes imperative for management to implement the required adjustments in order to foster long-term viability. By gaining an understanding of the factors that contribute to employees' intentions to leave, leaders of small enterprises have the potential to mitigate turnover rates by implementing alterations to their business practices. The primary objective of this research is to investigate the potential association between intrinsic motivation and extrinsic motivation in relation to turnover intentions.

Not all occurrences of turnover are regarded as problematic. There are individuals inside the workforce that may exhibit a lack of cultural compatibility, insufficient skill sets, or a lack of motivation towards their job. According to Ahmed and Kolachi (2013), turnover plays a role in facilitating the integration of new persons into an organization, hence promoting the introduction of innovative ideas and contributions. On the other hand, turnover has the potential to negatively affect profitability and the returns obtained by stakeholders (Ahmed & Kolachi, 2013). Academics hold a certain level of suspicion regarding the extent to which turnover intention accurately predicts actual turnover.

Cohen, Blake, and Goodman (2016) suggest that managers of federal agencies in the United States should avoid making the assumption that turnover intention and turnover are intrinsically correlated notions. The results of the study suggest a clear correlation between turnover intention and turnover among individuals who work remotely, as well as their levels of

satisfaction with workload and compensation (Cohen, Blake, & Goodman, 2016). The corporate environment is subject to perpetual fluctuations. Globally, competition is on the rise. Understanding the reasons behind employees' desire to quit and their subsequent departure is of utmost importance for organizational leaders (Salman, Abdullah, & Saleem, 2016). There exist multiple factors that may influence employees' contemplation and subsequent execution of departure from an organization.

Employees may choose to go from a company due to personal factors, like their ethical beliefs, the need for a better work-life equilibrium, or their health status. Fashola, Akanni, and Ajila (2016) conducted a study. Employees may choose to resign from an organization as a result of perceived challenges, including issues related to compensation, benefits, employee relations, organizational dynamics, job duties, or management (Fashola et al., 2016). The variables of turnover intention may be influenced by perception and life status. Griffeth, Hom, and Gaertner (2000) and Mobley, Griffeth, Hand, and Meglino (1979) have argued that the effectiveness of using intentions as a predictor of imminent turnover is constrained by the ever-changing perspectives individuals hold over their decision to remain or depart over an extended period of time.

The existing body of research consistently demonstrates that turnover intentions possess substantial predictive capabilities. In contrast to the previously mentioned research, Griffeth and Gaertner (2001) discovered that employees who demonstrate a high level of intention to leave the organization are more inclined to follow through with their intentions when turnover intentions are utilized as a substitute for actual turnover. Griffeth et al. (2000)

assert that the prediction of turnover behaviour poses a greater challenge compared to that of intention, primarily due to the complex array of external factors that exert influence on turnover.

Types of Turnover Intentions

There are two distinct forms of turnover intention, namely voluntary and involuntary turnover intention, as identified by Long, Perumal, and Ajagbe (2012). According to Dess and Shaw (2001), voluntary turnover refers to the situation where employees choose to leave an organization on their own accord, while involuntary turnover pertains to instances where an organization initiates or compels the departure of an employee. According to Vekeman, Devos, Valcke, and Rosseel (2017), individuals who hold the belief that an alternative option would be more favourable than their present employment are inclined towards voluntary resignation. Potential benefits may encompass an increased salary, heightened acknowledgement, or an improved geographical setting. It may also arise in situations where an individual is compelled to depart from their employment due to personal or familial circumstances.

Voluntary turnover intention encompasses an employee's deliberate purpose to voluntarily terminate their employment. The intention of involuntary turnover, on the other hand, is an assessment of whether the business in issue plans to fire a worker, resulting in turnover (Sh An, 2019). This could happen if a corporation decides to fire an employee because it is unhappy with his work output. It can also happen when a corporation has to cut positions due to financial restrictions or business downturns. Involuntary turnover, according to historical study, often helps the organization's interests

(McShane & Williams, 1993); whereas, voluntary turnover is considered as severely destructive to the organisation.

Components of Turnover Intentions

Turnover intention is commonly defined in several literature studies as the voluntary inclination or endeavour of an employee to depart from their present employment (Lee, Mitchell, Sablinski, Burton, & Holtom, 2004; Vigoda-Gadot & Ben-Zion, 2004). The research study posits that turnover intention is a complex phenomenon characterized by a series of stages, encompassing three distinct components: behavioural, cognitive, and psychological (Takase, 2010). In addition, various adjective and adverb forms were employed to specify the extent of turnover intention.

Psychological

The concept of turnover intent is commonly seen as a psychological response to undesirable aspects of an organization or work environment, as suggested by previous research conducted by Kessler et al. (2007) and Susskind (2007). The attribution of employee withdrawal reactions, specifically in terms of attitude and mood, was predicated on the assumption that these behaviours were driven by psychological responses.

Expressions of anger and discontent against organizations were observed in the behaviours and emotions exhibited by individuals (Houkes et al., 2003; Vigoda-Gadot & BenZion, 2004). McDuff and Mueller (2000) incorporated the evaluations made by employees regarding their anticipated level of commitment towards the organization in the future, alongside a form of organizational attachment that is devoid of emotive bias. Sturges and Guest (2001) and Robison and Pillmer (2007) are two studies that have been

conducted on the topic. In his study, Takase (2010) provided a definition for the multi-stage turnover reaction, which he described as commencing with the psychological aspect of turnover intention.

Cognitive

Chang, Du, and Huang (2006) suggest that turnover intention is primarily driven by the cognitive component, which serves as its foundational basis, while the psychological component is thought to act as the instigator. The academic community commonly employs the practice of using the phrases "turnover intention" and "withdrawal cognition" interchangeably. This practice is based on the widely recognized belief that turnover intention acts as a cognitive indicator of the decision to leave or quit, as stated by DeConinck and Stilwell (2004). To provide further clarification, turnover intention pertains to the cognitive process that occurs before to the actual act of turnover (Bigliardi, Petroni, & Dormio, 2005; Loi, Hang-yue, & Foley, 2005; Lambert, Hogan, & Barton, 2002).

The cognitive component of intention consists of two fundamental elements: the term intention itself and the verb that immediately follows it in the phrase. The utilization of the term intention is observed in specific literary compositions as a means to denote a desire or an idea that has the ability to incite behaviours resulting in employee turnover (Harris et al., 2005; Susskind, 2007). The exploration of this desire or conception has been undertaken by scholars like Gautam, Van Dick, and Wagner (2004), Chiu, Chien, Lin, and Hsiao (2005), and Castle, Engberg, Anderson, and Men (2007). According to Allen, Weeks, and Moffitt (2005), intentions are considered to be hypothetical in nature. In several different literary compositions, the concept of aim has

been revealed to possess more significant connotations. In a historical context, it was customary to employ the term "intention" to signify a deliberate choice or tactical maneuver to vacate a position.

Behavioral

Withdrawal behaviour constitutes the third fundamental element of turnover intention. Takase (2010) categorized withdrawal behaviours into two categories: withdrawal from one's current employment and actions focused on potential future chances. Withdrawal from employment is characterized by the presence of either verbal or behavioural symptoms. The behavioural indicators identified by previous studies include employees' diminished concentration, reduced enthusiasm, frequent lateness, and increased absenteeism (Kessler et al., 2005; Susskind, 2007). According to Freund (2005), the verbal manifestation refers to the act of acknowledging or communicating one's plans to resign from a position.

The future-focused actions that encompassed the desire to depart were constituted by the actualization of employees' cognitive intents (Takase, 2010). The operationalization of these behaviours encompassed the actual process of searching for employment and the inclination to accept an alternative position when it becomes accessible (Brough & Frame, 2004; Takase, Maude, & Manias, 2005; Castle et al., 2007). The utilization of these measures was prevalent in evaluating employee discontentment (Takase, 2010).

Empirical Review

This section of the study undertakes a thorough review of the existing literature on types of motivation and turnover intention. The review took into

consideration the methodological approach, the analytical tools, and the software employed the findings that emerged as well as the conclusion drawn from each study. This was done to enable the researcher to identify relevant gaps in the extant literature and inform the selection of an appropriate methodological approach that best suits the present study.

Intrinsic motivation and turnover intention

Dysvik and Kuvaas (2010) conducted a study to investigate the effects of relative and cumulative influence on turnover intention. The researchers employed both a direct model and a moderated model to analyze these effects. The study was grounded in the goal-oriented theory and the self-determination theory. The research utilized a quantitative methodology, where the participants were chosen from a group of 4,320 employees who participated in training programmes offered by a well-known Norwegian training institution in 2006. The participants under consideration are delegates from approximately 400 companies that encompass a wide array of economic sectors. The email addresses of 965 employees, selected at random, were provided by the officials of the training facility.

The data was obtained from a sample of 343 employees using the Confirm it web-based tool. The survey's response rate was roughly 36%. The study utilised SPSS 15.0 software to conduct linear regression modelling and an exploratory principal component analysis with varimax rotation on all multiple-scale items. The objective of this analysis was to ascertain the degree to which items were maintained and to assess the validity of the assumptions. Furthermore, the study employed rigorous criteria, whereby items were kept if they showed a strong loading of 0.50 or higher on the main

construct, a minimal cross-loading of less than 0.35 on other factors examined in the analysis, and a significant difference of 0.20 or more between the included components.

The study findings demonstrated significant associations between mastery-approach goals ($\beta = 0.18$, $p < 0.001$) and intrinsic motivation ($\beta = 0.40$, $p < 0.001$) and turnover intention. Hypothesis 1 proposed a positive correlation between mastery-approach goals and turnover intention, whereas Hypothesis 2 posited a negative association between intrinsic motivation and turnover intention. Hence, there exists an inverse relationship between intrinsic motivation and turnover intention. Bonenberger et al. (2014) did a research study to investigate the impact of motivation and job satisfaction on the intention to leave a job.

In addition, the researchers examined various strategies that district health administrators could employ to enhance motivation and satisfaction, hence fostering the retention of health workers. The study was carried out as a component of the health human resource management (HRM) project known as "Supporting decentralised management to improve health workforce performance in Ghana, Uganda, and Tanzania (PERFORM)." The study was carried out in the Akwapim North, Upper Manya Krobo, and Kwahu West districts located in the Eastern Region of Ghana. In 2012, a thorough data gathering initiative enlisted the involvement of 939 persons who were employed in the public and commercial non-profit health sector. The group consisted of a wide variety of professionals, including administrative staff and support personnel such as accountants and labourers.

Two publicly funded hospitals and one privately owned non-profit institution with a religious association employed the overwhelming majority of healthcare professionals. The remaining monies were allocated proportionally depending on the number of health centres and Community-based Health Planning and Services (CHPS) facilities, which amounted to 22 and 37 correspondingly. The study employed a systematic sample technique and utilised a standardised questionnaire to gather quantitative data on motivation, job satisfaction, and turnover intention. The research utilised Cochran's sample size approach to determine that an approximate sample size of 300 is necessary for the analysis of categorical data.

The data was inputted into Epi Info 7 software and analysed using STATA 13 software, manufactured by STATA Corp. in College Station, TX, USA. The survey results indicate that a significant majority, specifically 69% of the participants, have expressed their intention to pursue career changes. The study found a significant negative correlation between job satisfaction (OR = 0.74, 95% CI: 0.57 to 0.96) and motivation (OR = 0.74, 95% CI: 0.60 to 0.92) in connection to turnover intention among healthcare professionals. Research findings suggest that there is an inverse relationship between job satisfaction and motivation levels and the inclination of healthcare personnel to quit their current position.

The study identified strong correlations between the intention to leave a job and several aspects of motivation and work satisfaction. The factors examined in this study are career development (OR = 0.56, 95% CI: 0.36 to 0.86), workload (OR = 0.58, 95% CI: 0.34 to 0.99), management (OR = 0.51, 95% CI: 0.30 to 0.84), organisational commitment (OR = 0.36, 95% CI: 0.19

to 0.66), and burnout (OR = 0.59, 95% CI: 0.39 to 0.91). Therefore, it can be observed that there is a negative correlation between intrinsic motivation and turnover intention. Kim (2018) conducted a study with the objective of examining the potential influence of intrinsic and extrinsic motivations on burnout and turnover intention in the public sector. The study gathered survey data from revenue officers who were employed in 17 fundamental local governments around South Korea.

The structure of local governance in South Korea comprises 244 primary local administrations that are spatially dispersed throughout 17 metropolitan regions. The research utilized a database consisting of randomly generated sampling numbers to identify 17 basic local governments from each metropolitan region in a random fashion. Subsequently, the survey questionnaires were distributed to a representative sample of 500 local tax officers. These officers were chosen at random from a pool of 17 basic local governments, with the selection process based on the size of their respective populations.

The study was carried out between January 27 and February 15, 2014, utilizing both conventional postal mail and electronic mail for distribution of inquiry. The study findings indicate that local revenue officers had a moderate level of extrinsic drive, as evidenced by a mean score of 14.34. Furthermore, the participants exhibited a notable degree of internal motivation, as evidenced by an average score of 14.392. The study's participants demonstrated a moderate amount of burnout, as evidenced by an average score of 14.342. On the other hand, the recorded values for turnover intention above 3.5, exhibiting an average of 3.90. The findings from the correlation study revealed a

statistically significant inverse association between intrinsic motivation and turnover intention ($r = 0.46$, $p < 0.01$), as well as burnout ($r = 0.37$, $p < 0.01$). Therefore, it can be observed that there is a negative association between intrinsic motivation and turnover intention.

In a further investigation carried out by Miao, Rhee, and Jun (2020), the objective was to analyze the association between levels of employee work engagement and the impact of motivation on the enhancement of job engagement and the reduction of turnover intention. The study was conducted under the guidance of three theoretical frameworks, namely Social Cognitive Career Theory, Cognitive Evaluation Theory, and the Job Demands-Resources Model. The research was carried out with a quantitative approach. The explanatory data utilized in this study were only obtained from the official websites of China's labor-related departments. Data collection and measurement were carried out using survey approaches.

The survey was designed primarily for freshly employed individuals who had recently finished their university education. This survey included a small group of participants who were still in the process of graduating but had already started their professional employment. The study specifically chose eight higher education institutions situated in the centre, northeast, and southern regions of mainland China. The research utilized a fundamental linear regression analysis to assess the hypotheses and establish the predicted association between extrinsic and intrinsic motivation (independent variables) and job engagement and turnover intention (dependent variables). The results of the study revealed a statistically significant and negative association ($p <$

0.01) between intrinsic motivation and employee turnover intention. This relationship was supported by a standardized coefficient of 0.530.

Extrinsic Motivation and Turnover Intention

In a study conducted by Bonenberger et al. (2014), the researchers investigated the impact of motivation and work satisfaction on turnover intention. In addition, the researchers examined possible strategies that district health administrators could employ to enhance motivation and satisfaction, hence facilitating the retention of health workers. The study was carried out as a component of the health human resource management (HRM) project known as "Supporting decentralized management to improve health workforce performance in Ghana, Uganda, and Tanzania (PERFORM)." The study was carried out in the Akwapim North, Upper Manya Krobo, and Kwahu West districts located in the Eastern Region of Ghana.

In 2012, a group of 939 individuals working in the healthcare industry, including both government and non-profit organisations, were involved in gathering data. The group consisted of a wide variety of professionals, including administrative staff and support personnel such as accountants and labourers. Two publicly funded hospitals and one privately owned non-profit facility with a religious affiliation employed the bulk of healthcare professionals. The remaining monies were allocated proportionally among the 22 health centres and 37 Community-based Health Planning and Services (CHPS) facilities.

The study employed the systematic sampling technique and employed a standardised questionnaire to gather quantitative data pertaining to motivation, work satisfaction, and turnover intention. The study employed

Cochran's sample size technique to determine the necessary sample size for categorical data, resulting in an approximate estimate of 300. The data was inputted into Epi Info 7 software and analysed using STATA 13 software, manufactured by STATA Corp. located in College Station, TX, USA. Based on the findings, a substantial majority of respondents, specifically 69%, expressed their intention to pursue job modifications. The research findings indicate a strong and meaningful connection between job satisfaction (OR = 0.74, 95% CI: 0.57 to 0.96) and motivation (OR = 0.74, 95% CI: 0.60 to 0.92) in relation to turnover intention among healthcare professionals.

A negative correlation occurs between elevated levels of job satisfaction and motivation, and the likelihood of healthcare professionals contemplating resignation from their positions. The dimensions pertaining to job satisfaction and motivation. Strong correlations were observed between turnover intention and the variables of professional advancement, workload, leadership, organisational loyalty, and exhaustion. Analysed in this study were the relationships between career growth, workload, management, organisational commitment, and burnout. Odds ratios and their accompanying 95% confidence intervals were used for the analysis. The associations between career development, workload, management, organisational commitment, and burnout were found to have odds ratios of 0.56, 0.58, 0.51, 0.36, and 0.59 respectively. The 95% confidence intervals for these odds ratios were 0.36 to 0.86, 0.34 to 0.99, 0.30 to 0.84, 0.19 to 0.66, and 0.39 to 0.91. Hence, it can be demonstrated that there exists an inverse relationship between external factors and the inclination to leave a job, wherein workload is one of the constituents of external incentive.

Zhang and Li (2016) conducted a study to investigate the crowding-out effect of extrinsic motivation on the turnover intention of persons engaged in a youth social organization. The primary objective of this study was to examine the inherent motivation of individuals to participate in a young voluntary organization and its impact on their desire to leave the organization. Furthermore, the present study aimed to investigate the regulatory function of extrinsic motivation in relation to organizational identification, as well as the potential mediating effect of organizational identification on turnover intention. The aforementioned investigations were carried out within the theoretical framework of organizational identity. A survey consisting of 147 questionnaires was distributed across a sample of 68 youth social organizations, yielding a total of 132 collected replies.

The findings of the research demonstrate a statistically significant inverse association between extrinsic motivators and turnover intention ($\beta = -0.317$, $p < 0.01$). In the present study, the findings suggest a noteworthy inverse association between organizational identity and turnover intention (M7, $\beta = -0.326$, $p < 0.05$). Upon considering the mediating variable of organizational identity, it becomes evident that extrinsic incentive maintains a noteworthy influence on turnover intention (M8, $\beta = -0.229$, $p < 0.05$). Furthermore, it is worth noting that organizational identity exhibits a significant negative impact on turnover intention (M8, $\beta = -0.238$, $p < 0.05$). A negative correlation has been seen between extrinsic motivation and turnover intention, indicating a potential association between these two variables.

Kim (2018) conducted a study with the objective of examining the potential influence of intrinsic and extrinsic motivations on burnout and

turnover intention in the public sector. The study gathered survey data from revenue officials who were employed in 17 primary local governments throughout South Korea. The structure of local governance in South Korea comprises 244 primary local administrations, which are geographically dispersed throughout 17 metropolitan areas. The study utilized a database containing randomly generated sampling numbers to conduct a random selection of 17 basic local governments from each metropolitan region.

The survey questionnaires were thereafter distributed to a sample of 500 local revenue officers who were randomly chosen from 17 fundamental local governments. The selection method was based on the size of the population. The survey was administered between January 27 and February 15, 2014, use a combination of postal mail and electronic mail for distribution of inquiry. The study findings indicate that local revenue officers had a moderate level of extrinsic drive, as evidenced by a mean score of 14.34. Furthermore, it is worth noting that these officers had a notable degree of intrinsic motivation, as shown by an average score of 14.392.

The participants demonstrated a moderate level of burnout, as indicated by an average score of 14.342. On the contrary, the average value of turnover intention surpassed 3.5, precisely with an average of 3.90. The findings suggest a significant inverse correlation between extrinsic motivation and turnover intention, with a correlation coefficient of 0.27 and a p-value less than 0.01. Nevertheless, the simple correlation matrix did not reveal any substantial associations between extrinsic motivation and weariness. Therefore, there is a negative association between extrinsic incentives and turnover intention.

The purpose of the study undertaken by Miao, Rhee, and Jun (2020) was to investigate the correlation between employee job engagement and motivation, and to analyze the potential influence of motivation on mitigating turnover intention. The study was informed by three theoretical frameworks, namely Social Cognitive Career Theory, Cognitive Evaluation Theory, and the Job Demands-Resources Model. The investigation was carried out with a quantitative research approach. The explanatory data utilized in this study were only obtained from the official websites of labor-related departments in China. The data collection and measurement were carried out using survey approaches.

The survey was designed primarily for recently hired employees who had recently graduated from university. It focused on a sample of respondents who were now employed in professional positions while still being students. The study specifically chose eight higher education institutions situated in the centre, northeast, and southern regions of mainland China. The research utilized a fundamental linear regression analysis to assess the hypotheses and establish the predicted association between extrinsic and intrinsic motivation (independent variables) and job engagement and turnover intention (dependent variables). The findings of the study revealed a statistically significant inverse relationship ($p < 0.01$) between extrinsic motivation and employee turnover intention. This was supported by the standardized coefficient of intrinsic motivation, which was calculated to be 0.310.

Lessons learnt from empirical studies

The majority of the empirical studies included in this study used a quantitative methodology. The writers were able to conduct their studies

objectively thanks to this exonerated method of scientific-based research. The current study will be conducted quantitatively, utilizing credible facts and statistics to offer objective results. It was also discovered that motivation (both intrinsic and extrinsic) has a negative association with turnover intention, which is always the case because a well-motivated individual will never consider abandoning their job.

Almost the majority of the reviewed empirical investigations for this study used a research questionnaire to acquire first-hand information via primary data. To obtain statistical credibility for reliability and validity, this study used measurement scales from previous empirical studies. For the analysis of research that collected primary data, data processing technologies were commonly used. Acceptance of statistics and increased usage of SPSS as a viable analytic tool for such studies.

Conceptual Framework

A conceptual framework refers to a compilation of ideas that functions as a navigational tool for a study, illustrating the interrelationships among its diverse research variables (Mugenda & Mugenda, 2008). The framework was specifically developed to elucidate the correlation between the independent and dependent variables of the study. The conceptual framework is depicted in Figure 1.

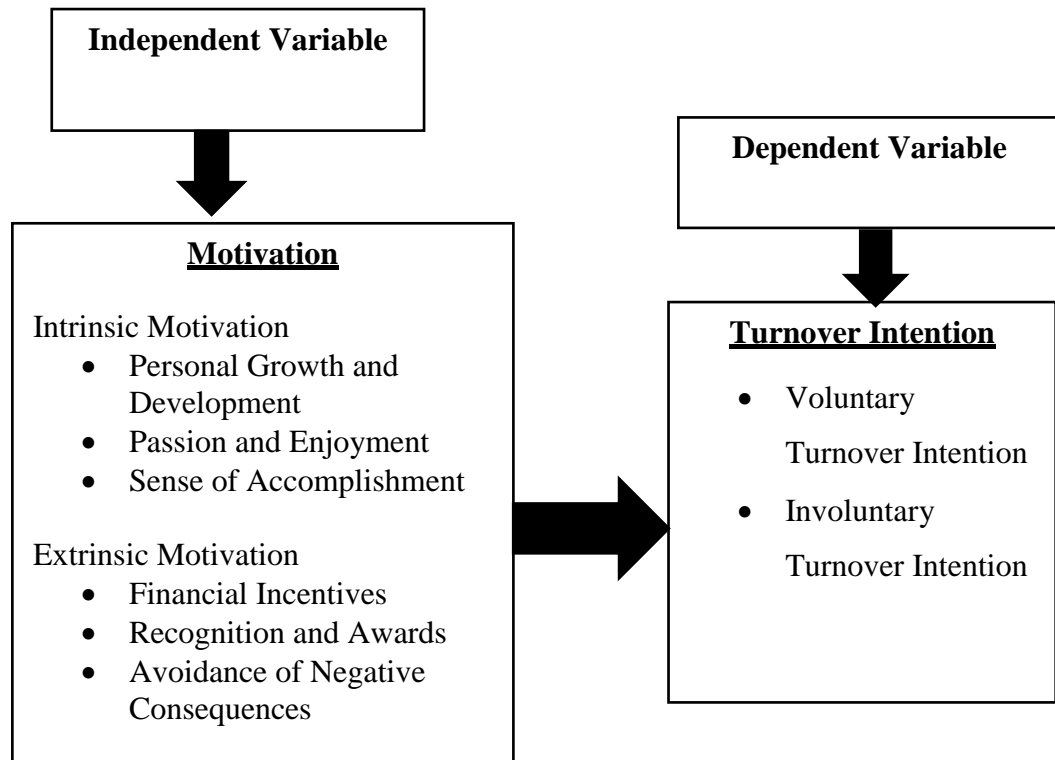


Figure 1: Conceptual Framework Depicting the nexus between Motivation and Turnover Intentions

Source: Field Survey (2023)

The primary variables under consideration in this research encompass motivation, which includes both intrinsic and extrinsic motivation, as well as turnover intention. The level to which turnover intention is influenced is contingent upon the favorability of motivating practices. Motivation practices are thus vital in order to enhance the objective of reducing turnover intention. The major purpose of every competing corporation appears to be the minimization of turnover intention. This can be achieved by implementing motivation practices such as intrinsic and extrinsic motivation, which may lead to a reduction in the organization's turnover intention.

Chapter Summary

This chapter presents an overview of the literature review, focusing on its relevance to the major issue of the study. Significant emphasis was placed

on the examination of theoretical perspectives, conceptual considerations, empirical evaluations, and the development of a conceptual framework. The primary objective of this chapter is to present a comprehensive review of relevant literature that can serve as a basis for conducting empirical tests. This review will involve comparing the findings of the study to previous empirical assertions and providing sufficient information to facilitate a clear grasp of the important topics explored in the study.

CHAPTER THREE

RESEARCH METHODS

Introduction

The study's methodology was the main focus of this chapter. It outlines the procedures, equipment, and methods utilized to gather and examine data to respond to the research question. The research technique, philosophy, sample size, and sampling procedures were all critically analyzed. This chapter also included the research methodology, data analysis approach, and ethical concerns. The procedures for gathering and analyzing data were covered in this chapter. The chapter was closed with an overview of the research's ethical considerations.

Research Approach

According to Saunders, Lewis, and Thornhill (2016), three primary research methodologies can be employed in academic studies: mixed methods, qualitative methods, and quantitative methods. The usage of a quantitative technique enables the researcher to examine the relationships between variables, whereas a qualitative approach emphasizes the exploration of nuanced aspects of social reality (Sekaran & Bougie, 2016). Saunders et al. (2016) propose that the selection of data employed in a study can impact the distinctions between quantitative and qualitative research approaches. Quantitative research uses numerical data, while qualitative research utilizes non-numerical data.

Neuman (2014) claims that the method of data collection and analysis can also be used to distinguish between the two methodologies. For example, although researchers in quantitative research techniques generally use

questionnaires for data gathering and quantitative analysis, they mostly employ interviews in qualitative research methods for data collection and qualitative analysis. The third strategy, known as the mixed method approach, is just a synthesis of the preceding two methods, according to Sekaran and Bougie (2016) and Saunders et al. (2016). The authors went on to add that when utilizing a quantitative research method, sample results can be generalized to the entire population, but a qualitative research method does not allow for this.

The study was grounded on positivist philosophy, a theoretical framework that posits the existence of objective truth and advocates for its confirmation through the use of quantitative research methodologies (Saunders, Lewis, & Thornhill, 2019). The research study utilized a quantitative research methodology in response to the study's specific aims, goals, and the type of primary data that was gathered and assessed. According to their definition, the constructs can be measured and subjected to statistical adjustments. This is due to the nature of the study and its specific objectives. To effectively carry out the present investigation, the researcher was required to gather numerical data to conduct quantitative analysis.

Furthermore, the current study demanded that the results be applied to the entire population. According to Tashakkori and Teddlie (2010), quantitative techniques are commonly regarded to be deductive since conclusions gained from statistical hypothesis testing lead to general inferences regarding population characteristics. A quantitative approach to research, according to Lincoln, Lynham, and Guba (2011), strives to generate ideas and hypotheses that can be tested in several situations. The advantages

of using a quantitative research strategy over a qualitative research approach or a hybrid method have already been explored.

Research Design

Sekaran and Bougie (2016) and Saunders and Lewis (2016) propose that research designs can be categorized into three distinct types, namely exploratory, descriptive, and explanatory, depending on the specific objective of the study. According to Creswell (2014), research designs encompass a set of analytical tools employed in qualitative, quantitative, and mixed methodologies research, which offer explicit guidance for conducting certain actions. A research design encompasses the systematic blueprint that outlines the specific data approach or strategy employed by the researcher to accomplish the objectives of the study (Paquot & Plonsky, 2017). The research design serves as the comprehensive approach for establishing a connection between theoretical research subjects and attainable and significant study objectives.

According to Saunders and Tosey (2013), the three most common types of research designs are exploratory, descriptive, and explanatory. Exploratory research designs are built specifically for investigations that examine nature to generate fresh information and outcomes (Creswell & Creswell, 2005). An exploratory technique like this is commonly used in qualitative research to learn about the unknown. The descriptive research approach, according to Dulock (1993), Lans and Van der Voordt (2002), and Cantrell (2011), is particularly useful for investigations aimed at more effectively organizing and summarizing data. The descriptive nature

frequently assists researchers in identifying, defining, and analyzing the characteristics of a community of people in any situation (Simon, 2011).

Finally, the explanatory design is appropriate for studies that seek to establish causal relationships between research topics or variables (Subedi, 2016). The study used an explanatory research design due to the nature of the research problems, objectives, and research questions, as well as the study's justification for examining the cause-and-effect relationship between motivation and its effect on the turnover intention of nurses in the Saltpond municipal hospital. Hardy and Williams (2011) argue that while choosing a research design, the research problem, setting, and overall paradigm of the study should all be considered. The inquiry used an explanatory approach. An explanatory design was used to produce the study's conclusions.

According to Kekeya (2016), explanatory analysis entails more than just data collection. It influences how the problem is defined, which instruments are utilized to collect data, and how those data are processed, analyzed, and assessed to answer research questions and reach certain conclusions. By condensing data and integrating tools for explaining statistical results compilations, descriptive survey architecture provides more effective data organization and summary (Simon, 2011). The explanatory aspect of the study typically aids researchers in determining the causal relationship between the variables.

Study Unit

The Saltpond Municipal Hospital is a healthcare institution in Saltpond, a town in Ghana's Central Region's Mfantseman Municipality. During the colonial era in the early twentieth century, the hospital was created.

Initially, it was a small health institution that provided basic healthcare services to the local community. The Saltpond Municipal Hospital has grown in size and breadth over time. It underwent various additions and modifications to satisfy the community's growing healthcare needs. Additional wards, clinics, and upgraded infrastructure were among the developments. Saltpond became a municipal district in 2008, and the hospital was elevated to the status of a municipal hospital. The goal of this update was to improve the quality of healthcare services and broaden the spectrum of medical treatments offered to inhabitants.

The Saltpond Municipal Hospital provides the community with a comprehensive range of medical services. General outpatient treatment, inpatient services, surgical operations, maternity and child health services, laboratory tests, pharmacy services, and emergency care are among them. The Ghana Health Service, the Ministry of Health, and other governmental and non-governmental organizations all contribute to the hospital's success. These collaborations aid in the improvement of healthcare services and resource allocation. The Saltpond Municipal Hospital, like many other healthcare facilities in Ghana, has obstacles such as insufficient resources, infrastructure limits, and staffing issues.

However, efforts to solve these difficulties have been made, including government interventions to improve healthcare facilities and attract more healthcare experts to the institution. Today, the Saltpond Municipal Hospital continues to provide essential healthcare services to Saltpond and the surrounding areas. It functions as a primary healthcare facility, providing basic medical care and functioning as a referral source for more specialized

treatments as necessary. The hospital is critical in fostering the health and well-being of the local community.

Population

The population, according to Leedy and Ormrod (2010), is viewed as the target group for whom the researcher is attempting to gather data and form conclusions. Asiamah, Mensah, and Oteng-Abayie (2017) defined the research population as "an entire group about which some knowledge must be obtained." Not just the phrase "population," but also the circumstances under which people may be questioned, as well as dates and locations, might be included (Robson, 2002). A population, according to Sekaran and Bougie (2016), is "the entire population of individuals, activities, or objects of concern that the researcher wants to analyze." The nurses at the Saltpond Municipal Hospital in Ghana's central area will be the study's target group. This study's population included all 150 nurses at Saltpond Municipal Hospital.

Sample Size and Sampling Procedure

Creswell (2016) defines a sample as a subset of a broader population. The sample exhibits traits that are representative of the population as a whole. Simply put, the study sample is the subset of the population chosen for the investigation. Mugo (2012) defines sampling as "the act, process, or technique of selecting a sample large enough to reveal traits or parameters of the entire population or a representative subset of the population." The sampling system is the framework within which a sample of the population collection of units was taken (Mugenda, 2003).

The sample size of a sampling unit is a representative collection of sampling elements drawn from the population to adequately represent the

population (Garson, 2012). According to Malhotra, Birks, and Wills (2013), sampling is "the method of selecting a representative few or unit from a larger group or population as a basis for estimating certain traits or aspects about the group or population. The managers of the selected manufacturing enterprises' stores and warehouses acted as the example frame. Sample size should be established either directly using statistical equations suited for the study or indirectly by referring to tables defining acceptable sample sizes for specific demographics (Sarantakos 2005).

The study's sample size was 150 nurses from the Saltpond Municipal Hospital based on the census technique. The probability sampling procedure got a lot of attention because of the study's methodology and design. A basic random sample strategy was used in the investigation. This is understandable considering that the research participants, who included nurses from the Saltpond Municipal Hospital, had several characteristics.

Data Collection Instrument

Secondary data and primary data are widely recognized as the predominant categories of data. Secondary data refers to information that has been previously gathered and distributed for a specific purpose. Secondary data representations encompass several forms, such as written summaries and unprocessed raw data. Primary data refers to information that is collected directly and personally, with a specific aim in mind (Saunders, 2014). The primary data source was utilized in this investigation.

This approach facilitated the acquisition of primary information from the selected population. The collection of primary data was conducted through the utilization of self-administered questionnaires. According to Acharya

(2010), a questionnaire is a written instrument comprising a series of inquiries that individuals are required to answer. The questionnaire is a primary tool for gathering data in research investigations. According to Kagnarith et al (2007), it is recommended that a questionnaire be designed in a manner that is clear, precise, and reflective of reality.

The most prevalent forms of surveys are those that employ closed-ended questions, open-ended questions, or a combination of both. A closed-ended questionnaire necessitates the participant to select an option from a predetermined list provided by the researcher. According to Babbie (2005), closed-ended questions are more reliable in producing trustworthy results and are also more convenient to administer compared to open-ended surveys. The data collection for this report was conducted through the use of structured closed-ended questions, which were designed to address the research inquiries and accomplish the objectives of the study. The comprehensive evaluation of the existing body of literature and the unique objectives of the research required the utilization of this particular instrument. According to Malhotra et al. (2013), a questionnaire is a pragmatic approach to getting factual input from a significant number of individuals.

The selection of the questionnaire type was based on a comprehensive examination of the existing scholarly literature. The questionnaire sections utilized in this study were derived from prior research and were subject to assessment by the author in a previous study, indicating their relevance (Coons et al., 2009). The questionnaire consisted of four components. The determination of the framework was based on the objectives of the investigation. Section "A" provides an overview of the respondents'

demographic and professional backgrounds. Section "B" delves into the concept of intrinsic motivation, exploring its various dimensions and influences. Section "C" focuses on extrinsic motivation, examining its different forms and effects on individuals. Lastly, Section "D" investigates turnover intention, analyzing the factors that contribute to employees' inclination to leave their current employment. The participants were requested to respond to a total of 27 inquiries. The researchers evaluated the aspects in sections B, C, and D using a five-point Likert-like scale.

The variable constructions were assessed using a 5-point Likert scale, where participants indicated their level of agreement or disagreement on a continuum ranging from 1 (strongly disagree) to 5 (strongly agree). Dowson and McInerney (2001) assert that the utilization of questionnaires carries the inherent risk of yielding results that are both incomplete and misleading. The concept of "validity" refers to the degree to which an instrument is capable of accurately measuring the subjects of interest (Saunders et al., 2009). The literature reviewed in this study provided validation for the questionnaire by demonstrating that the researcher consistently consulted pertinent sources to ensure the legitimacy of the questionnaire (Gitau, 2015; Alhassan, 2016; Renault & Ansary, 2018). The measure included a set of factors that underwent scientific validation. Consequently, it was deemed acceptable to develop a questionnaire specifically tailored for the purposes of this study.

Data Collection Procedure

Before initiating the data collection process, an official letter of approval, which had been signed by the appropriate departmental authority, was attached to the questionnaire. The implementation of this measure aimed

to address any potential scepticism among respondents regarding the overall reliability and validity of the data collection process. After obtaining authorization from the appropriate authorities, the questionnaires were distributed to the participants in a randomized fashion.

The survey was disseminated among the assembly staff members to obtain their feedback. To enhance the response rate and facilitate prompt data collection, a defined timeframe of eight (8) working days was allocated for the aforementioned exercise. Following the designated time frame, the questionnaires were retrieved. One of the primary challenges discovered during the exercise revolved around certain staff members' reluctance to participate in the data collection process. This hesitance stemmed from a variety of factors, including tight schedules and concerns regarding confidentiality. Nevertheless, this challenge was mitigated by acknowledging and resolving the concerns of the participants. For instance, the survey was administered to the staff at their designated break periods to accommodate their demanding schedules.

Validity and Reliability

When evaluating a tool for gathering accurate information from respondents, it is critical to evaluate data validity and reliability. The Cronbach Alpha value is used to determine the trustworthiness of a measurement system. The three basic problems with data collection are subject or participant error, bias, and observer error (Irvine, Drew, & Sainsbury, 2013). Internal coherence is the capacity of a measuring instrument's replies to be correlated across queries (Saunders & Lewis, 2016). However, an instrument's validity refers to how well it tests the specific

definition that it is designed to measure (Saunders and Lewis, 2016). A measuring equipment must be precise and reproducible to be acknowledged as accurate. After that, the device may be examined to see if it is what it claims to be.

For example, studies were analyzed to assess the validity of questionnaires (Curtis et al., 2016), which served as evidence and validated questionnaire replies (Saunders et al., 2016). This supports the claim stated by Zikmund et al. (2013) that explanatory studies, as opposed to exploratory research, are conducted when the researcher has a clear understanding of the topic at hand. The questionnaire was also reviewed, approved, and changed by the researcher before being disseminated to respondents. The internal consistency approach (Cronbach's Alpha) was used to evaluate the reliability of the scale's component structures.

Data Processing and Analysis

Data processing, according to Saunders et al. (2009), is the act of ensuring that study data are created in a way that allows for further statistical analysis or insight. In order to process the raw data collected from the study participants, additional editing, coding, and data entry were conducted. The Statistical Package for Social Science (SPSS), Version 26, was used to analyze the study's data. Following participant responses to research questionnaires, data from the study was analyzed and presented in a variety of ways, including descriptive statistics and frequencies. Multiple variable regression analysis was also performed to better understand the interplay of the factors under consideration. Following simple linear regression, a P-value of less than or

equal to 0.05 was utilized to establish the importance of a variable as part of the research.

Ethical Considerations

There are some things to keep in mind when conducting research. According to Bless and Higson Smith (2000), these are required to ensure that actual protocols are followed from the study's beginning to its conclusion. According to Bless and Higson Smith, the basic values of data collection include voluntary involvement, the right to privacy, equality, and secrecy, as well as confidentiality throughout the entire data gathering process. All of these legal ideas were used in this literature review. This study's methodology thus contributes to both of these legal factors. An organizational entry procedure was followed before the data was processed.

The researcher followed the University of Cape Coast's ethical requirements, gained academic acceptance, and obtained permission from the participants to publish the findings. This was done to shield the respondents and avoid a moral quandary. Each participant's privacy was respected, and the study's aim was fully disclosed to them. The responders were then informed that participation in the study was entirely voluntary and that they might drop out at any time. Nonetheless, they were asked to give the survey their full attention. The architecture of the poll also ensured that respondents' privacy was protected.

Chapter summary

Consequently, the methodology employed in the study underwent comprehensive scrutiny, including several aspects such as the geographical context, research designs, study population and sampling methodologies, as

well as the instruments employed and the procedures employed for data collection and analysis. This chapter showcased the utilization of a quantitative methodology and a descriptive approach in pursuit of the study's objectives. The participants of the study were chosen through the utilization of stratified random sampling, as outlined in the corresponding chapter. In this section, the assessment of the study's validity and reliability was conducted. The chapter also includes the use of mean and standard deviation for descriptive purposes, as well as regression for inferential purposes in the analysis. The discussion encompassed the examination of the measurement devices employed in the study, as well as the ethical norms adhered to throughout the research process.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter analyzed the demographic characteristics of nurses at Saltpond Municipal Hospital. These characteristics comprises of Age, position held by employees, educational qualification, and years spent in the organization were scrutinized using frequencies and percentages as analytical tools. Afterwards, inferential statistics particularly regression analysis was employed to answer the objectives of the study. A total of one hundred and fifty (150) questionnaires were distributed and were retrieved for the study.

Demographic characteristics of the study

This section presented an analysis of the demographic features of the participants involved in the study. The demographic factors encompassed the age of the respondents, the number of years they had worked at the hospital, their educational background, and their respective positions within the organization. According to the data presented in Table 1, it can be observed that out of the total respondents, 34 individuals, accounting for 17.2% of the sample, fell within the age range of "20-29 years". Additionally, 78 respondents, constituting 48% of the sample, belonged to the age group of "30-39 years". Furthermore, 21 respondents, representing 34.8% of the sample, were categorized as "40-49 years".

The findings indicated that a majority of the participants possessed a level of maturity, vitality, and expertise that enabled them to provide well-informed insights and contributions to the research. Regarding the duration of respondents' tenure at the institution, the findings indicate that 60 individuals,

accounting for 49% of the sample, have been affiliated with the organization for a period ranging from 6 to 9 years. Additionally, 23 respondents, constituting 15.7% of the sample, have been employed by the organization for a duration of 10 to 14 years. Furthermore, 50 individuals, representing 35.3% of the sample, have been associated with the organization for less than 5 years.

The findings indicated that the participants have the requisite experience necessary to make a meaningful contribution to the study. The findings from the table indicate that 63 participants, accounting for 50.5% of the total respondents, possessed diploma certificates. Additionally, 45 respondents, representing 31.8% of the sample, reported having obtained degree certificates, while 25 participants, constituting 17.7% of the respondents, possessed postgraduate certificates. The findings indicated that 80 individuals, accounting for 60.1% of the sample, were identified as female, whilst 53 individuals, representing 39.9% of the sample, were identified as male. The above results suggest that a greater number of respondents possess the rich experience needed to make significant inputs into this research project.

Table 1: Demographic Characteristics of Respondents

	Details	Freq	Percent %
A1	<i>Age (Years):</i>		
	20-29	34	17.2
	30-39	78	48
	40-49	21	34.8
A2	<i>Number Of Years Worked:</i>		
	Less than 5	50	35.3
	6-9	60	49
	10-14	23	15.7
	<i>Educational qualification</i>		
A3	Diploma	63	31.8
	Degree	45	50.5
	Post graduate	25	17.7
A4	<i>Sex</i>		
	Male	53	39.9

female

80

60.1

Source: Field survey (2023).

Type of motivation Administered at the Saltpond Municipal Hospital

To investigate the types of rewards applied at the Saltpond Municipal Hospital, the concepts of intrinsic and extrinsic motivation were employed. The assessment of each construct was performed via indicator items. The participants' evaluations of the concerns were evaluated utilizing a five-point ordinal scale, with a score of one (1) representing a significant level of disagreement and a score of five (5) representing a significant level of agreement. The key variables were evaluated using descriptive statistics, specifically the mean (M) and standard deviations (SD). The mean value served as a measure of the central tendency of the responses for each item, while the standard deviation value served as an indicator of the dispersion or variability in the responses for each item.

Based on the standardized scale that spans from one (1) to five (5), it is widely acknowledged that the midpoint falls at 2.9. Within this particular context, it is deemed that any mean score below 2.9 signifies a lower degree of agreement, whilst any mean score over 2.9 signifies a higher degree of agreement. According to Reed et al. (1994), the inclusion of measures of variance is essential for computing measures of central tendency. However, it is crucial to acknowledge that there exists no precise criterion for establishing the acceptable level of variation. Conversely, it is imperative to assess each variation in conjunction with the changes seen in other items that pertain to the same construct. The constructions utilized in the current analysis are presented in Tables 2 and 3.

Table 2: Intrinsic motivation

Indicators	<i>M</i>	<i>SD</i>
Sense of personal satisfaction	2.15	.87
Self-Esteem from my job	2.45	.65
Pride in doing my job	2.93	.75
High status	1.90	.87
Recognition	3.15	.69
Challenging work self-direction and responsibility	3.25	.68
Creativity	3.80	.64
Opportunities to use one's skills and abilities	3.90	.72
Learning opportunity		

Source: Field Survey (2023)

According to the findings presented in Table 2, it can be observed that the variables of Sense of personal satisfaction ($M = 2.15$; $SD = .87$), High status ($M = 1.90$; $SD = .87$), and Self-Esteem from my job ($M = 2.45$; $SD = .65$) fall below the threshold value of 2.90. This indicates that these factors are insufficient in motivating employees in their respective job roles, thereby rendering them unsatisfactory as motivational factors. The remaining items were deemed beneficial since they met the minimum threshold requirement. As evidenced by the data presented in Table 2, the level of encouragement derived from pride in one's employment was found to have a mean score of 2.93, with a standard deviation of 0.75.

Moreover, the level of satisfaction with Recognition was found to be pleasing, with a mean score of 3.15 and a standard deviation of 0.69. Similarly, challenging job self-direction and responsibility were also perceived positively, with a mean score of 3.25 and a standard deviation of 0.68. The attribute of creativity was found to be highly regarded, with a mean score of

3.80 and a standard deviation of .64. Additionally, participants reported having ample opportunities to utilize their skills and abilities. The learning opportunity was found to be favourable, with a mean rating of 3.90 and a standard deviation of 0.72.

In order to ensure long-term sustainability, the management of Saltpond Municipal Hospital must prioritize intrinsic rewards as a fundamental driver of staff motivation and a critical investment in enhancing employee happiness. Favourable outcomes, such as deriving satisfaction from job performance, attaining a high social standing, receiving acknowledgment, engaging in intellectually stimulating work with autonomy and accountability, fostering creativity, and availing oneself of opportunities to apply one's skills and abilities, are of paramount significance in cultivating an effective and competitive organizational environment. The aforementioned research conducted by Dee and Wyckoff (2015), Coles and Li (2018), and Rosli and Rossi (2016) indicates that effective intrinsic rewards might manifest in the shape of elevated social standing.

The three key aspects that are highly valued in academic settings include recognition, the pursuit of challenging work, self-direction and responsibility, as well as creativity. The authors put out a compelling argument asserting that these characteristics are the primary determinants that could potentially result in reduced turnover intentions. According to De Cieri and Kramar (2008), the implementation of higher intrinsic incentive requirements in comparison to those of competitors is crucial for attracting and retaining high-caliber employees inside an organization.

According to Ahmad and Yekta (2010), the presence of significant levels of intrinsic rewards can foster a sense of obligation among employees, leading them to see a need to reciprocate the employer's devotion by engaging in endeavours that align with the organization's goals. According to Pearsall et al. (2010), the presence of intrinsic motivation within an organization can contribute to the enhancement of creativity among its associates. This is because when employees are made aware that they will receive non-monetary gifts, they are inclined to exert greater effort in order to surpass established boundaries, rather than simply adhering to organizational regulations and expectations.

Table 3: Extrinsic motivation

Construct	<i>M</i>	<i>SD</i>
Salary/ Wages	4.15	.87
Fringe Benefit	3.45	.65
Incentives	3.93	.75
Allowances	3.90	.87
Supervisor Support	2.15	.69
Training	3.25	.68
Favorable Organizational Climate	2.12	.64
Career Development	2.90	.72

Source: Field Survey (2023)

According to the findings presented in Table 3, Supervisor Support ($M = 2.15$; $SD = .69$) and Favourable Organisational Climate ($M = 2.12$; $SD = .64$) were seen to fall below the established threshold of 2.90. Consequently, these factors can be considered inadequate in terms of their effectiveness as motivational factors for employees at Saltpond Municipal Hospital. The remaining cases were deemed favourable as they met the minimum

requirement of 2.90, as specified by Reed et al. (1994). As exemplified by the data presented in Table 3, the results indicate that Salary/Wages had a favourable approval rating ($M = 4.15$; $SD = .87$). Additionally, the study found that participants reported a high level of satisfaction with Fringe Benefits ($M = 3.45$; $SD = .65$) and Incentive packages ($M = 3.93$; $SD = .75$). The allowances provided exhibited a high level of respectability, with a mean score of 3.90 and a standard deviation of .87. Similarly, the training received was also noteworthy, with a mean score of 3.12 and a standard deviation of .64.

In order to ensure the long-term viability of the Saltpond Municipal Hospital in the current dynamic and competitive business landscape, it is imperative for management to recognise the significance of extrinsic rewards as a primary driver of employee motivation and as a necessary investment for the institution. According to Forest (2001), the presence of favourable outcomes such as incentives, allowances, training, and fringe perks has significant importance in fostering the development of an efficient and competitive organisation. According to Hom and Griffeth (1991), offering favourable monetary compensation in the form of incentives and allowances can significantly reduce turnover intentions. De Cieri and Kramar (2008) argue that offering a superior level of compensation relative to competitors is crucial for attracting and retaining top-tier employees inside an organisation.

According to Ahmad and Yekta (2010), providing generous salary and assistance can foster a sense of obligation among employees, leading them to engage in activities that align with the goals of the organisation. According to Van Dyk and Coetzee (2012), the provision of training and growth initiatives

can present employees with prospects for advancing in their professional trajectories. Nonetheless, the hospital's inadequate compensation packages and limited supplementary benefits may indicate a lack of consideration for staff motivation, potentially leading to various issues such as diminished morale, subpar performance, increased employee turnover, irresponsible behaviour, and even instances of employee dishonesty (Bagri, Babu, & Kukreti, 2010; Bebachuk & Fried, 2003). Furthermore, it is important to note that these factors can have a significant impact on other key outcomes, including but not limited to job satisfaction, attractiveness, retention, efficiency, skills development, teamwork, and motivation (Gryphon, 2000).

It has been suggested that employees may have the intention to depart from an organisation as a result of inadequate compensation, a factor that might potentially have a detrimental effect on the organization's overall performance (Rampur, 2009). In a similar vein, it may be seen that when employers offer lower compensation compared to their counterparts for comparable positions, employees are more inclined to seek higher-paying opportunities, assuming other factors remain reasonably consistent (Handelsman, 2009). Moreover, the mean of means was employed to ascertain the degree of motivation employed by the management team at the Saltpond Municipal Hospital.

Table 4: level of motivation

Statement	<i>M</i>	<i>SD</i>
Intrinsic motivation	3.28	.432
Extrinsic motivation	4.27	.652

Source: Field Survey (2023)

Findings from Table 4 showed that the mean score for intrinsic motivation was 3.28 which signaled a level of agreement with a degree of variability from a standard deviation of .432. Again, the mean score of intrinsic rewards was 4.27 which signaled high levels of agreement with a degree of variability from a standard deviation of .652. The above showed that the level of motivation at the hospital is high. High motivation signifies a workforce that is engaged, committed, and likely to perform their roles diligently. This can lead to improved patient care, increased job satisfaction, and lower turnover rates. Moreover, a motivated workforce is often more innovative and willing to go the extra mile, which can contribute to the hospital's overall success.

It reflects positively on the hospital's culture and management practices, suggesting that they are effectively fostering an environment that encourages and sustains high motivation levels among its nursing staff. These results showed that though management provides employees with some level of intrinsic motivation, much emphasis is laid on extrinsic rewards. This is because extrinsic motivation is given to employees based on employment agreements and employees' contributions to organizational success (Schlechter et.al., 2015). Extrinsic motivation serves to highlight an employee's accomplishments and fosters a sense of appreciation, thus fostering their continued dedication to performing well.

Assumptions of Regression

It was essential to evaluate the assumptions of regression before analyzing the study's objectives, which use regression analysis, and tests for

multicollinearity, skewness, kurtosis, and normality were crucial. Once more, a continuous scale was used to assess the dependent variable.

Test of Multicollinearity

To test for multicollinearity, the researcher determined the variance inflation factor (VIF) and tolerance. According to Obite et al. (2020), a VIF value of less than 10 and a collinearity tolerance of more than 0.25 is deemed adequate and indicates that the constructs used have no issue of multicollinearity. Table 5 shows that there are no issues of multi-collinearity. The skewness and kurtosis values for each construct were added to ensure the data was normal. According to Azzalini (2005), when the absolute scores of skewness and kurtosis of a construct normality test are below 3 and 10 respectively, then the study's data is deemed normally distributed. As reported earlier, all constructs used in the study achieved normality. This is because the values for skewness and kurtosis being significantly less than 3 and 10 respectively, the constructs utilized in this study are considered to have fulfilled the normality test criterion as stated by Azzalini (2005).

Table 5: Collinearity Statistics

Constructs		Tolerance	VIF
1	(Constant)		
	Intrinsic motivation (IMM)	.776	1.285
	Extrinsic motivation (EMM)	.778	1.286
	Turnover Intentions (TI)	.773	1.288

Source: Field survey (2023)

Table 5 indicates that the VIF for the constructs used in the study which were intrinsic motivation, extrinsic motivation, and Turnover Intentions were 1.285, 1.2886, and 1.288 respectively. Given that the VIF values are less

than 10, it may be inferred that the independent variables do not strongly correlate with each of the items under it. Again, from Table 5, the tolerance values of the constructs were greater than 0.25, thus affirming that the constructs used in the study were free from issues of multicollinearity.

Again, the dependent variables ought to be measured on a continuous scale, according to one presumption. The degree of agreement among respondents was used to gauge both the dependent and independent variables in this study on a continuous scale from 1 to 5. Regression requires that the dependent variable have a normal distribution, which is another fundamental presumption. One of the ways to evaluate is through the use of histogram, which should have a bell-shaped shape.

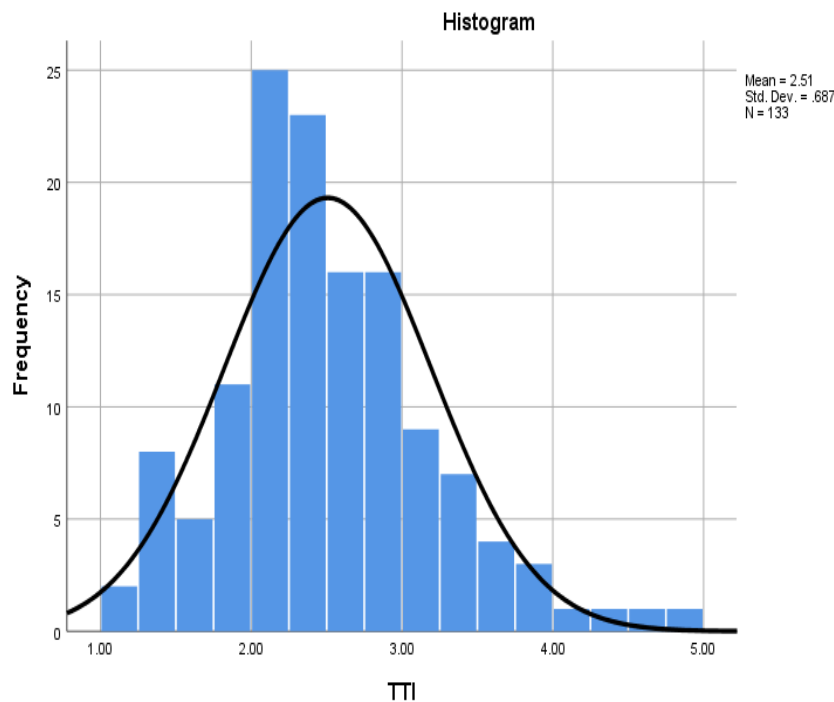


Figure 2: A Histogram Showing a Normal Distribution of the Data

Objective 2: Evaluate the Effect of Intrinsic motivation on Turnover Intentions

The primary aim of this study was to assess the impact of intrinsic motivation on employees' intentions to leave their current organization. The coefficient of determination, R-square (R²), was employed to assess the efficacy of the multiple regression model. The coefficient of determination, as defined by Cohen (1992), represents the percentage of variance in a variable that can be accounted for through linear explanation by another variable. The analysis, employing linear regression, is presented in Tables 6, 7, and 8. The independent variable in this model was intrinsic motivation, while the dependent variable was turnover intentions. Table 6 presents a concise overview of the outcomes obtained from the model. The presented table provides information on the values of R, R squared, corrected R squared, and the standard error. The Pearson product-moment correlation coefficient (R) is a statistical measure that quantifies the magnitude and direction of the linear association between the independent variables and the dependent variable.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	-.635 ^a	.404	.394	.79629

a. Predictors: (Constant) Intrinsic motivation

b. Dependent Variable: turnover intentions

Source: Field survey (2023)

Based on the findings shown in Table 6, it can be observed that there exists a negative correlation between the independent variable, namely intrinsic motivation, and the dependent variable, specifically turnover intentions. The correlation between the variables was found to be moderate, with a coefficient of .635. The R-squared, also referred to as the coefficient of determination, quantifies the proportion of variability in the dependent

variable that can be accounted for by the regression model. Consequently, the findings from the table indicate that intrinsic motivation accounts for 40.4% of the variability observed in turnover intentions among nurses employed at Saltpond Municipal Hospital. Additional variables that were not considered in the model contributed to a projected 59.6% of the outcome. According to Green and Salkind (2010), when the adjusted R² value deviates significantly from the R² value, it is typically reported.

However, due to the absence of differentiation between the two variables, this study will not present the corrected R². The statistical significance of the R and R² values, determined using the F-statistic, is presented in Table 7 in the form of an ANOVA table. The F statistic is obtained by dividing the mean square of regression (MSR) by the mean square of residuals (MSE). The explanatory power of the independent variables about the dependent variable is considered substantial when the significance level of the F statistic is statistically significant, often at a threshold of 0.05 or lower.

Table 7: ANOVA

		Sum of	Mean	DF		Sig.
Model		Squares	Square		F	
1	Regression	26.183	26.183	1	41.293	.000 ^b
	Residual	38.696	.634	1491		
	Total	64.862		50		

Source: Field survey (2023)

The results of the study indicate a statistically significant P-value since it falls below the customary threshold of .05 ($p = .000$). Therefore, it can be argued that a statistically significant relationship exists between intrinsic motivation and turnover intentions in construction firms, as indicated by the coefficients R and R². Therefore, these characteristics possess the capacity to

exert a substantial impact on employees' proclivities to depart from their present occupation. The understanding of the regression equation is enhanced by the data shown in Table 8. The column containing unstandardized coefficients, together with its sub-column B, is located below the numerical value associated with the first row, which is labelled as (constant). The aforementioned value denotes the intercept (a) within the regression equation. The second row, referred to as "Intrinsic motivation" in this particular case, presents the numerical value for the gradient (b) of the regression equation, which signifies the independent variable.

Table 8: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.016	.345		8.749	.000
Intrinsic motivation	-.406	.063	-.635	6.426	.000

a. Dependent Variable: Turnover intentions

Source: Field survey (2023)

Based on these findings, the researcher can present the regression equation below, which forecasts motivation about the turnover intentions:

$$Y (\text{Turnover intentions}) = 3.016 - 0.406 (\text{Intrinsic motivation})$$

The following details can be added by the researcher by using the gradient and intercept values in the produced regression equation: The slope indicates that intrinsic motivation has a significant positive effect on turnover intentions ($\beta = -0.406$, $t = 6.426$, $p = 0.000$). Thus, this result implies that an increase in Intrinsic motivation will decrease turnover intentions by 40.6%. The results of the study conducted at Saltpond Municipal Hospital reveal a significant and negative relationship between intrinsic motivation and turnover

intentions among nurses. The negative beta coefficient ($\beta = -0.406$) indicates that as intrinsic motivation increases, turnover intentions decrease. This suggests that when nurses are more motivated by internal factors like a sense of purpose, professional growth, or enjoyment of their work, they are less likely to consider leaving their positions.

The high t-statistic ($t = 6.426$) and extremely low p-value ($p = 0.000$) indicate that this relationship is not due to chance. It is statistically significant, reinforcing the credibility of the findings. These results have several important implications. First, the hospital should prioritize strategies that nurture intrinsic motivation among its nursing staff. This might include creating an environment that offers opportunities for skill development, acknowledges individual achievements, and provides autonomy in decision-making. Reducing turnover intentions among nurses can lead to substantial cost savings for the hospital, improve patient care continuity, and maintain a stable and experienced nursing workforce.

Additionally, fostering intrinsic motivation aligns with enhancing overall job satisfaction and well-being among nurses, contributing to a more positive work environment and ultimately better patient outcomes. Overall, recognizing and supporting intrinsic motivation can be a valuable strategy for both staff retention and the hospital's overall success. This can be done when the hospital prioritizes strategies that nurture intrinsic motivation among its nursing staff. Recognizing and celebrating nurses' passion for patient care and professional growth can lead to higher job satisfaction, lower turnover rates, and enhanced patient care quality. Additionally, reducing turnover intentions among nurses can result in significant cost savings for the hospital.

The expenses associated with recruiting, hiring, and training new nurses are substantial. Retaining experienced nurses is not only cost-effective but also ensures a consistent level of patient care quality. Furthermore, fostering intrinsic motivation aligns with creating a positive workplace culture. When nurses are motivated by the intrinsic rewards of their work, they tend to inspire and support their colleagues, contributing to a collaborative and harmonious work environment. The study's findings, which reveal a significant negative relationship between intrinsic motivation and turnover intentions among nurses at Saltpond Municipal Hospital, can be further elucidated by considering the Equity Theory.

The Equity Theory posits that individuals strive for a balance between their inputs (effort, commitment, skills) and the outcomes (rewards, recognition, satisfaction) they receive in a social exchange. When this balance is perceived as equitable, employees are more likely to remain motivated and satisfied in their jobs. In the context of the study's results, nurses who are intrinsically motivated may perceive their inputs (such as their passion for patient care, professional development, and job engagement) as being met with favorable outcomes (job satisfaction, a sense of achievement, and a supportive work environment). This perception of equity can act as a powerful retention mechanism.

By recognizing the link between intrinsic motivation and reduced turnover intentions, the hospital can implement strategies to foster intrinsic motivation. When nurses feel that their commitment and dedication are met with meaningful rewards, they are more likely to stay with the organization over the long term. Nurturing intrinsic motivation aligns with enhancing

overall job satisfaction among nurses. This, in turn, contributes to a more harmonious work environment and positively impacts patient care quality. The hospital can allocate resources more efficiently, focusing on programs and initiatives that directly support nurses' intrinsic motivation. This may involve investing in professional development opportunities, recognition programs, and avenues for autonomy. A workforce driven by intrinsic motivation can contribute to a more positive workplace culture. Nurses who are passionate about their work often inspire colleagues, leading to a collaborative and supportive environment.

A stable nursing workforce supports long-term planning and strategic initiatives. The hospital can develop and execute long-range plans with confidence in a committed and motivated team. As intrinsically motivated nurses are more likely to provide patient-centered care, the hospital can anticipate improved patient outcomes and satisfaction scores, further enhancing its reputation. The findings of the study are consistent with some empirical findings in the literature. For instance, studies such as (Dysvik and Kuvaas, 2010; Bonenberger et al. 2014; Kim, 2018; Miao et al., 2020) found a negative significant effect of intrinsic motivation on turnover intentions.

Objective 3: Investigate the Effect of Extrinsic motivation on Turnover Intentions

The primary aim of this study was to assess the impact of intrinsic motivation on employees' intentions to leave their current organization. The coefficient of determination, R-square (R^2), was employed to assess the efficacy of the multiple regression model. The term "explained variance" refers to the amount of variance in a given variable that can be accounted for

by linear explanation by another variable (Cohen, 1992). The analysis, employing linear regression, is presented in Tables 6, 7, and 8. The independent variable in this model was intrinsic motivation, while the dependent variable was turnover intentions. Table 6 presents a concise overview of the outcomes obtained from the model. The presented table provides information on the values of R, R squared, corrected R squared, and the standard error. The Pearson product-moment correlation coefficient (R) is a statistical measure used to assess the magnitude and direction of the linear association between the independent variables and the dependent variable.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	-.468 ^a	.219	.206	.91137

a. Predictors: (Constant) Extrinsic motivation

b. Dependent Variable: turnover intentions

Source: Field survey (2023)

Based on the findings presented in Table 6, a significant positive correlation was observed between the independent variable, Extrinsic motivation, and the dependent variable, turnover intentions. The correlation between the variables was found to be moderate, with a coefficient of -.468. The R squared, also referred to as the coefficient of determination, quantifies the proportion of variability in the dependent variable that can be accounted for by the regression model. Consequently, the findings from the table indicate that there exists a significant relationship between intrinsic motivation and turnover intentions among nurses at Saltpond Municipal Hospital, with intrinsic motivation accounting for 21.9% of the observed variation in turnover intentions. Additional factors that were not considered in the model

were found to contribute to a projected outcome of 69.1%. According to Green and Salkind (2010), when there is a considerable deviation between the modified R² and R² values, it is typically reported.

Nevertheless, due to the absence of differentiation between the aforementioned variables, the present study will refrain from reporting the adjusted R². The statistical significance of the test for R and R², utilizing the F-statistic, is presented in Table 7 in the form of an ANOVA table. The F statistic is obtained by dividing the mean square of regression (MSR) by the mean square of residuals (MSE). The explanatory power of the independent variables about the dependent variable is considered substantial when the significance level of the F statistic is statistically significant, often below 0.05.

Table 10: ANOVA

		Sum of	Mean	DF		
Model		Squares	Square		F	Sig.
1	Regression	14.195	14.195	1	17.090	.000 ^b
	Residual	50.667	.831	149		
	Total	64.862		150		

a. Predictors: (Constant) Extrinsic motivation

b. Dependent Variable: turnover intentions

Source: Field survey (2023)

The obtained p-value in this analysis is statistically significant, as it is less than the conventional threshold of .05 ($p = .000$). Hence, it can be asserted that there exists a statistically significant correlation between Intrinsic motivation and turnover intentions within the construction industry, as evidenced by the coefficients R and R². Consequently, these factors can significantly influence employees' intentions to leave the organization. The comprehension of the regression equation is facilitated by the data shown in

Table 10. The column containing unstandardized coefficients, along with its sub-column B, is positioned beneath the numerical value corresponding to the first row, denoted as (constant). This value represents the intercept (a) in the regression equation. In this particular instance, the second row, denoted as "Intrinsic motivation," displays the numerical value for the gradient (b) of the regression equation, which represents the independent variable.

Table 11: Coefficients

		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B		Std. Error	Beta	
1	(Constant)	2.952	.541		5.461	.000
	Extrinsic motivation	-.420	.102	-.468	4.134	.000

a. Dependent Variable: Turnover intentions

Source: Field survey (2023)

Based on these findings, the researcher can present the regression equation below, which forecasts employees' commitment to the assembly's level training programs: Y (Turnover intentions) = $2.952 - 0.420$ (Extrinsic motivation)

The following details can be added by the researcher by using the gradient and intercept values in the produced regression equation: The slope indicates that Extrinsic motivation has a significant positive effect on turnover intentions ($\beta = -0.420$, $t = 4.134$, $p = 0.000$). Thus, this result implies that an increase in Extrinsic motivation will decrease the turnover intentions of nurses at the Saltpond Municipal Hospital by 42.0%. These results emphasize that the Saltpond Municipal Hospital should view Extrinsic motivation as a strategic investment (Lord et al., 2017). Promoting a culture of effective communication, trust, and cooperation among team members can yield substantial benefits in terms of turnover intentions.

This result suggests that when extrinsic motivation factors, such as financial rewards or tangible benefits, increase, turnover intentions among nurses decrease by 42.0%. This finding implies that external incentives and rewards can play a crucial role in retaining nursing staff. Nurses who perceive that they are fairly compensated, receive attractive benefits, and have access to tangible rewards like bonuses or promotions may be less inclined to consider leaving their positions. However, it's essential to consider potential nuances in the relationship between extrinsic motivation and turnover intentions. While financial rewards can be effective in the short term, the long-term impact may vary. Over-reliance on extrinsic motivation without addressing intrinsic factors (e.g., job satisfaction, and professional growth) could lead to a transient reduction in turnover intentions, but it may not ensure sustained retention.

Lord et al. (2017) suggests that promoting a culture of effective communication, trust, and cooperation among team members is vital. This highlights the importance of a holistic approach to employee retention. While extrinsic motivation factors can be influential, they should complement an overall positive workplace culture. Effective communication and trust within teams can enhance job satisfaction, which, in conjunction with extrinsic motivation, can provide a robust strategy for reducing turnover intentions among nurses. The results underscore the significance of extrinsic motivation in influencing turnover intentions among nurses at Saltpond Municipal Hospital. It suggests that a balanced approach that includes fair compensation and tangible rewards, combined with a positive workplace culture, is essential for employee retention. However, a nuanced understanding of the interplay

between intrinsic and extrinsic motivation factors is critical for designing effective retention strategies.

The Equity Theory can shed light on the implications of the result that an increase in extrinsic motivation decreases turnover intentions among nurses at Saltpond Municipal Hospital by 42.0%. According to the Equity Theory, individuals assess the fairness of their work situation by comparing their inputs (effort, skills, dedication) to the outcomes (rewards, recognition, benefits) they receive. When this comparison indicates equity, individuals tend to be satisfied and committed to their work. In the context of the study, an increase in extrinsic motivation, which includes financial rewards and tangible benefits, can be seen as an enhancement of the outcomes portion of the equation. When nurses receive fair and attractive compensation packages, they perceive a balance between their inputs and outcomes, creating a sense of equity. This sense of equity is crucial in reducing turnover intentions.

When nurses feel they are being fairly rewarded for their efforts, they are more likely to stay in their roles, as leaving would disrupt this perceived equity. It aligns with the idea that individuals are motivated to maintain a state of balance in their work relationships. The implications, therefore, emphasize the importance of ensuring that extrinsic motivation factors, such as compensation and benefits, are competitive and fair. By doing so, Saltpond Municipal Hospital can leverage the Equity Theory to reduce turnover intentions and retain its nursing staff, fostering a more stable and satisfied workforce. The results that showed a negative effect of extrinsic motivation on the turnover intention of nurses at the Saltpond municipal assembly are similar to (Bonenberger et al. 2014).

Chapter Summary

This chapter presented findings of the demographic characteristics and objectives of the study. The study was dominated by males. Again, the study found that management prefers extrinsic motivation. Finally, the study found that motivation had a negative significant effect on turnover intentions.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Introduction

This chapter presents the summary of key findings, conclusions drawn as well as the recommendations offered.

Summary of the Study

This study investigated the impact of motivation on nurses' turnover intentions at the Saltpond Municipal Hospital. The research study utilized a descriptive research design to examine the relationship between the variables under investigation. To fulfil the aims of the research, a total of 138 questionnaires were disseminated among the nursing staff at the hospital. The data underwent a process of cleaning, entry, and analysis utilizing descriptive statistical measures such as frequencies, percentages, means, and standard deviation. Additionally, inferential statistical techniques, namely Pearson correlation and regression, were employed utilizing the SPSS software. Raw data was collected via a standardized questionnaire. The questionnaires were gathered during a designated two-week timeframe.

The researcher devised the questionnaire by drawing upon previous empirical research and aligning it with the aims of the study. A structured questionnaire was implemented, consisting of four (4) distinct sections, labelled A, B, and C. The measurements of all items in sections B and C were conducted using a five-point Likert scale, with a range of 1 to 5. The scale was designed such that a rating of 1 indicated the least agreement, while a rating of 5 indicated high agreement. The Likert scale was selected as the preferred measurement tool due to its user-friendly nature and ability to minimize

potential sources of ambiguity, doubt, and misperception. To uphold rigorous compliance with research ethics protocols, an amendment has been incorporated into the introduction paragraph of the questionnaire, which provides an assurance of anonymity and confidentiality for the participants. Additionally, the duration required to fill out the questionnaire was determined through a mutual consensus between the participants and the researcher.

Summary of the Key Findings

The study's results were arranged following the research objectives. The findings from the study were;

The findings from objective one sought to determine the level of motivation at the hospital. The findings found that generally, the level of motivation in the hospital is high. Although management motivates employees, the dominant type of motivation used is extrinsic motivation.

The second objective of the study sought to examine the effect of intrinsic motivation on turnover intentions among nurses at the Saltpond Municipal Hospital. Findings from the study showed that intrinsic motivation had an inverse relationship with turnover intentions.

The third objective examined the influence of extrinsic motivation on turnover intentions among nurses at the Saltpond Municipal Hospital. Findings from the study showed that intrinsic motivation had an inverse relationship with turnover intentions.

Conclusions

The findings found that generally, the level of motivation in the hospital is high. The study therefore concluded motivation is high. However, a noteworthy observation is that while management motivates employees, the

dominant form of motivation is extrinsic. This suggests that while tangible rewards, compensation, and benefits play a significant role in motivating staff, intrinsic factors like job satisfaction, a sense of purpose, and professional growth might not be as prominently addressed.

Therefore, the hospital should consider a balanced approach that incorporates both intrinsic and extrinsic motivation strategies. While extrinsic motivation can provide short-term benefits, intrinsic motivation can lead to sustained employee engagement and job satisfaction. A comprehensive approach to motivation that recognizes and fosters both types can contribute to a more harmonious and high-performing workforce. In essence, the hospital's existing motivation levels are promising, but there is an opportunity for further enhancement by addressing the full spectrum of motivational factors. This holistic approach can lead to greater staff retention, improved patient care, and long-term organizational success.

Again, the study's findings revealing an inverse relationship between intrinsic motivation and turnover intentions offer valuable insights into the dynamics of employee retention. This result suggests that when employees are driven by internal factors such as a sense of purpose, professional growth, and job satisfaction, they are less likely to entertain thoughts of leaving their positions. This conclusion has several important implications. The organization should recognize the significance of nurturing intrinsic motivation among their employees. Creating an environment that fosters autonomy, mastery, and purpose can contribute to reduced turnover rates and greater job satisfaction.

Finally, the study concludes that when employees are motivated by external factors such as financial rewards and tangible benefits, they are less likely to have intentions of leaving their positions. This underscores the significance of providing competitive compensation packages and recognizing the role of extrinsic motivators in reducing turnover within an organization.

Recommendations

After examining the effect of motivation on the turnover intention of nurses in the Saltpond Municipal Hospital, the study therefore made the following recommendations:

The study recommends that management proactively foster an organizational culture that encourages intrinsic motivation among nursing staff. This can be achieved by providing opportunities for skill development, autonomy, and recognition for their contributions. Encouraging a sense of purpose and personal growth in their roles is vital. Establishing open and transparent channels of communication between management and employees is crucial. Regular feedback sessions and discussions about career growth and personal development can enhance intrinsic motivation. Recognizing and rewarding employees for their intrinsic efforts, such as going the extra mile to provide exceptional patient care, is essential. This recognition can take the form of praise, promotions, or opportunities for additional responsibilities. Offering continuous learning and development opportunities to nurses can enhance their sense of mastery and job satisfaction. Consider restructuring job roles to provide more autonomy and opportunities for creativity, aligning job tasks with employees' interests and strengths. Regularly assessing employee

satisfaction and motivation levels to gauge the impact of these strategies and make necessary adjustments.

Management of the Saltpond Municipal Hospital should prioritize and enhance the extrinsic motivation factors provided to nursing staff. This includes ensuring competitive compensation packages, attractive benefits, and clear pathways for career advancement. Recognizing the role of extrinsic motivators in reducing turnover intentions is vital. Regularly review and update compensation and benefits packages to remain competitive in the healthcare job market. A fair and enticing rewards system can significantly contribute to nurse retention. Consider additional extrinsic incentives such as performance-based bonuses or recognition programs to further motivate and retain nursing staff.

Management of the Saltpond Municipal Hospital promotes a culture of fairness and transparency in reward distribution, ensuring that all nurses perceive their extrinsic rewards as equitable. Periodically assess the effectiveness of extrinsic motivation strategies and adjust them according to changing employee needs and market conditions. Management's proactive efforts to enhance extrinsic motivation among nurses can lead to reduced turnover intentions and improved staff retention. By recognizing the importance of external motivators and maintaining competitive rewards, the hospital can ensure a stable and satisfied nursing workforce, which in turn contributes to better patient care and the organisation's overall success.

Suggestions for Future Research

The scope of this study focused on specific elements of intrinsic and extrinsic motivation, rather than encompassing all dimensions of motivation.

Future research could explore the impact of other motivational factors to determine their potential influence on turnover intentions. Additionally, a comparative study could be conducted to assess the impact of motivation on turnover intentions across different hospitals in Ghana. These findings have the potential to contribute to the optimization of reward packages, thereby improving performance management and reducing turnover intentions within this sector.

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APPENDICES
QUESTIONNAIRES
UNIVERSITY OF CAPE COAST
SCHOOL OF BUSINESS
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Dear Sir/Madam,

I am a student researching to **examine motivation and turnover intention among nurses at the Saltpond Municipal Hospital in the Central region of Ghana**. This is purely academic exercise and you are assured of concealment of the information you will provide. Your candid opinion is keenly needed; therefore, you are entreated to complete this questionnaire to promote the success of this exercise. Your responses will be treated as confidential. Thank you.

Section A: Demographic Information

Instruction: Kindly write or tick [✓] where appropriate.

1. Sex: Male [] Female []
2. Age: Below 25 [] 26-30 [] 31-35 [] 36-40 [] 41-49 []
Above 50 []
3. Educational Qualification: Higher National Diploma []
Undergraduate [] Post Graduate []
4. Work Experience: Below 5 [] 5-10 [] 11-15 [] Above 16 []

Section B: INTRINSIC MOTIVATION

To what extent do you agree with the following statements regarding the intrinsic motivation among nurses at the Saltpond Municipal Hospital in the central region of Ghana?

1-Strong disagree; 2- disagree; 3-Neutral; 4-agree; 5-Strongly agree

Intrinsic Motivation	1	2	3	4	5
Excelling in my career provides me with a sense of fulfilment.					
I have immense personal gratification when I perform my work with excellence.					
My job performance directly enhances my personal growth and development.					
My occupation enhances my sense of self-worth.					
I derive pleasure from identifying resolutions to intricate dilemmas.					
Nurses are drawn to this institution because to the fulfilment they derive from their work.					
Nurses persist in their employment at this institution because of their desire to accomplish ambitious objectives.					

SECTION C: EXTRINSIC MOTIVATION

To what extent do you agree with the following statements regarding the extrinsic motivation among nurses at the Saltpond Municipal Hospital in the central region of Ghana?

1-Strong disagree; 2- disagree; 3-Neutral; 4-agree; 5-Strongly agree

Extrinsic Motivation	1	2	3	4	5
The hospital is adequately equipped with a sufficient array of tools and equipment.					
This hospital offers appealing fringe benefits.					
The hospital provides diligent oversight and direction in the execution of tasks.					
Nurses are motivated to stay at this institution due to the presence of opportunities for professional advancement.					
Nurses choose to stay at this hospital due of the promising opportunities for advancement.					
Nurses choose to stay at this institution due to the amicable relationships among the personnel.					
Nurses choose to stay in this institution due to their desire for commendation and acknowledgement.					

SECTION D: TURNOVER INTENTION

To what extent do you agree with the following statements regarding turnover intentions among nurses at the Saltpond Municipal Hospital in the central region of Ghana?

1-Strong disagree; 2- disagree; 3-Neutral; 4-agree; 5-Strongly agree

Turnover Intention	1	2	3	4	5
Frequently, I contemplate resigning from my current employment.					
If I receive another suitable offer, there is a likelihood that I will resign from my current					

employment.					
I frequently contemplate pursuing a transfer from this facility.					
I peruse newspapers and various forms of social media to identify career prospects.					
I envision pursuing an alternative occupation that aligns with my requirements.					
The current position I hold fails to meet my requirements.					
My essential requirements at work are being undermined.					
The prospects of attaining objectives at my workplace are being put at risk.					
The nature of my current profession has a detrimental impact on my well-being.					

THANK YOU FOR YOUR PARTICIPATION