# PERSON-JOB FIT, CRITICAL PSYCHOLOGICAL STATES, SELF-EVALUATION AND INTENTION TO LEAVE AMONG MEDICAL WORKERS OF MULAGO NATIONAL REFERRAL HOSPITAL, UGANDA

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## DECLARATION

I declare that this thesis draft is my original work and has not been presented for a degree in any other university or college for examination or academic purposes.

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## DEDICATION

This PhD Thesis is dedicated to the Almighty God who leads me in everything that I do. To my parents, Mr. and Mrs. Innya for always understanding me, supporting, and shaping my life. To my brothers and sisters for your understanding, and to my mentors for your guidance and encouragement.

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## ABBREVIATIONS AND ACRONYMS

| | | |
|---|---|---|
| **D-A** | - | Demand Abilities |
| **JCM** | - | Job Character Model |
| **KSA** | - | Knowledge Skills and Abilities |
| **MOH** | - | Ministry of Health |
| **N-S** | - | Needs Supplies |
| **PE** | - | Person Environment |
| **PJF** | - | Person Job Fit |
| **CPS** | - | Critical Psychological State |
| **SE** | - | Self – Evaluation |
| **ITL** | - | Intention to Leave |
| **PO** | - | Person Organization |
| **SC-J** | - | Self Concept Job |
| **WHO** | - | World Health Organization |
| **USD** | - | United States Dollars |

## ABSTRACT

This study aimed at determining the role of critical psychological states and self – evaluation on the relationship between person – job fit and intention to leave among medical workers of Mulago National Referral Hospital in Uganda. The review of literature revealed that many studies had been conducted on person – job fit, incidental variables and intention to leave. However, most of these studies focused on the nature of fit perceptions, person – organisation fit and intention to leave the organisation, in which the organisation has been the unit of analysis and not the individual. These studies did not explain the influence of person – job fit on intention to leave which created a gap that this study sought to address. The main objective of the study was to determine the role of critical psychological states and self – evaluation on the relationship between person – job fit and intention to leave. The study further sought to examine the mediating role of critical psychological states; and to establish the moderating effect of self – evaluation on the relationship between person – job fit and intention to leave. Hypotheses were formulated to address the objectives. The study adopted a cross sectional descriptive survey design. A population of 1,007 was used for the study and a sample of 475 medical workers including Director, Deputy Director, Senior Consultant, Consultant, Medical Officer, Nurses, and Other Allied workers was selected. A structured questionnaire with likert type statements was used for data collection. This study used both descriptive and inferential statistics for data analysis. The findings indicated a moderate positive relationship between person – job fit and intention to leave and the hypothesis that person – job fit has influence on intention to leave was confirmed. Further to this, the study confirmed that critical psychological states partially mediate the relationship between person – job fit and intention to leave. In addition, self – evaluation moderates the relationship between person – job fit and intention to leave. The study confirmed that the combined effect of person – job fit, critical psychological states and self – evaluation on intention to leave is significantly different from the sum of the individual predictor effects. The results of this study have contributed to theory and better understanding of the antecedents of intention to leave providing reference for further studies. It is recommended that organisations improve the fit between employees and their jobs, make jobs more meaningful and give employees responsibility for their work, create a work environment in which self-esteem and self-efficacy thrive, and recognize the combination of antecedents of intention to leave. The study had a limitation in using cross sectional survey method of data collection which limits the ability to establish and prove causativeness and changes over time.

# CHAPTER ONE
# INTRODUCTION

## 1.1 Background of the study

For organizations, consequences of turnover are significant and intention to leave among staff results in poor service delivery, negative critical psychological states, and actual turnover (Wheeler, 2007). This is because there appears to be a failure in congruence between employees' needs and abilities, and jobs resulting in most employees leaving their jobs (Carless, 2005; Purani et al, 2008; Wheeler, 2007). The nature of fit between a person and the job evokes psychological states including perceptions on job meaningfulness, the nature of responsibility experienced and awareness of how one is performing on the job which all contribute to intention to leave (Kristof et al, 2005; Sekiguchi, 2007).

In addition, the individual's self-view influences how employees perform on the job and value themselves, affecting quit or stay decisions in this relationship. A lot of discussion on the direct influence of person – job congruence on intention to leave and the role of incidental effects through other variables such as psychological states and self – evaluation has come to the fore in recent studies (Wheeler et al., 2007). Resick et al., (2007) and Aktas (2014) identified incidental effects of person-job fit through other variables, therefore suggesting an incidental influence of person-job congruence on intention to leave. According to Behson et al, (2016), critical psychological states make the core and evidence of this relationship. Studies suggest that a positive relationship between person – job fit, incidental effects such as critical psychological states and core self-evaluation influence intention to leave. (Boon et al., 2011; Judge, Bono and Locke, 2000; Wheeler et al., 2007).

In understanding person-job congruence and intention to leave association, three theories namely the Job Characteristics Theory, Self-Verification Theory and the Theory of Perceived Job Mobility have been reviewed to guide this study. The Job Characteristics Theory developed by Hackman and Oldham (1976) serves as a foundation for this study (Gagne et al., 1997; Judge et al., 2000). The theory describes jobs in terms of five constructs which include skills variety which is the range of skills and abilities for job performance; task identity which is the extent of completion of a full or recognizable part of work; autonomy which is the depth of work-related freedom of choice and discretion; task significance which is the significance of the worth of one's work; and feedback which is direct and clear information about job performance. The Self-verification theory argues that employees are inspired to pursue job related situations and jobs that provide them with self-validating or verifying information, confidence, and assurance (Kristof et al., 2005; Scroggins, 2007). The theory of perceived job mobility is about the employee perception of alternative job opportunities that could trigger leaving and the theory plays an important role in person-job fit and the judgement or decision to quit (Wheeler et al., 2007; Hu, 2013).

Person – job fit has for long been a subject of discussion in the medical profession (Hagopian, 2009). A country with a good health care system will have medical workers whose skills, abilities and attitudes are aligned with the demands of their jobs resulting in a healthy dependable workforce and a thriving economy (World Health Organization, 2017). In Uganda, patients spend more than USD 200 million per annum on medical treatment overseas (Omaswa, 2009). The inefficient health care system has affected wellbeing and slowed economic development, further affecting the health sector. Because of this situation, Mulago National Referral Hospital does not have staff, financial resources

and equipment needed for patients, resulting in poor person – job fit and a workforce that is exposed to disease (Hagopian, 2009; Omaswa 2009; Lwamafa, 2006; Kitanda, 2008). Despite being the biggest teaching and main referral hospital, Mulago National Referral Hospital has a high rate of attrition and yet Uganda has a significant shortage of medical workers. The hospital lacks resources and equipment, and is severely understaffed (Omaswa, 2009). Health personnel are constantly looking for improved opportunities and a more satisfying work atmosphere elsewhere (Kitanda, 2008; Lwamafa et al., 2006). It is clear that there is a need for a detailed study on person-job fit for Mulago medical workers (Huang, 2005; Sekiguchi, 2007; Lwamafa et al., 2006).

### 1.1.1 Person-Job Fit (PJ)

Person-Job (PJ) fit refers to how well an employee aligns with his or her job. It is how compatible the skills, abilities, and qualities of an employee are with the job requirements. Edwards (2008) defines two primary conceptualizations of person-job fit, which are needs-supplies fit and demands-abilities fit. Needs-supplies is the degree to which the needs, wishes, and requirements of an employee are addressed by the jobs they do whereas demands-abilities is the extent to which job requirements are congruent with an employee's abilities, knowledge, and skills. Scroggins (2007) proposes self-concept job-fit as a third dimension of fit (Kristof et al., 2005). All the three dimensions are a result of the assessment of the demands of a job through job analysis in which the job content, context and outcomes are examined, identifying essential tasks to be performed and the necessary skills, knowledge, and abilities to perform the job tasks (Kristoff et al., 2005). When a match in the resulting job tasks and the skills, knowledge, and abilities to perform the tasks

is achieved, then a high degree of fit is achieved. The three dimensions of fit indicate the nature of fit perceptions adopted by researchers on PJ fit (Kristof et al., 2005).

According to Cable et al (2002) and Edwards (2008) demands-abilities is the degree to which the abilities of the jobholder are consistent with the demands of the tasks; needs-supplies occurs when intents, desires and needs of the employee are aligned to the supplies of the job for those intentions and the extent to which the job satisfies those desires (Cable and DeRue, 2002; Edwards, 2008). Scroggins (2007) proposed the self-concept-job which is the correspondence between an employee's profession and his self-concept. This happens when the execution of responsibilities on the job yields observations, views, and a state of mind congruent with the individuals' understanding of who they are or the kind of person they desire to be (Liu et al, 2015; Kristof-Brown et al., 2005).

### 1.1.2 Critical Psychological States (CPS)

Behson et al (2000) defines Critical Psychological States (CPS) as attitudinal variables that include knowledge of actual results, experienced meaningfulness, and experienced responsibility. The three states are preferred states that trigger positive work-related outcomes. Experienced meaningfulness is the importance employees attach to their jobs aligned to their value system as generally meaningful, valuable, and worthwhile. Employees have to feel that they are doing something that adds value or is generally worthwhile. Conversely, experienced responsibility is the degree to which an employee perceives that they are responsible and accountable for work outcomes and results of their job. The extent to which the jobholder understands and knows, continuously, how well they are accomplishing the job tasks defines knowledge of results (Renn et al., 1995).

Critical psychological states are an outcome of studies by Hackman and Oldham (1976) based on their Job Characteristics theory where they identified preferred and ideal critical psychological states and worked backwards to determine a group of fundamental job characteristics that influence critical psychological states that lead to a set of job-related outcomes (Behson et al, 2000). Hackman and Oldham (1976) used the critical psychological states to establish a theoretical relationship between supposed job features and job attitudes. As a result, jobs that have the fundamental job constructs will activate experiences of the job attitudes that eventually result in favourable work outcomes. Job attitudes such as critical psychological states are therefore considered mediators of the job and outcomes relationship.

### 1.1.3 Self – Evaluation (SE)

Self-Evaluation (SE) is a personality concept manifested in four major traits namely self-efficacy, self-esteem, neuroticism, and locus of control. This study focused on self-esteem and self-efficacy as the two key manifestations of self-evaluation (Karatepe and Omir, 2014). According to Samija and Samija (2016), when a job holder has the belief and confidence to successfully perform the behaviour in question, and that the behaviour will lead to defined results, they prove self-efficacy. Self-esteem is an individual's belief and conviction in one's capabilities to rally the drive, mental and intellectual resources, and sequences of actions needed to have control over an individual's life, and is an assessment of an individual's personal worth or value (Tams, 2008).

Joo et al., (2012), and Gardner and Pierce (2010) using the interactional psychology theory found that individuals seek out jobs or work circumstances on the basis of their personal

psychological biases, and that individuals with positive biases and predispositions experience more objectively confident work experiences on the job (Edwards and Cable, 2003). An individual's assessment of the self is important in determining how the individual relates with the job and the job environment. The beliefs that individuals hold about their capabilities to perform tasks and their worth influence their motivation to seek out or avoid the tasks because the tasks are believed to exceed the capabilities of the individual. Where the individual strongly believes in their capabilities, they will quickly take on tasks. Therefore, individuals with a positive self-concept easily gain control of their work environment and will easily cope with complex tasks and exert more effort as they are less likely to withdraw (Judge et al., 2000).

### 1.1.4 Intention to Leave (ITL)

Intention to Leave (ITL) characterizes a situation where employees think about quitting and generally lack continuity (Wheeler et al., 2007; Jourdian, 2010; Morrel et al, 2008). It is characterized by an employee's frequency of thought about leaving, willingness to leave amidst available opportunities, bias towards alternative career choices, and the likelihood that an employee will leave the organization (Wheeler et al., 2007). While actual quitting behaviour is the focus of many employers (Morrel et al., 2008), intention to leave is argued to be a strong surrogate indicator of actual leaving (Purani, 2008). From a research perspective, there is practical merit that once people have actually left the organization, there is little likelihood to understand their prior situation. The validity of studying intention to leave is in the works of Jourdian (2010) in which intention to leave is found to be an accurate indicator of actual leaving, and there is further need to study what determines such intentions (Carless, 2005).

Intention to leave is a useful variable in explaining job related behaviour (Purani, 2008) and an employee may intend to quit and not actually quit, and therefore this may result in job related behaviour such as absenteeism and withdrawal. Intention to leave results when there is an interface between perceived psychological interest of leaving one organization and perceived comfort of movement from that organization. In this process, the extent to which the measures of behavioural intention and behaviour match, the consistency of the intention over time, and the extent to which the actual decision to leave is in the individual's control are all important determinants of actual leaving (Jourdian, 2010).

### 1.1.5 Mulago National Referral Hospital (MNRH)

Mulago National Referral Hospital is the largest state-owned referral hospital in Uganda offering medical services, and the training hospital for the students at the College of Health Sciences at Makerere University, also the first medical school in East Africa. It oversees the implementation of different national programs including the Malaria Control Program, HIV Aids Program, Rural Diseases Eradication Program, Leprosy Control Program, Sanitation Fund, among others. The hospital has several associated organizations including Agencies, Autonomous bodies, Professional Councils, and Research Institutions. It has a capacity of approximately 1,790 beds compared to an average of 238 in the regional referral hospitals and accommodates over 4,000 patients. Mulago is geographically located on Mulago Hill in the northern part of Kampala, Mulago National Referral Hospital is approximately five kilometres from the Central Business District. Mulago National Referral Hospital employs the largest number of medical workers in Uganda and is the only hospital where all cadres of the medical profession can be found in Uganda. Mulago

is the only hospital in Uganda that provides comprehensive specialized services, teaching services and health research.

It is a public institution fully funded by the Government of Uganda under Ministry of Health and is the main training institution for medical workers in Uganda. Mulago should be the leader for the finest practice regarding the engagement of medical workers and serve as a benchmark for the rest of the country and in the East African region. The hospital has an interim management board that offers an oversight function on behalf of the Ministry of Health. The board supervises the top management team which is accountable for daily administration of the hospital headed by the Executive Director. The management of the hospital is structured into seven directorates including; Surgical services, Medical services, Obstetrics and Gynaecology, Paediatrics and Child health, Nursing services, Diagnostics and Therapeutics, and Administration and Support services (Ministry of Health, Human Resource Management Information System, 2015). Mulago is the largest state owned hospital with the biggest number of medical workers in all the categories and cadres. All regional and district referral hospitals refer patients to Mulago. It also has the biggest number of patients and is the only medical training school for medical workers.

Medical workers have the primary responsibility to safeguard and improve the well-being of others and their societies in hospitals, healthcare centres and other facilities, and in academia (Hagopian et al, 2009). They operate in different disciplines, making important contributions that are critical to the functioning of health care systems (WHO Report, 2016). Medical workers are a combination of generalists and physicians referred to as doctors and other occupations including nurses and other allied workers (Omaswa, 2009). The estimated number of medical workers in Uganda stands at 43,000 institutional

healthcare professionals within the public sector (Ministry of Heath Annual Performance Report, 2016). Further to this, Uganda is challenged by a significant deficiency of health workers, with only a doctor, nurse, and midwife to patient ratio of 14:10,000. Mulago National Referral Hospital employs 1,012 medical workers who are in the following cadres: Director/ Deputy Director, Senior Consultant, Consultant, Medical Officer, Nursing, Other Allied Health Workers. The other allied health workers include Technician, Attendant, Radiographer, Sonographer, Physicist, Laboratory Technologist, Laboratory Assistant, among others (Mulago National Referral Hospital Staffing List, 2019). The medical workers are identified to be in the following divisions: Medical Services, Diagnostics and Therapeutics, Reproductive Health Services/ Obstetrics and Gynaecology, Paediatrics and Child Health, Surgery, and Nursing (Mulago National Referral Hospital Staffing List, 2019; Kitanda, 2016).

There is a shortage of critical equipment to train health cadres, a lack of infrastructure to provide adequate space, shortage of financial investment to public medical training institutions, scarce housing and accommodation for health workers, and irregular remuneration. The already few health workers suffer burnout and increasing workload, brain drain, and a growing population in need of health services. There is urgent need for facilitation of health workers to enable them to serve the public (Omaswa, 2009).

### 1.2 Research Problem

When the characteristics of an employee and those of the job or tasks to be performed are compatible, then person-job (PJ) fit is achieved. It is conceptualized as needs-supplies fit in which the preferences, needs, or desires of the jobholder are fulfilled by the tasks they

handle; demands-abilities whereby job demands are in line with the employee skills, knowledge, and skills; and self-concept-job fit which assesses the job holder's self-view (Scroggins, 2007; Kristof et al., 2005). Critical psychological states that influence person – job fit – outcomes relationship consists of knowing actual results, experiencing meaningfulness, and experiencing responsibility (Hackman and Oldham, 1976; Behson et al, 2000). In addition, the role of self-evaluation which is manifested in self-efficacy and self-esteem provides a basis for self-view which influences work outcomes including intention to leave. Intention to leave is characterized by a situation where employees think about quitting and generally lack continuity (Morrel et al., 2008; Purani and Sunil, 2008; Wheeler et al., 2007). The direct effect of PJ fit on intention to leave has been an ongoing subject of discussion. This, as well as the role of incidental effects through other variables remains a significant gap (Wheeler et al., 2007, Aktas, 2014). The role of critical psychological states (CPS) and self-evaluation (SE) in understanding person-job fit and intention to leave relationship provides a basis for this study.

In Uganda, Government efforts to reduce employee turnover in Mulago National Referral Hospital have met little success; in fact, turnover in Mulago has increased since 2001 (Omaswa, 2009; Hagopian et al., 2009; Uganda Health Workforce Study Report, 2007). This may be attributed to poor compensation, poor working conditions, lack of career advancement and high demands from the job (Omaswa, 2009). The stressful experience that health workers go through is characterized by challenging working conditions with high workloads, long working hours including weekends and public holidays, limited equipment and critical medical supplies, lack of adequate opportunities for professional development, and the lowest ranked salaries in East Africa (WHO Report, 2016) have

compounded the problem. The health personnel lack medical supplies to perform their work, and fear to be held individually accountable if something goes wrong in the process of treatment. Those on the job are considering better opportunities and improved life and a more rewarding work environment elsewhere (Kitanda, 2008; Lwamafa et al., 2006). This situation puts the profession, the medical workers, and the patients in danger.

Several studies have been conducted with respect to the variables in this study. However, there are notable knowledge gaps and methodological weaknesses that have not been addressed. In their study of person – job fit in Southern Eastern University in the U.S.A, Judge and Cable (2007) found that the three dimensions of person – job fit have differential predictive validity, questioning the contribution of each dimension in addressing fit.

Kristof et al. (2005) further found the different types of fit were differently associated with work outcomes through other variables. Among other variables, critical psychological states play an important role in the person-job-outcomes relationship. This study covers this gap by incorporating the role played by critical psychological states. In Michigan (U.S.A), Loher et al. (1985) studied job enrichment as an intervention to restructure jobs to match features of the job with the requirements of the individual for desirable outcomes. They found that no one particular job facet automatically has a stronger relationship with job outcomes than the other job facets, therefore job characteristics are a representative of the overall job, and not a specific job characteristic. The study, however, did not consider individual and the role of self-evaluation in which a job holder's assessment of him or herself is important in addressing interventions in the person-job-outcomes relationship. The current study covers this gap by focusing on the individual and ensuring that self-evaluation is measured as a moderator in the person-job-outcomes relationship.

In their study, Wheeler et al., (2005) and Kristof-Brown et al., (2005) assumed a linear correlation in the person-job fit - work related attitudes or outcomes relationship, and that if there is no fit, employees will quit. However, this was not necessarily the case largely because some of the variables that are associated with this relationship, such as critical psychological states and self-evaluation were not considered. There is therefore a need to investigate the role of critical psychological states and self-evaluation in the person-job fit relationship and study job fit and work-related outcomes simultaneously. This study covers this conceptual gap by ensuring that critical psychological states and self-evaluation are measured as mediating and moderating variables respectively.

In Uganda, Lwamafa et al. (2006) compared the perceptions of intern doctors at rural and urban hospitals on intention to leave by health workers using a descriptive cross-sectional survey and quantitative and qualitative designs with a sample of 55 intern physicians and found that urban interns in the medical profession have a higher intention to leave compared to their rural counterparts. This study however focused on only intern doctors and left out other cadres of experienced doctors. This study has covered this gap by ensuring that all cadres of medical workers are considered. In addition, the study used convenience sampling, which resulted in sampling errors and selection bias thus affecting the credibility of the study. Finally, Hagopian et al. (2009) studied eighteen randomly selected facilities in Uganda and found that satisfaction in health facilities is low, the conditions of work are extremely poor, and workloads are unmanageable. However, the study focused on health facilities as the unit of analysis, and not on medical workers. This study covers this gap by ensuring that medical workers are the unit of analysis.

From the above, the following gaps have emerged: the role of critical psychological states and self-evaluation as mediator and moderator in the assumed linear relationship between person - job fit and intention to leave, as well as the need to establish the joint effect of person – job fit, critical psychological states, and self-evaluation on health worker intention to leave. The need to study all cadres of medical workers in the largest state-owned referral hospital and the only training hospital for the College of Health Sciences students; the need to study medical workers or individuals as the unit of analysis; and the use of appropriate sampling methods. To address the gaps in knowledge identified above, this question needed to be answered: what is the role of critical psychological states and self-evaluation in the relationship between person-job fit and intention to leave among medical workers in Mulago National Referral Hospital, Uganda?

## 1.3 Research Objectives

This section presents the research objectives that the researcher sought to address through the study.

### 1.3.1 General objective

The general objective of the study was to establish the role of critical psychological states and self-evaluation in the relationship between person – job fit and intention to leave among medical workers in Mulago National Referral Hospital, Uganda.

### 1.3.2 Specific Objectives

The specific objectives of the study were to:

i. Determine the influence of Person – Job Fit on employee Intention to Leave among medical workers in Mulago National Referral Hospital

ii. Examine the mediating role of Critical Psychological States in the relationship between Person – Job Fit and Intention to Leave among medical workers in Mulago National Referral Hospital

   a. Examine the mediating role of Experienced Meaningfulness in the relationship between Person – Job Fit and Intention to Leave among medical workers in Mulago National Referral Hospital

   b. Examine the mediating role of Experienced Responsibility in the relationship between Person – Job Fit and Intention to Leave among medical workers in Mulago National Referral Hospital

   c. Examine the mediating role of Knowledge of Results in the relationship between Person – Job Fit and Intention to Leave among medical workers in Mulago National Referral Hospital

iii. Establish the moderating effect of Self-Evaluation on the relationship between Person – Job Fit and Intention to Leave among medical workers in Mulago National Referral Hospital

   a. Establish the moderating effect of Self-Efficacy on the relationship between Person – Job Fit and Intention to Leave among medical workers in Mulago National Referral Hospital

   b. Establish the moderating effect of Self-Esteem on the relationship between Person – Job Fit and Intention to Leave among medical workers in Mulago National Referral Hospital

iv. Determine the joint effect of Person – Job Fit, Critical Psychological States, and Self-Evaluation on Intention to Leave among medical workers in Mulago National Referral Hospital

### 1.4 Value of the study

The current research will improve on the extant knowledge on person - job fit, critical psychological states, self-evaluation, and intention to leave, and how person-job fit can be achieved to reduce worker intention to leave. There seems to be a gap between the suggested interventions, the commitment to implement them, and the actual antecedents of health worker intention to leave. This study will use a multi-theoretical approach to study person - job fit. It will add to the empirical studies in person – job fit, which is largely lacking especially in Uganda and the East African region. It will contribute to the limited reference materials available on the factors that influence person – job fit among medical workers in Uganda. It will also form a basis for further research.

The study will help policy-making institutions in Uganda such as the Ministry of Health (MOH) to design policies and policy interventions that will make Ugandan medical workers and institutions more competitive and relevant. In particular, policies that will encourage enrolment for medical education, improved critical psychological states, and lower intentions to leave. In addition, the research findings will contribute to solving the health crisis in Uganda. Through the findings, the Human Resources for Health Symposium and policy-making institutions will come up with more informed strategies and policies for retaining and increasing the number of health workers in the country.

The study findings will help Human Resource practitioners to realize the need to align job characteristics and the competencies of employees through improving job factors and aligning the design of jobs with the right employees. This will reduce person - job misfit and improve retention. Any efforts to redesign jobs should therefore consider the job factors such as needs-supplies, demands-abilities, self-concept job, the critical psychological states that must be achieved, the individuals targeted for job performance, and the resulting work outcomes.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Introduction

This chapter reviews theoretical and empirical literature on the key variables in the study. Various theories on person – job fit, critical psychological states, self-evaluation, and intention to leave are reviewed. The chapter also covers literature on relationships between person-job fit, critical psychological states, self-evaluation, and intention to leave. It also covers the identified research gaps, conceptual framework, and hypotheses for the proposed study.

## 2.2 Theoretical Foundation of the study

Several theories that guided this study have been reviewed to better understand the relationship between person-job fit, critical psychological states, self-evaluation, and intention to leave. In addition, the limitations of these theories are presented. The theories reviewed in this chapter include: the theory of the job characteristics, the self-verification theory, and the theory of perceived job mobility. The job characteristics theory was the anchoring theory of the study.

### 2.2.1 Job Characteristics Theory

In the study of job design, the job characteristics theory was coined by Hackman and Oldham (1975; 1976), which assimilated the qualities of the systems approach to work design, classical organizational theory, behavioural science theory, and human relations theory providing a foundation of objective characteristics of jobs. They worked backwards to identify job characteristics that explain critical psychological states which were found

to be the preferred psychological states for employees (Judge, 2000). The theory describes jobs as regards to five important features namely: job related feedback, skill variety, autonomy, task significance, and task identity (Fried and Ferris, 1987; Gagne, 1997). Judge (2000) argues for the incorporation of the theory on job characteristics into the general framework of person-job fit in order to give explanations of the critical psychological states and other work-correlated results such as intention to leave (Tims, 2010). This theory addresses person-job fit in terms of job charateristics, and critical psychological states in this study. Specifically, the theory underpins the influence of person-job fit on intention to leave, and the mediating role of critical psychological states on the relationship between person-job fit and intention to leave.

The job characteristics theory provides a basis for all job-related studies, however it is possible that one factor of the model can explain all the five items identified in the theory (Tims, 2010) and it therefore may be represented as single factor. There is also potential that different combinations in twos and threes of the five items are confirmed much more than the full five items in the theory (Aldag & Brief, 1977). Fried and Ferris (1986), found task significance, task variety and autonomy to represent one factor with the best fit in the theory, rendering some items in the theory less significant than others and therefore questioning the need to look at the theory in totality. In addition, the theory does not consider the underlying individual factors such age, education, and perceived job design.

### 2.2.2 Self-Verification Theory

Lecky (1945) first expressed the underlying principles of the self-verification theory in the study of people's self-views. Lecky indicated that chronic self-views give employees a

sense of confidence and encouragement to keep the self-view. Swann (1983) reviewed this theory and confirmed that self-views shape people's efforts to maximize consistency. Self-verification is the process by which individuals make conceptions about who they are within or beyond the frame of what they actually are. It involves either a match or mismatch between the self in the mind and the actual self. Through stabilized self-conceptions over time, individuals tend to think they are what they think they are. These self-conceptions are evaluated and verified occasionally, depending on what the individual thinks they are in a particular environment (Swann, 1983; Joo et al., 2012). Edwards and Cable (2006) argue that self-views and evaluations can affect job performance, attitudes, and outcomes. Individuals prefer circumstances and jobs that provide them with self-confirming evidence. To this extent, individuals value themselves and develop a superior perception of fit when the job provides this self-approving, confirming, or assuring information of the actual self (Kristof et al., 2005; Scroggins, 2007). This theory addresses the self-evaluation variable of this study. Specifically, the theory underpins the moderating role of self evaluation in the relationship between person-job fit and intention to leave.

The self-verification theory assumes that individuals would prefer self-approving or assuring assessments and evaluations even when the assumed self-opinion is wrong and negative. This in particular is a limitation to the theory. Contrary to other theories, the self-verification theory assumes that a misfit on the job is supported by proof and confirmation from observers, and not job facets or knowledge, abilities, and attitudes. Therefore, individuals will seek self-verification for their benefit, and they will not seek it if it threatens their existence. (Joo et al., 2012; Karatepe, 2014).

### 2.2.3 Theory of Perceived Job Mobility

Based on Beach (1990) image theory, employees go through a series of cognitive processes during decision making to either stay or quit a job. Perceived job mobility is important in making stay or quit decisions. When employees believe that job alternatives will not provide a better fit than the current job, employees will stay, on the other hand, if employees believe that a better fit will be achieved from an alternative job, the employee will leave. Perceived job mobility is the probability that a jobholder has job alternatives and could change jobs. It is the likelihood and perception that a jobholder will change or find a new job (Sousa-Poza and Henneberger, 2004). Wheeler et al. (2007) found that critical psychological states could indeed be positive or negative; in which case result in employees leaving the jobs as a result of misfit. It is further proposed that the critical psychological states and person-job misfit result in negative consequences based on the individual's self-view and the available job alternatives. However, individuals will only quit when they believe that other job opportunities exist and that they are talented enough to succeed on these other jobs (self-evaluation). This theory addresses intention to leave as the dependent variable of the study. Specifically, person-job fit and other incidental variables including critical psychological states, and self evaluation influence intention to leave.

Person-job fit research assumes a direct link with job related attitudes or outcomes (Wheeler et al., 2007). However, employees may exhibit relatively positive work outcomes despite the lack of fit (Kristof-Brown et al., 2005). Wheeler et al. (2005) explains several behavioural outcomes in the occurrence of misfit, but perceived job mobility, which is the jobholder's perception of available substitute job opportunities, is a key determinant of job-

related attitudes or outcomes in the event of misfit. In contrast, even with person-job misfit, individuals may decide to stay on their jobs despite having alternatives (Kristof-Brown et al., 2005).

### 2.3 Person – Job Fit and Intention to Leave

Situations in which employees think about quitting and generally lacks continuity explain intention to leave (Jourdian and Chenevert, 2010). This is coupled with experiences of an acute awareness and interest in job opportunities elsewhere, alternative career choices, and actively searching for a job (Lum et al., 1998; Aktas, 2014). Person- job fit is one of the variables reliably found to lead to intention to leave. Two fundamental facets of job fit namely needs-supplies and demands-abilities explain this intention (Edwards, 2008). Demands-abilities arises when the jobholder's abilities, knowledge, and skills match with job requirements. Needs – supplies fit arises when the jobholder's requirements, requests, and preferences are satisfied by the job. In addition to the two facets of fit, Scroggins (2007) proposed the fit in which employees seek out those jobs that give them self-fulfilling and confirming information that the perceived self is the actual self, commonly known as self – concept job fit. These three forms of fit demonstrate the nature of fit dimensions in person-job fit (Kristof et al., 2005).

Person – job fit is a significant determinant of intention to leave (Huang, 2005; Sekiguchi, 2007; Edwards, 2008). The relationship between PJ fit and intention to leave is influenced by incidental variables and attitudes (Kristof-Brown et al., 2005). The stronger the fit between an employee and the job, the less likely the employee will leave the job. In contrast, Wheeler et al., (2007); Resick et al., (2007) and Aktas (2014) found a weak effect

of person – job related variables on intention to leave, but rather indirect effects through the experience of job-related attitudes and other variables, therefore suggesting an indirect relationship. This highlights a gap in understanding the association of PJ fit and intention to leave.

### 2.4 Person – Job Fit, Critical Psychological States, and Intention to Leave

Hackman and Oldham (1975) originally proposed the model on job characteristics that has five job dimensions that determine critical psychological states, which influence work-related results. Hackman and Oldham worked with critical psychological states to establish a theoretical relationship amid supposed task features and task outcomes. Work outcomes such as intention to leave may result from a job that stimulates understanding of actual results, experiencing meaningfulness, and experiencing responsibility. Knowledge of actual results is the extent to which a jobholder is conversant with their performance on the job, and the impact of this performance; experienced meaningfulness is the level of importance a person attaches to his or her job against their value systems, and largely has meaning, is valued and worthy; and experienced responsibility is the liability and answerability an employee has over their job. According to Behson et al, (2000), critical psychological states are a core explanation of the relationship and mediate the impact of PJ fit on intent to leave.

A perfect match between the jobholder and tasks to be performed is critical for sustaining positive critical psychological states. There is great support and evidence for the link between both needs-supplies fit and demand-abilities fit, and critical psychological states (Cable and Derue, 2002; Kristof et al., 2005; Scroggins, 2007). In addition, self-concept

measures were found to strongly correlate with job fit and other variables (Scroggins, 2007). Based on the structure proposed by Kristof et al., (2005), it is suggested that three types of fit may justify and be responsible for unique inconsistencies and variations in critical psychological states. Needs-supplies fit accounts for experienced meaningfulness, and demand-abilities fit accounts for knowledge of actual results, experienced responsibility, and impact. In addition, the self-concept - job fit accounts for knowledge of actual results, experienced meaningfulness, and experienced responsibility. While research consistently supports the meaningful and important results that arise from a greater sense of fit, it is assumed that person-job misfit necessarily leads to intention to leave (Kristof et al., 2005) and therefore concluding that person-job fit and critical psychological states share a strong positive relationship (Wheeler et al., 2005; Kristof, 1996; Chatman, 1991).

Wheeler et al., (2004) built on these findings and theorized that person – job misfit results in negative attitudes and psychological states which lead to a systematic sequence of mental evaluations starting with intention to leave the organization. While researchers generally accept this process, it is ambiguous and there is evidence to show that intention to leave is complex and not straightforward. Additionally, research findings indicate that the critical psychological states of workers mostly trigger intent to quit the organisation, and less intention to quit the profession or occupation (Purani, 2008; Nur, Can and Yalcin, 2011). As such, the latter phenomenon requires more research that is empirical because intention to leave can be intended for not only a specific organization but also the profession. Other studies beyond the model of job characteristics reveal that other variables such as self-evaluation (Karatepe and Demir, 2014) are important moderators of the job – outcomes

relationship. This finding is supported by the works of Fried and Ferris (1987) who found a strong relationship between specific variables and work-related results and outcomes.

### 2.5 Person – Job Fit, Self-Evaluation and Intention to Leave

A jobholder's view and assessment of him or herself is important in determining how the jobholder interacts with the job. Self-evaluation is a general personality concept manifested in four major traits: self-efficacy, self-esteem, locus of control, and neuroticism. Individuals who have a strong self – evaluation are fascinated by complex jobs because they see the prospect for a more fulfilling role and inherent rewards, whereas individuals with a weak self – concept could be expected to focus on the struggle and potential for failure. In their study, Judge, Bono and Locke (2000) identified self-efficacy and self-esteem as core constructs to understanding self-evaluation. They found self-efficacy and self-esteem to be solid explanations of core self-evaluations (.93 and .87 respectively), well as locus of control was weak (.39) and neuroticism (-.60). It is against this background that this review focused on self-esteem and self-efficacy as the fundamental constructs of self-evaluation.

A person's conviction and confidence in their competences to get the determination, cognitive resources, and expected behaviour and actions needed to demonstrate control over their work and life determines their self-efficacy (Judge, Bono and Locke, 2000). Self-efficacy is a positioned and generative conclusion by which people organize intellectual, societal, shared, and behavioural skills into combined sequences of action (Samija and Samija, 2016; Shere et al., 1982). On the other hand, the comprehensive assessment of one's individual worth or value determines their self-esteem (Strauss, 2005). Self-esteem

is influenced by comparison of competences between and among people. Emotional interaction, the capability to demonstrate oneself at getting things done, proficiency, and how individuals react to either success or failure have an impact on self-esteem (Lawler, 2001). Largely, self-esteem can influence a jobholder's behaviour and resultant performance.

Scroggins (2007) conceptualized the self-concept – job fit where the jobholder's desires and requirements are aligned to the jobs that they perform. This dimension of PJ fit has been a foundation for the theories of adjustment and self-evaluation (Joo, 2016). Self-esteem and self-efficacy are a path for demonstrating the association of job attitudes, self-evaluations, and work outcomes (Judge, Bono and Locke, 2010). Recent studies have found the correlation of core self-evaluations with work results such as intention to leave (Judge et al., 2003). An employee with low self-esteem, and a lack of confidence in their competence to execute a job, will likely leave the job. The role of self-evaluation in understanding job fit and intention to leave cannot be ignored as the assessment of oneself may influence intention to leave (Judge et al., 2003; Boon et al., 2009; Karatepe and Demir, 2014). Core self-evaluations are used to assess decision-making in careers and to predict intention to leave (Judge and Hurst, 2008). Positive critical psychological states and lower intention to leave are an outcome of strong self-evaluation (Edwards et al., 2006; Joo et al., 2012; Judge and Locke, 2000). It is however worth noting that self-evaluation may be differentially related to the three forms of fit (Kristof et al., 2005).

## 2.6 Person-Job Fit, Critical Psychological States, Self-Evaluation, and Intention to Leave

A research study conducted by Cable and DeRue (2002) on workers indicates that it is imperative to assess all types of person-job fit as they are associated with other variables and work outcomes such as intention to leave. The findings by Cable and DeRue (2002) are consistent with Kristof et al, (2005), Sekiguchi (2007) and Edwards (2008). In contrast, Wheeler et al., (2007); Resick et al., (2007) and Aktas (2014) identified a weak effect of person – job related variables on intention to leave, but rather through other variables, therefore suggesting that there is an indirect link in the person-job fit and intention to leave. According to Behson et al, (2016), other incidental variables such as critical psychological states make the fundamental causes and evidence of this relationship.

From the literature reviewed, a direct association between person-job fit, critical psychological states, and core self-evaluation influences an individual's decision and choice to either stay or quit a job (Boon et al., 2011; Judge, Bono and Locke, 2000). Based on the interactional psychology theory, individuals pursue opportunities based on their personal psychological beliefs and tendencies, and individuals strong on their beliefs will experience more objectively positive experiences on the job, whereas individuals weak on their beliefs will find difficulty in getting work done. The preferred view of the individual will determine how they engage with the job (Karatepe and Demir, 2014). Wheeler et al., (2007) also argues that person-job misfit leads low levels of experienced significance, experienced accountability, and awareness of results, and is potentially weakened by negative self-evaluation, ultimately increasing intention to leave.

## 2.7 Summary of Literature Review and Knowledge Gaps

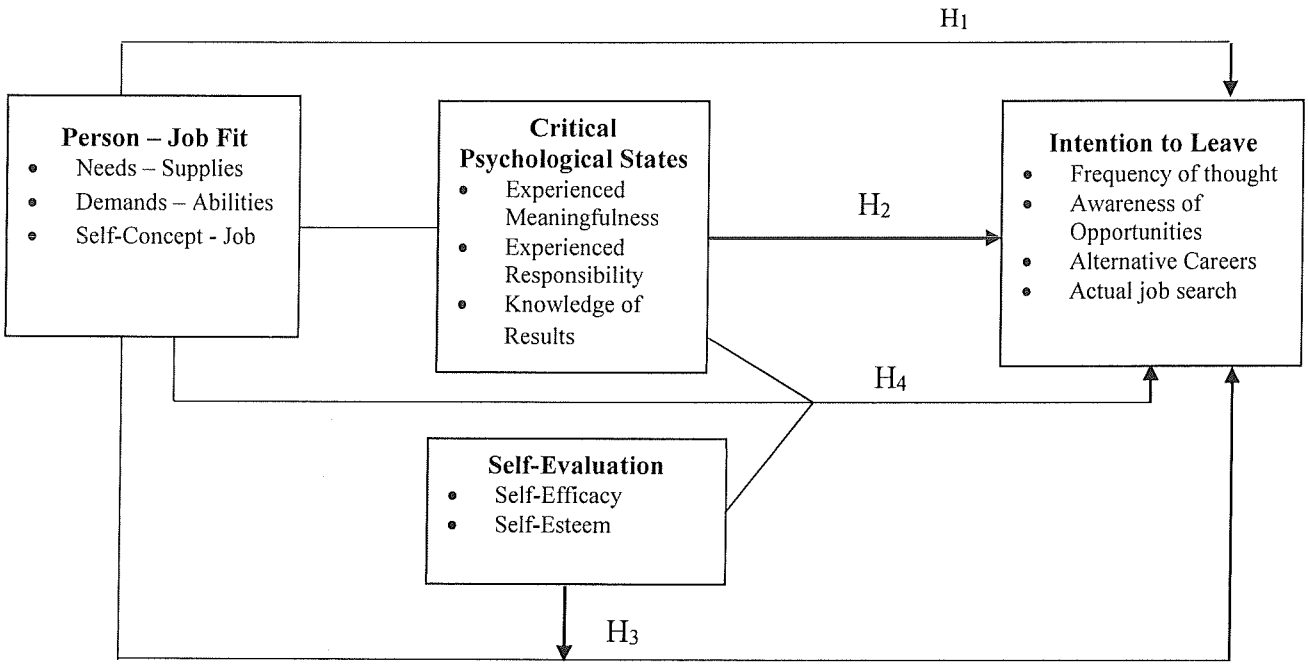
Person-job fit theory presents a case for researchers to understand and assess the extent of congruence between a person's traits and the requirements of the job or tasks that are performed at work (Aktas, 2014; Cable and DeRue, 2002; Edwards and Cable, 2003; Kristof et al., 2005; Omaswa, 2009). In summary, studies provide support for person-job fit as an important determinant of both short and long-term consequences relating to job outcomes (Huang, Cheng and Chou, 2005; Sekiguchi, 2007). It is however important to note that previous studies are not without any gaps that need to be addressed. Below is an evaluation of different studies on person – job fit, critical psychological states, self – evaluation and intention to leave.

## Table 2.1: Summary of Previous Studies and Knowledge Gaps

| Author | Study Focus | Methodology | Key Finding | Knowledge Gap | Focus of Current Study |
|---|---|---|---|---|---|
| Cable & DeRue, (2002); Judge & Cable (2007); Kristof et al, (2005) | The focus of the study was the influence of the three dimensions of person – job fit on work outcomes | The study used cross sectional design | The study found that Needs – Supplies and Self – Concept Job fit are better predictors of work outcomes compared to Demand – Abilities fit | The study overlooked the role of CPS in the PJ fit – outcomes relationship. | The focus of the current study is to examine the role of CPS on the PJ fit and decision to quit relationship. |
| Loher et al., (1985) | The focus of the study was on matching employee needs with job demands through job redesign and enrichment. | The study used meta-analysis techniques to determine strength of relationships. | The study found that no one particular job dimension automatically strongly predicts job outcomes compared to the other job facets. There are other variables that explain 47% variance in job outcomes.<br>The study did not support a direct link amid job features and work-related results | The study focused on a straight link between job features and work results and did not consider the individual and role of self-evaluation in the job characteristics – work outcomes relationship. The study did not give direction on the other variables that explain 47% variance in job outcomes. | The focus of the current study is to assess the individual and the influence of self-evaluation and CPS on the job characteristics and work outcomes relationship. |
| Wheeler et al., (2005); Kristof-Brown et al., (2005) | The focus of the study was on the assumed linear correlation of PJ fit and attitudes and outcomes related to work | The study used a descriptive and cross sectional survey. | The study did not support a direct link between person-job fit and work-related attitudes or outcomes. | The study did not address the joint effect of person-job fit and other variables on work related attitudes or outcomes. | The focus of this study is therefore to establish the joint effect of person-job fit, critical psychological states, and self-evaluation on intention to leave. |
| Lwamafa et al., (2006) | The focus of the study was the knowledge and attitudes of intern doctors on international migration; and the intention to leave of intern doctors. | The study used a comparative, descriptive cross-sectional survey. The sample size was 55 intern doctors. | The results of the study found that urban intern doctors are more aware of opportunities to practice and study abroad compared to rural interns at 88% and 77% respectively. | The study focused on only intern doctors and did not address all cadres of medical workers. The use of convenience sampling resulted in errors and selection bias. The study further focused on only 55 intern doctors and there is no mention of the population. | The focus of this study is to assess all cadres of medical workers including Director, Deputy Director, Senior Consultant, Consultant, Nurse, and Allied Health Worker. A sample will be selected from a population of 1,007 medical workers. This study adopts stratified random sampling, and a simple random sample will be obtained from each stratum using proportionate stratified sampling methods. |
| Hagopian et al., (2009) | The focus of the study was on satisfaction, morale, motivation, and intent to leave of the Ugandan Health Workforce | The study used a descriptive cross-sectional survey | The results of the study found that there are major working conditions problems in all health facilities, satisfaction in health facilities is low, and workloads are unmanageable | The study focused on the health facilities as the unit of analysis, and not on the medical workers or individuals. The health facilities were randomly selected. | The focus of this study is the medical workers or individuals as the unit of analysis. This study will focus on medical workers in Mulago National Referral Hospital which is the largest state-owned referral hospital and the only training hospital for Makerere University of Health Sciences. |

## 2.8 Conceptual Model

The conceptual model illustrates the relationships between person – job fit and intention to leave. This association is mediated by critical psychological states and moderated by self-evaluation. In the model, the person-job fit and intent to leave has been studied before by Carless (2005). The other variables have been derived from the literature by the current researcher. The conceptual model is shown in Figure 2.1;




**Source: Author (2019)**

**Figure 2.1: Conceptual Model**

The model depicts that person – job fit influences intention to leave. Three critical psychological states intervene this relationship as depicted in Figure 2.1. Further, the person – job fit – decision to quit relationship is moderated by self – evaluation which comprises self-esteem and self-efficacy. The combined impact of person-job fit, critical psychological states, and self-evaluation predicts intention to leave (Wheeler et al., 2007).

## 2.9 Research Hypotheses

From the conceptual framework, the following alternate hypotheses were formulated for the study:

$H_1$: Person – Job Fit influences Intention to Leave

$H_2$: Critical Psychological State mediates the relationship between Person – Job Fit and Intention to Leave

$H_{2a}$: Experienced Meaningfulness mediates the relationship between Person – Job Fit and Intention to Leave

$H_{2b}$: Experienced Responsibility mediates the relationship between Person – Job Fit and Intention to Leave

$H_{2c}$: Knowledge of Results mediates the relationship between Person – Job Fit and Intention to Leave

$H_3$: Self-Evaluation has a moderating effect on the relationship between Person – Job Fit and Intention to Leave

$H_{3a}$: Self-Efficacy has a moderating effect on the relationship between Person – Job Fit and Intention to Leave

$H_{3b}$: Self-Esteem has a moderating effect on the relationship between Person – Job Fit and Intention to Leave

$H_4$: The joint effect of Person – Job Fit, Critical Psychological States and Self-Evaluation on Intention to Leave is significantly different from the sum of the individual predictor effects.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Introduction

This chapter highlights the proposed research methodology for the study. The discussion entails the research philosophy, the research design, target population and sample design. It further highlights the data collection and analysis methods, tests of validity and reliability together with operational indicators of research variables; and concludes by discussing the analysis methods to be used.

## 3.2 Research Philosophy

This refers to the conceptual basis for acquiring knowledge (Ponterotto, 2005). It incorporates beliefs or assumptions of reality and being (ontology), and the study and acquisition of knowledge (epistemology). It also includes the relationship between the unit of analysis, the researcher, and the role played by values in the research process, the structure, and the methodology (the process and procedures) of doing research. The major research philosophies used in social sciences research are the interpretivism/ phenomenology and the positivism research philosophies (Lee, 1991).

Interpretivism or phenomenology is a research philosophy in which knowledge is gained through intuition or inferences of the observables. Phenomenology philosophy is based on personal experience and knowledge and involves relativity and subjectivity in interpreting phenomena (Holden and Lynch, 2004). Positivism is a research philosophy that uses scientific methods or experimental testing as the best ways of completing knowledge (Healy and Perry, 2000). The positivistic philosophy is based on knowledge from objective or positive verification of observable experience rather than intuition. Positivism postulates that there is an objective reality that can be

known if the correct methods are used, and it involves the use of quantitative data that can be analyzed based on hypotheses (Golafshani, 2003). This study adopted the positivism approach because it relies on empirical realities that are correlations between variables that form the basis for research and for either confirming or rejecting hypotheses because of the nature and strength of relationships between variables. Positivism is anchored on the quantitative approach to knowledge creation in which research is value free and objective, and the researcher is independent. It involves the legitimate collection of quantitative data through rigorous and appropriate methods and is therefore reliable (Choy, 2014).

### 3.3 Research Design

This is the procedure for conducting research that involves the circumstances of data collection as well as analysis in ways that seek to blend the elements of research purpose and relevance for which the research is being conducted. In the current study, a cross-sectional descriptive study approach was applied. Cross sectional research design is appropriate when studying variations amongst subjects and the researcher seeks to examine patterns of associations between variables (Bryman, 2004). A descriptive survey design is used when the researcher seeks to observe and describe specific behaviour or characteristics of the phenomenon of the study (Cooper and Schindler, 2008).

Hall (2008) notes that cross sectional survey research design is suitable when the researcher intends to collect data to make inferences about a population of interest at single point in time. By using this research design, the subjects were studied at one particular point in time to acquire a cross sectional view of the subject of the study. This research design was considered appropriate because this study sought to collect data across several response units on a number of variables at one point in time in order to explain relationships among different variables.

### 3.4 Study Population

The desired study population was all medical workers at Mulago Hospital (MNRH), Uganda. At the time of the study, Mulago National Referral Hospital had approximately 1,007 medical workers who include Director, Deputy Director, Senior Consultant, Consultant, Medical Officer, Nursing Officers, and Other Allied Health Workers. Nursing Officers are categorized as one group or cadre and the other allied health workers include Technician, Attendant, Radiographer, Sonographer, Physicist, Laboratory Technologist, Laboratory Assistant, among others (Mulago National Referral Hospital Staffing List, 2019). The medical workers were in the following divisions: Medical Services, Diagnostics and Therapeutics, Reproductive Health Services/ Obstetrics and Gynaecology, Paediatrics and Child Health, Surgery, and Nursing (Mulago National Referral Hospital Staffing List, 2019; Kitanda, 2016). The Directors and Deputy Directors were 2; Senior Consultants were 15; Consultants were 23; Medical Officers were 84; other Allied Health Workers were 206; and Nurses were 677.

### 3.5 Sample Design

Data compiled from Mulago National Referral Hospital (MNHR) Staffing List (2019) provided a total number of 1,012 medical workers in Mulago Hospital Complex. Using the Krejcie and Morgan table (1970), 475 (four hundred and seventy-five) respondents were selected to constitute a sample. The respondents were sampled through stratified random sampling method. The strata comprised Director, Deputy Director, Senior Consultant, Consultant, Medical Officer, Nursing Officer, and Other Allied Health Workers (Mulago National Referral Hospital Staffing List, 2019). A simple random sample was obtained for each stratum using the Krejcie and Morgan table (1970), (Sakaran, 2003; Lenth, 2001). The overall sample and the samples for the strata are presented in Table 3.1 as guided by the Mulago National Referral Hospital cadres. The unit of analysis and inquiry in this study was a medical worker in MNRH in Uganda.

**Table 3.1: Distribution of Sample**

| Category | Population (N) | Sample Size (S) |
|---|---|---|
| Director/ Deputy Director | 6 | 2 |
| Senior Consultant | 22 | 14 |
| Consultant | 35 | 19 |
| Medical Officer | 104 | 66 |
| Other Allied Health Workers | 168 | 132 |
| Nursing | 677 | 242 |
| **Total** | **1,012** | **475** |

### 3.6 Data Collection

The study relied solely on primary data which is raw data collected for the first time from the field or respondents. The instrument for collecting primary data was a Likert's five-point scale semi-structured questionnaire with scales ranging from "Very Less Extent (1)" to "Very Great Extent (5)". The questionnaires were self-administered, and the respondents of the study were the medical workers at Mulago National Referral Hospital in Uganda. They included Director, Deputy Director, Senior Consultant, Consultant, Medical Officer, Nursing, Other Allied Health Workers. The questionnaire was issued to the targeted respondents and collected after they filled it. The questionnaire had five (5) sections. Section A was dedicated to background information and profiles of the respondents including category or cadre, age, gender, marital status, education, tenure, and hours worked. Section B collected data on the three facets of person-job fit including needs-supplies, demands-abilities, and self-concept – job fit. Section C collected data on critical psychological states including knowledge of results, experienced meaningfulness, and experienced responsibility; Section D collected data on self-evaluation focusing on self-efficacy and self-esteem; Section E collected data on intention to leave. The questionnaires were distributed to the

respondents through research assistants. The research assistants were trained on the content of the questionnaire and on ethical issues.

### 3.7 Reliability and Validity of Data Collection Instruments

This section covers reliability and validity of the study including the approaches and methods undertaken by the researcher to ensure reliability and validity of the study instruments.

#### 3.7.1 Test of Reliability

A pilot study was done from limited number of participants to measure the validity and reliability of the instrument. Golafshani (2003) notes that reliability seeks to determine the stability of an instrument. It measures how repeatedly an instrument can be used and the extent to which it produces similar results. The results of the pilot study guided in gauging which measurement items were reliable and which ones were not. The study used the Cronbach alpha as the measure of reliability of the instrument and measurements of alpha equal or greater than 0.7 was used. Davcik (2014) recommends that a Cronbach alpha of 0.7 or more is commonly accepted in academic literature although there are also studies that have used instruments with Cronbach Alpha of less than 0.7. The importance of reliability and validity tests is to ensure repeatability of the results.

Ten questionnaires were administered for pilot testing to randomly selected medical workers at Mulago National Referral Hospital in Uganda. Those who participated in the pilot study were excluded in the final data collection. The results were analysed using Cronbach alpha to test the reliability level of the tool before actual data collection. The results shown in Table 3.2 indicated that the sections on person jo fit (=0.762>0.7), critical psychological states (=0.801>0.7), intention to leave (=0.722>0.7) were significant. However, the results on self-evaluation (0.595<0.7) were not reliable. This information was used to modify the questionnaire by rewriting and rewording

the statements in the various section of the questionnaire. The modified questionnaire was then used in final data collection.

**Table 3.2: Pilot Results for Reliability Test**

| Variable | Cronbach's Alpha | Number of Items |
|---|---|---|
| Person - Job Fit | .762 | 24 |
| Critical Psychological States | .801 | 18 |
| Self-Evaluation | .595 | 13 |
| Intention to Leave | .722 | 10 |

### 3.7.2 Test of Validity

According to Bashir, Afzal and Azeem (2008), the truthfulness of research results and the degree to which the research tool measures that which it is intended to measure is determined by validity. To achieve construct validity, the study used constructs that have already been used in other empirical studies. These constructs have been tested and proven to be valid in measuring the variables under study. In addition, expert judgment was used to evaluate the constructs and face validity of the research instrument. Throughout the process, experts in research guided the researcher on the formulation of the instrument and improvement of the content validity of the instrument. At the pre-testing stage also, the instrument was further subjected to modification by considering the opinions of the expert respondents in the area of organizational theory and behaviour on the wording, structure and content of the instrument.

### 3.8 Operationalization of Study Variables

This operationalisation of study variables is explained in this section: Person – Job Fit, Critical Psychological States, Self-Evaluation, and Intention to Leave. The operational measures are shown in table 3.2. It depicts operational indicators and measures. A five-point Likert type scale was used to measure the variables. The scores from the indicators of each variable were aggregated to create a composite index.

**Table 3.3 : Operationalization of Study Variables**

| Variable | Operational Indicator | Measurement and Source | Question Item |
|---|---|---|---|
| Person – Job Fit (Independent Variable) | **Needs-Supplies**<br>• Having a job that gives a job holder just about everything that they want from a job<br>• Job holder's motives and supplies of the job are congruent<br>• Job holder's personal needs and supplies of the job are congruent<br>• Having enough time to do the job<br>• Having enough resources to do the job<br>• Having a job that provides comfort<br><br>**Demand-Abilities**<br>• A match arising from job demands and employee skills<br>• Training that fits job requirements<br>• Ability to solve problems on the job<br>• Abilities that are congruent with the job<br>• Performing satisfactory work<br>• Handling multiple tasks while on the job<br>• Working longer hours than usual<br><br>**Self-concept – Job**<br>• Having similar values in life that are congruent with the things that the job offers (Values congruence)<br>• Having a good fit between job offerings and job holder interests in a job<br>• Having features that the job holder is looking for in a job<br>• A match between job holder's perception of his personal professionalism and professional attributes of the job<br>• Perceived clarity of job responsibilities | 5-point Likert-type scale<br>Supporting literature:<br>Brkich and Carless (2002); Edwards (2008); Kristof et al. (2005); Scroggins (2007) | Section B |

| Variable | Operational Indicator | Measurement and Source | Question Item |
|---|---|---|---|
| | • Having a job schedule congruent with family and personal life<br>• Emotional involvement in the job<br>• Perceived ability to have control over the job<br>• Perceived ability to modify the job<br>• Perceived personal qualities for job success | | |
| Critical Psychological States (Mediating Variable) | **Experienced Meaningfulness**<br>• Extensiveness of skills while performing work<br>• End-to-end processes to complete tasks<br>• Meaningful work<br>• Impact of one's job on other's work<br>• Significance of job tasks<br>• Importance of the job in relation to one's values system<br><br>**Experienced Responsibility**<br>• Depth of discretion while performing work<br>• Responsibility for work outcomes<br>• Freedom and power to influence work results<br>• Accountability for work results<br>• Ownership of work processes<br><br>**Knowledge of Results**<br>• Knowing work results<br>• Access to all information relating to work<br>• Knowledge of performance on the job<br>• Continuous feedback on all aspects of the job | Behson, Eddy and Lorenzet (2000); Renn and Vandenberg (1995); Judge, Bono and Locke (2000) | Section C |

| Variable | Operational Indicator | Measurement and Source | Question Item |
|---|---|---|---|
| Self-Evaluation (Moderating Variable) | **Self-Efficacy**<br>• Feelings of success or failure<br>• Certainty<br>• Goal setting and achievement<br>• Personal capability and mastery<br>• Persistence in adversity<br><br>**Self-Esteem**<br>• Satisfaction with the self<br>• Security and confidence<br>• Self-reliance<br>• Self-worth<br>• Self-liking | Gardner and Pierce (2010); Samija and Samija (2016); Sherer et al. (1982); Strauss (2005) | Section D |
| Intention to Leave (Dependent Variable) | • Frequency of thought of quitting<br>• Awareness of opportunities else where<br>• Alternative career choices<br>• Actual and active job search<br>• Unconditional intentions to leave<br>• Feelings of "days-numbered" in the organization<br>• Preference to work in another organization | Joudain and Chenevert (2010); Purani (2008); Wheeler et al. (2007) | Section E |

### 3.9 Diagnostic Tests

The study made the following assumptions so as to use multiple linear regression to test the hypotheses; that both the dependent and independent variables were linearly correlated; that data is normally distributed; and that the variance of errors is constant (homoscedasticity). These assumptions were made to reduce the probability of making Type I or Type II errors (Zikmund, Babin, Carr, Adhikari and Griffin, 2013). These tests were done prior to carrying out a multiple regression. Normality was verified using the Shappiro Wilks test. P-value of above 0.05 was utilized to establish and confirm normality.

In regression analysis, heteroscedasticity occurs when the residuals of a population are not equally distributed across the data and therefore do not have a constant variance. According to Yao (2017), the use of regression analysis is founded on the presumption of equal differences and there must be consistency of variance in the error term. Since the regression is based on the assumption that all residuals are sampled from a population with constant variance, heteroscedasticity becomes a major challenge. The residuals must have a constant variance to meet the assumptions of the regression analysis and ensure credibility of the findings (Thompson, 2000). Heteroscedasticity was measured using the levene test.

Variance Inflation Factor (VIF) was computed to measure multi-collinearity and VIF less than 10 was tolerated meaning that multi-collinearity was low. In addition to VIF, a tolerance statistic (1/VIF) was computed and values greater than 0.1 were considered an indication of low multi-collinearity amongst the predicator variables (Field, 2009).

### 3.10 Data Analysis

After the filled questionnaires were collected, they were checked for completeness and then coded. Data was then drawn from the questionnaires and entered into computer package for analysis. Demographic data was analysed using descriptive statistics while data from the measures of study variables were subjected to inferential statistical tests. Descriptive statistics were presented in frequency tables, means, standard deviations and percentages whereas inferential statistical tests were performed using correlation, multiple linear regression, and hierarchical regression analysis. Coefficient of determination ($R^2$), the F-values and t-values together with P - values were used to determine the significance of the tests of hypotheses (at $\alpha = 0.05$).

The influence of employee person – job fit on intention to leave was tested using a simple linear regression model. A four-step path regression analysis was used to test hypothesis two on the mediating role effect of critical psychological states in the relationship between person-job fit and intention to leave (Barron and Kenny, 1986). For hypothesis three, the moderating effect of self-evaluation on the relationship between person – job fit and intention to leave was tested using stepwise regression analysis. Hypothesis four on the joint effect of person – job fit, critical psychological states, and self-evaluation on employee intention to leave was tested using a multiple regression analysis. Analytical tools used as well interpretation as per the hypotheses are summarized in Table 3.4.

**Table 3.4: Summary of Statistical Tests of Hypotheses and Interpretations**

| Objective | Hypothesis | Statistical Analysis Model Specification | Interpretation |
|---|---|---|---|
| **Objective 1:** Examine the influence of Person – Job Fit on Intention to Leave | **$H_1$:** Person – Job Fit influences Intention to Leave | Simple linear regression<br><br>$ITL = \beta_0 + \beta_1 PJF + \varepsilon$<br><br>Where; $\beta_0$ = intercept, $\beta_1$ = is the regression coefficient, and $\varepsilon$ = the error term, ITL = Intention to Leave, PJF = Person – Job Fit | $R^2$ was used to assess how much of the variation in Intention to Leave is due to Person-Job Fit<br>The F statistic and p-value were used to establish the strength and significance of the overall model.<br>Beta ($\beta$) was applied to explain the level of change in Intention to leave that is attributed to a unit change in Person-Job Fit.<br>T-test was used to assess the significance of $\beta$ at $p<0.05$ |
| **Objective 2:** Examine the mediating role of Critical Psychological States in the relationship between Person – Job Fit and Intention to Leave | **$H_2$:** Critical Psychological State mediates the relationship between Person – Job Fit and Intention to Leave | Four step regression analysis (Barron and Kenny, 1986)<br>Step 1: $ITL = \beta_0 + \beta_1 PJF$<br>Step 2: $CPS = \beta_0 + \beta_1 PJF$<br>Step 3: $ITL = \beta_0 + \beta_1 CPS$<br>Step 4: $ITL = \beta_0 + \beta_1 PJF + \beta_1 CPS$<br><br>Where; PJF = Person-Job Fit, ITL = Intention to Leave, CPS = Critical Psychological States, $\beta_0$ = intercept, $\beta_1$ = is the regression coefficient | $R^2$ was used to assess how much of the variation in Intention to Leave is attributed to Person-Job Fit<br>The F statistic and p-value were used to establish the strength and significance of the overall model.<br>Beta ($\beta$) and t statistic were used to explain the level of change in Intention to Leave that is attributed to a unit change in Person-Job Fit.<br>T-test was used to assess the significance of $\beta$ at $p<0.05$ |

| Objective | Hypothesis | Statistical Analysis Model Specification | Interpretation |
|---|---|---|---|
| **Objective 3:** Establish the moderating effect of Self-Evaluation on the relationship between Person – Job Fit and Intention to Leave | **$H_3$:** Self-Evaluation has a moderating effect on the relationship between Person – Job Fit and Intention to Leave | Stepwise regression analysis<br><br>Step 1: $ITL = \beta_0 + \beta_1 PJF$<br>Step 2: $ITL = \beta_0 + \beta_1 PJF + \beta_2 SE_2$<br>Step 3: $ITL = \beta_0 + \beta_1 PJF + \beta_2 SE_2 + \beta_2 SE_2 * \beta_2 SE_2$<br>Where PJF = Person-Job Fit, ITL = Intention to Leave, SE = Self-Evaluation, $\beta_0$ = intercept, $\beta_1\beta_2$ = is the regression coefficient, $\beta_2 SE_2$, $\beta_2 SE_2$ = interaction term | $R^2$ was used to assess how much of the variation in Intention to Leave is due to Person-Job Fit<br>The F statistic and p-value were used to establish the strength and significance of the overall model.<br>Beta ($\beta$) was used to explain the level of change in Intention to Leave that is attributed to a unit change in Person-Job Fit.<br>T-test was used to assess the significance of $\beta$ at $p<0.05$ |
| **Objective 4:** Determine the joint effect of Person – Job Fit, Critical Psychological States, and Self-Evaluation on Intention to Leave | **$H_4$:** The joint effect of person – job fit, critical psychological states, and self-evaluation on intention to leave is significantly different from the sum of the individual predictor effects. | Multiple Regression Analysis<br><br>$ITL = \beta_0 + \beta_1 PJF + \beta_1 CPS_1 + \beta_2 SE_2$ | $R^2$ was used to assess how much of the variation in Intention to Leave is due to Person-Job Fit<br>The F statistic and p-value were used to establish the strength and significance of the overall model.<br>Beta ($\beta$) was used to explain the level of change in Intention to Leave that is attributed to a unit change in Person-Job Fit.<br>T-test was used to assess the significance of $\beta$ at $p<0.05$ |

# CHAPTER FOUR

# DESCRIPTIVE DATA ANALYSIS AND FINDINGS

## 4.1 Introduction

The general study purpose was to establish the role of critical psychological states and self-evaluation in the relationship between person – job fit and intention to leave among medical workers in Mulago National Referral Hospital, Uganda. To accomplish this goal, the researcher developed four specific objectives. Hypotheses were formulated in correspondence to these study objectives. In this section, the researcher presents the preliminary study findings which provide a basis upon which additional analyses were done to confirm the postulations. Data was obtained from Mulago National Referral Hospital, Uganda using a semi-structured questionnaire with descriptive statements on each variable for respondents to rate the extent to which these were applicable to them.

This chapter presents descriptive statistics, findings from data diagnostics namely linearity test, normality test, multicollinearity test, and test of homogeneity as well as reliability and validity tests. The response rate and demographics, including category of employment, gender, age group, marital status, level of education, years worked with the organisation, and hours worked in a week, were all analysed using mean scores, percentages, and frequencies. Mean scores were used to explain the manifestation of variables across the respondents. The findings are presented and explained in the next section.

## 4.2 Response Rate

418 out of a total of 475 distributed questionnaires were returned while 57 were not returned due to various reasons, including travel, leave and the busy work schedules. The response

rate (88%) achieved in this study is high compared to a number of previous studies for example, Jourdain (2010) achieved 33.2%, Van Dam (2008) achieved 57%, and Biergiel (2009) achieved 76.5%. A response rate above 50 percent is adequate for descriptive study (Kothari, 2004). Based on this assertion, 88 percent response is excellent for the study.

### 4.3 Test of Reliability

Golafshani (2003) notes that reliability seeks to determine the stability of an instrument. It measures how repeatedly an instrument can be used and the extent to which it produces similar results. The study used the Cronbach alpha as the measure of internal consistency reliability of the instrument and measurements of alpha equal or greater than 0.7 was used. The coefficient alpha value ranges from zero (no internal consistency) to one (complete internal consistency). Davcik (2014) recommends that a Cronbach alpha of 0.7 or more is commonly accepted in academic literature although there are also studies that have used instruments with Cronbach Alpha of less than 0.7. Results are presented in Table 4.1.

**Table 4.1 : Internal Consistency Reliability Results**

| Variable | Cronbach's Alpha | Number of Items |
|---|---|---|
| Person - Job Fit | .822 | 24 |
| Critical Psychological States | .870 | 18 |
| Self-Evaluation | .863 | 13 |
| Intention to Leave | .753 | 10 |
| **Overall** | **.827** | **65** |

**Source: Researcher, (2020)**

From Table 4.1, Cronbach alpha coefficient for Person – Job Fit, Critical Psychological States, Self-Evaluation, and Intention to Leave were all above 0.7 threshold. Overall, Cronbach alpha coefficient for all the variables combined was 0.827 confirming consistency and reliability of the research instrument. Thus, the instrument was reliable, and this confirmed internal consistency of the tool used to gather data and draw conclusions on the research variables.

### 4.4 Test of Validity

Bashir, Afzal and Azeem (2008) suggest that the truthfulness of research results and the extent to which the research instrument measures that which it is intended is determined by validity. The study used constructs that have already been used in other empirical studies in order to achieve construct validity. These constructs have been tested and proven to be valid in measuring the variables under study. In addition, research supervisors evaluated the constructs and face validity of the research instrument. Throughout the process, research supervisors guided the researcher on the formulation of the instrument and improvement of the content validity of the instrument. Also, at the pre-testing stage the instrument was further subjected to review and modification by considering the views of the expert respondents in organizational theory and behaviour on the wording, structure, and content of the instrument. Ambiguous and unclear questions were rewritten, and others dropped based on the guidance of the supervisors and research colleagues as suggested by Cooper and Schindler (2011).

### 4.5 Test of Statistical Assumptions

Linearity test, normality, multicollinearity, and homogeneity tests of statistical assumptions were performed. The threshold level for the different tests are listed below each assumption. The results are shown in Table 4.2

**Table 4.2 : Diagnostic Test Results**

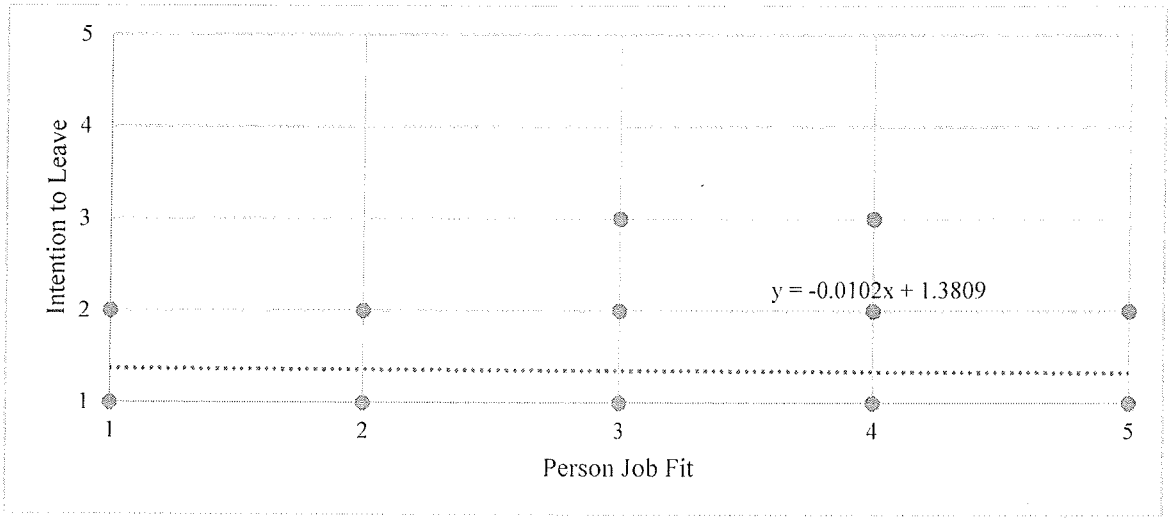
| | **Normality** *(Shappiro Wilks Test)* | **Linearity** *(ANOVA)* | **Homogeneity** *(Levene Test)* | **Multicollinearity** *(VIF Test)* |
|---|---|---|---|---|
| Threshold assumption is met if | p > 0.05 | p > 0.05 | p > 0.05 | VIF 10 max |
| Person – Job Fit | .743 | .065 | .054 | 1.582 |
| Critical Psychological States | .002 | .074 | .095 | 1.929 |
| Self - Evaluation | .000 | .055 | .159 | 1.663 |

**Source: Researcher, (2020)**

Normality was verified using Shappiro Wilks test which has influence to spot departure from normality due to either skewness or kurtosis or both. Of all the variables, Person – Job Fit had a P-value above 0.05 confirming normality. Critical Psychological States and Self Evaluation has a P value less than 0.05 meaning that the data is not normal and therefore skewed, violating the assumption of normality.

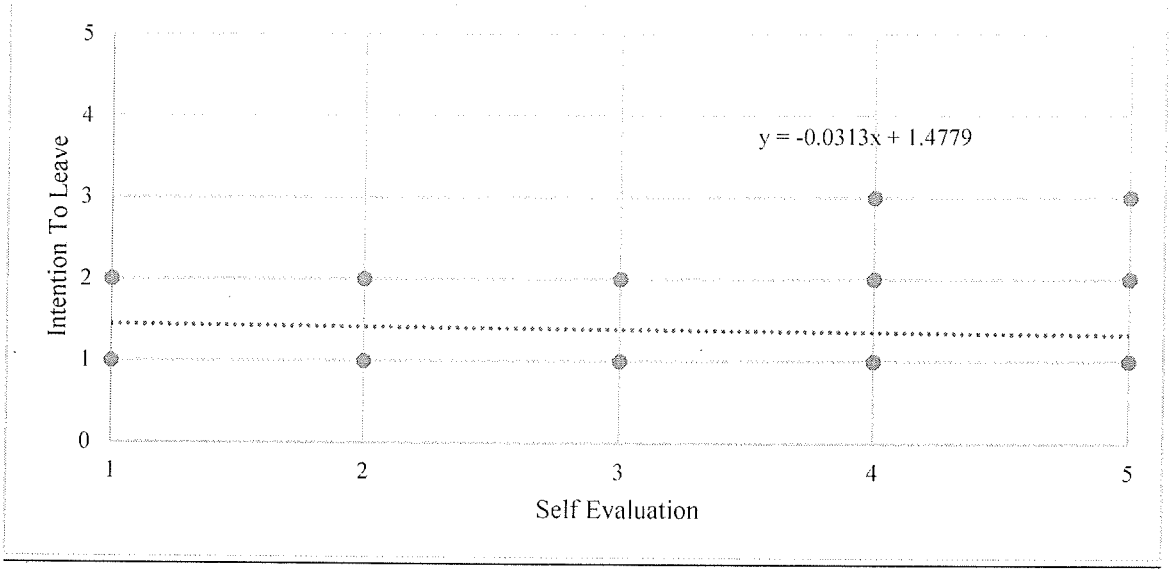
In addition, linearity was tested using ANOVA which computes both the linear and nonlinear components of a pair of values. Linearity is confirmed if the P value is above 0.05. All the computed tests for linearity were above P value of 0.05 validating linear

relationships of each independent variable with the response variable. Scatter plots (Figures 4.1, 4.2 & 4.3) indicated that plots cleaved negatively along the line of best fit. Levene test of homogeneity of variances was used to test homoscedasticity. The test results for all the variables were above 0.05 confirming homoscedasticity (constant variance of errors). Multicollinearity was tested using the Variance Inflation Factor (VIF). This occurs when predictor variables are highly correlated making it difficult to determine the distinct contribution of each discrete predictor variable to the variance of the dependent variable. The multicollinearity assumption has a threshold of the VIF value of 10 maximum. In this study, VIF ranged between 1.582 and 1.929 for all tests and therefore VIF was below the threshold, thus no multicollinearity problem and all the predictor variables could be used in the model. This outcome shows that the expectations and conventions of regression were achieved and therefore the data was fit for use for additional statistical analysis as discussed in the subsequent sections.



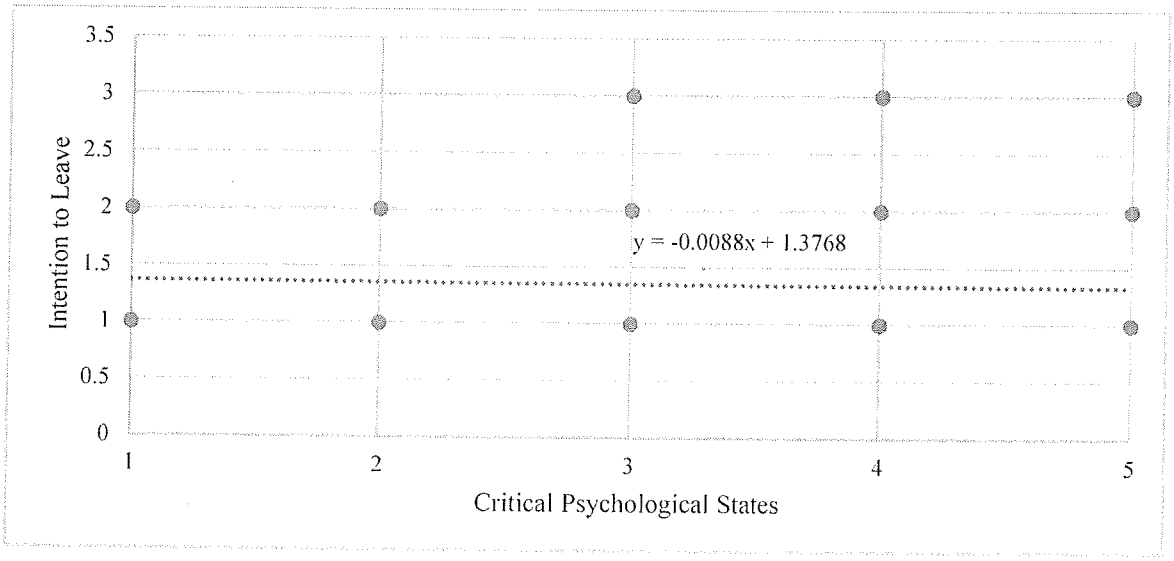

**Source: Researcher, (2020)**

**Figure 4.1: Plot of Person Job Fit Versus Intention to Leave**




**Source: Researcher, (2020)**

**Figure 4.2: Plot of Self Evaluation Versus Intention to Leave**




**Source: Researcher, (2020)**

**Figure 4.3: Critical Psychological States Versus Intention to Leave**

### 4.6 Respondents' Demographic Profiles

The respondents' profiles asked respondents to indicate their category of employment, gender, age group, marital status, highest level of education, length of service in the hospital, and hours worked in a week. The category of employment was important because it showed inherent differences among medical workers based on their cadres and hierarchy in the profession (Kitanda, 2016). The study results are shown in the Table 4.3.

**Table 4.3 : Respondents' profile**

| Gender | Frequency | Percentage (%) |
|---|---|---|
| Male | 198 | 47.4 |
| Female | 220 | 52.6 |
| **Total** | **418** | **100.0** |
| **Category of Employment** | | |
| Director/Deputy director | 4 | 1.0 |
| Senior Consultant | 16 | 3.8 |
| Consultant | 26 | 6.2 |
| Medical Officer | 94 | 22.5 |
| Nurse | 150 | 35.9 |
| Other Allied Health Worker | 128 | 30.6 |
| **Total** | **418** | **100.0** |
| **Age Group** | | |
| 20 - 29 | 118 | 28.2 |
| 30-39 | 119 | 28.5 |
| 40-49 | 108 | 25.8 |
| 50 and above | 73 | 17.5 |
| **Total** | **418** | **100.0** |
| **Marital Status** | | |
| Single | 142 | 34.0 |
| Married | 259 | 62.0 |
| Divorced | 8 | 1.9 |
| Widow | 9 | 2.2 |
| **Total** | **418** | **100.0** |
| Highest level of education | | |
| Certificate | 32 | 7.7 |
| Diploma | 176 | 42.1 |
| Bachelors | 138 | 33.0 |
| Masters | 63 | 15.1 |
| PhD | 9 | 2.2 |
| **Total** | **418** | **100.0** |
| **Length of service at the hospital** | | |
| Less than 5 | 137 | 32.8 |
| 5-10 | 91 | 21.8 |
| 11-15 | 61 | 14.6 |
| Above 15 | 129 | 30.9 |
| **Total** | **418** | **100.0** |
| **Hours worked in a week** | | |
| Less than 8 | 23 | 5.5 |
| 9 – 17 | 56 | 13.4 |
| 18 – 26 | 42 | 10.0 |
| Above 26 | 297 | 71.1 |
| **Total** | **418** | **100.0** |

**Source: Researcher, (2020)**

The study findings in Table 4.3 indicated that majority of the respondents (52.6%) were female while the remaining 47.4% were male. This implies that there are more female medical workers than male in Mulago National Referral Hospital, Uganda. The results are in tandem with general labour force distribution in the health sector in the country. On category of employment, the results show that majority of the respondents (35.9%) were nurses. The nurses are closely followed by other allied workers (30.6%) and medical officers (22.5%). Results further showed that Director/ Deputy Director were the minority (1%), followed by Senior Consultant (3.8%) and Consultant (6.2%). As you go higher in the category of employment, the number of respondents by category keeps reducing which is synonymous with the medical profession cadres (Kitanda, 2016). The results are consistent with other studies where the nurses and other allied health workers have been the most respondents. In his study, Hagopian (2009) recognised that majority (55%) of the participants were nurses, and they were followed by other allied health workers (14%).

Concerning age group, most of the respondents were between 20-29 years (28.2%) and 30 – 39 years (28.2%) respectively. These age groups are closely followed by 40-49 (25.8%) and only 17.5% in the 50 years and above category. This demonstrates that most of the respondents are young and could account for variations in responses including intention to leave. Generally, young employees have less demands and a lot of time to make transitions in their careers (Hagopian, 2009).

On marital status, the findings showed that 62% of the respondents were married and 34% were single. The results further revealed that 1.9% are divorced and 2.2% are widowed. It is generally assumed that married employees are relatively more stable on the job in terms

of tenure and length of service compared to single employees. This could be a precursor for lower intention to leave among employees.

On the level of education achieved, the results showed that majority of the respondents had Diploma (42.1%) followed by Bachelor's degree (33%), Masters (15.1%), Certificate (7.7%) and PhD (2.2%) respectively. In terms of length of service, the findings indicated that most of the respondents (32.8%) have worked for less than 5 years in the hospital. These are closely followed by 21.8% who have worked in the hospital for between 5 and 10 years. 14% of the participants have served in the organisation for between 11-15 years and 30% for above 15 years. The results demonstrate that majority of the staff (54.6%) have worked in the organisation for less than 10 years. These employees could also be the young ones by age and profession and most likely still single with a high possibility of intention to leave.

The study further revealed that majority of the respondents (71.1%) worked more than 26 hours in a week, 10% worked between 18 – 26 hours, 13.4% worked between 9 – 17 hours in a week, 5.5% worked less than 8 years a week. This demonstrated the nature of disparity in hours worked by different respondents and could account for variations in responses to intention to leave.

### 4.7 Sampling Adequacy

To measure how suited the data is for factor analysis, Kaiser-Meyer-Olkin (KMO), a measure of sampling adequacy was used. This test measures each variable sampling adequacy in the model. KMO>0.5 indicates that the sample is adequate. Bartlett's Test of Sphericity relates the identity matrix (correlation coefficient between variables matrix of values) to observed correlation matrix (all values along the diagonal are one and all other values zeros). Bartlett's Test of Sphericity measures if there is redundancy in variables and

the summary of limited factors. If p-value < 0.05, then the Factor Analysis is valid, that is the variables are highly correlated and could be reduced into fewer and meaningful factors. The results of the sampling adequacy are shown in Table 4.4.

**Table 4.4: KMO and Bartlett's Test**

| | | Person-Job Fit | Critical Psychological States | Self-Evaluation | Intention to Leave |
|---|---|---|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .854 | .887 | .872 | .862 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 3095.178 | 2476.450 | 1762.100 | 1482.507 |
| | df | 276 | 153 | 78 | 45 |
| | Sig. | 0.000 | 0.000 | 0.000 | .000 |

**Source: Researcher, (2020)**

Table 4.4 shows a sampling adequacy for Person – Job Fit, Critical psychological States, Self – Evaluation, and Intention to Leave. The sampling adequacy for Person – Job Fit was significant (KMO = .854>.5, p<.05) hence factor analysis is valid. The sampling adequacy for Critical Psychological States was significant (KMO = .887>.5, p<.05) hence factor analysis is valid. The sampling adequacy for Self - Evaluation was significant (KMO = .872>.5, p<.05) hence factor analysis is valid. The sampling adequacy for Intention to Leave was significant (KMO = .862>.5, p<.05) hence factor analysis is valid. This shows that the statements in each variable were correlated and would be reduced into subcomponents or factors.

### 4.8 Confirmatory Factor Analysis

Confirmatory factor extraction was done to confirm the structures of the four study variables, that is Person – Job Fit, Critical Psychological States, Self - Evaluation and

Intention to Leave. The aim of factor analysis is to condense voluminous data into fewer and meaningful factors provided they are correlated. Principal component factor analysis reduces data into factors whereby the first factor accounts for the highest variance followed by the subsequent factors respectively. Using principal component factor analysis and eigen value $\geq 1$, each variable was reduced into appropriate factors as follows:

### 4.8.1 Person – Job Fit

As shown in Table 4.5, Person – Job Fit, was reduced into five factors based on eigen value >1. Five factors account for 52.852 percent cumulative variance. The factors were, needs – supplies, demands – abilities, self – concept job, task prioritisation – job, and emotional strength – job.

**Table 4.5: Total Variance Explained-Person – Job Fit**

| | Initial Eigen values | | | Rotation Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| Component | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| Needs-Supplies | 5.758 | 23.992 | 23.992 | 4.301 | 17.922 | 17.922 |
| Demands-Abilites | 2.597 | 10.820 | 34.812 | 2.774 | 11.557 | 29.479 |
| Self-concept Job | 2.046 | 8.526 | 43.338 | 2.200 | 9.165 | 38.644 |
| Task priorisation-Job | 1.184 | 4.933 | 48.271 | 1.928 | 8.034 | 46.678 |
| Emotional strength-job | 1.100 | 4.581 | 52.852 | 1.482 | 6.174 | 52.852 |

Extraction Method: Principal Component Analysis.

**Source: Researcher, (2020)**

### 4.8.2 Critical Psychological States

Critical Psychological States were reduced into three factors. The three factors account for 51.480 percent cumulative variance. The factors were knowledge of actual results, experienced meaningfulness, and experienced responsibility.

**Table 4.6: Total Variance Explained-CPS**

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| Experienced Meaningfulness | 5.749 | 31.938 | 31.938 | 5.749 | 31.938 | 31.938 | 3.339 | 18.552 | 18.552 |
| Experienced Responsibility | 2.247 | 12.483 | 44.421 | 2.247 | 12.483 | 44.421 | 3.249 | 18.050 | 36.602 |
| Knowledge of Results | 1.271 | 7.059 | 51.480 | 1.271 | 7.059 | 51.480 | 2.678 | 14.878 | 51.480 |

Extraction Method: Principal Component Analysis.

**Source: Researcher, (2020)**

### 4.8.3 Self – Evaluation

For Self - Evaluation, factors were reduced into three, accounting for 56.615 percent cumulative variance. The factors were self-esteem, self-efficacy, and self-certainty.

**Table 4.7: Total Variance Explained-Self Evaluation**

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| Slef Esteem | 4.891 | 37.621 | 37.621 | 4.891 | 37.621 | 37.621 | 2.983 | 22.946 | 22.946 |
| Self Efficacy | 1.457 | 11.209 | 48.830 | 1.457 | 11.209 | 48.830 | 2.391 | 18.396 | 41.341 |
| Self Certainty | 1.012 | 7.784 | 56.615 | 1.012 | 7.784 | 56.615 | 1.986 | 15.273 | 56.615 |

Extraction Method: Principal Component Analysis.

**Source: Researcher, (2020)**

### 4.8.4 Intention to Leave

For Intention to Leave, the confirmatory factor analysis resulted in three factors. The three factors account for 66.159 percent cumulative variance. The factors were, employee

willingness to leave, employee willingness to stay, and employee awareness of opportunities.

**Table 4.8: Total Variance Explained-Intention to Leave**

| | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|---|---|---|
| Component | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| Willingness to Leave | 4.147 | 41.466 | 41.466 | 4.147 | 41.466 | 41.466 | 3.664 | 36.641 | 36.641 |
| Willingness to Stay | 1.466 | 14.657 | 56.123 | 1.466 | 14.657 | 56.123 | 1.869 | 18.693 | 55.334 |
| Awareness of Opportunities | 1.004 | 10.037 | 66.159 | 1.004 | 10.037 | 66.159 | 1.083 | 10.825 | 66.159 |

Extraction Method: Principal Component Analysis.

**Source: Researcher, (2020)**

The results of confirmatory factor analysis show that the respondents were able to align the study statements into the study variables as conceptualized in the study conceptual framework. Thus, the purpose of factor analysis of data reducing was achieved. The factors obtained were not used in the regression analysis and hypothesis testing as they had not been operationalised but emerged after data collection.

### 4.9 Descriptive Statistics for the main variables

This section presents and discusses the findings from the descriptive analysis of person-job fit, critical psychological states, self-evaluation, and intention to leave. The descriptive statistics were analysed using scores from the five point likert scale ranging from 1 being "Very Less Extent" to 5 being "Very Great Extent". The discussion of the results was based the mean, standard deviation, and coefficient of variation of each construct and the variables.

### 4.9.1 Person Job (PJ) Fit

PJ fit measures how well the skills, abilities and knowledge of the jobholder are compatible with the job requirements. The study conceptualized PJ fit as the independent variable. Edwards (2008) defines two primary conceptualizations of person-job fit, which are needs-supplies and demands-abilities. While needs-supplies fit occurs when a worker's requirements, wishes, and needs are addressed by the job they do, demands-abilities fit occurs when the employee's abilities, skills, and knowledge are congruent with the job demands. Scroggins (2007) proposes self-concept job-fit in addition to the two types of fit (Kristof et al., 2005). The three dimensions of fit namely needs – supplies, demands – abilities, and self – concept job fit indicate the nature of fit perceptions adopted by researchers on person-job fit (Kristof et al., 2005).

Demand–Abilities is the degree to which the jobholder's capabilities are consistent with what the job requires (Cable et al, 2002; Edwards, 2008). Needs–Supplies fit is achieved when intentions and needs of workers are aligned to the supplies of the job for those intensions and the extent to which the job satisfies those desires (Cable and DeRue, 2002; Edwards, 2008). Scroggins (2007) proposed the self-concept – job fit that is defined as the compatibility between the self-concept of the jobholder and the job that the jobholder performs. This happens when the execution of responsibilities yields observations, views, and a state of mind consistent with the job holder's understanding of who they are or the best version of what they want to be (Kristof-Brown et al., 2005; Liu et al, 2015). To capture the data on various dimensions of person – job fit, statements from literature were formulated and presented on a five-point Likert scale for rating by the respondents.

The participants were required to respond to statements on indicators of person – job fit based on the three dimensions namely needs – supplies, demands – abilities, and self – concept job. The analysis generated mean scores, coefficient of variation (CV), and standard deviation (SD). Coefficient of variance measures the distribution of data points in data patterns around the central tendency and is useful in comparing the degree of variation from one data series to another. Mean is a measure of central tendency that is applied to demonstrate the most typical value in a series of values. On the other hand, standard deviation is a measure of dispersion and depicts how data is distributed around the mean. The research outcomes are shown Table 4.9.

**Table 4.9: Rating of Person Job Fit**

| Attributes | Mean | Std. Dev | Coefficient of Variance (%) |
|---|---|---|---|
| **Demands - Abilities** | | | |
| When I satisfy some people at my job, others get upset | 2.17 | 1.18 | 0.55 |
| My job involves more work than I can handle | 2.93 | 1.33 | 0.46 |
| My job requires that I work many hours than is realistic | 3.09 | 1.38 | 0.45 |
| I possess the right knowledge for this job | 4.36 | 0.88 | 0.20 |
| My skills and abilities simplify my job | 4.33 | 0.89 | 0.21 |
| I can solve the problems that my job presents | 3.89 | 0.98 | 0.25 |
| I have to handle multiple tasks in my job | 3.93 | 1.03 | 0.26 |
| I have the right training for my job | 4.31 | 0.91 | 0.21 |
| **Overall Mean** | **3.63** | **1.07** | **0.30** |
| **Needs - Supplies** | | | |
| I am given enough time to do what is expected of me at my job | 3.71 | 1.13 | 0.31 |
| Am satisfied with my job | 3.50 | 1.17 | 0.33 |
| I have the resources to do my job | 2.82 | 1.18 | 0.42 |
| My job meets my personal needs | 2.77 | 1.20 | 0.43 |
| My jobs give me comfort | 3.21 | 1.15 | 0.36 |
| My job meets my personal values | 3.27 | 1.17 | 0.36 |
| My motives are met by my job | 3.13 | 1.10 | 0.35 |
| My desires match the attributes of my job | 3.35 | 1.05 | 0.31 |
| **Overall Mean** | **3.22** | **1.15** | **0.36** |
| **Self-Concept Job** | | | |
| I like clarity and my job responsibilities are clear to me | 3.72 | 1.05 | 0.28 |
| My job schedule interferes with my family life | 3.02 | 1.40 | 0.47 |
| My job requires that I am emotionally strong | 4.07 | 1.06 | 0.26 |
| I have control over my job | 3.08 | 1.20 | 0.39 |
| I can change many things at my job | 2.94 | 1.25 | 0.43 |
| I feel that I have good personal qualities for job success | 4.18 | 0.88 | 0.21 |
| I feel that I am successful on my job | 3.66 | 1.03 | 0.28 |
| My personal values are consistent with what my job offers | 3.41 | 1.05 | 0.31 |
| **Overall Mean** | **3.51** | **1.12** | **0.32** |
| **Grand Overall Mean** | **3.45** | **1.12** | **0.32** |

**Source: Researcher, (2020)**

The results in Table 4.9 showed that person – job fit attributes scored an overall average of 3.45 which is above the mean score of 2.5 meaning above average person – job fit manifests among employees in the organisation. The statement that "I possess the right knowledge for this job", had the highest mean score of 4.36, standard deviation of 0.88 and coefficient of variation of 20%. This was followed by the statement "My skills and abilities simplify my job", which had a mean score of 4.33, standard deviation of 0.89 and coefficient of variation of 20.5%. However, the attribute "When I satisfy some people at my job, others get upset" had the lowest mean score, standard deviation and coefficient of variation reported as 2.17, 1.18 and 55% respectively, implying that it influences intention to leave to a lower extent. In addition, variations in responses were relatively low as coefficient of variation ranged from 21% to 55%. Demands – Abilities had the highest overall mean score of 3.63, standard deviation of 1.07 and coefficient of variation of 30%. Self-Concept Job followed with overall mean score of 3.51, standard deviation of 1.12 and coefficient of variation of 32%, and Needs – Supplies had the lowest mean score of 3.22, standard deviation of 1.15 and coefficient of variation of 36%. This means that all of three constructs are determinants of intention to leave, however Demands – Abilities and Self – Concept Job are major determinants of intention to leave as compared to Needs – Supplies.

### 4.9.2 Critical Psychological States

Critical Psychological States were the mediating variable in the study. Critical psychological states are attitudinal variables namely: knowledge of actual results, experienced meaningfulness, and experienced responsibility (Behson et al, 2000). The three states are preferred states that trigger positive work-related outcomes.

Experienced meaningfulness is the extent to which a jobholder considers his or her job of importance against their values system, and is generally meaningful, valuable, and worthwhile. According to Renn et al (1995), knowledge of actual results is the employee's level of understanding relative to their performance on the job and work results. With experienced responsibility, the jobholder is able to demonstrate some level of personal accountability for their work. To capture the data on various dimensions of critical psychological states, statements from literature were formulated and presented on a five-point Likert scale for rating by the respondents.

The participants were required to respond to statements on indicators of the three constructs of critical psychological states. The test generated mean scores, standard deviations and coefficient of variation which are presented in Table 4.10.

**Table 4.10: Rating of Critical Psychological States**

| Attributes | Mean | Std. Deviation | Coefficient of Variance (%) |
|---|---|---|---|
| **Experienced Meaningfulness** | | | |
| I require a breadth of skills while performing my job | 3.95 | 1.09 | 0.28 |
| I perform end-to-end processes to complete tasks | 3.72 | 0.96 | 0.26 |
| My job entails tasks that are meaningful | 4.05 | 0.97 | 0.24 |
| My job tasks significantly impact the jobs of my colleagues | 3.56 | 1.21 | 0.34 |
| My job tasks are significant in determining overall outcomes | 3.97 | 0.98 | 0.25 |
| It requires a breadth of skills while performing my job | 4.18 | 0.99 | 0.24 |
| My job is meaningful | 4.32 | 0.94 | 0.22 |
| **Overall** | **3.96** | **1.02** | **0.26** |
| **Experienced Responsibility** | | | |
| I have a high degree of discretion while performing work | 3.97 | 0.99 | 0.25 |
| I am responsible for my work outcomes and results | 4.20 | 0.88 | 0.21 |
| I have the freedom and power to influence my work results | 3.71 | 1.04 | 0.28 |
| I am accountable for my work results and outcomes | 4.09 | 0.93 | 0.23 |
| I am responsible for my work processes | 3.97 | 0.97 | 0.24 |
| I determine how I get my work done | 3.70 | 1.01 | 0.27 |
| **Overall** | **3.94** | **0.97** | **0.25** |
| **Knowledge of Results** | | | |
| I regularly know my work results and outcomes | 3.75 | 1.00 | 0.27 |
| I have access to all information relating to my work | 3.39 | 1.16 | 0.34 |
| I know how well I am performing on my job | 3.83 | 0.99 | 0.26 |
| I regularly get feedback on all aspects of my job | 3.26 | 1.20 | 0.37 |
| I understand the consequences of the performance and results of my job | 4.08 | 0.94 | 0.23 |
| **Overall** | **3.66** | **1.06** | **0.29** |
| **Grand Overall** | **3.87** | **1.01** | **0.26** |

**Source: Researcher, (2020)**

The results in Table 4.10 showed that critical psychological states scored an overall average of 3.87 which is above the mean score of 2.5 meaning critical psychological states manifest among employees in the organisation. The declaration that "My job is meaningful", had the highest mean, standard deviation, and coefficient of variation scores of 4.32, 0.94 and 22% respectively. Closely followed was the statement "I am responsible for my work outcomes and results", which had a mean, standard deviation, and coefficient of variation scores of 4.20, 0.88 and 21% respectively. However, the attribute "I regularly get feedback on all aspects of my job" had the lowest mean, standard deviation, and coefficient of variation scores of 3.26, 1.20 and 37% respectively, implying that it influences intention to leave to a lower extent.

In addition, variations in responses were relatively low as coefficient of variation ranged from 21% to 37%. Experienced Meaningfulness had the highest overall mean, standard deviation, and coefficient of variation scores of 3.96, 1.02 and 26% respectively. Experienced Responsibility followed with overall mean, standard deviation, and coefficient of variation scores of 3.94, 0.97 and 25%, and Knowledge of Results had the lowest overall mean score of 3.66, standard deviation of 1.06 and coefficient of variation of 29%. This means that of the three constructs, Experienced Meaningfulness and Experienced Responsibility are relatively stronger indicators of critical psychological states.

### 4.9.3 Self – Evaluation

Self-evaluation was the moderating variable in the study. Self-evaluation is a personality concept manifested in self-efficacy and self-esteem (Karatepe and Omir, 2014). According to Samija and Samija (2016), self-efficacy is the belief that one can successfully perform the behaviour in question, and that the behaviour will lead to defined results. Self-esteem is

an individual's belief and conviction in one's capabilities to rally the drive, mental and intellectual resources, and sequences of actions needed to have control over an individual's life and is an assessment of an individual's personal worth or value (Tams, 2008). Joo et al., (2012), and Gardner and Pierce (2010) found that individuals seek out jobs or work circumstances based on their personal psychological biases, and that individuals with positive biases and predispositions experience more objectively confident work experiences on the job (Edwards and Cable, 2003; Judge et al., 2000).

The respondents were required to respond to statements on self - evaluation based on the two dimensions namely self – efficacy and self – esteem. The test generated mean scores, standard deviations and coefficient of variation which are presented in Table 4.11.

**Table 4.11 : Rating of Self - Evaluation**

| Attributes | Mean | Std. Deviation | Coefficient of Variance (%) |
|---|---|---|---|
| **Self-Efficacy** | | | |
| I am able to tell when I have succeeded or failed on my job | 3.95 | 0.95 | 0.24 |
| I persistently perform my work even in times of adversity | 3.93 | 0.90 | 0.23 |
| I am certain of myself, my wellbeing, and the future | 3.70 | 1.11 | 0.30 |
| I get motivated to work hard when I set challenging goals | 3.71 | 1.18 | 0.32 |
| I believe I have the capability to do my work | 4.40 | 0.79 | 0.18 |
| I believe I have the mastery to perform my work | 4.18 | 0.88 | 0.21 |
| My past experiences can determine my future performance | 3.95 | 1.02 | 0.26 |
| **Overall** | **3.97** | **0.98** | **0.25** |
| **Self-Esteem** | | | |
| I am satisfied with myself as a person | 4.08 | 0.97 | 0.24 |
| I feel a sense of security and confidence in myself | 4.14 | 0.89 | 0.22 |
| I am self-reliant | 4.17 | 0.93 | 0.22 |
| I have pride and self-worth | 4.10 | 1.07 | 0.26 |
| I like my self | 4.60 | 0.74 | 0.16 |
| I am a valuable person | 4.62 | 0.66 | 0.14 |
| **Overall** | **4.28** | **0.88** | **0.21** |
| **Grand Overall** | **4.12** | **0.93** | **0.23** |

**Source: Researcher, (2020)**

The findings in Table 4.11 indicated that self - evaluation scored an average of 4.12 which is above the mean score of 2.5, thus self - evaluation manifests in the organisation among employees. The statement that "I am a valuable person", had the highest mean, coefficient of variation, and standard deviation of 4.62, 14%, and 0.66 respectively. This was followed by the statement "I like myself", which had a mean, standard deviation, and coefficient of variation scores of 4.60, 0.74 and 16% respectively. However, the attribute "I am certain of

myself, my wellbeing, and the future" record lowest mean of 3.70, standard deviation of 1.11 and coefficient of variation of 30% implying that it influences intention to leave to a lower extent compared to other attributes. In addition, variations in responses were relatively low noting that coefficient of variation ranged from 14% to 32%. Self – Esteem had a higher overall mean, standard deviation, and coefficient of variation scores of 4.28, 0.88 and 21% respectively well as Self – Efficacy had an overall mean, standard deviation, and coefficient of variation scores of 3.97, 0.98 and 25% respectively. This indicates that of the two constructs, Self – Esteem is a stronger indicator of self - evaluation.

### 4.9.4 Intention to Leave

The study conceptualized intention to leave as the response variable. Intention to leave characterizes a situation where employees think about quitting and generally lack continuity (Wheeler et al., 2007; Jourdian, 2010; Morrel et al, 2008). It is characterized by an employee's frequency of thought about leaving, willingness to leave amidst available opportunities, alternative career choices, and the likelihood that an employee will leave the organization (Wheeler et al., 2007). While actual quitting behaviours is the focus of many employers (Morrel et al., 2008), intention to leave is argued to be a strong surrogate indicator of actual leaving (Purani, 2008). Intention to leave is a useful variable in explaining job related behaviour (Purani, 2008). The respondents were required to respond to statements on intention to leave. The test generated mean scores, standard deviations and coefficient of variation which are presented in Table 4.12.

**Table 4.12 : Rating of Intention to Leave**

| Attributes | Mean | Std. Deviation | Coefficient of Variance (%) |
|---|---|---|---|
| I often think of leaving this organization | 1.38 | 0.37 | 0.27 |
| I am currently looking for a job else where | 1.52 | 0.23 | 0.15 |
| I am aware of opportunities to work else where | 1.61 | 0.34 | 0.21 |
| When there is a job offer, I will go | 1.07 | 0.29 | 0.27 |
| Given an opportunity, I am ready to go | 1.81 | 0.31 | 0.17 |
| I think it is high time I left this job | 2.04 | 0.54 | 0.26 |
| My days in this organization are numbered | 1.76 | 0.49 | 0.28 |
| I actually intend to leave this job | 1.97 | 0.45 | 0.23 |
| Given opportunity, I would prefer to work in another organization | 1.08 | 0.32 | 0.30 |
| I intend to leave for a foreseeable future | 1.54 | 0.28 | 0.18 |
| **Overall** | **1.58** | **0.362** | **0.23** |

**Source: Researcher, (2020)**

The results in Table 4.12 showed that intention to leave had an average score of 1.58 which is below the mean score of 2.5 meaning low intention to leave manifests among employees in the organisation. The statement that "I think it is high time I left this job", recorded the highest mean, coefficient of variation and standard deviation of 2.04, 26%, and 0.54 respectively. This was followed by the statement "I actually intend to leave this job", which had a mean score of 1.97, standard deviation of 0.45 and coefficient of variation of 23%. However, the attribute "When there is a job offer, I will go" registered the lowest mean of 1.07, standard deviation and coefficient of variation 0.29 and 27% respectively, implying that respondents on average often think of staying in the organization. In addition, variations in responses were relatively low, reporting a range of 15% to 30% coefficient of variation.

# CHAPTER FIVE

# TEST OF HYPOTHESES, RESULTS AND DISCUSSION

## 5.1 Introduction

In this chapter, tests of hypothesis on the four variables namely Person – Job Fit, Critical Psychological States, Self – Evaluation, and Intention to Leave are presented. The four hypotheses correspond to the four objectives set out for the study. Simple, hierarchical, stepwise, and multiple regressions were used in the test of hypotheses. Inferential statistics and parameters including p-values, R, t-values, $R^2$, and F ratio were interpreted to confirm or reject hypotheses.

The decision to confirm or reject hypotheses was based on the P-values at 5 percent significance level. Hypotheses tested related to influence of person – job fit on intention to leave, the mediating role of critical psychological states in the relationship between person – job fit and intention to leave, and the moderating effect of self – evaluation on the relationship between person – job fit and intention to leave. The scores from the indicators of each variable were aggregated to create a composite index for each variable.

## 5.2 Person – Job Fit and Intention to Leave

The study established the influence of Person – Job Fit on employee Intention to Leave by testing the following hypothesis;

**$H_1$: Person – Job Fit influences Intention to Leave**

To test this hypothesis, an overall index was created for Person – Job Fit variable by computing composite index for the the three dimensions namely demands – abilities, needs

– supplies and self-concept – job which each had its own measures. To test the hypothesis, simpler linear regression was used. The study findings are shown in Table 5.1.

**Table 5.1: Test Results for the Effect of Person Job Fit on Intention to Leave**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .571[a] | 0.326 | 0.324 | 0.94788 | 0.326 | 200.935 | 1 | 416 | 0.000 |

**ANOVA**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 180.537 | 1 | 180.537 | 200.935 | .000[b] |
| | Residual | 373.769 | 416 | 0.898 | | |
| | Total | 554.306 | 417 | | | |

**Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.206 | 0.046 | | 69.146 | 0.000 |
| | PJF | -1.126 | 0.079 | -0.571 | -14.175 | 0.000 |

a. Dependent Variable: Intention To Leave

b. Predictors: (Constant), Person – Job Fit

**Source: Researcher, (2020)**

As shown from Table 5.1, correlation coefficient for person – job fit and intention to leave is R=.571. This means that there is a moderate positive relationship between Person – Job Fit and Intention to Leave. The coefficient of determination ($R^2$) = 0.326 demonstrates that 32.6% of the variation in intention to leave is accounted for by the changes in person – job fit. The remaining 67.4% is accounted for by other factors not included in the current study. Analysis of variance (F=200.935, P-value = .000<0.05) confirmed that the regression model

was significant. Thus, the regression model was fit for prediction. The results further indicate that beta coefficient for person – job fit and intention to leave was significant (β=-0.571, t = -14.175, P-value=0.000<0.05), suggesting that for every one unit increase in person – job fit, intention to leave decreases by 0.571 units, holding other factors constant. From the forgoing, the hypothesis that person – job fit has influence on intention to leave was confirmed. The predictive model of person - job fit on intention to leave was of the form;

***ITL = 3.206 – 0.571PJF***

Where ITL stands for intention to leave and PJF stands for person job fit.

### 5.3 Person – Job Fit, Critical Psychological States and Intention to Leave

The study examined the mediating role of Critical Psychological States on the relationship between Person – Job Fit and intention to leave by testing the following hypothesis:

**$H_2$: Critical Psychological State mediates the relationship between Person – Job Fit and Intention to Leave the organisation**

To test this hypothesis, an overall index was created for Critical Psychological States variable by computing composite index for the three dimensions namely: knowledge of actual results, experienced meaningfulness, and experienced responsibility. Each dimension had its own measures.

This hypothesis was tested using Barron and Kenny's (1986) four step method. The first step entailed regressing intention to leave on person – job fit. If results yielded in this step are statistically significant, then the process moves to step two; however, it terminates of the results are insignificant. When the results are insignificant, it means that the relationship

between person-job fit and intention to leave is not mediated by critical psychological states. For the second step, critical psychological states are regressed on person – job fit. The process moves to step three only when the results are significant as necessary conditions for mediation would have been met. But the process stops when the results are insignificant. Under step three, a simple linear regression was used to test the influence of critical psychological states on intention to leave. In order to move to the fourth step, it is required that the results in step three on the influence of critical psychological states on intention to leave be statistically significant. Lastly, in step four the effect of critical psychological states is controlled when testing the influence of person-job fit on the intention to leave. Full mediation is realised if the effect of person job fit on intention to leave is significant in the presence of critical psychological states. However, partial mediation is declared if, with critical psychological states controlled, the effect of person job fit on intention to leave is not significant but has a value greater than zero. Table 5.2 below presents the results of the four steps:

**Step one: Intention to leave was regressed on person job fit.**

**Table 5.2: Effect of Person Job Fit on Intention to Leave**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .571[a] | 0.326 | 0.324 | 0.948 | 0.326 | 200.935 | 1 | 416 | 0.000 |

**ANOVA**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 180.537 | 1 | 180.537 | 200.935 | .000[b] |
| | Residual | 373.769 | 416 | 0.898 | | |
| | Total | 554.306 | 417 | | | |

**Coefficient**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.206 | 0.046 | | 69.146 | 0.000 |
| | Person – Job Fit | -1.126 | 0.079 | -0.571 | 14.175 | 0.000 |

a. Dependent Variable: Intention To Leave

b. Predictors: (Constant), Person – Job Fit

**Source: Researcher, (2020)**

The results in Table 5.2 show a positive statistically significant relationship between person-job fit and intention to leave (R=.571). Coefficient of determination ($R^2 = 0.326$) shows that person – job fit explains 32.6% variation in intention to leave ($R^2 = 0.326$, F=200.935, P<0.05). Overall, the study regression model is statistically significant as shown by F Ratio (F=200.935, P<0.05). The beta coefficient (β=-0.571) shows that for every one unit increase

in person job fit, intention to leave decreases by 0.571 units holding other factors constant. The beta coefficient is also individually significant in the model (P-value = 0.000<0.05). The result thus confirms that step one is effective in testing for intervention of critical psychological states in the relationship between person – job fit and intention to leave. Thus, the testing process proceeds to step two.

**Step Two: Critical Psychological States were regressed on Person – Job Fit. The results are presented in Table 5.3.**

**Table 5.3 : Effect of Person - Job Fit on Critical Psychological States**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .410[a] | 0.168 | 0.166 | 0.913 | 0.168 | 83.944 | 1 | 416 | 0.000 |

**ANOVA**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 70.017 | 1 | 70.017 | 83.944 | .000[c] |
| | Residual | 346.983 | 416 | 0.834 | | |
| | Total | 417 | 417 | | | |

**Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 8.79E-16 | 0.045 | | 0.000 | 1.000 |
| | Person – Job Fit | 0.41 | 0.045 | 0.41 | 9.162 | 0.000 |

a. Dependent Variable: Critical Psychological States

b. Predictors: (Constant), Person – Job Fit

**Source: Researcher, (2020)**

The findings illustrated in Table 5.3 show that person-job fit has a considerable influence on critical psychological states ($R^2 = 0.168$). 16.8% variance in critical psychological states is explained by person – job fit. The regression model is statistically significant overall ($F=83.944$, P-value=0.00<0.05). The model indicates that the link between person-job fit, and critical psychological states is positive and significant ($\beta= 0.410$, $t = 9.162$, p-value = .000<.05). The results therefore suggest that the second step of testing for mediation met the requirements and therefore the process proceeded to step three.

**In step three, intention to leave was regressed on critical psychological states. The results are presented in Tables 5.4**

**Table 5.4: The Effect of Critical Psychological States on Intention to Leave**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .086[a] | 0.007 | 0.005 | 0.575 | 0.007 | 3.093 | 1 | 415 | 0.009 |

**ANOVA**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 1.023 | 1 | 1.023 | 3.093 | .009[d] |
| | Residual | 137.278 | 415 | 0.331 | | |
| | Total | 138.301 | 416 | | | |

**Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.748 | 0.028 | | 133.072 | 0.000 |
| | Critical Psychological States | -0.05 | 0.028 | -0.086 | -1.759 | 0.009 |

a. Dependent Variable: Intention To Leave

b. Predictors: (Constant), Critical Psychological States

**Source: Researcher, (2020)**

The results in Table 5.4 show a weak relationship between critical psychological states and intention to leave (R=.086). Specifically, critical psychological states explain 0.70% variation in intention to leave ($R^2 = 0.007$). The model had F value of 3.093 with P value = 0.009 < 0.05, demonstrating that the model was statistically significant overall. Beta

coefficient (β= -0.086) shows that for every one unit increase in critical psychological states, employee intention to leave decreases by 0.086 units, other factors held constant. Critical psychological states was individually statistically significant in the model (p-value = 0.009<0.05). The finding thus satisfies the third necessary condition for proceeding to step four of the test.

**Step four tested the influence of person – job fit on intention to leave while controlling for the effect of critical psychological states. The results are presented in Tables 5.5**

**Table 5.5: Multiple Regression Results for the effect of Person – Job Fit and Critical Psychological States on Intention to Leave**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .573[a] | 0.328 | 0.323 | 0.949 | 0.328 | 101.124 | 2 | 415 | 0.000 |

**ANOVA**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 181.625 | 2 | 90.812 | 101.124 | .000[b] |
| | Residual | 372.681 | 415 | 0.898 | | |
| | Total | 554.306 | 417 | | | |

**Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 3.206 | 0.046 | | 69.163 | 0.000 | | |
| | Person Job Fit | -1.086 | 0.965 | -0.551 | -1.048 | 0.055 | 0.832 | 1.202 |
| | Critical Psychological States | -0.09 | 0.082 | -0.049 | -1.101 | 0.272 | 0.832 | 1.202 |

a. Dependent Variable: Intention to Leave

b. Predictors: (Constant), Person – Job Fit, Critical Psychological States

**Source: Researcher, (2020)**

Table 5.5 shows the relationship between person – job fit and critical psychological states on intention to leave with a correlation coefficient of 0.573. This correlation coefficient has increased by 0.002 from 0.571 when person – job fit was the only predictor in the model. The coefficient of determination changed from 0.326 to 0.328. Specifically, 32.8 % of the variation in intention to leave was accounted for by the changes in person-job fit and critical psychological states leaving 67.2 % explained by other factors not in this study. The model is significant overall (F= 101.124, P-value = 0.000<.05) and thus suitable for analysis of the data. The beta coefficient for person job fit (β= -0.551, t= -1.048, p-value = 0.055>0.05) is not significant. The beta coefficient for critical psychological states (β = -0.090, t = -1.101, p-value = .272> 0.05) is not significant. Thus, fulfilling the condition that if the effect of mediating variable is controlled, then the effect of the independent variable on the dependent variable should not be significant if there is a mediator. The results provide evidence that critical psychological states partially mediate the relationship between person – job fit and intention to leave since the effect of person – job fit on intention to leave has a positive value, although not significant. To confirm these results further, it was considered necessary to test statistically the mediating effect of each of the three constructs of critical psychological states in the relationship between person – job fit and intention to leave. Relevant hypotheses were formulated and tested for this purpose. The results are presented in table 5.6 for H2a, 5.7 for H2b and 5.8 for H2c.

## 5.4 Mediation of each Critical Psychological State in the relationship between Person – Job Fit and employee Intention to Leave

This section tested the mediation effect of each dimension of critical psychological states comprising knowledge of actual results, experienced meaningfulness, and experienced responsibility on the relationship between person – job fit and intention to leave. The results are presented in hypotheses H2a, H2b and H2c respectively.

### H2a: Experienced Meaningfulness mediates the relationship between Person – Job Fit and Intention to Leave

**Table 5.6: Mediation of Experienced Meaningfulness in the relationship between Person – Job Fit and Intention to Leave**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .571[a] | 0.326 | 0.324 | 0.948 | 0.326 | 200.935 | 1 | 416 | 0.000 |
| 2 | .338[b] | 0.115 | 0.112 | 0.942 | 0.115 | 53.829 | 1 | 416 | 0.000 |
| 3 | .193[c] | 0.037 | 0.035 | 1.133 | 0.037 | 16.147 | 1 | 416 | 0.000 |
| 4 | .571[d] | 0.326 | 0.322 | 0.949 | 0.326 | 100.226 | 2 | 415 | 0.000 |

**ANOVA**

| | Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 180.537 | 1 | 180.537 | 200.935 | .000[b] |
| | Residual | 373.769 | 416 | 0.898 | | |
| | Total | 554.306 | 417 | | | |
| 2 | Regression | 47.776 | 1 | 47.776 | 53.829 | .000[c] |
| | Residual | 369.224 | 416 | 0.888 | | |
| | Total | 417 | 417 | | | |
| 3 | Regression | 20.711 | 1 | 20.711 | 16.147 | .000[d] |
| | Residual | 533.595 | 416 | 1.283 | | |
| | Total | 554.306 | 417 | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 4 | Regression | 180.537 | 2 | 90.269 | 100.226 | .000[e] |
| | Residual | 373.769 | 415 | 0.901 | | |
| | Total | 554.306 | 417 | | | |

**Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 3.206 | 0.046 | | 69.145 | 0.000 | | |
| | Person – Job Fit | -0.658 | 0.046 | -0.571 | -14.175 | 0.000 | 1.000 | 1.000 |
| 2 | (Constant) | 1.03E-15 | 0.046 | | 0.000 | 1.000 | | |
| | Person – Job Fit | -0.338 | 0.046 | -0.338 | -7.337 | 0.000 | 1.000 | 1.000 |
| 3 | (Constant) | 3.206 | 0.055 | | 57.871 | 0.000 | | |
| | Experienced Meaningfulness | -0.223 | 0.055 | -0.193 | -4.018 | 0.000 | 1.000 | 1.000 |
| 4 | (Constant) | 3.206 | 0.046 | | 69.062 | 0.000 | | |
| | Person – Job Fit | -0.658 | 0.349 | -0.571 | -1.885 | 0.065 | 0.885 | 1.129 |
| | Experienced Meaningfulness | -0.032 | 0.049 | -0.029 | -0.653 | 0.997 | 0.885 | 1.129 |

a. Dependent Variable: Intention to Leave

b. Predictors: (Constant), Person – Job Fit

c. Predictors: (Constant), Person – Job Fit

d. Predictors: (Constant), Experienced Meaningfulness

e. Predictors: (Constant), Person – Job Fit, Experienced Meaningfulness

**Source: Researcher, (2020)**

Table 5.6 shows the relationship between person – job fit, experienced meaningfulness and intention to leave with a correlation coefficient of 0.571 in model one, r= 0.338 in model 2, r = 0.195 in model 3 and r = 0.571 in model 4. This correlation coefficient in model 4 has not changed from model 1 when person – job fit was the only predictor. The coefficient of determination also remained the same at 0.326 as in the case in model 1 with p value < 0.05. The beta coefficient of person job fit (β= -0.571, t= -1.885, p-value = 0.065>0.05) is not

significant. The beta coefficient for experienced meaningfulness (β = -0.029, t = -0.653, p-value = .997> 0.05) is not significant. When experienced meaningfulness is controlled, the effect of person – job fit on employee intention to leave should not be significant. This leads to the inference that experienced meaningfulness partially mediates the person – job fit – intention to leave relationship. Thus, the hypothesis that experienced meaningfulness mediates the person – job fit – intention to leave relationship was partially confirmed.

**$H_{2b}$: Experienced Responsibility mediates the relationship between Person – Job Fit and Intention to Leave.**

This hypothesis was tested using path analysis. The results are in Table 5.7

**Table 5.7: Results of the test of Mediation of Experienced Responsibility in the relationship between Person – Job Fit and Intention to Leave**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .571[a] | 0.326 | 0.324 | 0.948 | 0.326 | 200.935 | 1 | 416 | 0.000 |
| 2 | .331[b] | 0.109 | 0.107 | 0.945 | 0.109 | 51.078 | 1 | 416 | 0.000 |
| 3 | .238[c] | 0.057 | 0.055 | 1.121 | 0.057 | 25.051 | 1 | 416 | 0.000 |
| 4 | .573[d] | 0.328 | 0.325 | 0.947 | 0.328 | 101.492 | 2 | 415 | 0.000 |

**ANOVA**

| | Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 180.537 | 1 | 180.537 | 200.935 | .000[b] |
| | Residual | 373.769 | 416 | 0.898 | | |
| | Total | 554.306 | 417 | | | |
| 2 | Regression | 45.602 | 1 | 45.602 | 51.078 | .000[c] |
| | Residual | 371.398 | 416 | 0.893 | | |
| | Total | 417 | 417 | | | |
| 3 | Regression | 31.484 | 1 | 31.484 | 25.051 | . 000[d] |
| | Residual | 522.822 | 416 | 1.257 | | |
| | Total | 554.306 | 417 | | | |
| 4 | Regression | 182.068 | 2 | 91.034 | 101.492 | . 000[e] |
| | Residual | 372.238 | 415 | 0.897 | | |
| | Total | 554.306 | 417 | | | |

**Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 3.206 | 0.046 | | 69.145 | 0.000 | | |
| | Person – Job Fit | -0.658 | 0.046 | -0.571 | -14.175 | 0.000 | 1.000 | 1.000 |
| 2 | (Constant) | -2.33E-15 | 0.046 | | 0.000 | 1.000 | | |
| | Person – Job Fit | -0.331 | 0.046 | -0.327 | -7.147 | 0.000 | 1.000 | 1.000 |
| 3 | (Constant) | 3.206 | 0.055 | | 58.464 | 0.000 | | |
| | Experienced Responsibility | -0.275 | 0.055 | -0.238 | -5.005 | 0.000 | 1.000 | 1.000 |
| 4 | (Constant) | 3.206 | 0.046 | | 69.204 | 0.000 | | |
| | Person – Job Fit | -0.637 | 0.492 | -0.552 | -1.296 | 0.235 | 0.891 | 1.123 |
| | Experienced Responsibility | -0.064 | 0.049 | -0.056 | -1.307 | 0.192 | 0.891 | 1.123 |

a. Dependent Variable: Intention to Leave

b. Predictors: (Constant), Person – Job Fit

c. Predictors: (Constant), Person – Job Fit

d. Predictors: (Constant), Experienced Responsibility

e. Predictors: (Constant), Experienced Responsibility, Person – Job Fit

**Source: Researcher, (2020)**

Table 5.7 shows a moderately strong relationship between person – job fit, experienced responsibility and intention to leave (R= 0.573). This correlation coefficient changed very slightly from 0.571 in model one when person – job fit was the only predictor in the regression model to 0.573 in model four when both person job fit, and experienced responsibility were both in the multiple regression model. Coefficient of determination also increased from 0.326 to 0.328 with p value = 0.000<0.05 from model one to model four. The beta coefficient for person job fit (β= -0.552, t= -1.296, p-value = 0.235>0.05) is not significant. The beta coefficient for experienced responsibility (β = -0.056, t = -1.302, p-

value = .192> 0.05) is also not significant. When experienced responsibility is controlled, the impact of person – job fit on employee intention to leave should not be significant. This leads to the inference that experienced responsibility partially mediates the person – job fit – intention to leave relationship. Thus, the hypothesis that experienced responsibility mediates the relationship between person job fit and intention to leave was partially confirmed.

**$H_{2c}$: Knowledge of Results mediates the relationship between Person – Job Fit and Intention to Leave**

Hypothesis 2c was tested using path analysis. The results are summarized in Table 5.8

**Table 5.8: Test of Mediation of Knowledge of Results in the relationship between Person – Job Fit and Intention to Leave**

**Model Summary**

| Model Summary | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .571[a] | 0.326 | 0.324 | 0.948 | 0.326 | 200.935 | 1 | 416 | 0.000 |
| 2 | .433[b] | 0.187 | 0.185 | 0.903 | 0.187 | 95.801 | 1 | 416 | 0.000 |
| 3 | .341[c] | 0.117 | 0.114 | 1.085 | 0.117 | 54.875 | 1 | 416 | 0.000 |
| 4 | .580[d] | 0.337 | 0.333 | 0.941 | 0.337 | 105.319 | 2 | 415 | 0.000 |

**ANOVA**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 180.537 | 1 | 180.537 | 200.935 | .000[b] |
| | Residual | 373.769 | 416 | 0.898 | | |
| | Total | 554.306 | 417 | | | |
| 2 | Regression | 78.056 | 1 | 78.056 | 95.801 | .000[c] |
| | Residual | 338.944 | 416 | 0.815 | | |
| | Total | 417 | 417 | | | |
| 3 | Regression | 64.598 | 1 | 64.598 | 54.875 | .000[d] |
| | Residual | 489.708 | 416 | 1.177 | | |
| | Total | 554.306 | 417 | | | |
| 4 | Regression | 186.623 | 2 | 93.311 | 105.319 | .000[e] |
| | Residual | 367.684 | 415 | 0.886 | | |
| | Total | 554.306 | 417 | | | |

**Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 3.206 | 0.046 | | 69.145 | 0.000 | | |
| | Person – Job Fit | -0.658 | 0.046 | -0.571 | -14.175 | 0.000 | 1.000 | 1.000 |
| 2 | (Constant) | 0.000 | 0.044 | | 0.000 | 1.000 | | |
| | Person – Job Fit | -0.433 | 0.044 | -0.433 | -9.788 | 0.000 | 1.000 | 1.000 |
| 3 | (Constant) | 3.206 | 0.053 | | 60.408 | 0.000 | | |
| | Knowledge of Results | -0.394 | 0.053 | -0.341 | -7.408 | 0.000 | 1.000 | 1.000 |
| 4 | (Constant) | 3.206 | 0.046 | | 69.631 | 0.000 | | |
| | Person – Job Fit | -0.526 | 0.351 | -0.517 | -1.499 | 0.075 | 0.813 | 1.230 |
| | Knowledge of Results | -0.134 | 0.117 | -0.131 | -1.145 | 0.090 | 0.813 | 1.230 |

a. Dependent Variable: Intention to Leave

b. Predictors: (Constant), Person – Job Fit

c. Predictors: (Constant), Person – Job Fit

d. Predictors: (Constant), Knowledge of Results

e. Predictors: (Constant), Knowledge of Results, Person – Job Fit

**Source: Researcher, (2020)**

Table 5.8 shows a moderately strong correlation between person – job fit, knowledge of results and intention to leave (R = 0.580). The correlation coefficient changed from 0.571 in model one when person – job fit was the only predictor in the regression model to 0.580 in model four comprising of person job fit and knowledge results as predictors. The coefficient of determination also increased from 0.326 to 0.337. This shows that 33.7 % of the variation in intention to leave is accounted for by the changes in person job fit and knowledge of results. The beta coefficient of person job fit ($\beta$= -0.517, t= -1.499, p-value = 0.075>0.05) is not significant. The beta coefficient for knowledge of results ($\beta$ = -0.131, t = -1.145, p-value = .090> 0.05) is not significant. When knowledge of results is controlled, the effect of person – job fit on employee intention to leave should not be significant,

implying a mediation. The results indicate that knowledge of results partially mediates the person – job fit – intention to leave relationship. This finding means that the hypothesis that knowledge of moderates the relationship between person – job fit and intention to leave was partially confirmed.

The test of dimensions of critical psychological states indicates that individually each of the dimensions, that is, knowledge of actual results, experienced meaningfulness, and experienced responsibility mediates the relationship between person – job fit and intention to leave albeit partially. Thus, each dimension is important in the person – job fit – intention to leave relationship.

### 5.5 Person – Job Fit, Self – Evaluation and Intention to Leave

The third objective was set to establish the moderating effect of Self-Evaluation on the relationship between Person – Job Fit and intention to leave. This led to the formulation of the following hypothesis;

**$H_3$: Self-Evaluation has a moderating effect on the relationship between Person – Job Fit and Intention to Leave**

To test this hypothesis, an overall index was created for Self Evaluation variable by computing composite index for the two dimensions namely: self – esteem and self – efficacy which each had its own measures.

The attendant hypothesis was tested using stepwise regression analysis. In step one, intention to leave was regressed on person – job fit. In step two, self-evaluation was introduced in the regression model. In step three, interaction between person – job fit, and

self-evaluation was introduced into the regression model. The results from the three steps are depicted in Table 5.9.

**Table 5.9: Results for the Moderating effect of Self Evaluation on the relationship between Person – Job Fit and Intention to Leave**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .571[a] | 0.326 | 0.324 | 0.945 | 0.326 | 200.935 | 1 | 416 | 0.000 |
| 2 | .572[b] | 0.328 | 0.324 | 0.948 | 0.002 | 1.144 | 2 | 415 | 0.005 |
| 3 | .573[c] | 0.329 | 0.324 | 0.948 | 0.001 | 0.696 | 3 | 414 | 0.005 |

**ANOVA**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 180.537 | 1 | 180.537 | 200.935 | .000[b] |
| | Residual | 373.769 | 416 | 0.898 | | |
| | Total | 554.306 | 417 | | | |
| 2 | Regression | 181.565 | 2 | 90.782 | 101.074 | .000[c] |
| | Residual | 372.742 | 415 | 0.898 | | |
| | Total | 554.306 | 417 | | | |
| 3 | Regression | 182.19 | 3 | 60.73 | 67.566 | .000[d] |
| | Residual | 372.116 | 414 | 0.899 | | |
| | Total | 554.306 | 417 | | | |

**Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 3.206 | 0.046 | | 69.146 | 0.000 | | |
| | Person Job Fit | -1.126 | 0.079 | -0.571 | -14.175 | 0.000 | 1.000 | 1.000 |
| 2 | (Constant) | 3.206 | 0.046 | | 69.158 | 0.000 | | |
| | Person – Job Fit | -1.091 | 0.086 | -0.553 | -12.742 | 0.000 | 0.859 | 1.164 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Self - Evaluation | -0.083 | 0.038 | -0.046 | -2.194 | 0.005 | 0.859 | 1.164 |
| | (Constant) | 3.192 | 0.049 | | 64.784 | 0.000 | | |
| | Person – Job Fit | -1.088 | 0.086 | -0.552 | -12.681 | 0.000 | 0.857 | 1.166 |
| 3 | Self - Evaluation | -0.081 | 0.028 | -0.045 | -2.884 | 0.003 | 0.858 | 1.165 |
| | Interaction between Person Job Fit and Self Evaluation | -0.099 | 0.032 | -0.034 | -3.107 | 0.005 | 0.994 | 1.006 |

Dependent Variable: Intention to Leave

a. Predictors: (Constant), Person – Job Fit

b. Predictors: (Constant), Person – Job Fit, Self – Evaluation

c. Predictors: (Constant), Person – Job Fit, Self - Evaluation, Interaction Term

**Source: Researcher, (2020)**

Regression results for the three steps presented in Table 5.9 illustrate that the regression models were significant and hence suitable for data analysis. This is clearly demonstrated by F ratio values for the three regression models which were all significant at $p<0.05$. This is further supported by the values of R and $R^2$ which are significant. Model one which shows the influence of person – job fit on intention to leave had a coefficient of determination ($R^2$) of 0.326 and a p value <0.05, implying that 32.6% of the variation in intention to leave is explained by the changes in person – job fit leaving 67.4% explained by other factors not in this inquiry. Beta coefficient ($\beta$ = -0.571, t = -14.175, p-value=0.000<0.05), shows that for every one unit increase in person job fit, intention to leave decreases by 0.571 units, holding other factors constant. The findings demonstrate that person – job fit has a significant influence on employee intention to leave. The condition in step one for moderation is met thus the process proceeds to step two.

In step two which included both person – job fit and self – evaluation in the regression model, $R^2$ increased from 0.326 to 0.328, change of 0.002. Both 0.326 and 0.328 were

significant at $p<0.05$. Specifically, 32.8% of the variation in employee intention to leave was accounted for by the changes in both person-job fit and self-evaluation. Beta coefficient for person job fit ($\beta = -0.553$, $t = -12.742$, p-value=0.000<0.05), shows that for every one unit increase in person job fit, employee intention to leave decreases by 0.553 units holding other factors constant. Beta coefficient for self-evaluation ($\beta = -0.046$, $t = -2.194$, p-value=0.005<0.05), shows that for every one unit increase in self-evaluation, employee intention to leave decreases by 0.046 units holding other factors constant.

In step three when the interaction between person – job fit and self-evaluation was introduced, $R^2$ improved from 0.328 to 0.329 with a p value <0.05. This is evidence that self – evaluation moderates the person – job fit – intention to leave relationship. The findings from the test of hypothesis that self – evaluation has a moderating effect on the relationship between person – job fit and intention to leave implied that self – evaluation improves the effect of person – job fit on employee's intention to leave. Thus, the hypothesis that self-evaluation has a moderating effect on the relationship between person – job fit and intention to leave was confirmed.

To understand the source of the significant effects, it was considered necessary to statistically test for the moderating effect of each of the two constructs of self - evaluation. Two hypotheses were tested as shown in subsequent sections.

## 5.6 Moderation of each Self Evaluation in the relationship between Person – Job Fit and employee Intention to Leave

This section tested the moderation effect of each dimension of self-evaluation: self-esteem and self-efficacy on the relationship between person – job fit and intention to leave. The results are presented in hypotheses H3a and H3b respectively.

### $H_{3a}$: Self-Efficacy has a moderating effect on the relationship between Person – Job Fit and Intention to Leave

This hypothesis was tested using stepwise method. The results are summarized in Table 5.10.

**Table 5.10: Results for the effect of Employee Self Efficiency on the relationship between Person – Job Fit and Intention to Leave**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .571[a] | 0.326 | 0.324 | 0.948 | 0.326 | 200.935 | 1 | 416 | 0.000 |
| 2 | .571[b] | 0.326 | 0.323 | 0.949 | 0.001 | 0.373 | 2 | 415 | 0.002 |
| 3 | .572[c] | 0.327 | 0.322 | 0.949 | 0.000 | 0.207 | 3 | 414 | 0.005 |

**ANOVA**

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 180.537 | 1 | 180.537 | 200.935 | .000[b] |
| | Residual | 373.769 | 416 | 0.898 | | |
| | Total | 554.306 | 417 | | | |
| 2 | Regression | 180.873 | 2 | 90.436 | 100.503 | .000[c] |
| | Residual | 373.434 | 415 | 0.9 | | |
| | Total | 554.306 | 417 | | | |
| 3 | Regression | 181.059 | 3 | 60.353 | 66.942 | .000[d] |
| | Residual | 373.247 | 414 | 0.902 | | |
| | Total | 554.306 | 417 | | | |

**Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound | Tolerance | VIF |
| 1 | (Constant) | 3.206 | 0.046 | | 69.146 | 0.000 | 3.115 | 3.297 | | |
| | Person – Job Fit | -1.126 | 0.079 | -0.571 | -14.17 | 0.000 | 0.97 | 1.282 | 1.000 | 1.000 |
| 2 | (Constant) | 3.206 | 0.046 | | 69.094 | 0.000 | 3.115 | 3.297 | | |
| | Person – Job Fit | -1.104 | 0.087 | -0.560 | -12.69 | 0.000 | 0.933 | 1.275 | 0.834 | 1.199 |
| | Self - Efficacy | -0.65 | 0.081 | -0.027 | -7.976 | 0.002 | -0.11 | 0.21 | 0.834 | 1.199 |
| 3 | (Constant) | 3.198 | 0.05 | | 64.499 | 0.000 | 3.1 | 3.295 | | |
| | Person – Job Fit | -1.1 | 0.088 | -0.557 | -12.55 | 0.000 | 0.927 | 1.272 | 0.824 | 1.214 |
| | Self-Efficacy | -0.652 | 0.082 | -0.628 | -7.981 | 0.006 | -0.109 | 0.212 | 0.832 | 1.202 |
| | Interaction term | -0.053 | 0.012 | -0.018 | -4.545 | 0.000 | -0.177 | 0.284 | 0.987 | 1.013 |

a. Dependent Variable: Intention To Leave

b. Predictors: (Constant), Person – Job Fit

c. Predictors: (Constant), Person – Job Fit, Self – Efficacy

d. Predictors: (Constant), Person – Job Fit, Self - Efficacy, Interaction

**Source: Researcher, (2020)**

From the regression results presented in Table 5.10, it is evident that the three regression models were robust and thus appropriate for data analysis. This is clearly demonstrated by F ratio values of 200.935 for model one, 100.503 for model two and 66.942 for model three which were all significant at $p<0.05$. The correlation coefficient indicated moderately strong association in the three models, that is, R = 0.571 for model one, R = 0.571for model two and R= 0.572 for model three. In model one 32.6 % of the variation in employee intention to leave are accounted for by the changes in person job fit. Model two indicated that 32.6% of the variation in employee intention to leave are as a result of the changes in self – efficacy and person-job fit. Model three further indicates that person-job fit, self-efficacy, and

interaction term collectively accounts for 32.7 % of the variation in employee intention to leave.

In model three beta coefficient for person job fit ($\beta$ = -0.557, t = -12.55, p-value=0.000<0.05), illustrates that for every one unit increase in person job fit, employee intention to leave decreases by 0.557 units holding other factors constant. Beta coefficient for self-efficacy ($\beta$ = -0.628, t = -7.981, p-value=0.006<0.05), illustrates that for every one unit increase in self efficacy, employee intention to leave decreases by 0.628 units holding other factors constant. Beta coefficient for interaction term ($\beta$ = -0.018, t = -4.545, p-value=0.000<0.05), illustrates that for every one unit increase in the interaction term, employee intention to leave decreases by 0.018 units holding other factors constant. The results show that each of the coefficients was individually statistically significant. The findings from the test hypothesis in step three indicate that self – efficacy moderates the relationship between person-job fit and intention to leave. The corresponding hypothesis that self efficacy has a moderating effect on the relationship between person-job fit and intention to leave was confirmed.

**$H_{3b}$: Self-Esteem has a moderating effect on the relationship between Person – Job Fit and Intention to Leave**

This hypothesis was tested using stepwise method. The results are summarized in Table 5.11.

**Table 5.11: Moderation of Self Esteem on the relationship between Person – Job Fit and Intention to Leave Model Summary**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .571[a] | 0.326 | 0.324 | 0.948 | 0.326 | 200.935 | 1 | 416 | 0.000 |
| 2 | .571[b] | 0.326 | 0.323 | 0.949 | 0.001 | 0.356 | 2 | 415 | 0.001 |
| 3 | .574[c] | 0.329 | 0.325 | 0.948 | 0.003 | 1.981 | 3 | 414 | 0.000 |

**ANOVA**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 180.53 | 1 | 180.537 | 200.935 | .000[b] |
| | Residual | 373.76 | 416 | 0.898 | | |
| | Total | 554.30 | 417 | | | |
| 2 | Regression | 180.85 | 2 | 90.429 | 100.49 | .000[c] |
| | Residual | 373.44 | 415 | 0.9 | | |
| | Total | 554.30 | 417 | | | |
| 3 | Regression | 182.63 | 3 | 60.879 | 67.812 | .000[d] |
| | Residual | 371.67 | 414 | 0.898 | | |
| | Total | 554.30 | 417 | | | |

**Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound | Tolerance | VIF |
| 1 | (Constant) | 3.206 | 0.046 | | 69.146 | 0.000 | 3.115 | 3.297 | | |
| | Person – Job Fit | -1.126 | 0.079 | -0.571 | -14.18 | 0.000 | 0.97 | 1.282 | 1.000 | 1.000 |
| 2 | (Constant) | 3.206 | 0.046 | | 69.092 | 0.000 | 3.115 | 3.297 | | |
| | Person – Job Fit | -1.107 | 0.085 | -0.561 | -12.99 | 0.000 | 0.94 | 1.275 | 0.870 | 1.149 |
| | Self - Esteem | -0.246 | 0.076 | -0.026 | -3.213 | 0.001 | -0.105 | 0.196 | 0.870 | 1.149 |
| 3 | (Constant) | 3.181 | 0.049 | | 64.32 | 0.000 | 3.084 | 3.279 | | |
| | Person – Job Fit | -1.101 | 0.085 | -0.558 | -12.92 | 0.000 | 0.934 | 1.269 | 0.868 | 1.152 |
| | Self - Esteem | -0.357 | 0.077 | -0.032 | -4.647 | 0.002 | -0.094 | 0.208 | 0.861 | 1.161 |
| | Interaction term | -0.378 | 0.126 | -0.057 | -2.992 | 0.000 | -0.07 | 0.426 | 0.989 | 1.011 |

a. Dependent Variable: Intention To Leave

b. Predictors: (Constant), Person – Job Fit

c. Predictors: (Constant), Person – Job Fit, Self – Esteem

d. Predictors: (Constant), Person – Job Fit, Self – Esteem, Interaction

**Source: Researcher, (2020)**

From the regression results presented in Table 5.11, it is showed that the three regression models were robust and thus appropriate for data analysis. This is supported by F- values of 200.935 for model one, 100.49 for model two and 67.812 for model three which were all significant at $p<0.05$. The correlation coefficient demonstrated moderately strong association in the three models, that is, $R = 0.571$ for model one, $R = 0.571$ for model two and $R= 0.574$ for model three. In model one 32.6 % of the variation in employee intention to leave is accounted for by the changes in person job fit. Model two indicated that 32.6% of the variation in employee intention to leave is as a result of the changes in person job fit and self-esteem. Model three further indicated that person job fit, self-esteem and interaction term collectively account for 32.9 % of the variation in employee intention to leave.

In model three, the beta coefficient for person job fit ($\beta = -0.558$, $t = -12.92$, p-value=0.000<0.05), implies that for every unit increase in person job fit, employee intention to leave decreases by 0.558 units holding other factors constant. Beta coefficient for self-esteem ($\beta = -0.032$, $t = -4.647$, p-value=0.002<0.05), shows that for every one unit increase in self-esteem, employee intention to leave decreases by 0.032 units, holding other factors constant. Beta coefficient for interaction term ($\beta = -0.057$, $t = -2.992$, p-value=0.000<0.05), illustrates that for every unit increase in interaction term, employee intention to leave decreases by 0.057 units holding other factors constant. The interaction term was individually statistically significant. Thè findings from the test of the hypothesis in step three indicates that self – esteem moderates the relationship between person-job fit and intention to leave. The hypothesis that self-esteem has a moderating effect on the relationship between person – job fit and intention to leave was confirmed.

## 5.7 Person – Job Fit, Critical Psychological States, Self - Evaluation and Intention to Leave

The fourth objective was to determine the joint effect of Person – Job Fit, Critical Psychological States, and Self-Evaluation on employee's intention to leave. The following corresponding hypothesis was formulated and tested;

**$H_4$: The joint effect of Person – Job Fit, Critical Psychological States and Self-Evaluation on Intention to Leave is significantly different from the sum of the individual predictor effects**

Multiple linear regression analysis and linear regression analysis was used to test joint and individual effects of the hypothesis respectively. The findings are shown in Table 5.12.

**Table 5.12: The joint effect of Person – Job Fit, Critical Psychological States and Self-Evaluation on Intention to Leave**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .571[a] | 0.326 | 0.324 | 0.948 | 0.326 | 200.935 | 1 | 416 | 0.000 |
| 2 | .699[d] | 0.489 | 0.486 | 0.949 | 0.163 | 132.094 | 3 | 414 | 0.000 |

**ANOVA**

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 180.537 | 1 | 180.537 | 200.935 | .000[b] |
| | Residual | 373.769 | 416 | 0.898 | | |
| | Total | 554.306 | 417 | | | |
| 2 | Regression | 271.06 | 3 | 90.352 | 132.094 | .000[e] |
| | Residual | 283.246 | 414 | 0.684 | | |
| | Total | 554.306 | 417 | | | |

**Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 3.206 | 0.046 | | 69.145 | 0.000 | | |
| | Person – Job Fit | -0.658 | 0.046 | -0.571 | -14.175 | 0.000 | 1.000 | 1.000 |
| 2 | (Constant) | 3.206 | 0.046 | | 69.115 | 0.000 | | |
| | Critical Psychological States | -0.040 | 0.057 | -0.035 | -0.705 | 0.481 | 0.675 | 1.482 |
| | Person – Job Fit | -0.628 | 0.052 | -0.545 | -12.067 | 0.000 | 0.796 | 1.256 |
| | Self - Evaluation | -0.036 | 0.056 | -0.032 | -0.656 | 0.512 | 0.697 | 1.435 |

a. Dependent Variable: Intention To Leave

b. Predictors: (Constant), Self – Evaluation, Person – Job Fit, Critical Psychological States

**Source: Researcher, (2020)**

The results depicted in Table 5.12 show that the influence of person job fit on intention to leave was significant ($R^2$ = 0.326, F = 200.935, P<0.05). Person job fit explains 32.6 % of the variation in employee intention to leave. F - statistic (F = 200.935) show that the regression model on the effect of person – job fit on employee intention to leave was significant overall. Beta coefficient of person job fit (β= -0.571, t= -14.175, p-value =0.000<0.05) is significant. This means that for every one unit increase in person job fit, employee intention to leave decreases by 0.571 units other factors held constant.

The results also reveal that the joint effect of person job fit, critical psychological states and self-evaluation on employee intention to leave was significant ($R^2$= 0.489, F = 132.094, P<0.05). This means that jointly, person job fit, critical psychological states and self-evaluation explain 48.9% of the variation on employee intention to leave. The model was statistically significant overall as showed by the F statistic. $R^2$ was higher and significant for the joint effect ($R^2$= 0.489, F = 132.094, P<0.05) compared to the individual effect ($R^2$ = 0.326, F = 200.935, P<0.05). Thus, the hypothesis that the joint effect of Person – Job Fit, Critical Psychological States and Self-Evaluation on Intention to Leave is significantly different from the sum of the individual predictor effects was confirmed.

### 5.8 Discussion of the Results

There were four study objectives with four conforming hypotheses. The outcomes of the tests of hypothesis are compared with results of previous studies. In addition, implications for the theories on which the study was founded are explained.

### 5.8.1 Person – Job Fit and Intention to Leave

The first objective aimed at establishing the influence of person – job fit on employee intention to leave. The corresponding hypothesis to this objective was, $H_1$ that person-job fit influences intention to leave. Descriptive statistics presented earlier in table 4.9 indicated that demands – abilities and self – concept job are stronger influencers of person job fit compared to needs – supplies. This is consistent with the findings of Aldag and Brief (1977) who found that there are potential different combinations of fit facets that are stronger influencers of person – job fit.

The results of the test of hypothesis showed a moderate positive relationship between Person – Job Fit and Intention to Leave. The coefficient of determination showed that the influence of person – job fit on intention to leave is moderate and significant. The overall conclusion was that the relationship between person-job fit and intention to leave was a moderate positive and significant one. The results are consistent with the findings of Huang (2005); Sekiguchi (2007); Edwards (2008); Kristof-Brown et al., (2005) in their studies who found that person-job fit is a significant determinant of intention to leave. However, they suggested that this linear relationship may be influenced by incidental variables and attitudes. In addition, Wheeler et al., (2007); Resick et al., (2007) and Aktas (2014) found a weak effect of person – job fit related variables on intention to leave, but rather indirect effects through the experience of job-related attitudes and other variables, therefore suggesting that an indirect relationship exists.

The job characteristics theory posits that there is potential that a single facet or combinations of the person – job fit facets are confirmed much more than others in the model (Aldag &

Brief, 1977). The findings in this study are consistent with this preposition because demands – abilities and self – concept job fit are more significant predictors of intention to leave compared to needs – supplies. This finding is also consistent with Judge (2000) and Fried and Ferris (1986), who found that some items in the theory were less significant than others. In addition, the theory proposes that job characteristics explain variations in psychological states. This is in line with the findings of this study that person – job fit influences critical psychological states to different degrees. Tims (2010) therefore argues for the incorporation of the theory on job characteristics into the general framework of person-job fit to offer more significant explanations of the critical psychological states and other work-related results such as intention to leave.

### 5.8.2 The role of Critical Psychological States in the relationship between Person – Job Fit and Intention to Leave

The second objective was to examine the mediating effect of critical psychological states on the relationship between person-job fit and intention to leave. The corresponding hypothesis to this objective was $H_2$ that critical psychological state mediates the relationship between person-job fit and intention to leave. The inferential statistics presented demonstrated that knowledge of actual results, experienced meaningfulness, and experienced responsibility are moderators in this relationship. This is consistent with the findings of Aldag and Brief (1977) who found that different forms of psychological states contribute differently in the model.

The results showed indirect relationship between person – job fit and intention to leave when the mediator was introduced. By controlling critical psychological states, the relationship between person job fit and intention to leave became insignificant. The results

provided an indication that critical psychological states partially mediate the person – job fit and intention to leave relationship. The results are consistent with the findings of Huang, (2005); Sekiguchi, (2007); Kristof-Brown et al., (2005); Edwards, (2008); who established that the relationship between person-job fit and intention to leave is influenced by incidental variables and attitudes such as critical psychological states (Kristof-Brown et al., 2005). This is further confirmed by Wheeler et al., (2007); Resick et al., (2007) and Aktas (2014) who found a weak effect of person – job related variables on intention to leave, but rather indirect effects through the experience of job-related attitudes and other variables, therefore suggesting that an indirect relationship between person-job fit and intention to leave exists.

From a theoretical perspective, the job characteristics theory posits that job dimensions determine critical psychological states, which influence work related results (Hackman and Oldham, 1975) and those critical psychological states have a theoretical link with job features. The current study findings conform with this preposition because it proves that person – job fit influences critical psychological states. The theory further posits that critical psychological states are a core explanation of the relationship and mediate the person-job fit - work outcomes relationship (Scroggins, 2007). This is further confirmed by Behson et al, (2000); Wheeler et al., (2005); and Chatman (1991) who found that critical psychological states mediate the person-job fit – outcomes relationship, especially intention to leave. It is therefore concluded that person-job fit, and critical psychological states share a positive relationship. Critical psychological states of workers mostly trigger intention to leave (Purani, 2008; Nur).

### 5.8.3 The effect of Self - Evaluation on the relationship between Person – Job Fit and Intention to Leave

Objective three was to establish the moderating effect of self-evaluation on the relationship between person-job fit and intention to leave. The corresponding hypothesis to this objective was $H_3$ that stated that self – evaluation has a moderating effect on the relationship between person-job fit and intention to leave. The inferential statistics indicated that self – esteem and self – efficacy are both moderators in the person-job fit – outcomes relationship. This supports the findings by Judge, Bono and Locke (2010) that self-esteem and self-efficacy are an avenue for explaining the association of job attitudes, core self-evaluations, and work-related outcomes. In the current study, the relationship between person – job fit and intention to leave was moderated by self – evaluation.

The results of this study support studies done by Wheeler et al., (2007) and Kristof-Brown et al. (2005) who found that the effects through the experience of other variables such as self – evaluation, moderate the person-job fit – intention to leave relationship. Joo (2016) found that the self – esteem and self – efficacy are important for demonstrating that job attitudes and work outcomes are influenced by core self-evaluations. In addition, Judge et al. (2003) found that basic self-evaluations moderate intention to leave and concluded that the role of self-evaluation in the person-job fit and intention to leave relationship cannot be ignored as the assessment of oneself may influence intention to leave (Judge et al., 2003; Boon et al., 2009; Karatepe and Demir, 2014).

From a theoretical perspective, people's self – views are important as expressed by Lecky's 1945 theory of self – verification. Lecky indicated that chronic self-views give employees a sense of confidence and encouragement to keep the self-view. Consistent with the findings

of this study, Swann (1983); Edwards and Cable (2006) argue that self-views and evaluations affect job performance, attitudes, and outcomes. From the current study, individuals prefer circumstances and jobs that provide them with self-confirming evidence. To this extent, individuals value themselves and develop a superior perception of fit when the job provides this self-approving, confirming, or assuring information of the actual self (Kristof et al., 2005; Scroggins, 2007) resulting in lower intention to leave.

On the theory of perceived job mobility, this study confirms that if employees believe that job alternatives will not provide better fit than the current job, employees will stay, on the other hand, if employees believe that a better fit will be achieved from an alternative job, the employee will leave (Sousa-Poza and Henneberger, 2004). The theory further argues that employees may exhibit relatively positive work outcomes despite the lack of fit (Kristof-Brown et al., 2005). This is also consistent with the current study findings in which certain attributes of person – job fit rated lower and attributes of intention to leave rated higher. This means that well as there may be misfit, employees may exhibit lower intention to leave based on their perceived job mobility and available alternatives (Kristof-Brown et al., 2005; Wheeler et al., 2005).

### 5.8.4 The joint effect of Person – Job Fit, Critical Psychological States, and Self – Evaluation on Intention to Leave

Objective four was developed to determine the joint effect of person – job fit, critical psychological states, and self – evaluation on intention to leave. The corresponding hypothesis to this objective was $H_4$ that the joint effect of Person-Job Fit, Critical Psychological States and Self-Evaluation on Intention to Leave is significantly different

from the sum of individual predictor effects. The findings indicated a significant influence of the joint variables on intention to leave. The results indicated that the joint effect had greater and significant influence than the individual effect on intention to leave. Therefore person – job fit, critical psychological states and self – evaluation collectively significantly influence intention to leave.

The results support studies by Huang (2005); Sekiguchi (2007); Kristof-Brown et al., (2005); Edwards (2008) who found incidental variables and attitudes influence the person-job fit – intention to leave relationship leading to intention to leave. This finding is further supported by Wheeler et al., (2007); Aktas (2014) and Resick et al., (2007) who found that person job fit has an indirect effect on intention to leave through the exposure to job related attitudes and other variables namely critical psychological states and self – evaluation in predicting intention to leave. In addition, Joo (2016) found that the self-evaluation is a determinant of job attitudes and work outcomes.

# CHAPTER SIX

# SUMMARY, CONCLUSION AND RECOMMENDATIONS

## 6.1 Introduction

In this chapter, a summary of study findings, conclusions and recommendations were made. Furthermore, the chapter discussed the study findings to inform managerial, theory, and policy practice, in addition to research limitations and suggested areas for further research.

## 6.2 Summary of Findings

The response rate was 88%. Majority of the respondents (52.6%) were female and (47.4%) were male. Most of the respondents (35.9%) were nurses, closely followed by other allied workers (30.6%) and medical officers (22.5%). Director/ Deputy Director were the minority (1%), followed by Senior Consultant (3.8%) and Consultant (6.2%). Majority of the respondents were between 20-29 (28.2%) and 30 – 39 years (28.2%) demonstrating that the mainstream participants were young. Majority of the participants had Diploma (42.1%) and Bachelor's degree (33%) as the highest education qualifications. In addition, majority of the respondents (32.8%) have worked in the hospital for less than 5 years. These were closely followed by 30% who had worked for 5 years and over while 21.8% have worked in the hospital for between 5 and 10 years respectively. Majority of the respondents (71.1%) worked more than 26 hours in a week.

### 6.2.1 The influence of Person – Job Fit on Intention to Leave

The results showed a moderate positive relationship between person-job fit and intention to leave. The correlation coefficient was R=.571 and the coefficient of determination was $R^2$ = 0.326 at a p value <0.05. This means that person – job fit explains 32.6% of variation in intention to leave. The remaining 67.4% is explained by other factors not in this study. The results are consistent with the findings of Huang, (2005); Kristof-Brown et al., (2005); Sekiguchi, (2007); Edwards, (2008). The results also indicate that incidental variables such as critical psychological states and self-evaluation influence the person-job fit – outcomes relationship, leading to intention to leave. This is consistent with the results of Wheeler et al., (2007); Resick et al., (2007) and Aktas (2014) who established an indirect relationship between person – job fit and work-related outcomes including intention to leave, but rather through incidental variables that mediate and moderate this relationship.

This study focused on three forms of person-job fit namely self-concept job, demands – abilities, and needs-supplies fit. However, from this study, confirmatory factor analysis results indicated that there are five dimensions that explain person-job fit namely self-concept job, demands-abilities, needs-supplies, task prioritisation – job, and emotional strength – job. It was found that demands – abilities and self – concept job fit are major predictors of person job fit as compared to needs – supplies. This means that different facets of person – job fit vary differently in determining intention to leave. This is in line with Aldag and Brief's (1977) findings that person-job fit dimensions (self-concept job, demands-abilities, and needs-supplies) may vary in determining intention to leave. This is also in tandem with job characteristics theory which suggests that a single person – job fit dimension or combinations of the person – job fit facets influence the person – job fit and

intention to leave relationship more than others (Tims, 2010; Aldag & Brief, 1977). The hypothesis that Person-Job Fit influences Intent to Leave was thus confirmed.

### 6.2.2 The role of Critical Psychological States in the relationship between Person – Job Fit and Intention to Leave

Critical Psychological State was conceptualized in terms of knowledge of actual results, experienced meaningfulness, and experienced responsibility. Hypothesis two, ($H_2$) was developed stating that Critical Psychological State mediates the relationship between Person – Job Fit and Intention to Leave. It was tested using Barron and Kenny's (1986) four step path analysis. The results suggested a partial mediation of critical psychological states in the person – job fit and intent to leave relationship, indicating that the attributes of critical psychological states are necessary, to some extent, for person – job fit to influence intention to leave. Therefore, the influence of person-job fit on intention to leave is indirect and critical psychological states are a necessary condition for this relationship. The hypothesis that Critical Psychological State mediates the relationship between Person-Job and Intention to Leave was confirmed.

### 6.2.3 The effect of Self – Evaluation on the relationship between Person – Job Fit and Intention to Leave

This study focused on two dimensions of self - evaluation namely self – efficacy and self - esteem. However, confirmatory factor analysis results indicated a third dimension namely: self – certainty, which together with self – efficacy and self – esteem constitute self – evaluation.

The study examined the moderating effect role of self – evaluation on the relationship between person-job fit and intention to leave. To test the hypothesis that Self – Evaluation has a moderating effect on the relationship between Person-Job fit and Intention to Leave, stepwise regression method was used. The results showed a coefficient of determination at 0.329 with a p – value <0.05, which confirmed that self – evaluation moderates the relationship between person-job fit and intention to leave. The hypothesis that Self – Evaluation has a moderating effect on the relationship between Person-Job fit and Intention to Leave was thus confirmed.

### 6.2.4 The Joint Effect of Person – Job Fit, Critical Psychological States, and Self - Evaluation on Intention to Leave

It was theorized that the joint effect of Person – Job Fit, Critical Psychological States and Self-Evaluation on Intention to Leave is significantly different from the sum of the individual predictor effects. A multiple regression analysis was used, and the outcomes indicated a coefficient of determination ($R^2$) of 0.489. This coefficient was greater than the effect of the sum of individual predictor coefficients on intention to leave. The hypothesis that the joint effect of Person-Job Fit, Critical Psychological States and Self-Evaluation on Intention to Leave is significantly different from the sum of the individual predictor effects was confirmed.

A summary of the four hypotheses that were tested, and the results are presented in Table 6.1.

**Table 6.1: Summary of the results of the tests of hypotheses**

| Objective | Hypotheses | Results | Remarks on hypotheses |
|---|---|---|---|
| To establish the influence of Person – Job Fit on Intention to Leave | $H_1$: Person-Job Fit influences employee Intent to Leave | $R^2 = 0.326$, F = 200.935, $\beta$ = -0.571, P-Value = 0.000<0.05 | Confirmed |
| To examine the mediating role of critical psychological states on the relationship between Person-Job Fit and Intention to Leave | $H_2$: Critical Psychological State mediates the relationship between Person-Job Fit and Intention to Leave | $R^2 = 0.328$, F = 101.124, $\beta$ = -0.049, P-Value = 0.272>0.05 | Partially Confirmed |
| | $H_{2a}$: Experienced Meaningfulness mediates the relationship between Person-Job Fit and Intention to Leave | $R^2 = 0.326$, F = 100.226, $\beta$ = -0.029, P-Value = 0.997>0.05 | Partially Confirmed |
| | $H_{2b}$: Experienced Responsibility mediates the relationship between Person-Job Fit and Intention to Leave | $R^2 = 0.328$, F = 101.492, $\beta$ = -0.056, P-Value = 0.192>0.05 | Partially Confirmed |
| | $H_{2c}$: Knowledge of Results mediates the relationship between Person-Job Fit and Intention to Leave | $R^2 = 0.337$, F = 105.319, $\beta$ = -0.131, P-Value = 0.090>0.05 | Partially Confirmed |

| Objective | Hypotheses | Results | Remarks on hypotheses |
|---|---|---|---|
| To establish the moderating effect of Self-Evaluation on the relationship between Person – Job Fit and Intention to Leave. | $H_3$: Self-Evaluation has a moderating effect on the relationship between Person – Job Fit and Intention to Leave | $R^2 = 0.329$, F =67.566, β= -0.034, P-Value = 0.005<0.05 | Confirmed |
| | $H_{3a}$: Self-Efficacy has a moderating effect on the relationship between Person – Job Fit and Intention to Leave | $R^2 = 0.327$, F =66.942, β= -0.018, P-Value = 0.000<0.05 | Confirmed |
| | $H_{3b}$: Self-Esteem has a moderating effect on the relationship between Person – Job Fit and Intention to Leave | $R^2 = 0.329$, F =67.812, β= -0.057, P-Value = 0.000<0.05 | Confirmed |
| To determine the joint effect of Person – Job Fit, Critical Psychological States, and Self-Evaluation on Intention to Leave | The joint effect of Person – Job Fit, Critical Psychological States and Self-Evaluation on Intention to Leave is significantly different from the sum of the individual predictor effects | Joint effect<br>$R^2 = 0.489$, F= 132.094, P<0.05<br>Individual effect<br>$R^2$=0.326, F = 200.935, P-Value = .000<0.05 | Confirmed |

**Source: Researcher, (2020)**

## 6.3 Conclusion

Based on the findings, it is concluded that person-job fit influences employee intention to leave and that the supplies from the job and employees' needs; job demands and the employee capabilities; and self-esteem and employee's self - evaluations play an important role in this relationship.

In addition, critical psychological states mediate the person-job fit – intention to leave relationship. Therefore, critical psychological states of employees are important. Specifically, knowing results, experiencing meaningfulness, and experiencing responsibility are fundamental in determining the way employees function and their resultant quit or stay decisions.

The finding that self – evaluation moderates the relationship between person – job fit and intention to leave indicates that self – evaluation has an effect on intention to leave. Self – esteem and self-efficacy alike are crucial determinants of the person-job fit – intention to leave relationship. The finding that person job fit, critical psychological states and self – evaluation have a greater and significant joint effect on intention to leave than the sum of individual effects of predictors led to the conclusion that employees' intention to leave is influenced by multiple factors.

## 6.4 Recommendations

Recommendations in the following section are made based on the study findings:

### 6.4.1 Improve the Fit Between Employees and Their Jobs

From the findings, realistic job reviews for potential medical workers including medical students is important to align job dimensions with the potential professionals. This can be done through professional development and curriculum given that Mulago National Referral Hospital is the largest teaching referral hospital in Uganda. It is important to improve the perceived nature of fit between employees and their jobs. The degree to which a job holder's skills, abilities, and qualities are compatible with the demands of the job is necessary in improving employee retention. This may require that education, training, and continuous professional development be aligned to job demands. There is also a need to improve needs – supplies where requirements and needs are met by the job thus improving the degree to which the intents, desires and needs of the employee are aligned to the supplies of the job for those intensions and the extent to which the job satisfies those desires.

### 6.4.2 Make Jobs More Meaningful and Give Employees Responsibility for their Work

It is recommended that managers make jobs more meaningful and give employees responsibility for their work. Experienced meaningfulness can be achieved by attaching importance to jobs by clearly defining how job tasks contribute to organisational success, valuing jobs and making them worthwhile. Experienced responsibility can be achieved by encouraging employees and holding them personally accountable for their work through clear performance indicators and measures and continuous performance reviews. As a result, employees who perceive meaningfulness and responsibility are likely to activate intense encounter of the job attitudes that eventually result in favourable work outcomes. In

addition, clear performance indicators and measures and continuous performance reviews contribute to employee knowledge of results. This can be complemented with regular formal and informal performance feedback, supervision, rewards, and recognition.

### 6.4.3 Create a Job Environment That Promotes Self Esteem and Self Efficacy

Managers need to create a work environment where workers perceive and believe that they can successfully perform their jobs and achieve desired results. Employees with the belief and conviction in their capabilities to have control over their jobs with a perception of personal worth or value are more likely to thrive and stay on the job as individuals with positive biases and predispositions experience more objectively confident work experiences on the job, gain control of their work environment and will easily cope with complex tasks and exert more effort as they are less likely to withdraw. Self-efficacy and self-esteem can be built through identification of key competences for satisfactory job performance and continuous professional development and practice to build the identified competences. The role of communities of practice can be encouraged to further self – efficacy.

### 6.4.4 Recognise the Combination of Antecedents of Intention to Leave

The study findings indicated that the joint effect of person – job fit, critical psychological states and self – evaluation on intention to leave is greater than their individual effect. Therefore, the study recommends that managers and employees need to be aware that intention to leave is affected by several factors beyond person – job fit, critical psychological states and self – evaluation and that relying on any one of these alone may not guarantee low intention to leave.

## 6.5 Contributions of the Study

This study contributes to practice, policy-making, theory, and methodology. Each of these is discussed in the sections below.

### 6.5.1 Practical Contributions

Based on the findings, there is a moderate positive relationship between Person – Job Fit and Intention to Leave. Person – job fit facets such as needs of employees and supplies from the job; demands of the job and employee abilities; and employee self – views and the job itself need to be continuously studied to ensure alignment between the employees and the jobs in order to address employee intention to leave. Managers therefore need to review job design, job characteristics, job environment, requirements, and supplies in relation to employee needs, abilities, and self – views to ensure continued alignment. In addition, job characteristics such as job supplies, job demands and the job itself alone may not be relied on to address worker intention to leave.

This study further suggests an indirect relationship between person – job fit and intention to leave. There are incidental variables namely: experienced meaningfulness, knowledge of actual results, and experienced responsibility that influence the person – fit and employee intention to leave relationship. This supports findings by Wheeler et al., (2007); Resick et al., (2007) and Aktas (2014) who found a weak effect of person – job related variables on intention to leave, but rather indirect effects through the experience of job-related attitudes and other variables, therefore suggesting that an indirect relationship exists between person-job fit and intention to leave. Managers therefore need to understand that different job characteristics drive quit decisions in varying degrees. For example, from this study

demands – abilities and self – concept job are stronger influencers of intention to leave compared to needs – supplies suggesting that managers should focus more on the structure of jobs, employee skills, knowledge and training that fit the job requirements, employee resources and abilities to solve problems on the job, actual job performance, and building confidence for employees.

The study findings indicate that an indirect relationship exists between person-job fit and intention to leave when critical psychological states were introduced as a mediator and that critical psychological states partially mediate this relationship. Knowing results, experiencing meaningfulness, and experiencing responsibility were all found to be mediators in this relationship. This finding suggests that the extent to which employees consider their jobs meaningful and important against their values system is important. In addition, making employees accountable for their work and conversant with results, performance and impact contributes to intention to stay. Managers should therefore design jobs that allow for use of extensive skills when performing work, have clear end to end processes, clearly show contribution, significance, and impact on other's work. Jobs should allow for varying degrees of discretion for employees to demonstrate responsibility and accountability for their work results. Finally, managers are encouraged to ensure systems are built to address job performance, results, continuous improvement, and feedback.

The study outcome that self-evaluation moderates the relationship between person-job fit and intention to leave demonstrated that the experience of other job-related variables such as self – evaluation are important in this relationship. Self – esteem and self – efficacy influence job attitudes and work outcomes. Therefore, in practice, self-esteem and self-

efficacy are an avenue for driving job attitudes and resulting work outcomes. Building employee competence to drive desired behaviour is important in building efficacy and confidence. This can be achieved by improving the process of goal setting and communicating parameters for success or failure, leveraging employee's capability and competence, creating an environment with clear expectations, rewarding success, and encouraging development. Further to this, managers are encouraged to create a work environment that promotes employee confidence, sense of security, independence, and satisfaction. Emotional interaction and proficiency affect self – esteem and behaviour and therefore an employee with low self-esteem and a lack of confidence in their competence to execute a job will likely leave the organisation.

### 6.5.2 Theoretical Contributions

The study outcomes majorly support the propositions of the theory of Job Characteristics, Self-Verification theory and the Theory of Perceived Job Mobility as discussed below;

The study findings indicated a moderate positive relationship between person – job fit and intention to leave. This finding supports the job characteristics theory which assumes that job characteristics are an important determinant of work-related outcomes such as intention to leave. The theory's assumption that it is possible for a single job factor in the model to explain all other factors is however contradicted. The findings of this study indicated that all job facets including needs – supplies, demands – abilities, and self-concept job are important contributors in determining person – job fit, and not any single one of them on its own demonstrates the influence of all other factors. Each job characteristics contributes to varying degrees. In addition, the job characteristics theory assumes that there is potential

that combinations of the person – job fit facets are more important influencers than others. This is supported by the current study finding that demands – abilities and self – views are major influencers of intention to leave compared to needs – supplies. Managers therefore need to understand that different job characteristics drive quit decisions in varying degrees and should focus more the characteristics that have a major impact on stay decisions such as the structure of jobs, employee skills, knowledge and training that fit the job requirements, employee resources and abilities to solve problems on the job, actual job performance, and building confidence for employees.

The finding that critical psychological states partially mediate the person-job fit – intention to leave relationship supports the theory of perceived job mobility. The theory posits that employees go through a series of cognitive processes during decision making to either stay or quit a job and positive or negative critical psychological states can influence stay or quit decisions, respectively. However, this finding contradicts the assumption by the theory of perceived job mobility that individuals will only quit when they believe that alternative job opportunities exist, and they are talented enough to succeed on those jobs. This suggests that there are several factors beyond critical psychological states and employee cognitive processes that may contribute to employee stay or quit decisions.

The finding that critical psychological states partially mediate person-job fit – intention to leave relationship supports the job characteristics theoretical assumption that job dimensions determine critical psychological states, which have a resultant impact on work results. There is a theoretical connection between critical psychological states and job dimensions. This means that needs – supplies, demands – abilities and employee self –

views shape the nature of critical psychological state in terms of knowledge of results, perceived job meaningfulness, and perceived job responsibility as experienced by the job holder.

The finding that self – evaluation has a moderating effect on the person-job fit – intention to leave relationship supports the self-verification theoretical assumption that chronic self-views give employees a sense of confidence and encouragement and those self-views shape people's efforts which affect job performance, attitudes, and outcomes. In addition, the self – verification theoretical assumption that people prefer circumstances and jobs that provide them with self-confirming evidence, and that individuals will value themselves and develop superior perceptions of fit when the job provides self-approving and assuring experiences is supported. This study finding further supports the theory of perceived job mobility which assumes that employees go through a series of cognitive processes during decision making to either stay or quit a job and that self – views either provide self – approving or disproving experiences which result in stay or quit decisions respectively. However, this finding contradicts the assumption that individuals will only quit when they believe that alternative job opportunities exist, and they are talented enough to succeed on those jobs.

The finding that certain attributes of person – job fit rated lower and attributes of intention to leave rated higher support the theory of perceived job mobility which assumes that if employees believe that job alternatives will not provide better fit than the current job, employees will stay. On the other hand, if employees believe that a better fit will be achieved from an alternative job, the employee will leave. The theory of perceived job mobility further posits that employees may exhibit relatively positive work outcomes despite the lack

of person-job fit. This means that whereas there may be misfit, employees may exhibit lower intention to leave based on their perceived job mobility and available job alternatives.

### 6.5.3 Policy Contributions

Many National Policy documents have focused on the work environment and the organisation and less on the individual. The study finding that person – job fit influences intention to leave means that it is important for organisations to examine policies on the needs of the employee and what the job offers, job demands such as education and working hours and the abilities of employees, and realistic job reviews. In addition, the finding that critical psychological states moderate the person-job fit – intention to leave relationship presents an opportunity for organisations to consistently examine the design of jobs including meaningfulness of work, nature of job responsibilities and feed back in the form of managing performance and reward. These can be integrated into policy on regular review of jobs. Further to this, the finding that self – evaluation moderates the person-job fit – intention to leave relationship can contribute to policies on continuous professional development, practice, and competence development to build efficacy and self-esteem of medical workers.

### 6.5.4 Methodological Contributions

Questionnaires were used to collect data in this study. This is a useful tool for data collection as it allowed the respondents privacy and opportunity to express themselves freely. The study used individuals as a unit of analysis, departing from most studies that have focused on either the organisation or specific cadres as a unit of analysis thereby ignoring the

individuals and other cadres in the profession respectively. This research design is reliable and allows the collection of information across all cadres of the medical profession.

### 6.6 Limitations of the Study Research

A cross section study approach was used in which data was gathered at one point in time. As a limitation, the obtained results of this study may be significantly different from a repeat study in the future. Had the study adopted the longitudinal design, it would have presented an opportunity to prove the study findings and the changes over time to enable full exploration of person – job fit, critical psychological states, self – evaluation and intention to leave. The study relied on employees from one organisation. In as much as Mulago National Referral Hospital is the largest main referral hospital in Uganda, the conclusions of this study may not be easily generalized and applied to other organisations.

### 6.7 Suggestions for Further Research

Long term longitudinal studies are the preferred way to study progress of relationships. Noting that individual perceptions change over time depending on the context, a longitudinal study would show how the relationship between person – job fit, critical psychological states, self – evaluation and intention to leave progresses overtime more than at only one time.

From this study, there are many other factors that influence intention to leave. Huang (2005); Kristof-Brown et al., (2005); Sekiguchi (2007); and Edwards (2008) in their studies found that person-job fit is a significant determinant of intention to leave. However, they also found that there are other variables that explain this relationship and that could lead to intention to leave. This is further confirmed by Wheeler et al., (2007); Resick et al., (2007) and Aktas (2014) who found a weak effect of person – job related variables on intention to

leave, but rather indirect effects through the experience of job-related attitudes and other variables, therefore suggesting that an indirect relationship exists. This study found that 32.6% variation in intention to leave is attributed to person – job fit. There is opportunity for further research and exploration of the other antecedents of intention to leave to contribute to the full understanding of intention to leave.

This study focused on intention to leave. There is need for a further study to establish and differentiate between intention to leave the organisation or the job. Wheeler et al., (2004) found that a lack of fit results in negative attitudes and states which lead to a systematic sequence of mental evaluations starting with intention to leave the organization. While researchers generally accept this process, it is ambiguous and there is evidence to show that intention to leave is complex and not straightforward. Additionally, research findings indicate that the critical psychological states of workers mostly trigger thoughts to leave the organisation, and less to leave the profession (Purani, 2008; Nur, Can and Yalcin, 2011). As such, the latter phenomenon requires more research that is empirical because intention to leave can be intended for not only a specific organization but also the profession.

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# APPENDICES

## Appendix I: Letter of Introduction

# UNIVERSITY OF NAIROBI
## COLLEGE OF HUMANITIES & SOCIAL SCIENCES
## SCHOOL OF BUSINESS

Telephone: 4184160-5 Ext 215
Telegrams: "Varsity"' Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, KENYA

12th July, 2019

**TO WHOM IT MAY CONCERN**

**INTRODUCTORY LETTER FOR RESEARCH**
**PAUL OKATEGE REGISTRATION NO. D80/97279/2015**

The above named is a registered PhD candidate at the University of Nairobi, School of Business. He is conducting research on ***"Person-Job Fit, Critical Psychological State, Self –Evaluation, and Intention to Leave of Medical Workers of Mulago National Referral Hospital"***.

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the thesis. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
P.O. Box 30197-00100, NAIROBI

**Prof. Mary Kinoti**
**Associate Dean, Graduate Business Studies**
**School Of Business**

*MK/jm*

## Appendix II: Mulago Research Authorization Letter

TELEPHONE: +256-41554008/1
FAX: +256-414-5325591
E-mail: admin@mulago.or.ug
Website: www.mulago.or.ug

MULAGO NATIONAL REFERRAL HOSPITAL
P.O. Box 7051
KAMPALA, UGANDA

IN ANY CORRESPONDENCE ON THIS SUBJECT PLEASE QUOTES NO...

Dr. Nakwagala
Plse handle
20/9/19


5th September, 2019

The Executive Director
Mulago National Referral Hospital

Dear Sir,

**RE: RECOMMENDATION FOR ADMINISTRATIVE CLEARANCE.**

The Mulago Hospital Research & Ethics Committee has reviewed the protocol entitled **MHREC 1683: "Person-Job Fit, Critical Psychological States, Self-Evaluation, and Intention to Leave of Medical Workers of Mulago National Referral Hospital" Mr. Paul Okategeas** the lead Principal Investigator.

The study got an initial approval from Mulago Hospital Research & Ethics Committee for a period of one (1) year from 5th September, 2019 to 4th September, 2020.

The study has met the following obligations;

1. Paid the MHREC review fees of 500,000/=
2. Agreed to comply with all institutional policies and regulations of Mulago national referral hospital
3. Agreed to provide end of study report and acknowledge Mulago hospital in all publications

The Investigator should ensure to get final approval of the protocol and all accompanying documents from UNCST before starting the study. In case of studies involving drug approval is obtained from National Drug Authority and for those studies involving medical devices, seek approval from Director General, Ministry of Health.
Administrative clearance is valid for three (3) years effective from 5th September, 2019 to 4th September, 2020.

The study is therefore recommended for your provision of administrative clearance by Mulago national referral hospital.

Yours sincerely;

DR. NAKWAGALA FREDERICK NELSON
**CHAIRMAN- MULAGO HOSPITAL RESEARCH & ETHICS COMMITTEE.**

OKATEGE PAUL
ADM CLEARANCE
PROVIDED BY
MNRH 24/9/19

**Copied to;**

1. **Dr. Paul Okategeas**
2. **Director Kiruddu Referral Hospital**
3. **Executive Director-Uganda National Council for Science & Technology**

## Appendix III: Research Permit

TELEPHONE: +256-41554008/1
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E-mail: admin@mulago.or.ug
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IN ANY CORRESPONDENCE ON THIS SUBJECT PLEASE QUOTES NO...

MULAGO NATIONAL REFERRAL HOSPITAL
P.O. Box 7051
KAMPALA, UGANDA

12th September, 2019

Mr. Paul Okategе
Principal Investigator
Department of Business Administration
University of Nairobi, Kenya.

Dear Okategе,

**Re: Approval of Protocol MHREC 1683: "Job Fit, Critical Psychological States, Self-Evaluation, and Intention to Leave of Medical Workers of Mulago National Referral Hospital".**

The Mulago Hospital Research and Ethics Committee reviewed your proposal referenced above and granted approval of this study on 5th September, 2019.The conduct of this study will therefore run for a period of one (1) year from 5th September, 2019 to 4th September, 2020.

This approval covers the protocol and the accompanying documents listed below;

- Questionnaire
- Informed Consent Form
- Participant information leaflet

This approval is subjected to the following conditions:

1. That the study site may be monitored by the Mulago Hospital Research and Ethics Committee at any time.
2. That you will be abide by the regulations governing research in the country as set by the Ugandan National Council for Science and Technology including abiding to all reporting requirements for serious adverse events, unanticipated events and protocol violations.
3. That no changes to the protocol and study documents will be implemented until they are reviewed and approved by the Mulago Hospital Research and Ethics Committee.
4. That you will submit this approved protocol and all accompanying documents for approval to UNCST before starting the study. In case of studies involving drug and medical devices, approval must be obtained from the National Drug Authority before starting the study.
5. That you provide quarterly progressive reports and request for renewal of approval at least 60 days before expiry of the current approval.
6. That you provide an end of study report upon completion of the study including a summary of the results and any publications.
7. That you will include Mulago Hospital in your acknowledgements in all your publications.

I wish you the best in this Endeavour.

APPROVED
APPROVAL DATE 05 SEP 2019 EXPIRY DATE 04 SEP 2020
MULAGO RESEARCH ETHICS COMMITTEE
IRC

DR. NAKWAGALA FREDERICK NELSON
**CHAIRMAN- MULAGO HOSPITAL RESEARCH & ETHICS COMMITTEE**

**Vision: "To be the leading centre of Health Care Services"**

## Appendix IV: Questionnaire

**UNIVERSITY OF NAIROBI**
**COLLEGE OF HUMANITIES & SOCIAL SCIENCES**
**SCHOOL OF BUSINESS**

**Dear Respondent,**

Dear Respondent

I am a doctoral student at the University of Nairobi and I am currently conducting a study on the topic, "Person – Job Fit, Critical Psychological States, Self-Evaluation, and Intention to Leave among Medical Workers of Mulago National Referral Hospital in Uganda. You have been chosen to participate in this study because you are a medical worker working in Mulago National Referral Hospital and that you directly experience and interact with your job as a medical worker. I am therefore requesting you to spare a few minutes and complete this questionnaire objectively depending on your experience and knowledge as a medical worker in Mulago National Referral Hospital.

The information being collected is purely academic and does not have any effects on you as a person or on your job. The information given in this questionnaire will be treated confidentially and used purely for academic purposes.

I am so grateful for your time.

Yours truly

Paul Okategе
(PhD Candidate)

## SECTION A: BACKGROUND INFORMATION

1) Category of Employment (Tick as Appropriate)

| | | ✓ |
|---|---|---|
| 1 | Director/ Deputy Director | |
| 2 | Senior Consultant | |
| 3 | Consultant | |
| 4 | Medical Officer | |
| 5 | Nurse | |
| 6 | Other Allied Health Worker | |

2) What is your gender?

| | |
|---|---|
| 1. Male ..... | 2. Female..... |

3) What age group are you?

| | | | |
|---|---|---|---|
| 20 - 29..... | 30-39..... | 40-49..... | 50 and above..... |

4) What is your marital status?

| | | | |
|---|---|---|---|
| Single ..... | Married..... | Divorced ..... | Widow..... |

5) What is your highest level of education?

| Certificate | Diploma | Bachelors | Masters | PhD |
|---|---|---|---|---|
| ..... | ..... | ..... | ..... | ..... |

Any other? Please specify .....

6) How long have you worked in the hospital?

| | | | |
|---|---|---|---|
| Less than 5..... | 5-10..... | 11-15..... | Above 15..... |

7) How many hours do you work in a week?

| | | | |
|---|---|---|---|
| Less than 8..... | 9 – 17..... | 18 – 26 ..... | Above 26 ..... |

We would like to know how much you agree or disagree with each of the following statements related to your job. Please select the box that best indicates the extent to which you agree with the following statements. Very Less Extent (VLE), Less Extent (LE), Moderately (M), Great Extent (GE), and Very Great Extent (VGE).

**SECTION B: PERSON-JOB FIT**

Please select the box that best indicates the extent to which you agree with the following statements. Very Less Extent (VLE), Less Extent (LE), Moderately (M), Great Extent (GE), and Very Great Extent (VGE).

| Code | Variable 1 | Very Less Extent (1) | Less Extent (2) | Moderately (3) | Great Extent (4) | Very Great Extent (5) |
|---|---|---|---|---|---|---|
| PJFDA1 | When I satisfy some people at my job, others get upset | | | | | |
| PJFDA2 | My job involves more work than I can handle | | | | | |
| PJFDA3 | My job requires that I work many hours than is realistic | | | | | |
| PJFDA4 | I possess the right knowledge for this job | | | | | |
| PJFDA5 | My skills and abilities simplify my job | | | | | |
| PJFDA6 | I can solve the problems that my job presents | | | | | |
| PJFDA7 | I have to handle multiple tasks in my job | | | | | |
| PJFDA8 | I have the right training for my job | | | | | |
| PJFNS1 | I am given enough time to do what is expected of me at my job | | | | | |
| PJFNS2 | Am satisfied with my job | | | | | |
| PJFNS3 | I have the resources to do my job | | | | | |
| PJFNS4 | My job meets my personal needs | | | | | |
| PJFNS5 | My jobs gives me comfort | | | | | |
| PJFNS6 | My job meets my personal values | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| PJFNS7 | My motives are met by my job | | | | | |
| PJFNS8 | My desires match the attributes of my job | | | | | |
| PJFSC1 | I like clarity and my job responsibilities are clear to me | | | | | |
| PJFSC2 | My job schedule interferes with my family life | | | | | |
| PJFSC3 | My job requires that I am emotionally strong | | | | | |
| PJFSC4 | I have control over my job | | | | | |
| PJFSC5 | I can change many things at my job | | | | | |
| PJFSC6 | I feel that I have good personal qualities for job success | | | | | |
| PJFSC7 | I feel that I am successful on my job | | | | | |
| PJFSC8 | My personal values are consistent with what my job offers | | | | | |

**SECTION C: CRITICAL PSYCHOLOGICAL STATES**

Please select the box that best indicates the extent to which you agree with the following statements. Very Less Extent (VLE), Less Extent (LE), Moderately (M), Great Extent (GE), and Very Great Extent (VGE).

| | **Variable 2** | **Very Less Extent (1)** | **Less Extent (2)** | **Moderately (3)** | **Great Extent (4)** | **Very Great Extent (5)** |
|---|---|---|---|---|---|---|
| CPSEM1 | I require a breadth of skills while performing my job | | | | | |
| CPSEM2 | I perform end-to-end processes to complete tasks | | | | | |
| CPSEM3 | My job entails tasks that are meaningful | | | | | |
| CPSEM4 | My job tasks significantly impact the jobs of my colleagues | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| CPSEM5 | My job tasks are significant in determining overall outcomes | | | | | |
| CPSEM5 | My job is important to me | | | | | |
| CPSEM6 | I requires a breadth of skills while performing my job | | | | | |
| CPSEM7 | My job is meaningful | | | | | |
| CPSER1 | I have a high degree of discretion while performing work | | | | | |
| CPSER2 | I am responsible for my work outcomes and results | | | | | |
| CPSER3 | I have the freedom and power to influence my work results | | | | | |
| CPSER4 | I am accountable for my work results and outcomes | | | | | |
| CPSER5 | I am responsible for my work processes | | | | | |
| CPSER6 | I determine how I get my work done | | | | | |
| CPSKR1 | I regularly know my work results and outcomes | | | | | |
| CPSKR2 | I have access to all information relating to my work | | | | | |
| CPSKR3 | I know how well I am performing on my job | | | | | |
| CPSKR4 | I regularly get feedback on all aspects of my job | | | | | |
| CPSKR5 | I understand the consequences of the performance and results of my job | | | | | |

**SECTION D: SELF-EVALUATION**

Please select the box that best indicates the extent to which you agree with the following statements. Very Less Extent (VLE), Less Extent (LE), Moderately (M), Great Extent (GE), and Very Great Extent (VGE).

| | **Variable 3** | **Very Less Extent (1)** | **Less Extent (2)** | **Moderately (3)** | **Great Extent (4)** | **Very Great Extent (5)** |
|---|---|---|---|---|---|---|
| SEF1 | I am able to tell when I have succeeded or failed on my job | | | | | |
| SEF2 | I persistently perform my work even in times of adversity | | | | | |
| SEF3 | I am certain of myself, my wellbeing, and the future | | | | | |
| SEF4 | I get motivated to work hard when I set challenging goals | | | | | |
| SEF5 | I believe I have the capability to do my work | | | | | |
| SEF6 | I believe I have the mastery to perform my work | | | | | |
| SEF7 | My past experiences can determine my future performance | | | | | |
| SEE1 | I am satisfied with myself as a person | | | | | |
| SEE2 | I feel a sense of security and confidence in myself | | | | | |
| SEE3 | I am self-reliant | | | | | |
| SEE4 | I have pride and self-worth | | | | | |
| SEE5 | I like my self | | | | | |
| SEE6 | I am a valuable person | | | | | |

## SECTION E: INTENTION TO LEAVE

Please select the box that best indicates the extent to which you agree with the following statements. Very Less Extent (VLE), Less Extent (LE), Moderately (M), Great Extent (GE), and Very Great Extent (VGE).

| | **Variable 4** | **Very Less Extent (1)** | **Less Extent (2)** | **Moderately (3)** | **Great Extent (4)** | **Very Great Extent (5)** |
|---|---|---|---|---|---|---|
| ITL1 | I often think of leaving this organization | | | | | |
| ITL2 | I am currently looking for a job else where | | | | | |
| ITL3 | I am aware of opportunities to work else where | | | | | |
| ITL4 | when there is a job offer, I will go | | | | | |
| ITL5 | Given an opportunity, I am ready to go | | | | | |
| ITL6 | I think it is high time I left this job | | | | | |
| ITL7 | My days in this organization are numbered | | | | | |
| ITL8 | I actually intend to leave this job | | | | | |
| ITL9 | Given opportunity, I would prefer to work in another organization | | | | | |
| ITL 10 | I intend to leave for a foreseeable future | | | | | |

**Thank you for sparing time to fill this questionnaire**

## Appendix V: Factor Analysis Results

# Appendix V: Factor Analysis Results

1. **Person – Job Fit**

As shown in table 4.5, Person – Job Fit, was reduced into five factors based on eigen value >1. Five factors account for 52.852 percent cumulative variance.

**Table 4 1: Total Variance Explained Person Job Fit**

| | Initial Eigenvalues | | | Rotation Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| Component | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 5.758 | 23.992 | 23.992 | 4.301 | 17.922 | 17.922 |
| 2 | 2.597 | 10.820 | 34.812 | 2.774 | 11.557 | 29.479 |
| 3 | 2.046 | 8.526 | 43.338 | 2.200 | 9.165 | 38.644 |
| 4 | 1.184 | 4.933 | 48.271 | 1.928 | 8.034 | 46.678 |
| 5 | 1.100 | 4.581 | 52.852 | 1.482 | 6.174 | 52.852 |

Extraction Method: Principal Component Analysis.

**Source: Researcher, (2020)**

**Rotated Component Matrix[a]**

| | Component | | | | |
|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| When I satisfy some people at my job, others get upset | -.183 | -.061 | .439 | **.618** | -.044 |
| My job involves more work than I can handle | -.037 | .072 | -.198 | **.782** | .075 |
| My job requires that I work many hours than is realistic | .074 | .056 | -.121 | **.792** | .133 |
| I possess the right knowledge for this job | .042 | **.801** | -.034 | .034 | -.096 |
| My skills and abilities simplify my job | .030 | **.807** | .105 | -.027 | -.067 |
| I can solve the problems that my job presents | .068 | .463 | .426 | -.060 | .140 |
| I have to handle multiple tasks in my job | .085 | **.570** | -.072 | .191 | .348 |
| I have the right training for my job | .106 | **.671** | .114 | -.029 | -.005 |

| | | | | | |
|---|---|---|---|---|---|
| I am given enough time to do what is expected of me at my job | .220 | .161 | .463 | -.131 | .006 |
| Am satisfied with my job | **.525** | .067 | .391 | -.165 | -.170 |
| I have the resources to do my job | .375 | .053 | **.554** | .034 | -.280 |
| My job meets my personal needs | **.657** | -.104 | .370 | -.064 | -.169 |
| My jobs gives me comfort | **.715** | .026 | .415 | -.023 | -.143 |
| My job meets my personal values | **.796** | .131 | .078 | -.039 | -.012 |
| My motives are met by my job | **.818** | .034 | .047 | .006 | .070 |
| My desires match the attributes of my job | **.737** | .081 | .020 | .043 | .117 |
| I like clarity and my job responsibilities are clear to me | .191 | .134 | **.578** | -.121 | .186 |
| My job schedule interferes with my family life | -.009 | -.095 | -.090 | .392 | .455 |
| My job requires that I am emotionally strong | .000 | .102 | .056 | .064 | **.723** |
| I have control over my job | .380 | -.009 | .398 | -.003 | .419 |
| I can change many things at my job | .353 | .121 | .339 | .190 | .314 |
| I feel that I have good personal qualities for job success | .212 | .485 | .272 | .010 | .168 |
| I feel that I am successful on my job | **.585** | .165 | .222 | -.041 | .192 |
| My personal values are consistent with what my job offers | **.538** | .310 | .086 | .013 | .156 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 8 iterations.

## 2. Critical Psychological States

Critical Psychological States, was reduced into three factors. The three factors account for 51.480 percent cumulative variance.

**Table 4. 2: Total Variance Explained CPS**

| | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|---|---|---|
| Component | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 5.749 | 31.938 | 31.938 | 5.749 | 31.938 | 31.938 | 3.339 | 18.552 | 18.552 |
| 2 | 2.247 | 12.483 | 44.421 | 2.247 | 12.483 | 44.421 | 3.249 | 18.050 | 36.602 |
| 3 | 1.271 | 7.059 | 51.480 | 1.271 | 7.059 | 51.480 | 2.678 | 14.878 | 51.480 |

Extraction Method: Principal Component Analysis.

**Rotated Component Matrix[a]**

| | Component | | |
|---|---|---|---|
| | 1 | 2 | 3 |
| I require a breadth of skills while performing my job | **.740** | .092 | -.092 |
| I perform end-to-end processes to complete tasks | **.607** | .119 | .070 |
| My job entails tasks that are meaningful | **.658** | .127 | .243 |
| My job tasks significantly impact the jobs of my colleagues | **.646** | -.132 | .206 |
| My job tasks are significant in determining overall outcomes | **.701** | .167 | .114 |
| It requires a breadth of skills while performing my job | **.678** | .200 | .008 |
| My job is meaningful | **.502** | .320 | .073 |
| I have a high degree of discretion while performing work | .340 | .377 | .261 |

| | | | |
|---|---|---|---|
| I am responsible for my work outcomes and results | .201 | **.731** | .139 |
| I have the freedom and power to influence my work results | .069 | **.509** | .351 |
| I am accountable for my work results and outcomes | .257 | **.745** | .136 |
| I am responsible for my work processes | .190 | **.790** | .164 |
| I determine how I get my work done | -.023 | **.683** | .258 |
| I regularly know my work results and outcomes | .090 | .480 | **.548** |
| I have access to all information relating to my work | .081 | .283 | **.680** |
| I know how well I am performing on my job | .098 | .332 | **.683** |
| I regularly get feedback on all aspects of my job | .005 | .082 | **.734** |
| I understand the consequences of the performance and results of my job | .288 | .121 | **.675** |

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]
a. Rotation converged in 6 iterations.

### 3. Self – Evaluation

For Self - Evaluation, was reduced into three factors accounting for 56.615 percent cumulative variance.

## Table 4.3: Total Variance Explained Self Evaluation

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 4.891 | 37.621 | 37.621 | 4.891 | 37.621 | 37.621 | 2.983 | 22.946 | 22.946 |
| 2 | 1.457 | 11.209 | 48.830 | 1.457 | 11.209 | 48.830 | 2.391 | 18.396 | 41.341 |
| 3 | 1.012 | 7.784 | 56.615 | 1.012 | 7.784 | 56.615 | 1.986 | 15.273 | 56.615 |

Extraction Method: Principal Component Analysis.

**Rotated Component Matrix[a]**

| | Component | | |
|---|---|---|---|
| | 1 | 2 | 3 |
| I am able to tell when I have succeeded or failed on my job | .114 | **.737** | .082 |
| I persistently perform my work even in times of adversity | .025 | **.697** | .195 |
| I am certain of myself, my wellbeing, and the future | .056 | .271 | **.667** |
| I get motivated to work hard when I set challenging goals | -.127 | .454 | **.613** |
| I believe I have the capability to do my work | .399 | **.652** | .116 |
| I believe I have the mastery to perform my work | .356 | **.568** | .222 |
| My past experiences can determine my future performance | .251 | .423 | .196 |
| I am satisfied with myself as a person | .514 | .046 | **.625** |
| I feel a sense of security and confidence in myself | .533 | .099 | **.580** |
| I am self-reliant | **.603** | .174 | .438 |
| I have pride and self-worth | **.595** | .155 | .317 |
| I like my self | **.848** | .171 | -.018 |
| I am a valuable person | **.784** | .249 | -.033 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 12 iterations.

### 4. Intention to Leave

For Intention to Leave, the confirmatory factor analysis resulted in three factors. The three factors account for 66.159 percent cumulative variance.

**Table 4. 4: Total Variance Explained Intention To Leave**

| | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|---|---|---|
| Component | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 4.147 | 41.466 | 41.466 | 4.147 | 41.466 | 41.466 | 3.664 | 36.641 | 36.641 |
| 2 | 1.466 | 14.657 | 56.123 | 1.466 | 14.657 | 56.123 | 1.869 | 18.693 | 55.334 |
| 3 | 1.004 | 10.037 | 66.159 | 1.004 | 10.037 | 66.159 | 1.083 | 10.825 | 66.159 |

Extraction Method: Principal Component Analysis.

**Rotated Component Matrix[a]**

| | Component | | |
|---|---|---|---|
| | 1 | 2 | 3 |
| I often think of leaving this organization | **.703** | -.248 | .233 |
| I am currently looking for a job else where | **.722** | -.169 | .270 |
| I am aware of opportunities to work else where | .120 | -.012 | **.950** |
| Even if there is a job offer, I will stay | -.196 | **.782** | .112 |
| Given an opportunity, I am ready to stay | -.200 | **.735** | -.009 |
| I think it is high time I left this job | **.786** | -.099 | .052 |
| My days in this organisation are numbered | **.782** | -.070 | -.120 |

| | | | |
|---|---|---|---|
| I actually intend to leave this job | **.874** | -.079 | .014 |
| Given opportunity, I would prefer to work in another organisation | **.750** | -.174 | .055 |
| I intend to stay for a foreseeable future | -.022 | **.759** | -.143 |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 4 iterations.

## Appendix VI: Mulago National Referral Hospital Staff List

## LAGO NRH MANPOWER STRUCTURE REVISED 2016

| | | Salary Scale | Aproved Posts | Proposed Posts | Current Annual Salary | Current monthly | TOTAL Salary |
|---|---|---|---|---|---|---|---|
| | **ADMINISTRATION AND SUPPORT SERVICE** | | | | | | |
| | **General Administration** | | | | | | |
| 1 | Chief Executive Officer | U1SE | 0 | 1 | 54,337,296.00 | 4,528,108 | 54,337,296 |
| 2 | Deputy Chief Executive Officer (Clinical Services) | U1SE | 0 | 1 | 50,865,396.00 | 4,238,783 | 50,865,396 |
| 3 | Deputy Chief Executive Director (Admin.) | U1SE | 0 | 1 | 50,865,396 | 4,238,783 | 50,865,396 |
| 4 | Director Administration & Corporate Affairs | U1SE | 0 | 1 | 30,322,260 | 2,526,855 | 30,322,260 |
| 7 | Director Human Resource | U1SE | 0 | 1 | 30,322,260 | 2,526,855 | 30,322,260 |
| | **Finance & Administration** | | | | | | |
| 1 | Deputy Director Administration | U1SE | 0 | 1 | 30,322,260 | 2,526,855 | 30,322,260 |
| | **Administrative Services** | | | | | - | |
| 2 | Principal Hospital Administrator | U2 L | 1 | 1 | 16,310,913 | 1,359,243 | 16,310,913 |
| 3 | Senior Hospital Administrator | U3 L | 2 | 3 | 12,721,999 | 1,060,167 | 38,165,997 |
| 4 | Hospital Admnistrator | U4 L | 8 | 4 | 11,316,118 | 943,010 | 45,264,472 |
| 5 | Senior Office Supervisor | U5 | 2 | 1 | 6,756,960 | 563,080.00 | 6,756,960 |
| 6 | Principal Personal Secretary | U2 L | 0 | 2 | 16,310,913 | 1,359,242.75 | 32,621,826 |
| 7 | Senior Personal Secretary | U3 L | 0 | 2 | 12,721,999 | 1,060,166.58 | 25,443,998 |
| 8 | Personal Secretary | U4 L | 3 | 5 | 11,316,118 | 943,009.83 | 56,580,590 |
| 9 | Stenographer Secretary | U5 | 1 | 2 | 7,149,108 | 595,759.00 | 14,298,216 |
| 10 | Office Attendants | U8 | 7 | 5 | 3,924,832 | 327,069.33 | 19,624,160 |
| | **Patient Affairs** | | | | | | |
| 1 | Senior Hospital Administrator - Patient Affairs | U3 L | 0 | 1 | 12,721,999 | 1,060,166.58 | 12,721,999 |
| 2 | Hospital Administrator - Patient Affairs | U4 L | 0 | 1 | 11,316,118 | 943,009.83 | 11,316,118 |
| 3 | Quality Assurance Officer | U4 U | 0 | 1 | 13,018,091 | 1,084,840.92 | 13,018,091 |
| | **Public Relations and Customer Care** | | | | | | |
| 1 | Senior Public Relations Officer | U3 L | 1 | 1 | 12,721,999 | 1,060,167 | 12,721,999 |
| 2 | Public Relations Officer | U4 L | 0 | 2 | 11,316,118 | 943,010 | 22,632,236 |
| 3 | Customer Care Officers | U4 L | 0 | 3 | 11,316,118 | 943,010 | 33,948,354 |
| | **Financial Management** | | | | | | |
| 1 | Principal Accountant | U2 U | 1 | 1 | 17,278,436 | 1,439,870 | 17,278,436 |
| 2 | Senior Accountant | U3 U | 2 | 1 | 13,648,316 | 1,137,360 | 13,648,316 |
| 3 | Accountant | U4 U | 3 | 3 | 13,018,091 | 1,084,841 | 39,054,273 |
| 4 | Senior Accounts Assistants | U5 U | 3 | 3 | 8,919,569 | 743,297 | 26,758,707 |
| | **Supplies Management** | | | | | | |
| 1 | Principal Inventory Management Officer | U2 U | 0 | 1 | 17,278,436 | 1,439,870 | 17,278,436 |
| 2 | Senior Inventory Management Officer | U3 U | 0 | 1 | 13,648,316 | 1,137,360 | 13,648,316 |
| 3 | Inventory Management Officer | U4 U | 0 | 10 | 13,018,091 | 1,084,841 | 130,180,910 |
| 4 | Ware House Operator | U8 | 0 | 3 | 3,924,832 | 327,069 | 11,774,496 |
| 5 | Porters | U8 | 16 | 20 | 3,924,832 | 327,069 | 78,496,640 |
| | **Transport Services** | | | | | | |
| 2 | Vehicle Attendant | U8 L | 5 | 2 | 3,924,832 | 327,069 | 7,849,664 |
| 3 | Driver | U8 U | 35 | 20 | 3,924,832 | 327,069 | 78,496,640 |
| | **Catering Services** | | | | | | |
| 1 | Principal Catering Officer | U2L | 1 | 1 | 16,310,913 | 1,359,243 | 16,310,913 |
| 2 | Senior Catering Officer | U4 L | 1 | 3 | 11,316,118 | 943,010 | 33,948,354 |
| 3 | Catering Officer | U5 L | 1 | 2 | 7,490,803 | 624,234 | 14,981,606 |
| 4 | Assistant Catering Officer | U6 L | 5 | 5 | 6,824,741 | 568,728 | 34,123,705 |
| 6 | Waiter / Waitress | U8 | 10 | 30 | 3,924,832 | 327,069 | 117,744,960 |
| 7 | Kitchen Attendants | U8 | 0 | 20 | 3,924,832 | 327,069 | 78,496,640 |
| 8 | Porter | U8 | 10 | 10 | 3,924,832 | 327,069 | 39,248,320 |
| | **Security** | | | | | | |
| 1 | Senior Security Officer ( Superintendent of Police) | U3 L | 0 | 1 | 12,721,999 | 1,060,167 | 12,721,999 |
| 2 | Senior Security Officer | U4 L | 10 | 2 | 11,316,118 | 943,010 | 22,632,236 |
| | **House Keeping / Laundry** | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | U5 L | 1 | 1 | 7,490,803 | 624,234 | 7,490,803 |
| | | U6 L | 1 | 2 | 6,824,741 | 568,728 | 13,649,482 |
| 3 | Driver | U8 | 10 | 30 | 3,924,832 | 327,069 | 117,744,960 |
| 4 | Seamstress Tailor | U8 | 2 | 3 | 3,924,832 | 327,069 | 11,774,496 |
| | **Medical Records** | | | | | | |
| 1 | Principal Medical Records Officer | U2 L | 0 | 1 | 16,310,913 | 1,359,243 | 16,310,913 |
| | Senior Bio Statistician | U3SC | 0 | 1 | 18,575,220 | 1,547,935 | 18,575,220 |
| | Bio Statistician | U4 SC | 0 | 1 | 14,808,096 | 1,234,008 | 14,808,096 |
| 2 | Senior Medical Records Officer | U3 L | 1 | 2 | 12,721,999 | 1,060,167 | 25,443,998 |
| 3 | Medical Records Officer | U4 L | 1 | 6 | 11,316,118 | 943,010 | 67,896,708 |
| 4 | Assistant Medical Records Officer | U5 L | 4 | 35 | 7,490,803 | 624,234 | 262,178,105 |
| | **Medical Social Work** | | | | | 0 | |
| 1 | Principal Medical Social Worker | U2 L | 1 | 1 | 16,310,913 | 1,359,243 | 16,310,913 |
| 2 | Senior Medical Social Worker | U3 L | 1 | 2 | 12,721,999 | 1,060,167 | 25,443,998 |
| 3 | Medical Social Worker | U4 L | 3 | 5 | 11,316,118 | 943,010 | 56,580,590 |
| | **Information, Communication, Technology and Innovation** | | | | | | |
| 1 | Principal Systems Analyst | U2 U | 0 | 1 | 17,278,436 | 1,439,870 | 17,278,436 |
| 2 | Senior Systems Analyst | U3SC | 1 | 1 | 18,575,220 | 1,547,935 | 18,575,220 |
| 3 | Systems Analyasit / Programer | U4 SC | 1 | 2 | 14,808,096 | 1,234,008 | 29,616,192 |
| 4 | Net work Adminstrator | U4 SC | 0 | 1 | 14,808,096 | 1,234,008 | 14,808,096 |
| 5 | Systems Administrator | U4 SC | 0 | 1 | 14,808,096 | 1,234,008 | 14,808,096 |
| | **Resource Center** | | | | | | |
| | **Resource Center Manager** | U2 | 0 | 1 | 14969604 | 1,247,467 | 14,969,604 |
| 1 | Library Officer | U4 L | 0 | 1 | 11,316,118 | 943,010 | 11,316,118 |
| 2 | Museum Records Officer | U4 L | 0 | 1 | 11,316,118 | 943,010 | 11,316,118 |
| 3 | Library Assistants | U6 L | 0 | 4 | 6,824,741 | 568,728 | 27,298,964 |
| | **Planning and Development** | | | | | | |
| 1 | Deputy Director Planning | U1S | 0 | 1 | 30,322,260 | 2,526,855 | 30,322,260 |
| 2 | Principal Economist (Planning) | U2 U | | 1 | 17,278,436 | 1,439,870 | 17,278,436 |
| 3 | Senior Public Health Officer | U3SC | 0 | 1 | 18,575,220 | 1,547,935 | 18,575,220 |
| 4 | Senior Economist (Planning) | U3 U | | 1 | 13,648,316 | 1,137,360 | 13,648,316 |
| 5 | Economist (Planning) | U3 | 1 | 1 | 12556752 | 1,046,396 | 12,556,752 |
| 6 | Bio Statistician | U4 SC | 1 | 1 | 14,808,096 | 1,234,008 | 14,808,096 |
| | **Technical (Engineering) Services** | | | | | | |
| 1 | Principal Hospital Engineer | U2 | 0 | 1 | 22,628,900 | 1,885,742 | 22,628,900 |
| 3 | Senior Hospital Engineer | U3SC | 1 | 2 | 18,575,220 | 1,547,935 | 37,150,440 |
| 4 | Hospital Engineer | U4 SC | 1 | 2 | 14,808,096 | 1,234,008 | 29,616,192 |
| 10 | Engineering Assistant | U7 U | 6 | 6 | 6,267,067 | 522,256 | 37,602,402 |
| 12 | Electrician | U8 | 0 | 4 | 3,924,832 | 327,069 | 15,699,328 |
| 13 | Plumber | U8 | 2 | 2 | 3,924,832 | 327,069 | 7,849,664 |
| 14 | Carpenter | U8 | 9 | 2 | 3,924,832 | 327,069 | 7,849,664 |
| 17 | Metal Worker | U8 | 2 | 2 | 3,924,832 | 327,069 | 7,849,664 |
| 18 | Sterilisation assistants (CSSD) | U7 U | 2 | 15 | 6,267,067 | 522,256 | 94,006,005 |
| 20 | Lift Attendant | U8 | 8 | 16 | 3,924,832 | 327,069 | 62,797,312 |
| 21 | Workshop Attendant | U8 | 2 | 5 | 3,924,832 | 327,069 | 19,624,160 |
| | **Human Resource Management** | | | | | 0 | |
| 1 | Deputy Director Human Resource | U1E | 0 | 1 | 30,322,260 | 2,526,855 | 30,322,260 |
| 2 | Principal Human Resource Officer | U2 L | 0 | 1 | 16,310,913 | 1,359,243 | 16,310,913 |
| 3 | Senior Human Resource Officer | U3 L | 0 | 2 | 12,721,999 | 1,060,167 | 25,443,998 |
| 4 | Human Resource Officer | U4 L | 2 | 1 | 11,316,118 | 943,010 | 11,316,118 |
| 5 | Records Officer | U4 L | 0 | 2 | 11,316,118 | 943,010 | 22,632,236 |
| 6 | Assistant Records Officer | U5 L | 2 | 2 | 7,490,803 | 624,234 | 14,981,606 |
| | **Internal Audit** | | | | | | |
| 1 | Principal Internal Auditor | U2 U | 1 | 1 | 17,278,436 | 1,439,870 | 17,278,436 |
| 2 | Senior Internal Auditor | U3 U | 1 | 2 | 13,648,316 | 1,137,360 | 27,296,632 |
| 3 | Internal Auditor | U4 U | 2 | 2 | 13,018,091 | 1,084,841 | 26,036,182 |
| | **Legal Services** | | | | | | |
| 1 | Senior Legal Officer | U3 U | 0 | 1 | 20,835,300 | 1,736,275 | 20,835,300 |
| 2 | Legal Officer | U4 U | 0 | 1 | 16,834,500 | 1,402,875 | 16,834,500 |
| | **Supply Chain Management** | | | | | 0 | |
| 1 | Principal Procurement Officer | U2 | 1 | 1 | 14,969,604 | 1,247,467 | 14,969,604 |
| 1 | Senior Procurement Officer | U3 U | 1 | 1 | 13,648,316 | 1,137,360 | 13,648,316 |
| 3 | Procurement Officer | U4 U | 1 | 1 | 13,018,091 | 1,084,841 | 13,018,091 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | U2Sc | 0 | 1 | 22,628,900 | 1,885,742 | 22,628,900 |
| 2 | Senior Bio - Medical Engineer | U3SC | 0 | 1 | 18,575,220 | 1,547,935 | 18,575,220 |
| 3 | Bio - Medical Engineer | U4 SC | 0 | 2 | 15,998,239 | 1,333,187 | 31,996,478 |
| 4 | Bio - Medical Technician | U5 SC | 0 | 3 | 11,316,118 | 943,010 | 33,948,354 |
| | **Research and Development** | | | | | | |
| 1 | Deputy Director Research and Development | U1SE | 0 | 1 | 30,322,260 | 2,526,855 | 30,322,260 |
| 2 | Principal Research Officer | U2 | 0 | 1 | 22,628,900 | 1,885,742 | 22,628,900 |
| 3 | Senior Research Officer | U3SC | 0 | 1 | 18,575,220 | 1,547,935 | 18,575,220 |
| 4 | Research Officer | U4 U | 0 | 1 | 13,018,091 | 1,084,841 | 13,018,091 |
| | **Quality Assurance** | | | | | | |
| 1 | Deputy Director Quality Assurance | U1SE | 0 | 1 | 30,322,260 | 2,526,855 | 30,322,260 |
| 2 | Quality Assurance Manager | U2 | 0 | 1 | 22,628,900 | 1,885,742 | 22,628,900 |
| 3 | Senior Quality Assurance Officer | U3SC | 0 | 1 | 18,575,220 | 1,547,935 | 18,575,220 |
| 4 | Quality Assurance Officer | U4 U | 0 | 2 | 13,018,091 | 1,084,841 | 26,036,182 |
| | **SUB TOTAL** | | | | | | |
| | **DIRECTORATE OF MEDICAL SERVICES** | | | | | | |
| | Director Medical (Services) | U1SE | 0 | 1 | 50,865,391 | 4,238,783 | 50,865,391 |
| | **CARDIOLOGY** | | | | | 0 | |
| 1 | Deputy Director | U1 SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultants | U1 SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultants | U1SE | 0 | 1 | 36,787,557 | 3,065,630 | 36,787,557 |
| 4 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| | **HEPATOLOGY** | | | | | | |
| 1 | Deputy Director | U1 SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultants | U1 SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultants | U1SE | 0 | 1 | 36,787,557 | 3,065,630 | 36,787,557 |
| 4 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| | **HEAMATOLOGY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultants | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultants | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical Officer SG | U2Sc | 2 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| | **SUB TOTAL** | | | | | | |
| | **ENDOCRINOLOGY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultants | U1SE | 1 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultants | U1SE | 0 | 1 | 36,787,557 | 3,065,630 | 36,787,557 |
| 4 | Medical Officer SG | U2Sc | 0 | 1 | 28,560,107 | 2,380,009 | 28,560,107 |
| | **SUB TOTAL** | | | | | | |
| | **NEPHROLOGY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultants | U1SE | 1 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultants | U1SE | 0 | 1 | 36,787,557 | 3,065,630 | 36,787,557 |
| 4 | Medical Officer SG - Transplant | U2Sc | 0 | 1 | 28,560,107 | 2,380,009 | 28,560,107 |
| 5 | Medical Officer SG - Dialysis | U2Sc | 0 | 1 | 28,560,107 | 2,380,009 | 28,560,107 |
| 6 | Medical Officer SG - General | U2Sc | 2 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| | **SUB TOTAL** | | | | | | |
| | **NEUROLOGY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultants | U1SE | 1 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultants | U1SE | 0 | 1 | 36,787,557 | 3,065,630 | 36,787,557 |
| 4 | Medical Officer SG | U2Sc | 3 | 3 | 28,560,107 | 2,380,009 | 85,680,321 |
| 5 | Electro Physiologist | U5 SC | 0 | 1 | 11,316,118 | 943,010 | 11,316,118 |
| | **SUB TOTAL** | | | | | | |
| | **PULMONOLOGY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultants | U1SE | 1 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultants | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| 5 | Respiratory Therapist/Technician | U5 SC | 0 | 1 | 11,316,118 | 943,010 | 11,316,118 |
| | **Tuberculosis** | | | | | | |
| 1 | Senior Consultants | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Consultants | U1SE | 0 | 1 | 36,787,557 | 3,065,630 | 36,787,557 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | U2Sc | 1 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| | | U4 SC | 1 | 2 | 15,998,239 | 1,333,187 | 31,996,478 |
| 5 | Respiratory Therapist/ Technician | U5 SC | 0 | 1 | 11,316,118 | 943,010 | 11,316,118 |
| | **SUB TOTAL** | | | | | | |
| | **GASTROENTEROLOGY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultants | U1SE | 1 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultants | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| | **SUB TOTAL** | | | | | | |
| | **DERMATO-VENERIOLOGY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultants | U1SE | 1 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultants | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| | **SUB TOTAL** | | | | | | |
| | **RHEUMATOLOGY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultants | U1SE | 1 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultants | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical Officer SG | U2Sc | 0 | 3 | 28,560,107 | 2,380,009 | 85,680,321 |
| | **SUB TOTAL** | | | | | | |
| | **INFECTIOUS DISEASES** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultants | U1SE | 1 | 2 | 47,095,444 | 3,924,620 | 94,190,888 |
| 3 | Consultants | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical Officer SG | U2Sc | 0 | 3 | 28,560,107 | 2,380,009 | 85,680,321 |
| | **SUB TOTAL** | | | | | | |
| | **PSYCHIATRY** | | | | | | |
| 1 | Deputy Director | U1SE | 1 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultants | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultant | U1SE | 1 | 1 | 36,787,557 | 3,065,630 | 36,787,557 |
| 4 | Principal Psychiatry Clinical Officer | U3 | 1 | 1 | 14,913,852 | 1,242,821 | 14,913,852 |
| 5 | Mental Health Attendant | U8 | 10 | 4 | 3,924,832 | 327,069 | 15,699,328 |
| | **SUB TOTAL** | | | | | | |
| | **PHARMACY** | | | | | | |
| 1 | Deputy Director / Pharmacuetical Services | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Pharmacuetical Care Manager | U2 | 0 | 1 | 22,628,900 | 1,885,742 | 22,628,900 |
| 3 | Health Information Pharmacuetical Manager | U2 | 0 | 1 | 22,628,900 | 1,885,742 | 22,628,900 |
| 4 | Nutrition Pharmacuetical Manager | U2 | 0 | 1 | 22,628,900 | 1,885,742 | 22,628,900 |
| 6 | Principal Pharmacist | U2 | 1 | 2 | 22,628,900 | 1,885,742 | 45,257,800 |
| 7 | Senior Pharmacist | U3SC | 2 | 8 | 18,575,220 | 1,547,935 | 148,601,760 |
| 8 | Pharmacist | U4 SC | 5 | 10 | 14,808,096 | 1,234,008 | 148,080,960 |
| 9 | Pharmacy Attendant | U8 | 5 | 4 | 3,924,832 | 327,069 | 15,699,328 |
| | **DIRECTORATE DIAGNOSTICS AND THERAPEUTICS** | | | | | | |
| 1 | Director Diagnostics Services | U1SE | 0 | 1 | 50,865,391 | 4,238,783 | 50,865,391 |
| | **RADIOLOGY AND IMAGING** | | | | | | |
| 1 | Deputy Director | U1SE | 2 | 3 | 47,095,444 | 3,924,620 | 141,286,332 |
| 2 | Senior Consultant | U1SE | 2 | 2 | 47,095,444 | 3,924,620 | 94,190,888 |
| 3 | Consultant | U1SE | 3 | 3 | 36,787,557 | 3,065,630 | 110,362,671 |
| 4 | Medical Officer SG | U2Sc | 5 | 6 | 28,560,107 | 2,380,009 | 171,360,642 |
| 5 | Principal Imaging Technologist | U3 SC | 0 | 1 | 18,575,220 | 1,547,935 | 18,575,220 |
| 6 | Senior Imaging Technologist | U4 SC | 0 | 1 | 14,808,096 | 1,234,008 | 14,808,096 |
| 7 | Principal Sonographer | U2 L | 0 | 1 | 16,310,913 | 1,359,243 | 16,310,913 |
| 8 | Imaging Technologist | U5 SC | 0 | 4 | 11,316,118 | 943,010 | 45,264,472 |
| 9 | Principal Radiographer | U3 SC | 1 | 2 | 18,575,220 | 1,547,935 | 37,150,440 |
| 10 | Senior Radiographer | U4 SC | 8 | 10 | 14,808,096 | 1,234,008 | 148,080,960 |
| 11 | Senior Sonographer | U4 SC | 0 | 2 | 14,808,096 | 1,234,008 | 29,616,192 |
| 12 | Medical Physicist | U4 SC | 0 | 2 | 15,998,239 | 1,333,187 | 31,996,478 |
| 13 | Radiographer | U5 SC | 20 | 20 | 11,316,118 | 943,010 | 226,322,360 |
| 14 | Sonographer | U5 SC | 0 | 2 | 11,316,118 | 943,010 | 22,632,236 |
| | **SUB TOTAL** | | | | | | |
| | **PATHOLOGY & CLINICAL LABS** | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | U1SE | 3 | 2 | 47,095,444 | 3,924,620 | 94,190,888 |
| | | U1SE | 4 | 4 | 36,787,557 | 3,065,630 | 147,150,228 |
| 4 | Medical Officer SG | U2Sc | 8 | 7 | 28,560,107 | 2,380,009 | 199,920,749 |
| 5 | Senior Principal Laboratory Technologist | U3 SC | 0 | 1 | 18,575,220 | 1,547,935 | 18,575,220 |
| 6 | Principal Laboratory Technologist | U3 SC | 1 | 1 | 14,913,852 | 1,242,821 | 14,913,852 |
| 7 | Senior Bio Chemist | U3SC | 1 | 1 | 18,575,220 | 1,547,935 | 18,575,220 |
| 8 | Senior Laboratory Technologist | U4 SC | 9 | 9 | 14,808,096 | 1,234,008 | 133,272,864 |
| 9 | Senior Laboratory Technician | U4 SC | 1 | 2 | 14,808,096 | 1,234,008 | 29,616,192 |
| 10 | Bio Chemist | U4 SC | 1 | 1 | 14,808,096 | 1,234,008 | 14,808,096 |
| 11 | Laboratory Technologist | U5 SC | 38 | 20 | 11,316,118 | 943,010 | 226,322,360 |
| 12 | Assistant Entomological Officer | U5 SC | 1 | 1 | 11,316,118 | 943,010 | 11,316,118 |
| 13 | Laboratory Technician | U5 SC | 12 | 8 | 11,316,118 | 943,010 | 90,528,944 |
| 14 | Lab Assistant | U6 U | 2 | 2 | 7,745,615 | 645,468 | 15,491,230 |
| 15 | Senior Mortuary Assistant | U6 U | 1 | 1 | 7,745,615 | 645,468 | 7,745,615 |
| 16 | Mortuary Assistant | U7 U | 3 | 3 | 6,267,067 | 522,256 | 18,801,201 |
| 17 | Sterile Production Assistant | U6 U | 5 | 2 | 7,745,615 | 645,468 | 15,491,230 |
| 18 | Mortuary Attendant | U8 | 6 | 6 | 3,924,832 | 327,069 | 23,548,992 |
| 19 | Laboratory Attendant | U8 | 6 | 6 | 3,924,832 | 327,069 | 23,548,992 |
| | **SUB TOTAL** | | | | | | |
| | **NUCLEAR MEDICINE** | | | | | | |
| 1 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Consultant | U1SE | 1 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 3 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| 4 | Principal Radio Pharmacist | U2 | 0 | 1 | 22,628,900 | 1,885,742 | 22,628,900 |
| 5 | Senior Radio Pharmacist | U3SC | 1 | 1 | 18,575,220 | 1,547,935 | 18,575,220 |
| 6 | Radio Pharmacist | U4 SC | 0 | 1 | 14,808,096 | 1,234,008 | 14,808,096 |
| 7 | Principal Imaging Technologist | U2 SC | 1 | 1 | 22,628,900 | 1,885,742 | 22,628,900 |
| 8 | Senior Imaging Technologist | U4 SC | 0 | 1 | 14,808,096 | 1,234,008 | 14,808,096 |
| 9 | Imaging Technologist | U5 SC | 1 | 2 | 11,316,118 | 943,010 | 22,632,236 |
| 10 | Senior Radiographer | U4 SC | 1 | 2 | 14,808,096 | 1,234,008 | 29,616,192 |
| 11 | Radiographer (Specialized) | U5 SC | 0 | 2 | 11,316,118 | 943,010 | 22,632,236 |
| | **SUB-TOTAL** | | | | | | |
| | **REPRODUCTIVE HEALTH SERVICES / OBSTETRICS & GYNECOLOGY** | | | | | | |
| 1 | Director | U1SE | 0 | 1 | 50,865,391 | 4,238,783 | 50,865,391 |
| | **REPRODUCTIVE MEDICNE & FAMILY PLANNING** | | | | | | |
| 1 | Deputy Director Reproductive Medicine & Family Planning | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 5 | 47,095,444 | 3,924,620 | 235,477,220 |
| 3 | Consultant | U1SE | 0 | 8 | 36,787,557 | 3,065,630 | 294,300,456 |
| 4 | Medical OfficerSG | U2Sc | 0 | 15 | 28,560,107 | 2,380,009 | 428,401,605 |
| 5 | Medical Officer | U4 SC | 0 | 6 | 15,998,239 | 1,333,187 | 95,989,434 |
| | **SUB-TOTAL** | | | | | | |
| | **GYN ONCOLOGY** | | | | | | |
| 1 | Deputy Director Gyn Oncology | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical OfficerSG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| 5 | Medical Officer | U4 SC | 0 | 2 | 15,998,239 | 1,333,187 | 31,996,478 |
| | **SUB-TOTAL** | | | | | | |
| | **GENERAL GYNEACOLOGY** | | | | | | |
| 1 | Deputy Director Gyeacology | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 5 | 47,095,444 | 3,924,620 | 235,477,220 |
| 3 | Consultant | U1SE | 0 | 6 | 36,787,557 | 3,065,630 | 220,725,342 |
| 4 | Medical OfficerSG | U2Sc | 0 | 15 | 28,560,107 | 2,380,009 | 428,401,605 |
| 5 | Medical Officer | U4 SC | 0 | 5 | 15,998,239 | 1,333,187 | 79,991,195 |
| | **SUB-TOTAL** | | | | | | |
| | **MATERNAL FETAL MEDICINE** | | | | | | |
| 1 | Deputy Director Maternal Fetal Medicine | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 5 | 47,095,444 | 3,924,620 | 235,477,220 |
| 3 | Consultant | U1SE | 0 | 5 | 36,787,557 | 3,065,630 | 183,937,785 |
| 4 | Medical OfficerSG | U2Sc | 0 | 5 | 28,560,107 | 2,380,009 | 142,800,535 |
| 5 | Medical Officer | U4 SC | 0 | 4 | 15,998,239 | 1,333,187 | 63,992,956 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | 0 | | | | |
| | **DIRECTORATE OF PAEDIATRICS & CHILD HEALTH** | | | | | | |
| 1 | Director Paediatric Services | U1SE | 0 | 1 | 50,865,391 | 4,238,783 | 50,865,391 |
| | **SUB TOTAL** | | | | | | |
| | **INFECTIOUS DISEASES** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical Officer SG | U2Sc | 0 | 3 | 28,560,107 | 2,380,009 | 85,680,321 |
| 5 | Medical Officer | U4 SC | 0 | 2 | 15,998,239 | 1,333,187 | 31,996,478 |
| | **SUB TOTAL** | | | | | | |
| | **NEO NATALOGY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical Officer SG | U2Sc | 0 | 3 | 28,560,107 | 2,380,009 | 85,680,321 |
| 5 | Medical Officer | U4 SC | 0 | 2 | 15,998,239 | 1,333,187 | 31,996,478 |
| | **SUB TOTAL** | | | | | | |
| | **HEAMATOLOGY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| 5 | Medical Officer | U4 SC | 0 | 2 | 15,998,239 | 1,333,187 | 31,996,478 |
| | **SUB TOTAL** | | | | | | |
| | **PAEDIATRIC NUTRITION** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| 5 | Medical Officer | U4 SC | 0 | 2 | 15,998,239 | 1,333,187 | 31,996,478 |
| 6 | Principal Nutritionist | U2 SC | 0 | 1 | 22,628,900 | 1,885,742 | 22,628,900 |
| 7 | Senior Nutritionist | U3SC | 0 | 2 | 18,575,220 | 1,547,935 | 37,150,440 |
| 8 | Nutritionist | U5 SC | 0 | 5 | 11,316,118 | 943,010 | 56,580,590 |
| | **SUB TOTAL** | | | | | 0 | |
| | **GASTROENTELOGY & HEPATOLOGY** | | | | | 0 | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| 5 | Medical Officer | U4 SC | 0 | 2 | 15,998,239 | 1,333,187 | 31,996,478 |
| | **SUB TOTAL** | | | | | | |
| | **ENDOCRINOLOGY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| 5 | Medical Officer | U4 SC | 0 | 2 | 15,998,239 | 1,333,187 | 31,996,478 |
| | **SUB TOTAL** | | | | | | |
| | **NEPHROLOGY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| 5 | Medical Officer | U4 SC | 0 | 2 | 15,998,239 | 1,333,187 | 31,996,478 |
| | **SUB TOTAL** | | | | | | |
| | **RESPIRATORY & ALLERGY** | | 0 | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| 5 | Medical Officer | U4 SC | 0 | 2 | 15,998,239 | 1,333,187 | 31,996,478 |
| 6 | Respirtory Technician | U5 SC | 0 | 1 | 11,248,323 | 937,360 | 11,248,323 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | U5 SC | 0 | 1 | 11,248,323 | 937,360 | 11,248,323 |
| | | | | | | | |
| | EMERGENCY & CRITICAL CARE | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| 5 | Medical Officer | U4 SC | 0 | 2 | 15,998,239 | 1,333,187 | 31,996,478 |
| | **SUB TOTAL** | | | | | | |
| | **ADOLESCENTS' HEALTH CARE** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 1 | 36,787,557 | 3,065,630 | 36,787,557 |
| 4 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| 5 | Medical Officer | U4 SC | 0 | 1 | 15,998,239 | 1,333,187 | 15,998,239 |
| | **DIRECTORATE OF SURGERY** | | | | | | |
| 1 | Director | U1SE | 0 | 1 | 50,865,391 | 4,238,783 | 50,865,391 |
| | **SUB TOTAL** | | | | | | |
| | **BREAST & ENDOCRINE SURGERY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 1 | 36,787,557 | 3,065,630 | 36,787,557 |
| | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| | **SUB TOTAL** | | | | | | |
| | **CARDIOTHORACIC SURGERY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 1 | 36,787,557 | 3,065,630 | 36,787,557 |
| 4 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| | **SUB TOTAL** | | | | | | |
| | **UPPER GIT / HEAPATOBILIARY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 1 | 36,787,557 | 3,065,630 | 36,787,557 |
| 4 | Medical Officer SG - Transplant | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| | **SUB TOTAL** | | | | | | |
| | **COLORECTAL SURGERY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| | **SUB TOTAL** | | | | | | |
| | **OPTHALMOLOGY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical Officer SG | U2Sc | 0 | 3 | 28,560,107 | 2,380,009 | 85,680,321 |
| 5 | Optometrist | U4Sc | 0 | 2 | 15,998,239 | 1,333,187 | 31,996,478 |
| | **SUB TOTAL** | | | | | | |
| | **ANAESTHESIA** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 1 | 2 | 47,095,444 | 3,924,620 | 94,190,888 |
| 3 | Consultant | U1SE | 5 | 5 | 36,787,557 | 3,065,630 | 183,937,785 |
| 4 | Medical Officer Special Grade | U2Sc | 5 | 10 | 28,560,107 | 2,380,009 | 285,601,070 |
| 5 | Medical Officer | U4 SC | 1 | 2 | 15,998,239 | 1,333,187 | 31,996,478 |
| 6 | Principal Anaesthetic Officer | U3 SC | 1 | 12 | 18,575,220 | 1,547,935 | 222,902,640 |
| 7 | Senior Anaesthetic Officer | U4 SC | 23 | 5 | 14,808,096 | 1,234,008 | 74,040,480 |
| 9 | Anaesthetic Attendant | U8 | 5 | 30 | 3,924,832 | 327,069 | 117,744,960 |
| | **SUB TOTAL** | | | | | | |
| | **Ear, Nose and Throat (ENT)** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant - General | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 3 | Consultant - General | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 4 | Medical Officer SG - General | U2Sc | 0 | 1 | 28,560,107 | 2,380,009 | 28,560,107 |
| | **Rhnology** | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| | | U1SE | 0 | 1 | 36,787,557 | 3,065,630 | 36,787,557 |
| 3 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| | **Otology** | | | | | | |
| 1 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Consultant | U1SE | 0 | 1 | 36,787,557 | 3,065,630 | 36,787,557 |
| 3 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| | **Laryngology** | | | | | | |
| 1 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Consultant | U1SE | 0 | 1 | 36,787,557 | 3,065,630 | 36,787,557 |
| 3 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| | **Audiology** | | | | | | |
| 1 | Principal Audiologist | U3Sc | 0 | 1 | 18,575,220 | 1,547,935 | 18,575,220 |
| 2 | Senior Audiologist | U4 SC | 0 | 1 | 14,808,096 | 1,234,008 | 14,808,096 |
| 3 | Audiologist | U5Sc | 0 | 1 | 11,316,118 | 943,010 | 11,316,118 |
| | **Head/Neck** | | | | | | |
| 1 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Consultant | U1SE | 0 | 1 | 36,787,557 | 3,065,630 | 36,787,557 |
| 3 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| | **Speech, Language & Therapy** | | | | | | |
| 1 | Principal Speech & Language Therapist | U3Sc | 0 | 1 | 18,575,220 | 1,547,935 | 18,575,220 |
| 2 | Senior Speech & Language Therapist | U4 SC | 0 | 2 | 14,808,096 | 1,234,008 | 29,616,192 |
| 3 | Speech & Language Therapist | U5Sc | 0 | 2 | 11,316,118 | 943,010 | 22,632,236 |
| 4 | Assistant Speech & Language Therapist | U5 Sc | 0 | 3 | 11,316,118 | 943,010 | 33,948,354 |
| | **Sign Language** | | | | | | |
| 1 | Senior Sign Linguist /Interpreter | U4 SC | 0 | 1 | 14,808,096 | 1,234,008 | 14,808,096 |
| 2 | Sign Linguist/Interpreter | U4 SC | 0 | 1 | 14,808,096 | 1,234,008 | 14,808,096 |
| | **SUB TOTAL** | | | | | | |
| | **PAEDIATRIC SURGERY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 2 | 47,095,444 | 3,924,620 | 94,190,888 |
| 3 | Consultant / Peadiatric Surgery | U1SE | 2 | 3 | 36,787,557 | 3,065,630 | 110,362,671 |
| 4 | Medical Officer SG/Peadiatric Surgery | U2Sc | 3 | 5 | 28,560,107 | 2,380,009 | 142,800,535 |
| | **SUB TOTAL** | | | | | | |
| | **DENTISTRY/ORAL MAXILLOFACIAL SURGERY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Consultant | U1SE | 2 | 1 | 36,787,557 | 3,065,630 | 36,787,557 |
| 3 | Oral Maxillofacial Surgeons Special Grade | U2 | 0 | 1 | 28,560,107 | 2,380,009 | 28,560,107 |
| 4 | Oral Radiologist Special Grade | U2 | 0 | 1 | 28,560,107 | 2,380,009 | 28,560,107 |
| 5 | Orthodontist Special Grade | U2 | 0 | 1 | 28,560,107 | 2,380,009 | 28,560,107 |
| 6 | Prosthodontist | U4 SC | 0 | 1 | 15,998,239 | 1,333,187 | 15,998,239 |
| 7 | Periodontologist | U4 SC | 0 | 1 | 15,998,239 | 1,333,187 | 15,998,239 |
| 8 | Oral Pathologist & Medicine | U4 SC | 0 | 1 | 15,998,239 | 1,333,187 | 15,998,239 |
| 9 | Peadodontist | U4 SC | 0 | 1 | 15,998,239 | 1,333,187 | 15,998,239 |
| 10 | Senior Dental Surgeon | U3SC | 2 | 4 | 18,575,220 | 1,547,935 | 74,300,880 |
| 11 | Dental Surgeon | U4 SC | 6 | 4 | 15,998,239 | 1,333,187 | 63,992,956 |
| 21 | Chair-side Assistant | U8 | 6 | 6 | 3,924,832 | 327,069 | 23,548,992 |
| | **SUB TOTAL** | | | | | | |
| | **ORTHOPAEDICS** | | | | | | |
| | **General** | | | | | | |
| 1 | Senior Consultant | U1SE | 1 | 3 | 47,095,444 | 3,924,620 | 141,286,332 |
| 2 | Consultant | U1SE | 3 | 3 | 36,787,557 | 3,065,630 | 110,362,671 |
| 3 | Medical Officer SG | U2Sc | 8 | 8 | 28,560,107 | 2,380,009 | 228,480,856 |
| 4 | Senior Principal Orthopaedic Officer | U3SC | 0 | 1 | 18,575,220 | 1,547,935 | 18,575,220 |
| 5 | Principal Orthopaedic Officer | U3 SC | 2 | 3 | 29,827,704 | 2,485,642 | 89,483,112 |
| 6 | Senior Orthopaedic Officer | U4 SC | 7 | 8 | 14,808,096 | 1,234,008 | 118,464,768 |
| 7 | Medical Officer | U4 SC | 6 | 2 | 15,998,239 | 1,333,187 | 31,996,478 |
| 8 | Orthopaedic Officer | U5 | 7 | 10 | 64,395,492 | 5,366,291 | 643,954,920 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 2 | 47,095,444 | 3,924,620 | 94,190,888 |
| 3 | Consultant | U1SE | 1 | 3 | 36,787,557 | 3,065,630 | 110,362,671 |
| 4 | Medical Officer SG | U2Sc | 1 | 3 | 28,560,107 | 2,380,009 | 85,680,321 |
| 5 | Medical Officer SG - Emergency Physcian | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| 6 | Medical Officer | U4 SC | 12 | 8 | 15,998,239 | 1,333,187 | 127,985,912 |
| 8 | Orthopaedic Officer | U5 | 1 | 6 | 9,199,356 | 766,613 | 55,196,136 |
| | **SUB TOTAL** | | | | | | |
| | **BURNS & PLASTIC SURGERY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620 | 47,095,444 |
| 2 | Burns / Injury Prevention Manager | U2 SC | 0 | 1 | 28,560,107 | 2,380,009 | 28,560,107 |
| 3 | Senior Consultant | U1SE | 0 | 2 | 47,095,444 | 3,924,620 | 94,190,888 |
| 4 | Consultant | U1SE | 0 | 2 | 36,787,557 | 3,065,630 | 73,575,114 |
| 5 | Medical Officer SG | U2Sc | 0 | 2 | 28,560,107 | 2,380,009 | 57,120,214 |
| 6 | Senior Nutritionist | U3SC | 0 | 1 | 18,575,220 | 1,547,935 | 18,575,220 |
| | **SUB TOTAL** | | | | | | |
| | **ORGAN TRANSPLANT DEPARTMENT** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620.33 | 47,095,444 |
| 2 | Consultant | U1SE | 0 | 2 | 36,787,557 | 3,065,629.75 | 73,575,114 |
| 3 | Medical Officer SG - Kidney Transplant | U2Sc | 0 | 2 | 28,560,107 | 2,380,008.92 | 57,120,214 |
| 4 | Medical Officer SG - Liver Transplant | U2Sc | 0 | 2 | 28,560,107 | 2,380,008.92 | 57,120,214 |
| 5 | Medical Officer SG - Cornea Transplant | U2Sc | 0 | 2 | 28,560,107 | 2,380,008.92 | 57,120,214 |
| 6 | Psycologist | U4 SC | 0 | 1 | 14,808,096 | 1,234,008.00 | 14,808,096 |
| 7 | Nutritionist | U4 SC | 0 | 1 | 14,808,096 | 1,234,008.00 | 14,808,096 |
| 8 | Medical Officer SG - General | U2Sc | 0 | 2 | 28,560,107 | 2,380,008.92 | 57,120,214 |
| | **SUB TOTAL** | | | | | | |
| | **UROLOGY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620.33 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 1 | 1 | 47,095,444 | 3,924,620.33 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 2 | 36,787,557 | 3,065,629.75 | 73,575,114 |
| 4 | Medical Officer SG - Uro - Oncology | U2Sc | 0 | 1 | 28,560,107 | 2,380,008.92 | 28,560,107 |
| 5 | Medical Officer SG - Peadiatric Urology | U2Sc | 0 | 1 | 28,560,107 | 2,380,008.92 | 28,560,107 |
| 6 | Medical Officer SG - Reconstructive Urology | U2Sc | 0 | 1 | 28,560,107 | 2,380,008.92 | 28,560,107 |
| 7 | Medical Officer SG - Endo - Urology | U2Sc | 0 | 1 | 28,560,107 | 2,380,008.92 | 28,560,107 |
| 8 | Medical Officer SG - General | U2Sc | 2 | 1 | 28,560,107 | 2,380,008.92 | 28,560,107 |
| | **SUB TOTAL** | | | | | | |
| | **NEURO SURGERY** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620.33 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620.33 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 2 | 36,787,557 | 3,065,629.75 | 73,575,114 |
| 4 | Consultant Intensivist | U1SE | 0 | 1 | 36,787,557 | 3,065,629.75 | 36,787,557 |
| 5 | Medical Offier SG - Vascular | U2Sc | 0 | 1 | 28,560,107 | 2,380,008.92 | 28,560,107 |
| 6 | Medical Officer SG- Base of Skull | U2Sc | 0 | 1 | 28,560,107 | 2,380,008.92 | 28,560,107 |
| 7 | Medical Officer SG - Peadiatrics | U2Sc | 0 | 1 | 28,560,107 | 2,380,008.92 | 28,560,107 |
| 8 | Medical Officer SG - General | U2Sc | 0 | 1 | 28,560,107 | 2,380,008.92 | 28,560,107 |
| 9 | Senior Nutritionist | U3SC | 0 | 1 | 18,575,220 | 1,547,935.00 | 18,575,220 |
| | **SUB TOTAL** | | | | | | |
| | **INTENSIVE CARE UNIT (ICU)** | | | | | | |
| 1 | Deputy Director | U1SE | 0 | 1 | 47,095,444 | 3,924,620.33 | 47,095,444 |
| 2 | Senior Consultant | U1SE | 0 | 1 | 47,095,444 | 3,924,620.33 | 47,095,444 |
| 3 | Consultant | U1SE | 0 | 1 | 36,787,557 | 3,065,629.75 | 36,787,557 |
| 4 | Medical Officer SG | U2Sc | 0 | 8 | 28,560,107 | 2,380,008.92 | 228,480,856 |
| 5 | Nutritionist | U4 SC | 0 | 1 | 14,808,096 | 1,234,008.00 | 14,808,096 |
| 7 | Technician | U5 SC | 0 | 1 | 11,316,118 | 943,009.83 | 11,316,118 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | U4 SC | 0 | 1 | 14,808,096 | 1,234,008.00 | 14,808,096 |
| | | | | | | | |
| | COLO-RECTAL UNIT | | | | | | |
| 1 | Consultant | U1SE | 0 | 1 | 36,787,557 | 3,065,629.75 | 36,787,557 |
| 2 | Medical Officer SG | U2Sc | 0 | 1 | 28,560,107 | 2,380,008.92 | 28,560,107 |
| 3 | Medical Officer | U4 SC | 0 | 2 | 15,998,239 | 1,333,186.58 | 31,996,478 |
| | **SUB TOTAL** | | | | | | |
| | **REHABILITATIVE SERVICES** | | | | | | |
| 1 | Manager Rehabilitative Services | U2 | 0 | 1 | 28,560,107 | 2,380,008.92 | 28,560,107 |
| 2 | Principal Physiotherapist | U3 | 1 | 4 | 14,913,852 | 1,242,821.00 | 59,655,408 |
| 3 | Senior Physiotherapist | U4 SC | 4 | 10 | 14,808,096 | 1,234,008.00 | 148,080,960 |
| 4 | Physiotherapist | U5 SC | 10 | 5 | 11,316,118 | 943,009.83 | 56,580,590 |
| 5 | Principal Occupational Therapist | U3 | 1 | 2 | 14,913,852 | 1,242,821.00 | 29,827,704 |
| 6 | Senior Occupational Therapist | U4 SC | 1 | 3 | 14,808,096 | 1,234,008.00 | 44,424,288 |
| 7 | Occupational Therapist | U5 SC | 2 | 3 | 11,316,118 | 943,009.83 | 33,948,354 |
| | **SUB TOTAL** | | | | | | |
| | | | **NURSING** | | | | |
| 1 | Director Nursing | U1ESc | 0 | 1 | 29,836,860 | 2,486,405 | 29,836,860 |
| 2 | Deputy Director Nursing (Administration) | U1Sc | 0 | 1 | 28,892,604 | 2,407,717 | 28,892,604 |
| 3 | Deputy Director Nursing (Clinical Services) | U1Sc | 0 | 1 | 28,892,604 | 2,407,717 | 28,892,604 |
| 4 | Chief Nurse | U2Sc | 0 | 4 | 23,272,476 | 1,939,373 | 93,089,904 |
| 5 | Assistant Chief Nurse | U2Sc | 0 | 49 | 22,628,904 | 1,885,742 | 1,108,816,296 |
| | **Senior Nursing Officers** | | | | | | |
| 1 | Critical Care | U3Sc | 0 | 165 | 18,575,220 | 1,547,935 | 3,064,911,300 |
| 2 | Infectious Diseases | U3Sc | 0 | 40 | 18,575,220 | 1,547,935 | 743,008,800 |
| 3 | Neonatology | U3Sc | 0 | 70 | 18,575,220 | 1,547,935 | 1,300,265,400 |
| 4 | Neurology | U3Sc | 0 | 70 | 18,575,220 | 1,547,935 | 1,300,265,400 |
| 5 | Haematology | U3Sc | 0 | 55 | 18,575,220 | 1,547,935 | 1,021,637,100 |
| 6 | Nutrition | U3Sc | 0 | 15 | 18,575,220 | 1,547,935 | 278,628,300 |
| 7 | Endocrinology | U3Sc | 0 | 51 | 18,575,220 | 1,547,935 | 947,336,220 |
| 8 | Cardiology | U3Sc | 0 | 40 | 18,575,220 | 1,547,935 | 743,008,800 |
| 9 | Nephrology | U3Sc | 0 | 80 | 18,575,220 | 1,547,935 | 1,486,017,600 |
| 10 | Respiratory & Allergy | U3Sc | 0 | 42 | 18,575,220 | 1,547,935 | 780,159,240 |
| 11 | Gastrontology | U3Sc | 0 | 50 | 18,575,220 | 1,547,935 | 928,761,000 |
| 12 | Urology | U3Sc | 0 | 30 | 18,575,220 | 1,547,935 | 557,256,600 |
| 13 | Hepatology | U3Sc | 0 | 30 | 18,575,220 | 1,547,935 | 557,256,600 |
| 14 | Dermatology | U3Sc | 0 | 10 | 18,575,220 | 1,547,935 | 185,752,200 |
| 15 | Pulmonology | U3Sc | 0 | 60 | 18,575,220 | 1,547,935 | 1,114,513,200 |
| 16 | Psychiatry | U3Sc | 0 | 5 | 18,575,220 | 1,547,935 | 92,876,100 |
| 17 | Rehabilitative Services | U3Sc | 0 | 8 | 18,575,220 | 1,547,935 | 148,601,760 |
| 19 | Ear, nose & Throat | U3Sc | 0 | 25 | 18,575,220 | 1,547,935 | 464,380,500 |
| 20 | Burns & Reconstructive Surgery | U3Sc | 0 | 70 | 18,575,220 | 1,547,935 | 1,300,265,400 |
| 21 | Opthalmology | U3Sc | 0 | 19 | 18,575,220 | 1,547,935 | 352,929,180 |
| 22 | Trauma & Emergency Care | U3Sc | 0 | 80 | 18,575,220 | 1,547,935 | 1,486,017,600 |
| 23 | Theater Nursing | U3Sc | 0 | 112 | 18,575,220 | 1,547,935 | 2,080,424,640 |
| 24 | Upper GIT Care | U3Sc | 0 | 20 | 18,575,220 | 1,547,935 | 371,504,400 |
| 25 | Organ Transplant | U3Sc | 0 | 20 | 18,575,220 | 1,547,935 | 371,504,400 |
| 26 | Oncology | U3Sc | 0 | 15 | 18,575,220 | 1,547,935 | 278,628,300 |
| 27 | Colorectal | U3Sc | 0 | 15 | 18,575,220 | 1,547,935 | 278,628,300 |
| 28 | Orthopeadic | U3Sc | 0 | 60 | 18,575,220 | 1,547,935 | 1,114,513,200 |
| 29 | Anaesthesia | U3Sc | 0 | 5 | 18,575,220 | 1,547,935 | 92,876,100 |
| 30 | Maternal & Fetal Medicine (MFM) | U3Sc | 0 | 140 | 18,575,220 | 1,547,935 | 2,600,530,800 |
| 31 | Reproductive Medicine & Family Planning | U3Sc | 0 | 30 | 18,575,220 | 1,547,935 | 557,256,600 |
| 32 | Urogynaecology | U3Sc | 0 | 30 | 18,575,220 | 1,547,935 | 557,256,600 |
| 33 | Gynaecology | U3Sc | 0 | 60 | 18,575,220 | 1,547,935 | 1,114,513,200 |
| 34 | Assisted Reproductive Technologies (ART) | U3Sc | 0 | 6 | 18,575,220 | 1,547,935 | 111,451,320 |
| 35 | Sonography | U3Sc | 0 | 5 | 18,575,220 | 1,547,935 | 92,876,100 |
| 36 | ECG | U3Sc | 0 | 4 | 18,575,220 | 1,547,935 | 74,300,880 |
| 37 | Endoscopy | U3Sc | 0 | 5 | 18,575,220 | 1,547,935 | 92,876,100 |
| 38 | Infection Control | U3Sc | 0 | 3 | 18,575,220 | 1,547,935 | 55,725,660 |
| 39 | Nuclear Medicine | U3Sc | 0 | 5 | 18,575,220 | 1,547,935 | 92,876,100 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | U4Sc | 0 | 180 | 14,808,096 | 1,234,008 | 2,665,457,280 |
| | | U5Sc | 0 | 100 | 11,090,016 | 924,168 | 1,109,001,600 |
| | **GRAND TOTAL** | | **525** | **3034** | | **4,751,576,767** | **57,018,921,204** |