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**THE ROLE OF EMPLOYEE JOB SATISFACTION AND
INCENTIVES ON EMPLOYEE ATTRITION IN ESTONIA**

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Management

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I hereby declare that I have compiled the thesis independently and all works, important standpoints and data by other authors have been properly referenced and the same paper has not been previously presented for grading.

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ABSTRACT

The study on employee attrition is crucial in business management because it affects the most important resources in any business organisation - Employees. The concept of employee attrition is influenced by a number of factors including employee incentives and job satisfaction. While numerous studies have looked at how incentives affect job satisfaction and also at the effects of employee job satisfaction on attrition rates, none or few have specifically examined how employee job satisfaction and incentives affect employee attrition amongst Africans in Estonia. This study was therefore carried out to fill that gap.

The study aimed to investigate the role of employee job satisfaction and incentives on employee attrition in order to assist employers in identifying some variations and ways to reduce employee turnover with focus on African employees in the Estonian workforce. It provides answers to questions about the relationship between incentive and job satisfaction and also job satisfaction and attrition including their combined effect on job satisfaction in the context of African employees in Estonia. The study makes use of the quantitative method using an online survey to collect data from 100 Africans working in Estonia. IBM SPSS Statistics was used to analyze the data through descriptive and inferential statistics including frequency, percentage, graph, and Spearman rank correlation and Regression analyses.

The study concluded based on the findings that there is a strong positive relationship between incentives and employee job satisfaction and that the level of satisfaction derived at work is inversely related to employee turnover. Hence, the author recommends, among other things, that organisations and employers of labor should consider providing both optimum incentives to their employees, particularly to Africans based in Estonia in order to improve their job satisfaction and reduce employee turnover.

Keywords: satisfaction, employee, incentives, employee attrition

INTRODUCTION

Job satisfaction is the psychological state of how a person feels about his or her occupation. It is the perceptions of numerous internal and external factors related to employment and organisations (Aziri, 2011). Job satisfaction is a person's positive or negative evaluation of his or her job as a whole. It is a widely studied and central variable in many theories of organisational phenomena, and it is related to many essential human resource management factors, such as performance, counterproductive work behaviour, employee turnover, and employee health. (Belias & Koustelios, 2014).

An employee is someone who works for an individual or business in exchange for a wage or salary; they are employed to perform a specific task. According to Negi (2013), employees are an important asset to any organisation because of their valuable contributions. Hence, it is important to maintain a stable and motivated workforce. Organisations provide their employees with rewards or incentives that keep them motivated and increase productivity in order to maintain a generally healthy lifestyle that enables them to contribute positively to the organisation. These incentives or rewards are either concrete or any other kind of compensation and have been broadly categorised into two types namely: financial and non-financial incentives (Liu & Liu, 2022).

Researchers believe that employers use incentives to motivate employees and consequently influence their job satisfaction (Liu & Liu, 2022). According to Erbasi and Arat (2012), both monetary and non-monetary incentives affect job performance. They found that monetary incentives have more influence on job satisfaction compared to non-monetary incentives. Huttu (2017) concurred that total job satisfaction, which has a substantial impact on commitment and attrition, is significantly influenced by pay satisfaction and other incentive satisfaction, making it essential to investigate the relationship between incentives and job satisfaction (Huttu, 2017).

Lack of optimum satisfaction of the employees in their job is one of the few documented reasons that have made them lose belief in their employers, leading to a phenomenon known as employee attrition. Employee attrition is the reduction in the personnel (employees) through various means including resignation, retirement or mortality. It is an important concept in human resources management (Latha, 2013). Beardwell *et al.* (2004) found that incentives play a significant role

in employee attrition. Tirta & Enrika (2020) also noted that meeting employees' needs, and recognizing and rewarding their efforts leads to job satisfaction, which has a positive relationship with loyalty and employee retention. Hence, studies have been carried out to determine the major causes of this concept.

In an attempt to identify the antecedents of employees' intention to leave Mudrifah & Rokhmawati (2020), documented that a number of factors, including job-related stress, a lack of dedication to the company, and job dissatisfaction, result in employees quitting. Pouliakas (2010) found evidence consistent with the agency theory that employees expressed lower levels of job satisfaction when their incentives were removed, reduced, or not even given as compared to those who were given monetary and/or non-monetary incentives. In their study of the effects of incentives, Kaneez & Safia (2016) pointed out that employees need a strong internal drive to work more and even better, both of which tend to suffer from low motivation over time and lead to attrition. Employees who are dissatisfied with their jobs often have a strong urge to leave at the first chance they have. Terera & Ngirande (2014) and Biason (2020) also asserted that employee job satisfaction is a significant factor in employee retention. This implies that employers will have to keep their employees satisfied in order to retain them. Applying Maslow's "hierarchy of needs," Lai (2011) found that if employees' needs can be met, they will work more comfortably, highlighting the significant and positive relationship between remuneration structure and employee job satisfaction. All these reports show that the incentive or reward system of any organisation affects the satisfaction level of the employees and can also influence their retention or turnover.

The research problem is that while numerous studies have looked at how employee incentives affect employee satisfaction and various studies have looked at the effects of employee job satisfaction on attrition rates in various organisations, none or few have specifically examined how employee job satisfaction and incentives affect attrition of African employees in the Estonian workforce. This study, therefore, aims to fill that gap, given that employee satisfaction and employee incentives are key tools for promoting employee retention.

The aim of this study is to investigate the role of employee job satisfaction and incentives on employee attrition in order to assist employers in identifying some variations and ways to reduce employee turnover. It will investigate employee job satisfaction and how it affects employee

attrition. Examine how employees perceive employee incentives and how this affects their desire to stay with a company, and make recommendations on how to solve problems that are identified. Africans living and working in Estonia were chosen for this study due to the increasing population of Africans living and working in Estonia over a decade. According to statistics from Estonia, the population of Africans in Estonia increased in number from 162 to 2075 persons (both males and females) between the years 2011 to 2021. This shows that Africans based in Estonia are becoming an important component of the country's workforce.

This paper's underlying task is to investigate the importance of job satisfaction and incentives and their role in employee attrition. Two research questions were developed to fulfill the aim of the study:

Research question 1: What is the relationship between incentives and employee job satisfaction?

Research question 2: What is the relationship between employee job satisfaction and employee attrition?

A structured questionnaire was shared with chosen respondents using a non-random sampling method to gather primary data for the research. To address the previously stated research issues, the gathered data is examined using IBM SPSS 25 for descriptive and inferential analysis. The results of the statistical analyses is presented and interpreted in accordance with the aim of the study, providing answers to the research questions and comparing the results with that of past related studies to reach a conclusion on the role of employee job satisfaction and incentives on employee attrition among Africans in Estonia after which relevant recommendations will be made to organisations.

The first chapter provides an overview of the study discussing the relevant literature relating to the factors the focus of the study. The second chapter gives details of the research approach, sampling, data collection and data analysis, while the last chapter introduces the results, findings, discussion and suggestions.

1. THEORETICAL BACKGROUND

This chapter provides an overview of the study. It discusses the relevant literature relating to the factors that affect employee job satisfaction, specifically focusing on theoretical review, past studies on the subject to highlight the relationship of those research and this research and a review of some of the literature on the variables of the research. These variables include: employee job satisfaction, incentives or reward system, employee attrition, and influence of incentives and job satisfaction on employee attrition, these variables form the basis of the research. The chapter also provides the research gap and the conceptual framework that shows the relationship between the variables of the study.

1.1. Employee job satisfaction

The concept of job satisfaction is generally known as an attitude towards a job. Hence, employee job satisfaction can be referred to as the attitudes of employees towards their job. In other terms, job satisfaction can be defined as an affective or emotional reaction to various aspects of an individual's job (Bektaş, 2017, p 628). Employees are regarded as the most important resource accessible to organisations. The study and identification of characteristics connected to job satisfaction among employees help companies formulate future policies and plans. Happiness at work is an important factor in increasing productivity and contribution (Rao & Karumuri, 2019).

Employee job satisfaction is an important concept that has received significant attention by managers and researchers alike due to its pronounced impact on the productivity of organisations (Qasim & Syed, 2012). Job satisfaction according to da Cruz Carvalho *et al.* (2020) has significant positive implications on employee job performance implying that if the job satisfaction is high, the employees will perform better. On the other hand, if the job satisfaction is low, there will be performance problems. The level of satisfaction of employees in an organisation will determine the productivity and consequently profitability of the organisation. The concept of employee job satisfaction has a direct relationship with organisational performance and a significant impact on the operational performance and profitability of any organisation. It also affects the quality of products and services offered by the company (Latif *et al.*, 2013; Naseem *et al.*, 2011)

Naseem et al. (2011) noted that employee satisfaction is an important factor in attaining quality and profitability in the workplace. Latif *et al.* (2013), also stated that organisations cannot be very effective without it. Rahayu *et al.* (2018), in their study on the impact of self-efficacy, job satisfaction, and work culture on the performance of telemarketing personnel in the banking industry, reported the findings of Organ and Hammer in 1991 that job satisfaction is a multifaceted construct that encompasses cognitive, emotional, and behavioural components implying that there is no definite way of measuring the concept. However, they reported the use of a questionnaire as one of the various ways to assess job satisfaction. This was also confirmed by Biason (2020) who revealed that any job-related factor among a number of several factors can influence a person's level of job satisfaction or dissatisfaction. According to Luthans (1985) cited by Shaju & Subhashini (2017), the major factors influencing employees' job satisfaction can be summarised by recalling the dimensions of job satisfaction and these include pay, the work itself, promotions, supervision, workgroup, and working conditions.

There is a crucial interdependence between an employee and the organisation they work for. The relationship between an employee and an organisation is a crucial factor in determining the success of the organisation. The degree of employee engagement and contribution within an organisation is a function of their level of interest, as posited by Latif *et al.* (2013). The establishment of a good employee-organisation relationship depends on the satisfaction of needs, the level of interaction, the ability to adapt, and the degree of identification. According to Naseem *et al.* (2011), employee empowerment is a viable strategy for achieving employee satisfaction. Empowering employees tends to result in higher levels of job satisfaction.

1.1.1. Factors affecting job satisfaction

Numerous factors have been identified and documented as having an impact on job satisfaction, many of which pertain to both the individual employee and the employing organisation. Several variables that influence employee job satisfaction include compensation and advancement opportunities (e.g., current salary, skills, and benefits such as healthcare coverage), interpersonal dynamics (e.g., rapport with superiors, departmental collaboration, social connections, and overall organisational climate), and compensation level and equity in relation to qualifications

(Kabir & Parvin, 2011). Lawler (1971) highlights pay as a crucial determinant of job satisfaction, as evidenced by multiple research studies. Gawel (1996) reported that Herzberg's research supports the notion that employees who express discontent with their compensation are more prone to experiencing dissatisfaction with their job.

Other factors perceived to influence employee job satisfaction include:

- i. Promotion potential: Employee perceptions about opportunity for promotion influences job satisfaction (Ellickson & Logsdon, 2002).
- ii. Job security: When employees feel that their jobs are secure, they are more likely to be satisfied with their work and feel a greater sense of loyalty and commitment to their employer (Kabir & Parvin, 2011).
- iii. Recognition and appreciation: When employees feel that their contributions are recognized and appreciated, they are more likely to feel satisfied with their work and to be more engaged in their job. This can thereby lead to increased effectiveness of employees at work and their high levels of job satisfaction (Ali *et al.*, 2016).
- iv. Demographic factors: Studies have shown that age, race and gender have important effects on job satisfaction (Campione, 2014).
- v. Working hours and physical conditions: Two elements related to job satisfaction are the working hours and workplace conditions. Employees generally appreciate a flexible working environment more (Bedarkar & Pandita, 2014).
- vi. Interpersonal relationships: An individual's level of job satisfaction might be a function of personal characteristics and the characteristics of the groups to which she or he belongs to. The social context of work is likely to have a significant impact on a worker's attitude and behaviour (Belias & Koustelios, 2014).
- vii. Nature of work and work situation: The nature of the work which is an intrinsic factor is a key factor that affects job satisfaction (Judge & Klinger, 2012; Qasim & Syed, 2012).
- viii. Supervision: Fairness and competence at managerial tasks by one's supervisor. Employees also appreciate a good level of autonomy in their job (Kabir & Parvin, 2011).

Each of the aforelisted factors, among others, have been reported by several studies to affect employees' job satisfaction in different ways making them worthy of study.

1.1.2. Locke's value theory

Locke's theory of value, also known as the goal-setting theory, suggests that specific and challenging goals, along with feedback and the necessary skills and resources, lead to high levels of motivation and job satisfaction (Locke, 1996; Locke & Latham, 2002). According to Locke, individuals who set specific and challenging goals for themselves are more motivated to achieve those goals than those who set general or easy goals. Moreover, when individuals receive feedback on their progress toward those goals, they are more likely to stay motivated and satisfied with their work (Lunenburg, 2011).

The implication of Locke's theory of value on job satisfaction is that organisations must create an environment that supports goal setting and provides employees with the necessary resources and feedback to achieve those goals (Locke, 1996). This means setting clear and specific goals for employees, providing them with the necessary training and resources to achieve those goals, and regularly providing feedback on their progress (Lunenburg, 2011; Dugguh & Dennis, 2014).

When employees feel that they are working towards challenging and meaningful goals, and that they have the necessary support and feedback to achieve those goals, they are more likely to feel motivated and satisfied with their work (Dugguh & Dennis, 2014). This can lead to increased productivity, better job performance, and better business outcomes. Therefore, organisations can improve job satisfaction by adopting a goal-setting approach that empowers employees to set specific and challenging goals, provides the necessary resources and support to achieve those goals, and regularly provides feedback on progress towards those goals.

1.1.3. Herzberg's two factor theory

The Herzberg theory of motivation, also known as the two-factor theory, points out that job satisfaction and dissatisfaction are not merely two extremes of a single scale, but rather two distinct factors that must be considered separately. According to this theory, there are two categories of factors that influence job satisfaction: hygiene factors (dissatisfiers) and motivators (satisfiers) (Noell, 1976; Alrawahi et al., 2020).

Hygiene factors refer to the basic conditions and circumstances of a job, such as salary, working conditions, job security, and organisational policies. These factors, while necessary, do not necessarily lead to job satisfaction, but their absence can lead to dissatisfaction. Motivators, on the other hand, refer to factors that actually motivate and satisfy employees, such as challenging work, recognition, achievement, and opportunities for growth and advancement (Noell, 1976).

Therefore, the implication of Herzberg's theory on job satisfaction is that simply providing a comfortable and stable work environment is not enough to motivate employees and lead to job satisfaction. Instead, organisations must focus on providing opportunities for personal and professional growth, recognition, and meaningful work that challenges and engages employees (Noell, 1976; Osborne & Hammoud, 2017). organisations with highly engaged employees as documented by Osborne and Hammoud (2017) experience increased customer satisfaction, profits, and employee productivity.

In order to improve job satisfaction, organisations must address both hygiene factors and motivators. This means not only providing fair pay, safe working conditions, and job security but also creating an environment that fosters a sense of purpose, autonomy, and achievement. By doing so, organisations can create a more engaged and motivated workforce, which can lead to increased productivity and better business outcomes.

1.2. Employee incentives

An incentive refers to a tangible or intangible reward or desired outcome that motivates an employee to increase their engagement in activities that have been promoted by the employer through the selected incentive (Hall, 2008, 14). Incentives are designed to encourage performance of individuals regardless of incentives' forms and thereby play an important role in

motivating employees to give their best performance, motivating them to develop their skills, and balance between organisation requirements and the individuals' needs which enhance the organisation performance efficiently and effectively. Incentives can come in the form of bonuses, extra vacations, or even cash rewards. Offering incentives for specific actions or achievements enables employers to track progress and performance (Al-Nsour, 2012; Almahmodie &Elkrghli, 2023). Incentives may be defined as objective criteria that individuals use to establish measurable standards for performance (Huttu, 2017). Liu &Liu (2022) in their review of relevant literature found the two major types of incentives namely; concrete and moral incentives. Moral incentives refer to indirect compensation through certification, for example appraising someone while Concrete incentives are a form of direct compensation for one's effort, typically in the form of a bonus. These incentives according to Liu &Liu (2022) are there in order to make employees motivated and increase productivity. The rewards system is one beneficial policy for employees, encouraging them to improve and maintain their general health and job performance.

Employee incentives can be defined as tangible rewards (“monetary or non-monetary”) like points or gift vouchers designed to motivate and engage employees (Ravi, 2014). Huttu (2017) categorises employee incentives into two broad classes namely: financial and non-financial incentives. He stated that most firms focus on money rewards for their employees, occasionally overlooking the importance of non-financial benefits in keeping staff motivated at work. Meanwhile, both incentives are crucial when attempting to encourage people, and leaders must create an environment in which employees can feel motivated toward work. Non-financial incentives include appreciation from the management, special recognition among others (Huttu, 2017). According to Haider *et al.* (2015), in addition to financial rewards such as income, fringe benefits, bonuses, and life insurance, employees also expect other non-financial rewards such as job recognition, decision making, and appreciation from the firm. Non-monetary benefits have a significant impact on raising staff morale and increasing job satisfaction. This shows that the concept of employee incentives is important as it serve as a source of motivation and other related concepts such as employees’ loyalty, implying that organisations take the concept of employees’ incentives very serious and subsequently ensure an incentive system that will help keep employees motivated for the end goal of increasing the productivity of the organisation.

The idea behind incentives is primarily to ensure increased productivity by ensuring that an enabling environment which will continuously serve as a source of motivation for the workers is established. The different types and forms of incentives have therefore been referred to as sources of motivation which Herzberg in his theory (2008) related could help improve organisational performance. Al-Nsour, (2012), confirmed this in his study on the relationship between incentives and organisational performance for employees in Jordanian Universities where he discovered that there is a significant relationship between financial and/or moral incentives and organisational performance.

Haider *et al.* (2015), recommended in their study,, on the importance of non-financial rewards for employees' job satisfaction, that organisations should ensure that employees are well remunerated both financially and non-financially through their incentive structure. Armstrong, (2006) acknowledged that every organisation is concerned with what should be done to maintain high levels of performance through its workforce. He thereby recommended that organisations pay close attention to how individuals can best be motivated through means such as incentives, rewards, leadership etc. and the organisation context within which they carry out the work.

Lai (2011) concluded in his study that pay is even more important in businesses that require a lot of intelligence and where people's skills are the most important resource. He further stated that employee satisfaction has to do with how a company's compensation system is set up. It is recommended that companies take into account what their workers want and make changes to their compensation systems that promote internal and external equity.

Several other studies (Al-Nsour, 2012; Manzoor, 2012; Latif, 2013; Muogbo, 2013; Osabiya, 2015) carried out on the importance of incentives and its primary goal – motivation – on organisational performance concluded that incentives, rewards and other related measures that can be done to keep employees motivated and loyal to their job are essential to ensure sustainable increased productivity.

1.3. Employee attrition

The concept of employee attrition has been defined by different authorities using several nomenclatures. It has often been referred to as “Employee turnover” or “Employee Defection” (Latha, 2013). Denvir and McMahon (1992, 143) described the concept as “Labour turnover”.

The concept was defined as “the movement of people into and out of employment within an organisation”. Forbes (1971, 27), also defined labour turnover as the act of leaving an organisation, and this include internal movements such as promotion, transfer, or any other form of internal relocation within the institution.

Employee attrition can also be defined as the loss of employees from an organisation due to several reasons which can either be voluntary (resignation) or involuntary (death, illness) (Alao & Adeyemo, 2013, 17). They (Alao & Adeyemo, 2013) documented Barron's Business Dictionary definition of attrition as the regular and unavoidable decline of a labour force due to retirement, death, disease, and relocation. Attrition, in general, refers to the loss or reduction of workers owing to a variety of factors. Alao and Adeyemo (2013) further stated that a good understanding of why a company’s employees leave can help her develop effective strategies and efforts that can help retain the employees. This indicates that a business organisation should include employee retention strategies to their lists of business strategies to maintain competitive edge.

Negi (2013) reported four major kinds of attrition that is common in the workplace namely; voluntary attrition, involuntary attrition, compulsory attrition and natural attrition. Voluntary attrition takes place when the employee leaves the organisation by their own will. Factors such as higher compensation elsewhere, better opportunities for growth and promotion etc. are responsible for this kind of attrition. Involuntary attrition, on the other hand, takes place when the employees leave the organisations due to some negative forces or push factors like faulty promotion policy, biased performance appraisal etc. The decisions of organisations are influenced by the rules and regulations that dictate compulsory attrition. This comprises attrition due to reaching the retirement age, completing one's tenure, etc.

Finally, attrition that occurs due to factors such as death, insanity, etc., that are beyond the control of both the individuals involved and the organisation is referred to as natural attrition (Negi, 2013).

1.3.1. Causes of attrition

Employee attrition is an important concept that should be studied due to its impact on the workforce and consequently productivity of any organisation. The major causes of this concept

should be of even more interest to relevant researchers and professionals as this can help them to control and mitigate the effect of employee attrition on the growth and productivity of organisations.

The major causes of employee attrition according to Negi (2013) have been broadly categorised into two namely: internal and external causes – as influenced by the internal and external environment of any organisation. Internal causes of employee attrition include: issues surrounding salary of the employees, promotion, unwanted transfer of employees from one branch/arm of the organisation to the other, workshop infrastructures and amenities etc. Lack of flexibility, instability of leadership, and lack of security due to fear of being expelled and faulty performance appraisal are other factors of internal origin that lead to employee attrition (Negi, 2013). These causes of employment attrition are induced by the internal environment of the organisation and can be managed by typical HR practices and has been categorised by Vignesh *et al.*, (2018) as being avoidable.

External causes of employee attrition which are often beyond the control of the organisation include (Negi, 2013; Latha, 2013): better pay, perks, more benefits, and/or chances of promotion in other organisations. Reasons personal to the individual employee, which may include end of life, marriage, pregnancy, mental imbalance, over-sensitivity, self-employment, wish to travel abroad, and education among others, can also result in employee attrition.

Karumuri & Singareddi (2014), also reported several reasons that have been associated with employee attrition. Some of the reasons related include: employees' dissatisfaction with the organisation's policies, mismatch between job, employees' expectations of the job, and the employees' personality, lack of appreciation and recognition by the management of the organisation, little or no career growth opportunities, lack of trust, respect and support, stress from overwork, and issues surrounding compensation structures in the organisation.

Biason (2020) in his study, found that job satisfaction has a significant impact on employee retention. The articles reviewed in the study showed that employees who are satisfied with their jobs are more likely to stay with the organisation. Additionally, the study also found that factors such as work environment, compensation, and job security also influence employee retention. He concluded that job satisfaction plays a crucial role in employee retention and further stated that

organisations can improve their retention rates by focusing on factors that contribute to job satisfaction, such as work environment, compensation, and job security. The study also suggested that organisations should conduct regular employee satisfaction surveys to identify areas for improvement.

Al-Jalkhaf & Alshaikhmubarak (2022) while aiming to investigate the impact of corporate incentives on job satisfaction in the real estate development sector found that corporate incentives have a significant positive impact on job satisfaction among employees in the real estate development industry. They also found that age and tenure moderate the relationship between corporate incentives and job satisfaction. They concluded that corporate incentives play a crucial role in enhancing job satisfaction among employees in the real estate development industry and further suggested that organisations should consider providing corporate incentives to their employees to improve their job satisfaction levels.

According to Latha (2013), workers who perform better and are competent enough have more options for outside employment than those who perform averagely or poorly, and as a result, they are more likely to quit. Therefore, it is preferable for organisations to focus their attention on volunteer turnover, which they can reasonably control, and to take proactive measures to be less disturbed by involuntary turnover because it is beyond their control.

1.3.2. Effect of employee attrition on organisational performance

Regardless of the cause, a high attrition rate in a company can have both positive and negative effects. These effects on organisations have both short-term and long-term consequences, and their duration varies.

Negative impacts of attrition are more proclaimed because their effects on organisation productivity are more pronounced. Hence, several studies have been carried out to discuss the negative effects of employee attrition in order to better address the issue of employee attrition to enhance productivity in an organisation (Mudor, 2011; Latha, 2013).

Employee attrition affects both the organisation and the employees that are leaving the organisation. Some of the common consequences associated with employee attrition as it relates to the organisation include (Mudor, 2011, 42; Negi, 2013, 53):

- a. Decreased performance, as the organisation tends to lose;
- b. Increase in costs for recruitment and training of new candidates and also administrative proceedings required to get new recruits fully integrated into the organisation;
- c. Probability of losing experienced employees to competitors in the industry;
- d. Functional work gets disturbed;
- e. Culture of the organisation is spoiled because of the continuous exit of employees.

Attrition can also affect the employee in the several ways such as having to go through stress while trying to settle down at the new organisation, effect on career and family life, loss of money and even relevant skills which could be due to the employee having to stay idle at home for a while before securing job at another organisation. The employee also tends to lose the relationship he/she has with fellow employees and also employers of the organisation they are leaving. However, the effect of attrition can also be positive as the employee could get a better environment with benefits that supersedes that of the former organisation.

Likewise, the impact of employee attrition on an organisation is not always negative. Negi (2013) reported cases where attrition can positively contribute to the growth and development of the organisation. Some of these include (Latha, 2013, 3; Negi, 2013, 54):

- a. Advantages of new knowledge – New employees tend to bring new knowledge; their knowledge and skill may open new avenues for the organisation.
- b. Advantage of new technology- In the case where relatively excess employees are replaced by technology advancements. This can result in decrease in cost, thereby making the price of the final goods or service to be cheaper; further leading to increase in demand and profits.

c. Introduction of new ideas – New ideas which may be as a result of new employees may help in increasing product line and product mix or they may become helpful in starting new joint – ventures and working in collaboration.

d. Reduction in surplus staff – It will lead to reduction in cost of maintaining the surplus employees ultimately leading to total cost.

e. Chances of bringing in creativity & innovation – New workers may be able to think differently and introduce a new style and/or methods of working, thereby promoting creativity and innovation in the organisation.

f. Creation of a healthy and competitive environment in the organisation- Old employees may get inspired engaging in a healthy competition with their recent recruits leading to increase in the organisational performance.

Whether the effect is positive or negative, it is noteworthy that employee attrition has a significant impact, both directly and indirectly, on the performance and productivity of an organisation. For this reason, it is important to investigate the causes of employee attrition as well as how it interacts with other significant factors that have an impact on the productivity of the organisation.

1.4. Relationship between employee job satisfaction and incentives and employee attrition

Attrition is said to be the “gradual reduction in the number of employees through retirement, resignation or death” (Latha, 2013, 1). In other terms, attrition is the number of employees who leave an organisation, both voluntarily and involuntarily. Latha (2013) noted that a typical employee will rather slowly reduce his/her ties with the company than complain about the underlying factors causing attrition. When a well-trained and well-adjusted employee leaves an organisation, the organisation loses valuable skills, knowledge, and business relationships. Consequently, employee turnover is one of the most important issues for any business. Attrition

depends on several factors including the satisfaction level of the employees which can be influenced by the reward system or incentives of the organisation (Adhikari, 2009).

When attempting to understand the causes of attrition, pinpoint the elements that lead to employee dissatisfaction, gauge how satisfied employees are with their jobs and working conditions, and pinpoint the areas where the manufacturing industries in the Nellore District are falling behind, Latha (2013) concurred with several earlier studies that employee compensation, also known as incentives, is a key determinant for attrition. Boswell *et al.*, (2005) also opined that the decision of leaving the organisation is not easy for an individual employee as significant energy is expended on seeking new employment, adjusting to new situations, giving up familiar routines, and severing interpersonal connections. Hence, conscious attempts by the organisation management to make employees feel more satisfied at their work including ensuring a good rewarding system among others if encouraged could help reduce the level of employees' attrition. This shows that incentives among other factors that determine employee job satisfaction and even the concept of employees' job satisfaction play important roles in employees' attrition.

De Sousa Sabbagha *et al.* (2018) in their study to predict staff retention, which is the direct opposite of attrition, discovered that the model of employee motivation and job satisfaction is directly related to and can explain close to 50% of the variance in the employee retention construct. They also related that employee job satisfaction explained an estimate of 66% of the total construct and further recommended that employees be motivated and satisfied and job in a bid to retain talented staff. This has been from times past seeing that Hackman and Oldham in 1975 reported from their study that a higher job satisfaction is associated with increased productivity, lower absenteeism, and lower employee turnover. This also implies that lower job satisfaction can be associated with low productivity, higher absenteeism and a subsequent higher employee attrition.

According to Mudor (2011), three main variables of human resources management practices namely supervision, job training and pay practices (incentives) are essential and positively related to enhance job satisfaction of employees. Meanwhile, these practices are negatively associated with employee turnover or attrition. Besides, job satisfaction directly affects employee turnover with a negative relationship implying that job satisfaction can reduce turnover of employees when there is high job satisfaction and vice versa. He therefore pointed out the need

for organisations to take a consideration about job satisfaction and apply human resources management practice in the workplace in order to reduce turnover and gain the organisation goals.

2. RESEARCH METHODOLOGY

This section provides an overview of the research approach, sampling, data collection and data analysis methods.

2.1. Research design and sample

There are two dominant types in research quantitative and qualitative. Quantitative research varies in a variety of ways from qualitative research. The quantitative approach which is all about collecting numerical data as Bryman & Bell (2007) stated was employed for this study with the responses of the respondents through the questionnaire subjected to statistical analysis in order to achieve the goal of the study. This approach was chosen in order to reach more participants and to get their views on the study.

This study concentrates on employees of African origin in Estonia that have been on the job in the last two years in order to factor in the effects of the COVID-19 pandemic. The study employs quantitative research methods to evaluate the role of employee job satisfaction and incentives on employee attrition. The primary data used was collected through a structured questionnaire, administered online to employees from various organisations. A non-random sampling method which is used for targeting a specific group was used to select respondents who are Africans, living and working in Estonia. The sample size consists of one hundred (100) respondents within the working age group in Estonia, taking into account their gender, age, work experience, sector, and type of work. The selection of the respondents will help us understand workplace diversity among Estonian companies and how satisfied the respondents are about their jobs. Exploring Africans in Estonia would help factor in the effects of background differences and the culture of employees, which would also enable us to understand the extent to which Africans in Estonia have fully integrated into the system considering the effect of the language barrier.

The questionnaire was chosen because it is relatively simple to interpret and because it captures the variables of interest for the study. Questions were asked in multiple-choice format and the participants had the option to maintain anonymity. The online survey was entirely voluntary, and everyone who wanted to participate could. The respondent only required a computer or

smartphone with internet connectivity. Link to the questionnaire was distributed via social platforms (whatsapp and facebook) to easily reach working class Africans in Estonia.

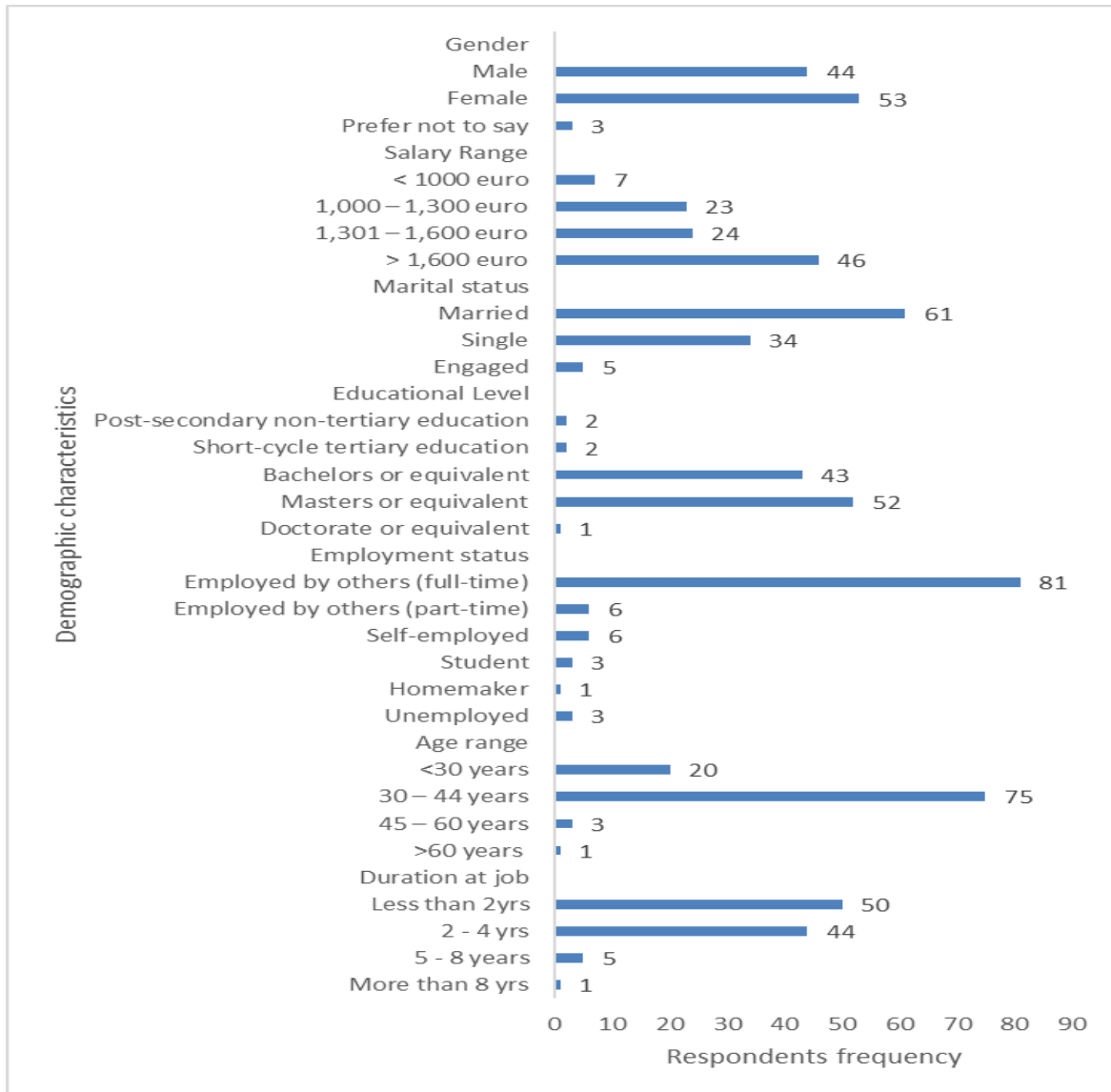


Figure 1. Demographic characteristics of the respondents

Source: Author’s calculations

53% of the total respondents of the study are female, 44% are male and 3% preferred not to communicate their sex. 46% of the respondents earn above 1,600 euro, 24% earn between 1,301 and 1,600 euro, 23% earn within the range of 1,000 to 1,300 euro, while a few of the respondents (7%) earn below a thousand euro. 61% of the total respondents acknowledge being married, 5%

engaged and 34% single. The educational level of the respondents ranged from post-secondary non-tertiary education through doctorate level with 2% of the total respondents stating to be from post-secondary non-tertiary level, 2% responding to be on the level of short-cycle tertiary education, 52% in masters or equivalent level, 43% in bachelors or equivalent and just one person claiming to be on the level of a doctorate (Figure 1).

87% of the respondents are employed by others (81% full-time and 6% part-time), 6% are self-employed, 3% identify as students, 1% as a homemaker and the other 3% are unemployed. Also, the respondents of the study had an average age of 33.62 years and a standard deviation of 6.04 with a range of 23 to 70 years old. 75% of these respondents are within the age range of 30 to 44 years old inclusive, 20% are less than 30 years of age, 3% are within 45 to 60 years old and just one person is above 60 years (Figure 1).

50% of the respondents have not been at their job for up to 2 years, 44% have been at their job for a duration range of 2 to 4 years. 5% have been working for about 5 to 8 years while only one person has worked for more than 8 years.

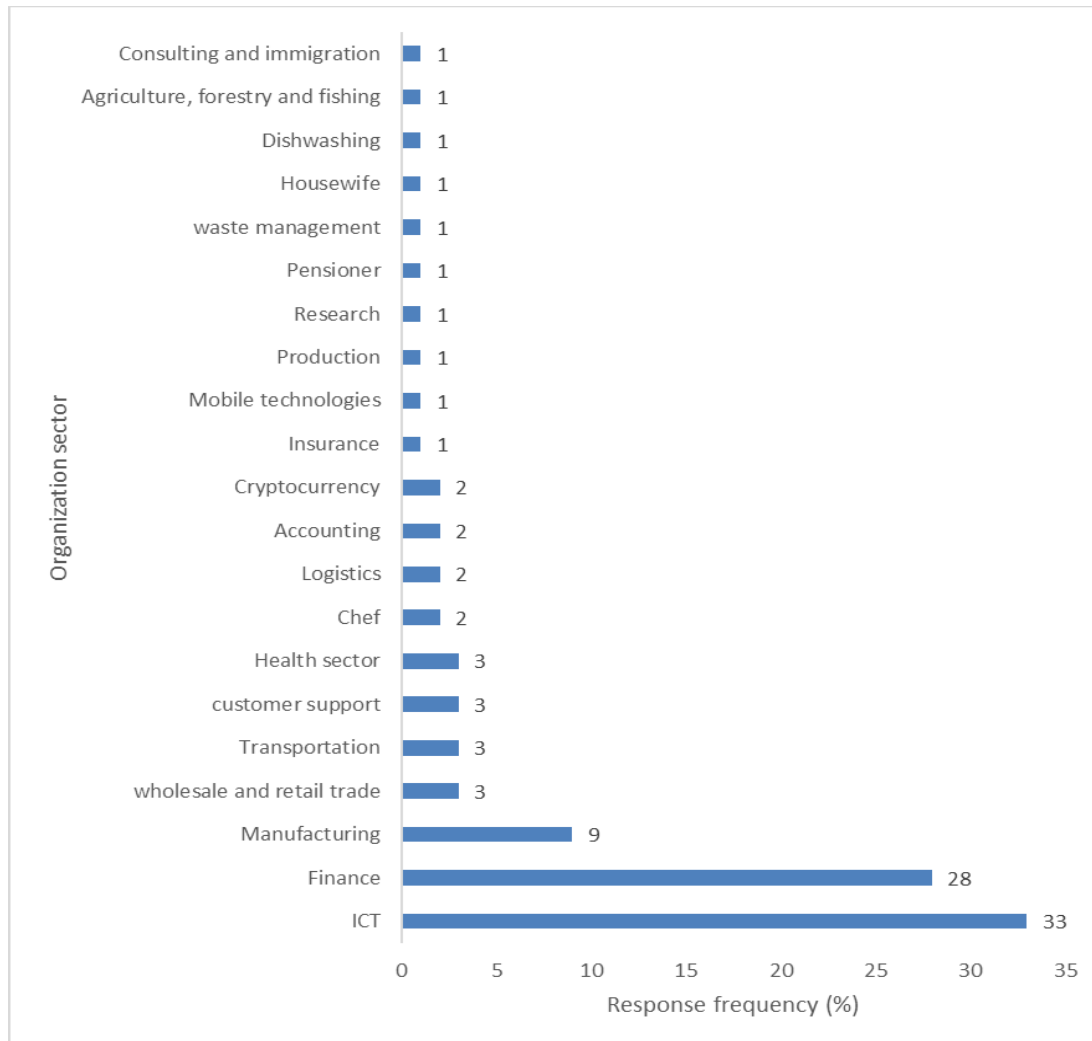


Figure 2. organisational sector of the respondents
 Source: Author's calculations

33% of the respondents work in the information and communication technology sector, 28% in the finance industry, and 9% operate in the manufacturing industry. 3% of the respondents work in each of Health, customer support, transportation and wholesale and retail trading sectors. 2% of the respondents work in each of the logistics and accounting sectors. 2% identified as chefs and another 2% identified as being into cryptocurrency. Each of the other respondents identified to be into some other things including mobile technologies, production, research, pensioner, waste management, housewife, dishwashing, agriculture, forestry and washing and consulting and immigration.

2.2. Data collection and analysis methods

Sources are usually classified as primary or secondary. According to Pandey & Pandey (2021), primary data is obtained for further study by the researcher with a clear goal. If the researcher has the data obtained by someone else for some other reason, this is secondary data.

The questionnaire consists of four sections and a total of 30 questions. The first part focuses on the demographic information of the respondents, with the questions capturing the origin, age, gender, marital status, education level, employment status, sector, duration of employment, and salary range of the respondents. The second section focuses on incentives of respondents as employees in various organisations, while the third section focuses on the level of employees' job satisfaction, assessing the respondents' level of job satisfaction through relevant questions that have been constructed on the basis of relevant articles reviewed. The final section of the questionnaire focused on assessing employee attrition by determining the respondents' probability of leaving their current jobs and the impact of the current reward system of their organisations on this decision and how they would react to a change (positive or negative) in the organisation's reward system.

Some of the relevant studies consulted for the construction of the questionnaires includes the study conducted by Biason (2020) on the effect of job satisfaction on employee retention and Al-Jalkhaf & Alshaikhmubarak (2022) who explore the relationship between corporate incentives and employees' job satisfaction in real estate development in Saudi Arabia (see appendix 6).

In this thesis, primary data was collected from a sample of Africans living in Estonia with the use of a well-structured questionnaire as a research instrument. The collected data was analysed using IBM SPSS 25 for descriptive and inferential analysis.

Cronbach's alpha was computed in order to assess the internal consistency of the component statements that make up the key variables of the study: namely employee incentive, employee job satisfaction and lastly employee attrition where only four out of nine statement was used

because they were the ones that meet up with the internal consistency level as measured by cronbach alpha.

The descriptive statistics computed include both numerical (e.g. measures of central tendency and variability) and graphical tools (e.g. Bar chart, etc.) while inferential statistical tools such as the Correlation (spearman rank) and the regression (linear) analyses were also computed to assess the relationship between employee job satisfaction, incentives and employee attrition.

The attrition statements were reversed to correctly measure attrition. The aggregated variables for incentives, satisfaction and attrition were derived through the means of the combine statements that make up each variable.

3. RESULTS

3.1. Findings

This section presents the results of the survey questionnaire used for the study and the discussion of the results as it relates to the role of employee job satisfaction and incentives to employee attrition. The questionnaire was administered to 100 Africans based in Estonia to capture how incentives and job satisfaction affect the attrition of African employees in Estonia. However, 87 to the 100 respondents indicated as being employed either full or part time. Hence, the responses of the 87 respondents are subjected to analysis and presented in this section.

The respondents were asked to answer five questions in order to assess employee incentives on a 5-point Likert scale (Figure 3). While responding to the statement “salary commensurate with efforts” 32.2% agreed, 27.6% were neutral, 16.1% disagreed, 11.5% strongly disagreed, and 12.6% strongly agreed. Majority (74.7%) of the respondents strongly agreed with the statement, “You have access to different benefits such as pension, etc”, while 9.2% agreed, 8.0% were neutral, 5.7% disagreed and 2.3% strongly disagreed with the same statement. Majority (39.1%) of the respondents responded neutrally to the statement claiming that “there is a reward for high performance”. 26.4% agreed and 14.9% strongly agreed. However, 10.3% disagreed and 9.2% strongly disagreed with the statement respectively.

Regarding the statement, “Your employer recognizes hard work on high-performing employees with non-monetary rewards such as an award of recognition, certification, etc”, 45.9% (28.7% agreed and 17.2 strongly agreed) consented while 35.6% (23% disagreed and 12.6% strongly disagree) were against and 18.4% other respondents were neutral. 31% of the respondents were neutral to the statement, “Employees at your organisation have the autonomy to make decisions on their jobs”. 41.4% consented (23% agree and 18.4% strongly agree) while 27.6% were against it (6.9% strongly disagree and 20.7% disagree).

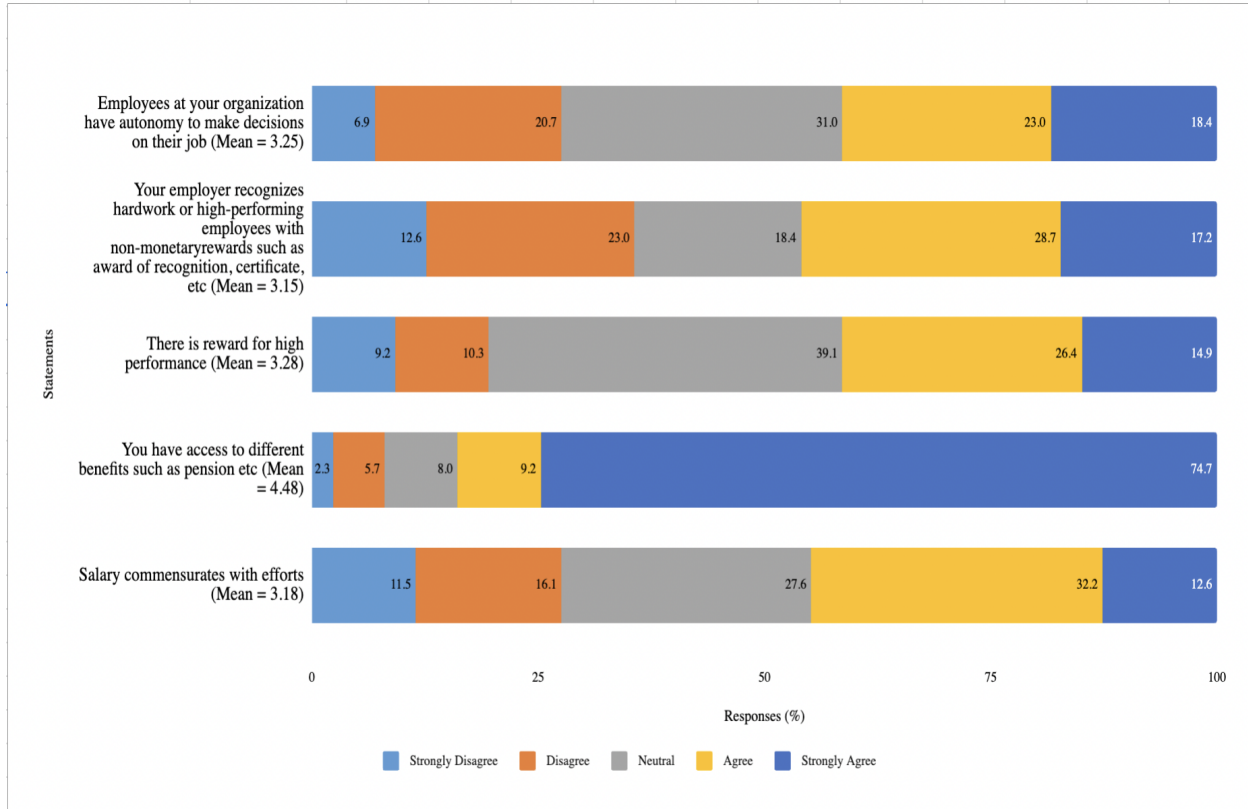


Figure 3. Assessment for employee incentives
Source: Author’s calculations

Findings revealed concerning employees incentive that “Salary commensurate with efforts ($\bar{x}=3.18$)”, “Employees have access to different benefits such as pension etc, ($\bar{x}=4.48$)”, “Reward for high performance ($\bar{x}=3.28$)”, “Your employer recognizes hard work or high performing employees with non-monetary rewards such as award of recognition certification etc. ($\bar{x}=3.15$)”, “Employees at your organisation have autonomy to make decisions on their jobs ($\bar{x}=3.25$). The mean range of 1 to 5 indicates the employees’ level of agreement with the statements. 1 shows that the respondents strongly disagree with the statements while 5 means that they are in strong agreement with the statement. In this case the majority agreed that they have access to different benefits such as pension while the statement “Your employer recognizes hard work or high performing employees with non-monetary rewards such as award of recognition certification etc. had the least agreement.

Six statements were administered to the respondents regarding their satisfaction at their respective jobs (Figure 4). While responding to the statement: “How satisfied are you with your

current salary?" 37.9% of the respondents responded indifferently. 26.4% responded to be satisfied and 6.9% were very satisfied. However, 18.4% were not satisfied and 10.3% were very dissatisfied with their current salary. Also, 31.0% were neutral about their overall satisfaction at their job, 33.3% are satisfied and 13.8% are very satisfied. However, 25.2% responded negatively, with 14.9% claiming to "be not satisfied" while 10.3% related that they are very dissatisfied.

41.3% of the respondents (12.6% very dissatisfied and 28.7% not satisfied) responded negatively to the statement probing their satisfaction with performance rewards. 39.8% were okay (17.2% satisfied and 12.6% very satisfied) with the satisfaction reward while the other 28.7% were indifferent about the reward. 41.3% of the respondents appreciated (24.1% satisfied and 17.2% very satisfied) the benefits they get from work while 31% are not okay (13.8% very dissatisfied and 17.2% not satisfied) with the benefits. 27.6% stated that they are indifferent regarding the benefits they get from work.

37.9% of the respondents do not like it (12.6% are very dissatisfied and 25.3% not satisfied) when their employer recognizes the work they do for the organisation. However, 19.5% of the respondents are satisfied and 11.5% are very satisfied with the recognition of their employer over the work they do for the organisation. 31% of the respondents were neutral about receiving their employer's recognition over the same course.

Majority (81.6%) of the respondents (28.7% satisfied and 52.9% very satisfied) stated that they will appreciate it if their work is publicly recognized. 16.1% of the respondents were indifferent about this while 2.2% (1.1% very dissatisfied and 1.1% not satisfied) were not okay with it.

Regarding the employees job satisfaction, the results revealed that "Level of satisfaction towards current salary ($\bar{x}=3.01$), Overall satisfaction level with your job? ($\bar{x}=3.32$), Satisfaction with the benefits that you receive from work ($\bar{x}=3.14$), Level of satisfaction with the performance reward ($\bar{x}=2.89$), level of satisfactions with employer's recognition of the work you do for the organisation ($\bar{x}=2.92$) and level of satisfaction with public recognition of work ($\bar{x}=4.31$). The mean range of 1 to 5 indicates the employees' level of agreement with the statements. 1 shows that the respondents are very dissatisfied with the statements while 5 means that they are very

satisfied with the statement. The respondents are not satisfied with the performance reward received at work but public recognition of their work will bring them satisfaction.

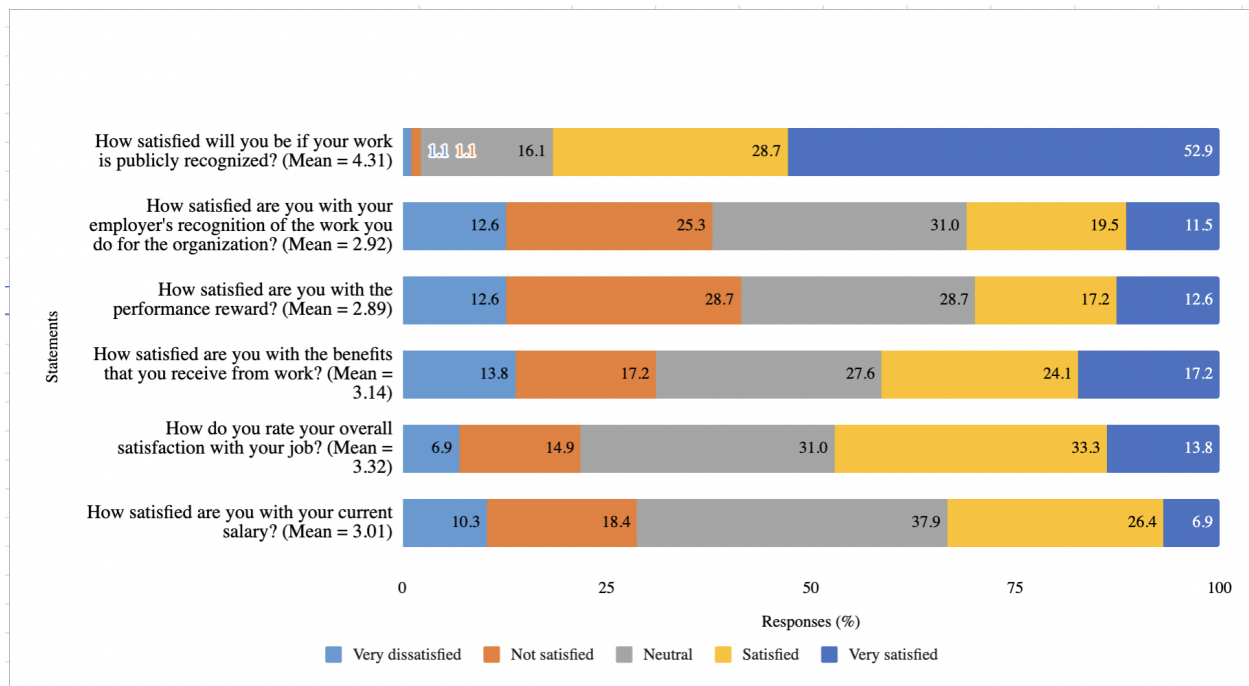


Figure 4. Assessment for employee job satisfaction

Source: Author's calculations

The respondents were asked a yes or no question if they had interviewed for another job within the last six months, 52.9% of the total respondents answered yes that they have interviewed for another job within the last 6 months as against the other 47.1% respondents who replied with a no.

Nine more statements were used to assess respondents' opinions on employee attrition (Figures 5 - 8). 29.9% (11.5% most likely) have a probability of referring people while 35.6% stated that they might not (14.9% less likely) refer someone to work in their organisation. Others (34.5) responded neutrally to the question. There is a probability that 44.8% of the respondents (21.8% most likely) will be working with their current employer after the current year while 31% will likely not be working with their employer after the current year. The other 24.1% responded neutrally to the question.

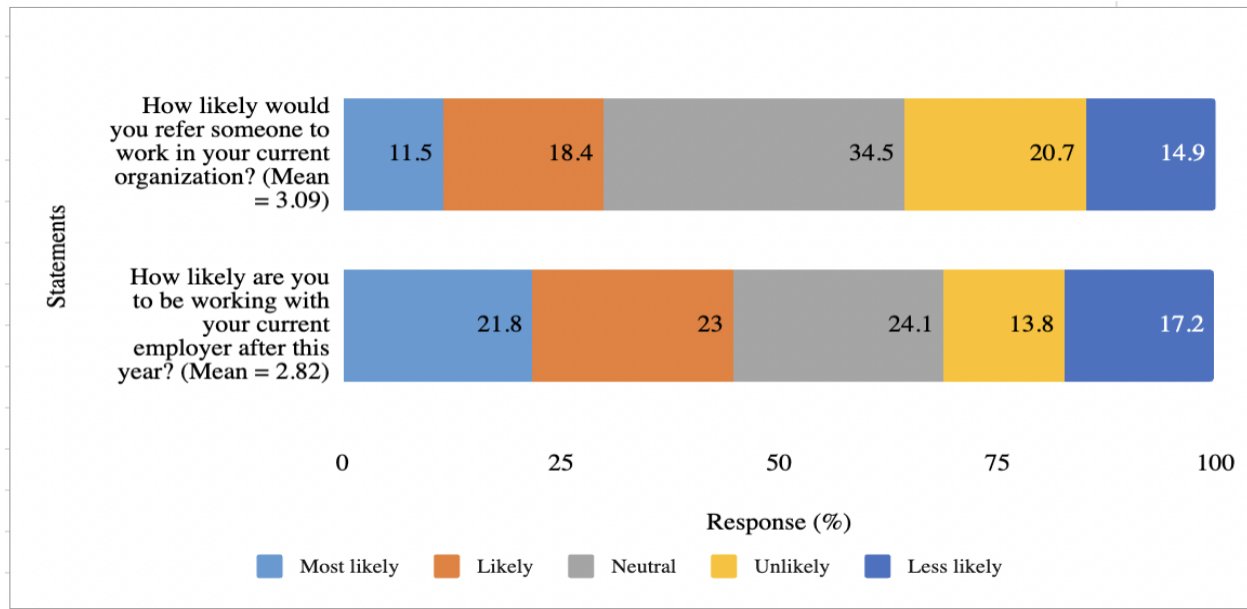


Figure 5. Assessment of employee attrition (A)
 Source: Author’s calculations

Regarding the statement: “How likely are you to leave your current job if your salary is increased?”, 62% responded that they will likely not leave if their current salary is increased. 21.8% responded otherwise (14.9% most likely and 6.9% likely), while 16.1% respondents were indifferent. 71.3% of the respondents (34.5% most likely and 36.8% likely) responded that they are likely to leave even if their work is celebrated in gifts, bonuses, etc. 16.1% responded indifferently while the remaining 12.6% stated that they will stay if their work is celebrated in gifts, bonuses, and recognition. Also, 71.3% of the respondents (34.5% most likely and 36.8% likely) stated that they will probably leave their current job even if their employer adds their desired benefits such as paid leave, maternity, pension, medical insurance, etc., 12.6% (8% less likely and 4.6% unlikely) stated otherwise, while 16.1% responded indifferently to the question.

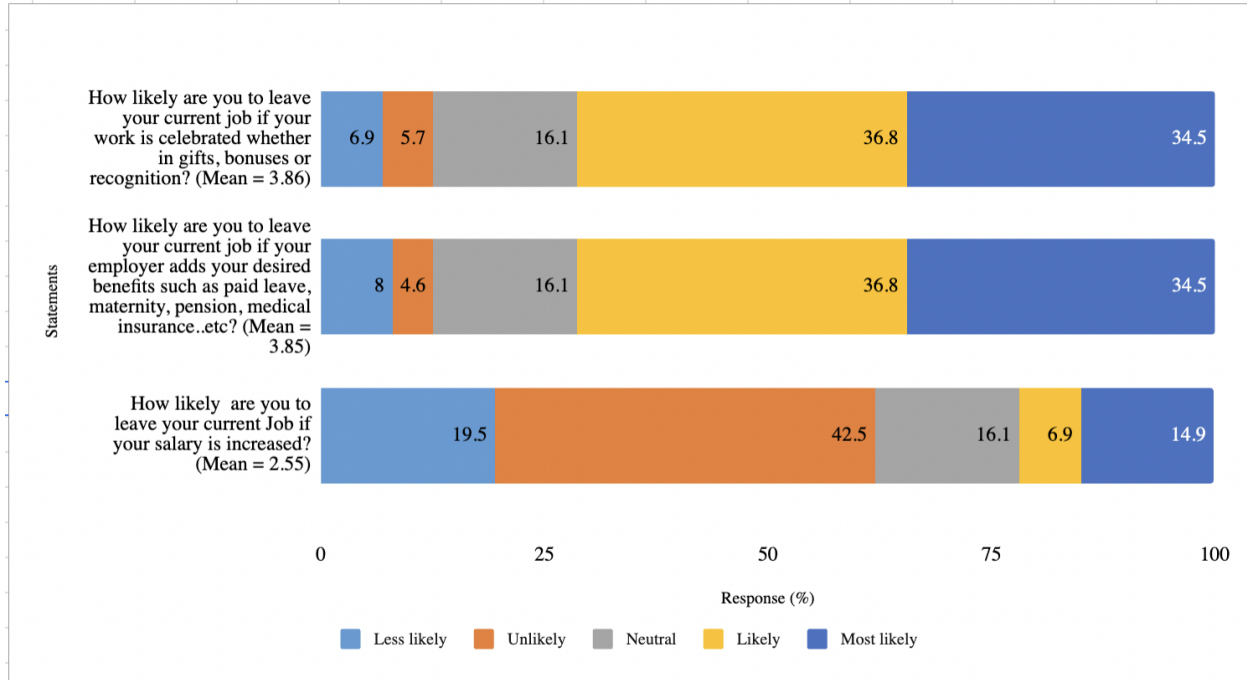


Figure 6. Assessment of employee attrition (B)
 Source: Author’s calculations

While responding to the statement: “You would stay with your organisation because there is career advancement for you” 63.2% (32.2% strongly agree) responded positively while 21.8% (12.6% strongly disagree and 9.2% disagree) responded that they might not stay even if there was career advancement for them in their organisation. The other 14.9% of the respondents were not sure of what their decision would be if there was career advancement for them. 41.4% of the respondents (16.1% strongly agree) related the possibility of them staying with their organisation because there are retirement benefits for them while 18.4% were not sure of their decision. However, the remaining 40.2% of the respondents stated that they might not stay with their organisation even though there were retirement benefits. Also, 56.3% of the respondents (31% strongly agree) responded positively to staying with their company because the job description matches their skills, experience and education. 18.4% respondents responded neutrally while the other 25.2% responded negatively to the statement (Figure 7).

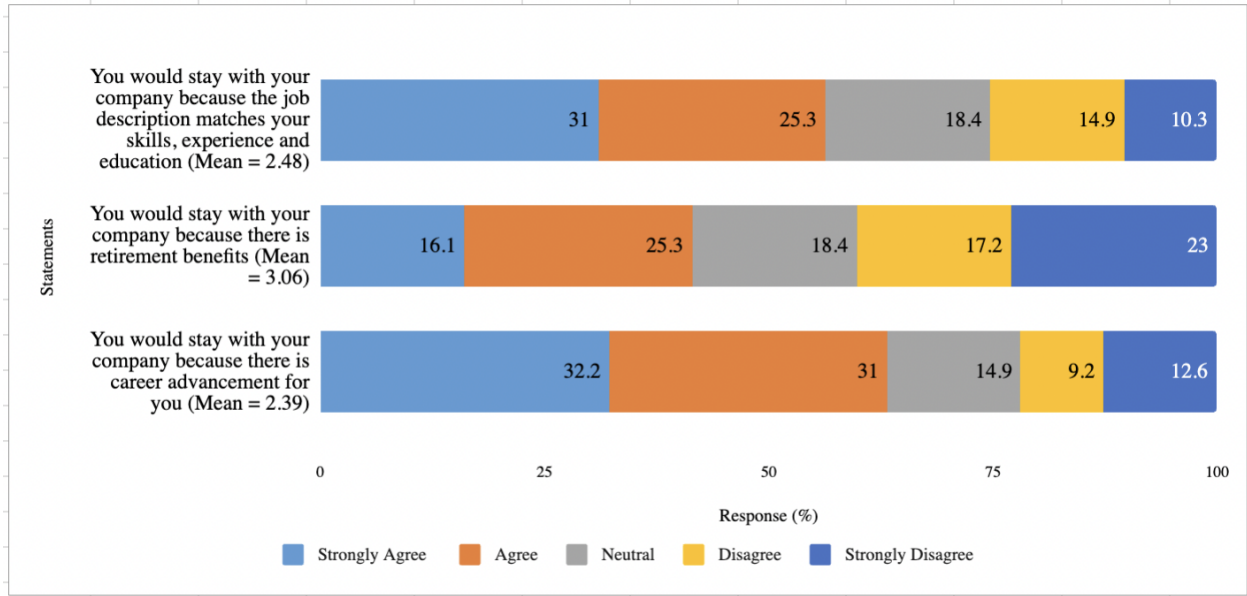


Figure 7. Assessment of employee attrition (C)
Source: Author's calculations

67.8% of the total respondents stated that they have a probability (35.6% high and 32.2% very high probability) of securing a new job in their field while 20.7% are not sure (medium) of securing a new job in their field. However, 8% (low) and 3.4% (very low) reportedly are not likely to get a new job in their field.

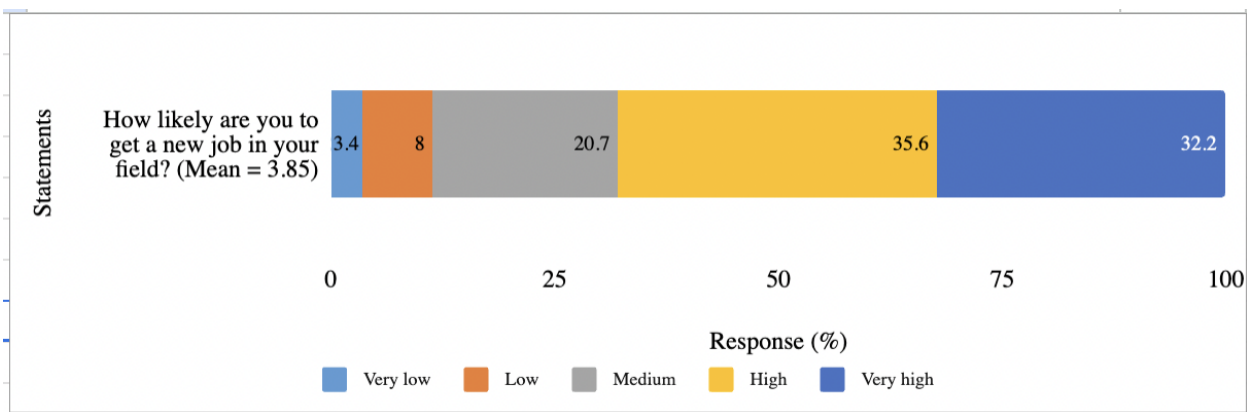


Figure 8. Assessment of employee attrition (D)
Source: Author's calculations

With respect to employee attrition using the respective scale shown in the charts, the mean of each of the statements are given as follows: Likelihood of leaving if employee's work is celebrated ($\bar{x}=3.86$), Likelihood of leaving current job if employer adds desired benefits such as paid leave, maternity, medical insurance, etc. ($\bar{x}=3.85$), "Likelihood of getting a new job in your field ($\bar{x}=3.85$), "Likelihood of referring someone to work in your current organisation ($\bar{x}=3.09$), You would stay with your company because there are retirement benefits ($\bar{x}=3.06$), "Likelihood of working at your current organisation after this new year ($\bar{x}= 2.82$), Likelihood of leaving current job if current salary is increased, ($\bar{x}=2.55$), "You would stay with your company because the job description matches my skills, experience and education ($\bar{x}=2.48$), "You would stay with your organisation because there is career advancement for you ($\bar{x}=2.39$), The mean range of 1 to 5 indicates the employees' level of agreement with the statements. 1 indicates the strong desires of the respondents to stay in their jobs while 5 indicates their strong desires of leaving their job. This shows that the respondents are mostly likely to leave even if their work is celebrated. However, the majority of the respondents might end up staying at their current organisations if there are career advancement opportunities for them.

The respective statements used to assess each of employee incentives, employee job satisfaction and employee attrition were subjected to the Cronbach alpha test to determine the internal consistency of the statements (Table 1; Appendix 3). Incentives recorded a Cronbach's alpha value of 0.78 while Job satisfaction had a Cronbach alpha value of 0.89 each of which is equal to or higher than 0.7 and is therefore considered acceptable for research purposes.

Only four of the nine statements - "You would stay with your organisation because there is career advancement for you" "You would stay with your company because there are retirement benefits", "You would stay with your company because the job description matches my skills, experience and education", and "Likelihood of leaving your current job if your salary is increased - employed to assess employee attrition appeared to be usable with a Cronbach coefficient of 0.74 and are thus used in the subsequent correlation and regression analyses used to provide response to the research questions.

Table 1. Cronbach's alpha coefficients

Variables	No of items	Mean	Variances	Cronbach's alpha
Incentive	5	3.47	1.37	0.78
Job satisfaction	6	3.26	1.28	0.89
Employee attrition	4	2.62	1.84	0.74

The association of the three variables of interest in the study (incentives, job satisfaction and attrition) were measured using the Spearman rank correlation and presented in Table 2 (Appendix 4). This was done after the mean of the component statements for each of the three variables was computed to get the aggregate variables. The result shows a significant positive correlation between employees' incentives and employees' job satisfaction ($r = 0.773$, $p = 0.000$). Also, a significant negative correlation ($r = -0.447$, $p = 0.000$) was discovered between employees' job satisfaction and employee attrition. Incentive also recorded a strong positive correlation ($r = -0.517$, $p = 0.000$) with employee attrition (Table 3).

Table 2. Spearman rho correlation matrix

			Incentive	Job satisfaction	attrition
Spearman's rho	Incentive	Correlation coefficient	1.000	0.773**	-0.517**
		Sig. (2-tailed)		0.000	0.000

	Job satisfaction	Correlation coefficient	0.773**	1.000	-0.447**
		Sig. (2-tailed)	0.000		0.000
	Attrition	Correlation coefficient	-0.517	-0.447	1.000
		Sig. (2-tailed)	0.000	0.000	
** Correlation is significant at the .01 level (2-tailed)					

Regression analysis enables us to predict future (outcomes) based on values of predictive variables" (Field, 2013). A linear regression analysis including eleven models carried was out in this section. Incentive was used to predict job satisfaction, after which each of the demographic characteristics, incentives, and job satisfaction were employed individually to predict attrition.

Finally, a combination of the demographic characteristics with incentives and job satisfaction are also used to predict attrition.

The results revealed that incentive is a significant predictor of job satisfaction ($p=0.000$) accounting for 60.8% of the total variation observable in employee job satisfaction (Table 3; Appendix 5). The beta coefficient for employee incentive indicated that for every unit increase in the incentive of the employee, their level of satisfaction would increase by 0.824 units. Also, of the seven demographic characteristics evaluated, only organisation sector is revealed to be a reliable predictor of employee attrition ($p = 0.002$) accounting for just about 13.6% of the total observed variation.

The results also revealed that both incentive ($p=0.000$) and job satisfaction ($P=0.000$) are reliable predictors of employee attrition. The findings show that incentive explains 31.9% of the

variation observed in attrition while job satisfaction captures 23.5% of the total observable variation in employee attrition as captured in this study. It is also shown through the beta coefficient that for every unit improvement in the incentive structure, the attrition level will reduce by 0.672. Employee attrition is also expected to reduce by 0.546 in accompaniment of every unit increase in employee job satisfaction.

Table 3. Regression results

Independent variables	Dependent variables	Unstandardized B	R ²	Sig.
Incentives	Job satisfaction	0.824	0.608	0.000
Age		0.026	0.024	0.161
Gender			0.001	0.939
Female		-0.258		
Male		-0.263		
Marital status			0.000	0.999
Single		-0.010		
Married		-0.002		
Educational level			0.054	0.334
Post-secondary non-tertiary		4.25E-14		
Short-cycle tertiary		0.625		
Bachelors		-0.743		
Masters	Employee Attrition	-0.641		
Duration at Job			0.028	0.506
<2 years		-1.244		
2 – 4 years		-1.056		
5 – 8 years		-0.850		
Salary range			0.076	0.086
<€1,000		1.576		
€1,001 – 1,300		0.451		
€1,301 – 1,600		0.223		
Organisation sector			0.136	0.002
ICT		-0.167		
Finance		-0.876		
Incentive		-0.672	0.319	0.000
Job satisfaction		-0.546	0.235	0.000

The results in this section revealed the perception of the respondents towards incentives, job satisfaction and employee attrition. The findings showed that incentives are strongly positively correlated to employee job satisfaction and can account for up to 60.8% of the total variation observed in employee job satisfaction. Also, it is revealed that employee job satisfaction is strongly negatively correlated to employee attrition and can account for about 23.5% of the total variation in employee attrition. This implies that an increase in employee incentives will result in an increase in employee satisfaction, and an increase in job satisfaction of the employees will bring about a decrease in attrition or turnover rates of the employees.

The results in Table 4 reveal the results for the regression of employee attrition using the combination of demographic characteristics of the respondents in addition to incentives and job satisfaction. The combination of the independent variables is shown to be reliable predictors of employee attrition ($p=0.000$) accounting for 49.6% of the total variation observed in employee attrition as captured in this study. It also shows that the combination of the demographic characteristics with incentives is a reliable predictor of employee job satisfaction, capturing 75.9% of the concept. The demographic characteristics measured in this study are also seen to strongly influence the perception of the employees about incentive explaining about 33% of the variable.

Table 4. Regression result for the combination of the variables

Model	R	R²	Sig.
1	0.704	0.496	0.000
Predictors: Age, marital status, Educational level, Duration at Job, salary range, Gender, Organisation sector, Incentive, Job satisfaction Dependent variable: Attrition			
2	0.871	0.759	0.000
Predictors: Age, marital status, Educational level, Duration at Job, salary range, Gender, Organisation sector, Incentive Dependent variable: Job satisfaction			
3	0.580	0.336	0.024
Predictors: Age, marital status, Educational level, Duration at Job, salary range, Gender, Organisation sector Dependent variable: Incentive			

3.2. Discussion of findings

The survey results also give information about how African employees feel about the different rewards their employers offer. Regarding salary, the fact that 44.8% of respondents agreed that their pay was fair for the work they did show that most employees are either underpaid or don't know much about what is considered to be a fair salary plan. This shows that there may be room for change in salary structures and compensation plans to make sure that African employees feel like they are being fairly paid for their work.

In terms of benefits, most of the people who answered (83.9%) agreed or highly agreed that they could get things like pensions. This is in line with research that has shown that benefits like health care, retirement plans, and other perks are very important to employees (Spiskova, 2019).

About 19.5% of the African employees captured in this study disagreed or strongly disagreed with the statement that there are rewards for good performance. (Sturman, 2003) This suggests that employers of African employees may need to re-evaluate how they reward workers for good work to make sure they are getting the best out of them.

Also, 45.9% of respondents affirmed that their employer recognises hard work with non-monetary rewards like awards or certifications. This suggests that employers may need to do a better job of recognising their workers as Gupta and Shaw (2014) found that recognising employees can be a strong motivator that leads to more job satisfaction and engagement.

In terms of employee autonomy, 41.4% of the respondents agreed or strongly agreed that employees should be able to make decisions about their jobs on their own. Previous research (Parker & Wall, 2014) has shown that giving workers more freedom can lead to more job satisfaction, engagement, and creativity. This finding backs up that research. Based on these results, employers may need to rethink how they pay, reward, and recognise their workers to make sure they are motivated to do their best work, feel fairly compensated, and know that their hard work is appreciated. Employers may also want to look into how they can give their workers more freedom to improve job happiness and engagement.

Abdullah and Wan (2013) wrote that job satisfaction comes from how people see and feel about their jobs, which is affected by their own needs, beliefs, and expectations that they think are

important. The results of the survey questionnaire that was used to find out how satisfied the respondents were with their jobs showed that a large number of respondents were either neutral or negative about their current salary and about how satisfied they were with their job overall indicating that employers may need to rethink their salary structures to increase African employees' satisfaction level. This suggests that there is room for improvement in how engaged and happy employees are, and managers may want to look into ways to boost employee morale and motivation to improve job satisfaction overall.

A significant portion of the respondents (70%) was also either indifferent or dissatisfied with the performance rewards. This is an indication that African employees are relatively less motivated as Danish & Usman (2010), Aziri, (2011) and Haider *et al.* (2015) suggest that employers explore ways of making performance rewards more meaningful and effective in motivating employees. This can include offering benefits packages to employees in different scenarios.

Also, the majority of respondents (81.6%) indicated that they would appreciate it if their work is publicly recognized, which suggests that employers may want to try out ways of publicly recognizing employees to increase motivation and engagement as this according to Danish & Usman (2010) and Hettiarachchi (2014) contribute immensely to job satisfaction and subsequently increased performance.

The results of the assessments of employees' opinions on employee attrition showed that 67.8% of respondents were likely to get a new job in their field. This confirms the hypothesis derived in the course of this study that educational level affects employees' reaction to incentive and reward system and ultimately attrition or retention as the case may be. This finding is consistent with previous research that suggests that job turnover rates have been increasing globally leading to a corresponding increase in the number of studies carried out to further expose the concept (Griffeth *et al.*, 2000). Reports have it that most employees often leave their current organisations in search of better opportunities, such as higher pay, better benefits, and more challenging work (Allen *et al.*, 2010).

Also, 11.4% of the respondents were not sure of their chances of getting a new job in their field, indicating a degree of uncertainty about the job market and job opportunities available which can also affect employees' reaction to the incentive and subsequently satisfactory level in their

current organisation. This according to Latha (2013) indicates that these respondents are not competent enough, as they would probably have more job opportunities if otherwise. This proportion is also reflected in the educational level of the respondents.

The survey also found that a significant percentage (64%) of the respondents were either indifferent or would not even refer people to work in their current organisation probably because they do not feel confident about their current organisation and may not be motivated to refer others to work there.

The proportion (63.2%) of the total respondents that responded positively to the statement: "You would stay with your organisation because there is career advancement for you," suggests that employees are motivated by career advancement opportunities in their current organisation. This finding is consistent with the belief of Chiat, & Panatik (2019) in their review that suggests that career advancement opportunities are an essential factor in employee retention. Some of the respondents also signified that the chance to get a retirement benefit can influence their decision in staying in the organisation. The findings of this study on the positive association between incentives and employee job satisfaction is consistent with the reports from several studies (Mudor, 2011; Haider *et al.*, 2015). It implies that an organisation can improve the satisfaction level of their employees by improving their reward and incentive system in that regard. Specifically, Armstrong (2011) found that employees' satisfaction is significantly related to their perception of the adequacy of their pay and other financial incentives.

A hypothesized negative correlation between job satisfaction and employee attrition was confirmed by the findings of the study implying that employers can get to reduce the rate of employee attrition in their organisation by working towards the improvement of the overall satisfaction of their employees through several means, a key of which is the reward and incentive system. Cao *et al.* (2013) carried out one of the many studies that found out that financial incentives can significantly reduce employee turnover. Zimmerman & Darnold (2009) also confirmed this in their study. The end goal of this is to increase the productivity of the organisation. According to Haider *et al* (2015), the idea behind incentives is primarily to ensure increased productivity by ensuring that an enabling environment which will continuously serve as a source of motivation for the workers is established. Latif (2013), Muogbo, (2013) and Osabiya (2015) from their studies on the importance of incentives and its primary goal –

motivation – on organisational performance concluded that incentives, rewards and other related measures that can be done to keep employees motivated and loyal to their job are essential to ensure sustainable increased productivity. However, as revealed in the regression results, while incentive captures and can be used to explain a major proportion of job satisfaction, job satisfaction is one of the many factors that influences it given that it is limited to voluntary attrition (Ramalho Luz *et al.* 2018).

The following are therefore recommendations posed to employers regarding the role of incentive and employee job satisfaction on employee attrition, on the basis of the findings of the study:

1. The employees should be given a significant level of autonomy coupled with moderate supervision as this can aid creativity and reduce the pressure of meeting up with set deadlines thereby leading to increased job satisfaction, engagement, and creativity.
2. Employers of labour should explore ways to improve and make performance rewards more meaningful and effective in motivating employees since most of the responding employees in the study showed to be averagely satisfied with the incentive and reward system in their current organisation.
3. Employers may also need to re-evaluate their compensation, rewards, and recognition systems to ensure that they are motivating employees to perform at their best, feel fairly compensated, and be recognized for their performance.
4. Organisations should ensure a system that will aid the public recognition of high-performing employees since most of the employees are more satisfied with it.
5. Organisations should consider providing incentives in the form of access to different benefits such as pension, medical insurance, etc, to their employees and also reward high performing employees to improve their job satisfaction and reduce employee turnover.
6. Employers should also provide the opportunities for career advancements for employees at their job seeing that majority of the respondents believe they will stay if such opportunity is available in their current organisation.

7. Employers should ensure that they employ most of the time employees whose skills, experience and education matches the job description and specification as revealed in the study.

It is noteworthy that the implementation of these recommendations can help organisations to reduce voluntary attrition.

CONCLUSIONS

The aim of this study is to investigate the role of employee job satisfaction and incentives on employee attrition in order to assist employers in identifying some variations and ways to reduce employee turnover. It investigates employee job satisfaction and how it affects employee attrition, examines how employees perceive employee incentives and how this affects their desire to stay with a company, and makes recommendations on how to solve problems that are identified. The underlying task of the study is to investigate the importance of job satisfaction and incentives and their role in employee attrition. The study provides answers to the research questions: “What is the relationship between incentives and employee job satisfaction?” and “What is the relationship between employee job satisfaction and employee attrition?” to fulfill the aim of the study.

One of the major aims of any business organisation is to make profits through improved performance and enhanced productivity. However, this is a relatively complex process as it entails the interplay of a number of factors and/or components which make up the organisational system. Several reports have confirmed the importance of employees as one of the essential components behind the smooth running of any organisation. Hence, employee attrition which involves the departure of employees from their job has been the focus of many studies. This study evaluates the role of employee incentives and job satisfaction on employee attrition with focus on Africans who are part of the Estonian workforce.

Generally, the results provide a comprehensive understanding of the demographic and employment characteristics of the study population, although the study was conducted within a specific context, and the findings may not be generalizable to other populations or regions. The study revealed that Africans in the Estonian workforce, majority of whom are female and into information and communication technology, are mostly well-educated up to a Bachelor’s degree level and usually earn around 1,600 euros with few exceptions.

The study reveals the major precursors to employee incentives, job satisfaction and employee attrition pointing out that the majority of the Africans in the Estonian workforce have access to benefits and will likely stay at their job if they are publicly recognized for doing a good job at their organisation. The study further confirmed that these Africans are more satisfied when their

skills, experience and education align with the description of the job they are taking up and that they will appreciate the prospect of career advancement at their job.

The results confirmed the strong positive relationship that exists between the incentive and reward system of an organisation and the satisfaction level of the African employees in organisations in Estonia, indicating that a large proportion of employee job satisfaction, particularly Africans, can be captured by incentive and reward structure. This shows that employers of labour in Estonia can increase the level of satisfaction of their African employees by a good proportion by improving on the incentive and reward structure of the organisation.

Also, the results established that a negative relationship exists between job satisfaction of African employees and their attrition or turnover rate specifically in the Estonian workforce, explaining that, although some other factors play important roles in attrition of African employees, the more satisfied they are, the less likely it is for them to leave their job.

It can then be inferred that employers of labour and management of organisations in the country (Estonia) will have to ensure a well-structured reward and incentive system that will facilitate job satisfaction in order to reduce voluntary employee attrition particularly relating to their African employees thereby providing an insight in the behaviour of African employees in the Estonian workforce.

The author discovered certain limitations to this thesis. Firstly, the study focuses on Africans in the Estonian workforce. Hence, the findings of the study may not apply to other groups of people outside the study scope.

Also, studies have shown that attrition is a complex concept and is therefore an interplay of several factors. Hence, incentives and employee job satisfaction can only be used to directly influence voluntary attrition, a type of employee attrition. Further studies can therefore be carried out to capture the factors influencing voluntary and involuntary attrition of employees in the Estonian workforce.

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APPENDICES

Appendix 1. Survey questionnaire

The role of employee job satisfaction and incentives on employee attrition in Estonia. ✕ ⋮

This research aims to investigate the role of employee job satisfaction and incentives on employee attrition in order to assist employers in identifying some variations and ways to reduce employee turnover.

The Researcher seeks to assess the information given below for research purposes only and is **highly confidential as the name of the company is not required. Also, the data is gathered anonymously and analyzed in an aggregated manner.**

It takes about 5 minutes to complete the survey. Kindly answer all questions.

Demographic Information

Description (optional)

What best describes you? *

- African living in Estonia
- Non - African

Please specify your age in number (e.g. 25) *

Short answer text

What is your preferred gender identity? *

- Male
- Female
- Prefer not to say

Appendix 1 continues

What is your marital status? *

- Married
 - Single
 - Engaged
 - Divorced
 - Widowed
-

What is your highest education qualification equivalent? *

- Pre-primary education
- Primary education or first stage of basic education
- Secondary education
- Post-secondary non-tertiary education
- Short-cycle tertiary education
- Bachelors or equivalent
- Masters or equivalent
- Doctors or equivalent

Appendix 1 continues

Which of the following options best describes your current employment status? *

- Employed by others in full-time work
- Employed by others in part-time work
- Self-employed
- Retired
- Student
- Homemaker
- Unemployed
- Not seeking employment
- Caretaker of family member
- Other...

What is the area/ sector of the organization where you currently work? *

- Agriculture, forestry and fishing
- Manufacturing
- Construction
- Wholesale and retail trade and repair of motor vehicles and motorcycles
- Information and communications technology
- Real estate activities
- Finance

How long have you been at your current job? *

- less than 2 years
- 2 - 4 years
- 5 - 8 years
- More than 8 years

What is your current gross salary range? *

- less than 1,000 Eur monthly
- 1,001 - 1,300 Euro monthly
- 1,301 - 1,600 Euro monthly
- 1,600+ Euro monthly

After section 1 Continue to next section

Section 2 of 4

Incentives



When thinking about your current job, please indicate to what extent you agree to the following statements.

Your current salary commensurates with your effort at your organization. *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Appendix 1 continues

You have access to different benefits such as pension plan, medical, insurance, paid leave, etc.. *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Your employer rewards high performing staff. *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Your employer recognizes hard work or high performing employees with non-monetary rewards such as award of recognition certification etc. *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Employees at your organization have autonomy to make decisions on their jobs. *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Section 3 of 4

Level of Job Satisfaction



Description (optional)

How satisfied are you with your current salary? *

	1	2	3	4	5	
Not Satisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Satisfied

How do you rate your overall satisfaction with your job? *

	1	2	3	4	5	
Not Satisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Satisfied

How satisfied are you with the benefits that you receive from work? *

	1	2	3	4	5	
Not Satisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Satisfied

How satisfied are you with the performance reward? *

	1	2	3	4	5	
Not Satisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Satisfied

How satisfied are you with your employer's recognition of the work you do for the organization? *

	1	2	3	4	5	
Not Satisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Satisfied

How satisfied will you be if your work is publicly recognized? *

	1	2	3	4	5	
Not Satisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Satisfied

After section 3 Continue to next section

Section 4 of 4

Probability of leaving

Description (optional)

How likely is it for you to leave your current job if your salary is increased? *

	1	2	3	4	5	
Most Likely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Less Likely

Appendix 1 continues

How likely are you to leave your current job if your employer adds your desired benefit such as paid leave, maternity, pension, medical insurance etc.?

	1	2	3	4	5	
Most Likely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Less Li

How likely are you to leave your current job if your work is celebrated whether in gifts, bonuses or recognition?

	1	2	3	4	5	
Most Likely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Less Li

How likely are you to be working with your current employer after this year? *

	1	2	3	4	5	
Most Likely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Less Li

Have you interviewed for another job within the last 6 months? *

- Yes
- No

How high are your chances of getting a new job in your field? *

1	2	3	4	5
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Appendix 1 continues

How likely would you refer someone to work in your current organization? *

	1	2	3	4	5	
Most Likely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Less Likely

You would stay with your organization because there is career advancement for you. *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

You would stay with your company because there are retirement benefits. *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

You would stay with your company because the job description matches my skills, experience *
and education.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Appendix 2. Survey results

VARIABLES	Frequency /Percent (%)	VARIABLES	Frequency /Percent (%)	Mean (SD)	Minimum	Maximum
Gender		Age		33.62 (6.04)	23	70
Male	44	<30 years	20			
Female	53	30 – 44 years	75			
Prefer not to say	3	45 – 60 years	3			
		>60 years	1			
Marital status		Employment status				
Married	61	Employed by others (full-time)	81			
Single	34	Employed by others (part-time)	6			
Engaged	5	Self-employed	6			
Educational Level		Student	3			
Post-secondary non-tertiary education	2	Homemaker	1			
Short-cycle tertiary education	2	Unemployed	3			
Bachelors or equivalent	43					
Masters or equivalent	52	organisational sector				
Doctorate or equivalent	1	ICT	33			
Duration at Job		Finance	30			

<2 years	50	Manufacturing	9
2 – 4 years	44	Health sector	3
5 – 8 years	5	Transportation	3
> 8 years	1	Customer support	3
		Wholesale and retail trade	3
Salary Range		Others	16
< 1000 euro	7		
1,000 – 1,300 euro	23		
1,301 – 1,600 euro	24		
> 1,600 euro	46		

Appendix 2 continues

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Salary commensurate with efforts (Mean = 3.18)	11.5	16.1	27.6	32.2	12.6
You have access to different benefits such as pension etc (Mean = 4.48)	2.3	5.7	8.0	9.2	74.7
There is reward for high performance (Mean = 3.28)	9.2	10.3	39.1	26.4	14.9
Your employer recognizes hard work or high-performing employees with non-monetary rewards such as award of recognition, certificate, etc (Mean = 3.15)	12.6	23.0	18.4	28.7	17.2
Employees at your organisation have autonomy to make decisions on their job (Mean = 3.25)	6.9	20.7	31.0	23.0	18.4

Appendix 2 Continues

Statements	Very dissatisfie d	Not satisfie d	Neutra l	Satisfie d	Very satisfie d
How satisfied are you with your current salary? (Mean = 3.01)	10.3	18.4	37.9	26.4	6.9
How do you rate your overall satisfaction with your job? (Mean = 3.32)	6.9	14.9	31.0	33.3	13.8
How satisfied are you with the benefits that you receive from work? (Mean = 3.14)	13.8	17.2	27.6	24.1	17.2
How satisfied are you with the performance reward? (Mean = 2.89)	12.6	28.7	28.7	17.2	12.6
How satisfied are you with your employer's recognition of the work you do for the organisation? (Mean = 2.92)	12.6	25.3	31.0	19.5	11.5
How satisfied will you be if your work is publicly recognized? (Mean = 4.31)	1.1	1.1	16.1	28.7	52.9

Appendix 2 continues

S/N	Statements	Very dissatisfied	Not satisfied	Neutral	Satisfied	Very satisfied	Mean ()
1	How satisfied are you with your current salary? (Mean= 2.96)	13	19	34	27	7	2.96
2	How do you rate your overall satisfaction with your job? (Mean = 3.26)	9	15	30	33	13	3.26
3	How satisfied are you with the performance reward? (Mean = 3.09)	17	26	27	16	14	3.09
4	How satisfied are you with the benefits that you receive from work? (Mean = 2.84)	16	17	27	22	18	2.84
5	How satisfied are you with your employer's recognition of the work you do for the organisation? (Mean = 2.89)	15	25	29	18	13	2.89
6	How satisfied will you be if your work is publicly recognized? (Mean = 4.24)	3	1	16	29	51	4.24

Appendix 2 Continues

Statements	Very low	Low	Medium	High	Very high
How likely are you to get a new job in your field? (Mean = 3.85)	3.4	8	20.7	35.6	32.2
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
You would stay with your company because there is career advancement for you (Mean = 2.39)	32.2	31	14.9	9.2	12.6
You would stay with your company because there is retirement benefits (Mean = 3.06)	16.1	25.3	18.4	17.2	23
You would stay with your company because the job description matches your skills, experience and education (Mean = 2.48)	31	25.3	18.4	14.9	10.3
	Less likely	Unlikely	Neutral	Likely	Most likely
How likely are you to leave your current Job if your salary is increased? (Mean = 2.55)	19.5	42.5	16.1	6.9	14.9
How likely are you to leave your current job if your employer adds your desired benefits such as paid leave, maternity, pension, medical insurance..etc? (Mean = 3.85)	8	4.6	16.1	36.8	34.5
How likely are you to leave your current job if your work is celebrated whether in gifts, bonuses or recognition? (Mean = 3.86)	6.9	5.7	16.1	36.8	34.5
	Most likely	Likely	Neutral	Unlikely	Less likely
How likely are you to be working with your current employer after this year? (Mean = 2.82)	21.8	23	24.1	13.8	17.2
How likely would you refer someone to work in your current organisation? (Mean = 3.09)	11.5	18.4	34.5	20.7	14.9

Appendix 3. Cronbach's alpha results

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.781	.782	5

Item Statistics

	Mean	Std. Deviation	N
SAL-COM-EFFORTS	3.18	1.196	87
you have access to diff benefits such as pension etc	4.48	1.021	87
REWARD-4-HIGH PERFORMANCE	3.28	1.128	87
Your employer recognizes hard work or high performing employees with non-monetary rewards such as award of recognition certification etc.	3.15	1.308	87
Employees at your organization have autonomy to make decisions on their jobs.	3.25	1.183	87

Appendix 3 Continues

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.886	.872	6

	Mean	Std. Deviation	N
How satisfied are you with your current salary?	3.01	1.073	87
How do you rate your overall satisfaction with your job?	3.32	1.105	87
How satisfied are you with the benefits that you receive from work?	3.14	1.287	87
How satisfied are you with the performance reward?	2.89	1.214	87
How satisfied are you with your employer's recognition of the work you do for the organization?	2.92	1.193	87
How satisfied will you be if your work is publicly recognized?	4.31	.867	87

Appendix 3 Continues

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.742	.740	4

Item Statistics

	Mean	Std. Deviation	N
STAYBCUZJOBDESCRIPTIONMATCHES	2.4828	1.34564	87
STAYFORRETIREMENTBENEFITS	3.0575	1.41714	87
STAYFORCAREERADV	2.3908	1.35849	87
LEAVEIFSALARY	2.5517	1.30079	87

Appendix 4. Correlation Results

			incentive	jobsatisfaction	attrition
Spearman's rho	incentive	Correlation Coefficient	1.000	.773**	-.517**
		Sig. (2-tailed)	.	.000	.000
		N	87	87	87
	jobsatisfaction	Correlation Coefficient	.773**	1.000	-.447**
		Sig. (2-tailed)	.000	.	.000
		N	87	87	87
	attrition	Correlation Coefficient	-.517**	-.447**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	87	87	87

** . Correlation is significant at the 0.01 level (2-tailed).

Appendix 5. Regression results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780 ^a	.608	.604	.56872

a. Predictors: (Constant), incentive

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.704	1	42.704	132.030	.000 ^b
	Residual	27.493	85	.323		
	Total	70.197	86			

a. Dependent Variable: jobsatisfaction

b. Predictors: (Constant), incentive

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.405	.256		1.582	.117
	incentive	.824	.072	.780	11.490	.000

a. Dependent Variable: jobsatisfaction

Appendix 5 Continues

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.039 ^a	.001	-.022	1.02919

a. Predictors: (Constant), GENDER=female, GENDER=male

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.133	2	.066	.063	.939 ^b
	Residual	88.975	84	1.059		
	Total	89.108	86			

a. Dependent Variable: attrition

b. Predictors: (Constant), GENDER=female, GENDER=male

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.875	.728		3.951	.000
	GENDER=male	-.263	.747	-.129	-.352	.725
	GENDER=female	-.258	.743	-.127	-.347	.729

a. Dependent Variable: attrition

Appendix 5 Continues

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.154 ^a	.024	.012	1.01847

a. Predictors: (Constant), REAL AGE

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.078	1	2.078	2.003	.161 ^b
	Residual	86.094	83	1.037		
	Total	88.172	84			

a. Dependent Variable: attrition

b. Predictors: (Constant), REAL AGE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.725	.632		2.729	.008
	REAL AGE	.026	.018	.154	1.415	.161

a. Dependent Variable: attrition

Appendix 5 Continues

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.166 ^a	.028	-.008	1.02175

a. Predictors: (Constant), DURATIONATJOB=5-8yrs, DURATIONATJOB=2-4yrs, DURATIONATJOB=<2yrs

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.458	3	.819	.785	.506 ^b
	Residual	86.650	83	1.044		
	Total	89.108	86			

a. Dependent Variable: attrition

b. Predictors: (Constant), DURATIONATJOB=5-8yrs, DURATIONATJOB=2-4yrs, DURATIONATJOB=<2yrs

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.750	1.022		3.670	.000
	DURATIONATJOB=<2yrs	-1.244	1.033	-.614	-1.205	.232
	DURATIONATJOB=2-4yrs	-1.056	1.036	-.514	-1.019	.311
	DURATIONATJOB=5-8yrs	-.850	1.119	-.195	-.759	.450

a. Dependent Variable: attrition

Appendix 5 Continues

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.276 ^a	.076	.043	.99600

a. Predictors: (Constant), SALARYRANGE=1,301 - 1,600 euro, SALARYRANGE=<1,000 euro, SALARYRANGE=1,001 - 1,300 euro

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.771	3	2.257	2.275	.086 ^b
	Residual	82.337	83	.992		
	Total	89.108	86			

a. Dependent Variable: attrition

b. Predictors: (Constant), SALARYRANGE=1,301 - 1,600 euro, SALARYRANGE=<1,000 euro, SALARYRANGE=1,001 - 1,300 euro

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.424	.152		15.962	.000
	SALARYRANGE=<1,000 euro	1.576	.720	.233	2.187	.032
	SALARYRANGE=1,001 - 1,300 euro	.451	.270	.187	1.671	.098
	SALARYRANGE=1,301 - 1,600 euro	.223	.261	.096	.855	.395

Appendix 5 Continues

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.369 ^a	.136	.115	.95739

a. Predictors: (Constant), NewOrg=FINANCE, NewOrg=ICT

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.114	2	6.057	6.608	.002 ^b
	Residual	76.994	84	.917		
	Total	89.108	86			

a. Dependent Variable: attrition

b. Predictors: (Constant), NewOrg=FINANCE, NewOrg=ICT

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.950	.175		16.877	.000
	NewOrg=ICT	-.167	.247	-.078	-.674	.502
	NewOrg=FINANCE	-.876	.254	-.400	-3.449	.001

a. Dependent Variable: attrition

Appendix 5 Continues

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.565 ^a	.319	.311	.84492

a. Predictors: (Constant), incentive

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.427	1	28.427	39.820	.000 ^b
	Residual	60.681	85	.714		
	Total	89.108	86			

- a. Dependent Variable: attrition
 b. Predictors: (Constant), incentive

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.953	.381		13.015	.000
	incentive	-.672	.107	-.565	-6.310	.000

- a. Dependent Variable: attrition

Appendix 5 Continues

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.484 ^a	.235	.226	.89569

a. Predictors: (Constant), jobsatisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.916	1	20.916	26.071	.000 ^b
	Residual	68.192	85	.802		
	Total	89.108	86			

a. Dependent Variable: attrition

b. Predictors: (Constant), jobsatisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.403	.362		12.164	.000
	jobsatisfaction	-.546	.107	-.484	-5.106	.000

a. Dependent Variable: attrition

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704 ^a	.496	.349	.82669

a. Predictors: (Constant), REAL AGE, SALARYRANGE=<1,000 euro, GENDER=female, EDULVL=short-cycle tertiary education, EDULVL=post-secondary non-tertiary education, DURATIONATJOB=5-8yrs, SALARYRANGE=1,301 - 1,600 euro, NewOrg=ICT, EDULVL=bachelors or equivalent, incentive, MARITALSTATUS=single, SALARYRANGE=1,001 - 1,300 euro, DURATIONATJOB=2-4yrs, NewOrg=FINANCE, jobsatisfaction, MARITALSTATUS=married, GENDER=male, EDULVL=masters or equivalent, DURATIONATJOB=<2yrs

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.750	19	2.303	3.369	.000 ^b
	Residual	44.422	65	.683		
	Total	88.172	84			

a. Dependent Variable: attrition

b. Predictors: (Constant), REAL AGE, SALARYRANGE=<1,000 euro, GENDER=female, EDULVL=short-cycle tertiary education, EDULVL=post-secondary non-tertiary education, DURATIONATJOB=5-8yrs, SALARYRANGE=1,301 - 1,600 euro, NewOrg=ICT, EDULVL=bachelors or equivalent, incentive, MARITALSTATUS=single, SALARYRANGE=1,001 - 1,300 euro, DURATIONATJOB=2-4yrs, NewOrg=FINANCE, jobsatisfaction, MARITALSTATUS=married, GENDER=male, EDULVL=masters or equivalent, DURATIONATJOB=<2yrs

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871 ^a	.759	.693	.50640

a. Predictors: (Constant), NewOrg=FINANCE, SALARYRANGE=1,301 - 1,600 euro, MARITALSTATUS=married, EDULVL=post-secondary non-tertiary education, EDULVL=short-cycle tertiary education, SALARYRANGE=<1,000 euro, DURATIONATJOB=5-8yrs, EDULVL=bachelors or equivalent, DURATIONATJOB=2-4yrs, incentive, REAL AGE, GENDER=male, NewOrg=ICT, SALARYRANGE=1,001 - 1,300 euro, MARITALSTATUS=single, GENDER=female, EDULVL=masters or equivalent, DURATIONATJOB=<2yrs

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.197	18	2.955	11.525	.000 ^b
	Residual	16.925	66	.256		
	Total	70.122	84			

a. Dependent Variable: jobsatisfaction

b. Predictors: (Constant), NewOrg=FINANCE, SALARYRANGE=1,301 - 1,600 euro, MARITALSTATUS=married, EDULVL=post-secondary non-tertiary education, EDULVL=short-cycle tertiary education, SALARYRANGE=<1,000 euro, DURATIONATJOB=5-8yrs, EDULVL=bachelors or equivalent, DURATIONATJOB=2-4yrs, incentive, REAL AGE, GENDER=male, NewOrg=ICT, SALARYRANGE=1,001 - 1,300 euro, MARITALSTATUS=single, GENDER=female, EDULVL=masters or equivalent, DURATIONATJOB=<2yrs

Appendix 5 Continues

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	4.428	1.666		2.657	.010
	GENDER=female	.546	.725	.267	.752	.454
	GENDER=male	.076	.702	.037	.108	.915
	MARITALSTATUS=married	.669	.509	.314	1.315	.193
	MARITALSTATUS=single	.744	.505	.337	1.472	.146
	EDULVL=post-secondary non-tertiary education	-.049	1.052	-.007	-.047	.963
	EDULVL=short-cycle tertiary education	.252	1.100	.038	.230	.819
	EDULVL=bachelors or equivalent	-.392	.890	-.187	-.440	.661
	EDULVL=masters or equivalent	-.134	.884	-.066	-.152	.880
	DURATIONATJOB=<2yrs	-.755	.916	-.370	-.824	.413
	DURATIONATJOB=2-4yrs	-.543	.886	-.264	-.613	.542
	DURATIONATJOB=5-8yrs	.099	.952	.023	.105	.917
	SALARYRANGE=<1,000 euro	1.254	.650	.187	1.928	.058
	SALARYRANGE=1,001 - 1,300 euro	.012	.296	.005	.042	.967
	SALARYRANGE=1,301 - 1,600 euro	.193	.249	.083	.777	.440
	NewOrg=ICT	-.040	.259	-.018	-.153	.879
	NewOrg=FINANCE	-.652	.294	-.298	-2.215	.030
	incentive	-.604	.197	-.509	-3.070	.003
	jobsatisfaction	.001	.201	.001	.007	.995

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.580 ^a	.336	.168	.78767

a. Predictors: (Constant), NewOrg=FINANCE, SALARYRANGE=1,301 - 1,600 euro, MARITALSTATUS=married, EDULVL=post-secondary non-tertiary education, EDULVL=short-cycle tertiary education, SALARYRANGE=<1,000 euro, DURATIONATJOB=5-8yrs, EDULVL=bachelors or equivalent, DURATIONATJOB=2-4yrs, REAL AGE, SALARYRANGE=1,001 - 1,300 euro, GENDER=male, NewOrg=ICT, MARITALSTATUS=single, GENDER=female, EDULVL=masters or equivalent, DURATIONATJOB=<2yrs

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.059	17	1.239	1.997	.024 ^b
	Residual	41.568	67	.620		
	Total	62.628	84			

a. Dependent Variable: incentive

b. Predictors: (Constant), NewOrg=FINANCE, SALARYRANGE=1,301 - 1,600 euro, MARITALSTATUS=married, EDULVL=post-secondary non-tertiary education, EDULVL=short-cycle tertiary education, SALARYRANGE=<1,000 euro, DURATIONATJOB=5-8yrs, EDULVL=bachelors or equivalent, DURATIONATJOB=2-4yrs, REAL AGE, SALARYRANGE=1,001 - 1,300 euro, GENDER=male, NewOrg=ICT, MARITALSTATUS=single, GENDER=female, EDULVL=masters or equivalent, DURATIONATJOB=<2yrs

Appendix 6. Sources for survey questions

Employee Retention

28. I want to stay with my company because there is career advancement for me.

29. I want to stay with my company because there are retirement benefits.

30. I want to stay in my company because there would be a salary increase upon regularization.

31. I want to stay with my company because the job description matches my skills, experience and education.

32. I want to stay with my company because there is career advancement for me.

Compensation

1. I am satisfied with the salary that I receive from my work.

2. I am satisfied with the benefits that I receive from work (Health Insurance, vacation I and sick leaves.)

3. I am paid fairly with the work I contribute to my company.

4. I am satisfied at work because there are bonuses/rewards given for excellent performance.

5. I am satisfied with the salary that I receive from my company.

Source: Biason, 2022

motivation

Num.	Items
1)	my salary is fair compared to other employees with the same degree of obligation in other businesses.
2)	The organization administers my pay in a good manner
3)	My pay is reliable and timeous
4)	I think that extra pay for basic salaries will foster higher efficiency and satisfaction.

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Journ:

5)	People that do the job well have an incentive to be rewarded (receiving higher incentives)
6)	There are few rewards for those who work here.
7)	I don't feel much like way my efforts should be rewarded
8)	Steady payment of Salary increases my performance
9)	The organization gives Bonuses for high performance.
10)	Profit sharing in my organization is equitably fair.

Appendix 6 continues

Num.	Items
11)	I am satisfied with the retirement plans I get.
12)	The organization pays vacations, holidays and leaves
13)	I am satisfied with the Social Security plans set for me satisfactory
14)	I am satisfied with medical insurance
15)	I am satisfied with entertainment or club membership
16)	I am satisfied with company car or transportation
17)	I am satisfied with pensions

Num.	items
18)	The way my boss handles his/her workers
19)	The way my job provides for steady employment
20)	My pay and the amount of work I do
21)	The feeling of accomplishment I get from the job

Source: Al-Jalkhaf & Alshaikhmubarak (2022)

Appendix 7. Original attrition scales

21. How likely is it for you to leave your current job if your salary is increased?
Most likely 1 2 3 4 5 Less likely
22. How likely are you to leave your current job if your employer adds your desired benefits such as paid leave, maternity, pension, medical insurance etc.?
Most likely 1 2 3 4 5 Less likely
23. How likely are you to leave your current job if your work is celebrated whether in gifts, bonuses or recognition?
Most likely 1 2 3 4 5 Less likely
24. How likely are you to be working with your current employer after this year?
Less Likely 1 2 3 4 5 Most likely
25. Have you interviewed for another job in the last 6 months?
Yes
No
26. How high are your chances of getting a new job in your field?
Low 1 2 3 4 5 very high
27. How likely would you refer someone to work in your current organization?
Less likely 1 2 3 4 5 Most Likely
28. You would stay with your company because there is career advancement for you.
Strongly Disagree 1 2 3 4 5 Strongly Agree
29. You would stay with your company because there are retirement benefits.
Strongly Disagree 1 2 3 4 5 Strongly Agree
30. You would stay with your company because the job description matches your skills, experience and education.
Strongly Disagree 1 2 3 4 5 Strongly Agree

Appendix 8. Reversed attrition scales

21. How likely is it for you to leave your current job if your salary is increased?
Less likely 1 2 3 4 5 Most likely
22. How likely are you to leave your current job if your employer adds your desired benefits such as paid leave, maternity, pension, medical insurance etc.?
Less likely 1 2 3 4 5 Most likely
23. How likely are you to leave your current job if your work is celebrated whether in gifts, bonuses or recognition?
Less likely 1 2 3 4 5 Most likely
24. How likely are you to be working with your current employer after this year?
Most Likely 1 2 3 4 5 Less likely
25. Have you interviewed for another job in the last 6 months?
Yes - 1
No - 0
26. How high are your chances of getting a new job in your field?
Low 1 2 3 4 5 Very high
27. How likely would you refer someone to work in your current organization?
Most likely 1 2 3 4 5 Less Likely
28. You would stay with your company because there is career advancement for you.
Strongly Agree 1 2 3 4 5 Strongly Disagree
29. You would stay with your company because there are retirement benefits.
Strongly Agree 1 2 3 4 5 Strongly Disagree
30. You would stay with your company because the job description matches your skills, experience and education.
Strongly Agree 1 2 3 4 5 Strongly Disagree

Source: Al-Jalkhaf & Alshaikmubarak, 2022.

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