

Relationship Between Job Satisfaction and Turnover Intention Among Nonprofit
Employees

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ABSTRACT

This study examined the relationships between intrinsic job satisfaction, extrinsic job satisfaction, general job satisfaction, and employee turnover intentions within nonprofit health organizations. For organizations that aim to increase their number of expanded services, it is essential to understand the motivating factors that contribute to the retention of qualified employees. Employing a quantitative correlational research design, this study collected data from a sample of 84 employees from nonprofit organizations in the Atlanta Metropolitan area using the Minnesota Satisfaction Questionnaire (MSQ) and the Turnover Intention Scale (TIS-6). The study employed a multiple linear regression analysis to investigate the predictive power of intrinsic and extrinsic satisfaction on turnover intentions and a simple linear regression to examine general satisfaction's role. The analyses showed that extrinsic satisfaction significantly predicted turnover intentions, highlighting the importance of extrinsic motivation in employee retention strategies within the nonprofit health sector. By contrast, intrinsic satisfaction did not significantly predict turnover intention, challenging the traditional emphasis on the motivational power of intrinsic rewards within this specific setting. General satisfaction emerged as a predictor of turnover intentions, further highlighting the overarching impact of overall job satisfaction on employees' decisions to stay or leave nonprofit health organizations. The results of this study suggest that nonprofit health organizations should focus on strategies that prioritize extrinsic rewards (over intrinsic) and cultivate work environments that enhance general satisfaction to reduce turnover intentions.

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DEDICATION

This dissertation is dedicated to my daughter Harley. Let this testimony be a reminder to you that you can do all things through Christ and that it is never too late to go after your dreams. The journey to this doctorate has not been a straight path. I spent years in between my degrees living life. Always remember there is more than one path to becoming successful. I pray that you reach beyond the stars to make all your dreams come true. I love you.

Chapter I

INTRODUCTION TO THE STUDY

Many nonprofit health organizations face the challenge of low employee retention, a prevalent issue within the sector. According to Williams et al. (2011), the employee retention rate can drop as low as 43% in government-funded nonprofit organizations and 55% in privately funded counterparts. County agencies in particular face a significant hurdle, with a 50% employee retention rate within the first year of employment (Williams et al., 2011). These alarming trends pose obstacles to delivering essential community-based programs and hinder organizations' ability to provide competitive compensation packages, exacerbating the issue of employee retention.

In response to these challenges, nonprofit organizations have begun adopting evidence-based practices to improve employee retention. This quantitative, correlational study examined intrinsic and extrinsic job satisfaction dynamics and their correlation with employee turnover intention within nonprofit health organizations. More specifically, the study sought to elucidate the empirical evidence surrounding best practice strategies employed by nonprofit organizations to enhance employee retention. The results of this research are crucial for organizations that provide vital services, such as community-based health programs (Kerman et al., 2012).

As its conceptual framework, this study adopted the motivation-hygiene theory (Herzberg, 1965), which posits that intrinsic and extrinsic satisfaction are distinct factors influenced by different conditions. The study utilized Herzberg's (1965) theory to explore how job satisfaction and relates to employee turnover intention. This comprehensive

approach aimed to provide a nuanced understanding of the multifaceted factors influencing employee retention within nonprofit health organizations. Furthermore, motivation-hygiene theory served as a lens for interpreting the study's findings, emphasizing the importance of maximizing job satisfaction and developing strategies to reduce turnover and ultimately enhance employee retention (Hyun & Oh, 2011).

Background

A nonprofit organization, often called a "nonprofit" or "not-for-profit," operates primarily to provide a public or community benefit rather than generate profits for private individuals or shareholders. The specific nature of this benefit can vary widely depending on the organization's mission and goals. Nonprofits are typically established under social, educational, cultural, environmental, religious, or charitable missions to serve the greater good. They often step in to address needs and provide services that may be under-resourced or overlooked by government agencies or for-profit businesses. They bridge gaps in social services, healthcare, education, and environmental conservation, and for this reason, it is not unusual for many nonprofits to be at the forefront of advocating for social change and justice. They raise awareness around important issues, mobilize public support, and lobby for policy changes to address societal needs and inequities.

Nonprofits have the flexibility to experiment with innovative approaches to solving complex social problems. They can adapt quickly to changing circumstances and test new solutions that may not be feasible for more bureaucratic or profit-driven organizations. Often, nonprofits serve as critical social safety nets, supporting vulnerable and marginalized populations during crises or needs. Their diversity allows them to advocate for and attempt to meet various societal needs, promoting a pluralistic and

vibrant society. Nonprofits can play a crucial role in shaping public policy and regulations, providing evidence-based research, policy analysis, and advocacy to influence decision-making processes that have societal impact.

Many nonprofit employees bring specialized knowledge and expertise to their work. Whether in healthcare, education, the arts, or other fields, nonprofits are often staffed with professionals who can deliver high-quality services. These employees also tend to participate in opportunities to get involved and volunteer their time and skills, which align with their nonprofit's mission and contribute to causes they care about. This promotes a culture of civic engagement and responsibility within their community. Their level of involvement enhances employees' understanding of local needs and creates opportunities to engage with community members directly, fostering trust and a sense of belonging.

Nonprofit health professionals specialize in assisting communities that have gaps in access to HIV medical care. Previous research has indicated that job satisfaction is crucial in recruiting qualified health professionals and contributes to long-term retention within the field (Herbert et al., 2020). The findings of this study will help nonprofit leaders identify vital factors that can contribute to employee retention, which ultimately ensures that people living with HIV are consistently cared for by knowledgeable and skilled health professionals.

Problem Statement

For many reasons, employee retention is integral to every nonprofit organization, though its importance is primarily financial and operational. From a management perspective, low employee retention within the nonprofit sector translates to increased

budget spending on recruiting and hiring new employees (Laing, 2019). Previous research has suggested that employee turnover costs organizations an estimated 50%–200% of an employee's annual salary, depending on their position level and type (Bussin, 2018). In addition to the financial loss, the sector is subject to the loss of knowledgeable staff. Losing valuable public health professionals and having to recruit and train new employees can negatively impact organizational operational performance (Leider et al., 2016). Nonprofit leaders must understand the relationship between extrinsic, intrinsic, and general job satisfaction and how they contribute to employee turnover intention. Through this understanding, management can develop and implement strategies to increase employee retention within their nonprofit (Madden et al., 2014).

Purpose Statement

The purpose of this quantitative correlation study was to explore the relationship between intrinsic job satisfaction, extrinsic job satisfaction, and employee turnover intentions. The targeted population for this study consisted of employees of a nonprofit health organization in Metropolitan Georgia specializing in HIV. The independent variables were intrinsic job satisfaction and extrinsic job satisfaction, and the dependent variable was employee turnover intentions. Understanding this relationship can help nonprofit leaders reduce budget expenditures necessitated by high turnover.

Employee turnover intention is a critical concern for nonprofit health organizations, as it can significantly impact their ability to provide essential services to their communities. High turnover can lead to increased recruitment and training costs, disrupt the delivery of healthcare services, and result in a loss of experienced healthcare professionals. To address this issue within nonprofit health organizations, researchers

have long sought to understand the factors contributing to healthcare employees' intentions to leave their current positions. One fundamental aspect of such inquiries is examining job satisfaction, which has been consistently identified as a key predictor of turnover intention in healthcare settings.

Job satisfaction in the nonprofit health sector can be categorized within two primary dimensions: intrinsic and extrinsic. Intrinsic job satisfaction relates to the fulfillment and gratification healthcare professionals derive from their work such as the opportunity to positively impact patients' lives, a sense of purpose in their healthcare roles, and opportunities for professional growth. In the context of nonprofit health organizations, extrinsic job satisfaction pertains to external factors such as competitive compensation, comprehensive benefits packages, and job security.

The relationship between intrinsic and extrinsic job satisfaction and employee turnover intention is an important area of focus within the nonprofit health sector. The study discussed in this dissertation investigated and conducted a comprehensive analysis of this relationship within the unique context of nonprofit health organizations, illuminating the nuanced interplay between these dimensions and their impact on employee turnover intention in the healthcare sector.

Research Question and Hypotheses

The following research question guided this study:

What is the relationship between intrinsic, extrinsic, and general job satisfaction and employee turnover intention?

This research question was developed through a systematic process of exploration and refinement. Initially, we sought to address organizational employee turnover, recognizing

the substantial costs associated with recruitment, training, and lost productivity when employees leave their jobs. It was apparent that job satisfaction, both intrinsic (related to the inherent aspects of the job) and extrinsic (related to external factors like pay and working conditions), played a significant role in employees' decisions to stay or leave their positions.

The development of the research question for this study was further influenced by a review of the existing literature on job satisfaction and employee turnover intention. The team noted a gap in the literature; many studies had focused on either intrinsic or extrinsic factors but seldom considered both, and very few addressed the role of general job satisfaction, which integrates both intrinsic and extrinsic aspects. This gap highlighted the need to comprehensively examine the relationship between intrinsic, extrinsic, and general job satisfaction and their impact on employee turnover intention. The development of the research question was informed by the desire to fill this gap in the literature and provide a more holistic understanding of the factors influencing employee turnover. The research aimed to contribute to a better-informed and evidence-based approach to addressing employee retention challenges in nonprofit health organizations.

The development of the hypotheses in this study stemmed from concerns about the increasing prevalence of nonprofit employee turnover and its potential impact on public health services. After conducting preliminary research, it was hypothesized that higher levels of job satisfaction would be associated with increased levels of extrinsic and intrinsic factors among employees, as previous research has suggested a correlation

between job satisfaction and employee retention rates. The following hypotheses were tested in this quantitative study:

Hypothesis 1: Intrinsic satisfaction negatively relates to turnover intention.

Hypothesis 2: Extrinsic satisfaction negatively relates to turnover intention.

Hypothesis 3: General satisfaction negatively relates to turnover intention.

Definition of Terms

In the context of investigating turnover intentions, the following definitions aim to clarify the specific terms relevant to this study:

- *Employee retention* focuses on keeping the talent that is contributing to the organization's success (Buenger, 2006).
- *Employee turnover intention* refers to an employee's intention to stay at or leave the organization (Bothma & Roodt, 2013).
- *Job satisfaction* refers to the positive emotional state stemming from the valuation of a person's experience associated with a job (Bryant & Allen, 2013).
- *Intrinsic job factors* (or *job satisfiers*) refer to factors associated with the job content, that is, what a person accomplishes at their job. These factors may include achievement, recognition, and advancement (Herzberg et al., 2017).
- *Extrinsic job factors* (or *job dissatisfiers*) refer to factors associated with the job context, that is, aspects of a person's work environment. These factors may include salary, interpersonal relations, and supervision (Herzberg et al., 2017).

Limitations

The following factors presented potential limitations in our investigation. First, a correlational design does not explain the causation between the variables, implying that the variables are necessarily the direct cause of the relationship between job satisfaction and employee turnover intention. Second, employee job satisfaction and turnover are often measured through self-report surveys and questionnaires. This introduces subjectivity and the potential for self-report bias, as employees may provide socially desirable responses or overstate their satisfaction to avoid negative consequences. Third, findings from a single nonprofit sector may not be easily generalized to other sectors or geographical regions, as nonprofit organizations can vary significantly in terms of mission, culture, and working conditions.

Significance of the Study

This research may contribute significantly to nonprofit management and organizational culture. Discovering ways to reduce employee turnover intention and enhance employee job satisfaction can offer considerable benefits to nonprofit leaders and the overall success of the organizations. Increased organizational stability can lower turnover rates, contributing to a more stable workforce. This stability is vital in nonprofit organizations, as it allows for consistent program delivery, relationship building with clients, and the effective use of resources. Leaders can better plan for the long term with a stable workforce. Stability improves service quality. Satisfied employees are more likely to provide high-quality services. When nonprofit employees are content and engaged, they are better equipped to meet the needs of the beneficiaries, resulting in improved outcomes and positive impacts on the community. By achieving positive outcomes,

nonprofits can enhance donor and funder confidence. Donors and funders often consider an organization's employee turnover a sign of instability. Thus, a lower turnover rate and higher employee job satisfaction can increase donor and funder confidence, potentially leading to increased financial support.

As another benefit, reducing turnover can lead to significant cost savings. Recruitment, onboarding, and training are expensive processes, and the organization can allocate resources more efficiently when it does not have to replace departing employees frequently. Reducing turnover and enhancing job satisfaction contribute to the sustainability of nonprofit organizations. High turnover and dissatisfaction can put the organization's future at risk, while employee retention and contentment contribute to long-term sustainability.

Nonprofit organizational leaders may have the opportunity to influence a positive organizational culture from both inside and outside the organization. From the outside, a nonprofit can enhance its reputation. Nonprofits that prioritize their employees' well-being often have a better reputation in the community and the sector. This can lead to increased public trust, partnerships, and opportunities for collaboration. Focusing on employee satisfaction and retention creates a positive organizational culture, which can foster collaboration, creativity, and a sense of purpose, and which can be attractive to both employees and stakeholders. Such a culture can translate into an increase in productivity. Satisfied and motivated employees tend to be more productive. They are more likely to be engaged, innovative, and committed to their work, resulting potentially in greater overall productivity and efficiency. An environment that provides job satisfaction and operates with efficiency can likely pursue employees' interest in

leadership development within the nonprofit. Satisfied employees may be more inclined to take on leadership roles, creating a pipeline of future leaders. Thus, a nonprofit with a reputation for valuing its employees and fostering job satisfaction can attract top talent more easily. This can lead to a more robust, skilled workforce that advances the organization's mission.

To achieve these benefits, nonprofit leaders can implement strategies such as providing competitive compensation and benefits, offering opportunities for professional development, creating a positive and inclusive organizational culture, and listening to employee feedback.

Employee surveys and regular communication can be practical tools for understanding the factors influencing job satisfaction and turnover intention and for developing targeted interventions. Overall, reducing turnover and improving job satisfaction is just not about the well-being of employees; it's about the long-term success and impact of the nonprofit organization.

The findings from this research can help nonprofit leaders and their organizations build a strategic plan from a human resources and leadership perspective to retain valuable employees by increasing employee job satisfaction and lowering employee turnover intention. To achieve these outcomes, nonprofit leaders can implement strategies such as providing competitive compensation and benefits, offering opportunities for professional development, creating a positive and inclusive organizational culture, and listening to employee feedback.

Prevalence

While the prevalence of turnover in nonprofit organizations can vary depending on various factors, such as sector, job role, and geographic location, turnover is a common challenge through the nonprofit sector, as highlighted by several studies and data sources. One source is the *2021 Nonprofit Talent Retention Survey Results* report, published by Nonprofit HR (2021), which offers insights into employment trends in the nonprofit sector. Focusing primarily on turnover rates, the report showed that the overall turnover rate for nonprofits was approximately 19% for 2021 indicating that nearly one in five employees left their nonprofit jobs in a given year. Another source is the Urban Institute, whose extensive research into the nonprofit sector has shown that turnover is a pervasive issue in nonprofit organizations. Factors contributing to turnover include low compensation, limited opportunities for career advancement, and job stress related to the often-challenging nature of nonprofit work. The National Council of Nonprofits conducts surveys and research in the nonprofit sector. Their data suggest that high staff turnover is a significant concern for many nonprofit organizations, notably smaller nonprofits with limited resources to invest in employee retention strategies (National Council, 2023). Additionally, numerous academic studies have examined turnover in nonprofit organizations, finding that turnover rates can vary widely by subsector, with human services organizations and healthcare nonprofits often experiencing higher turnover than cultural or environmental organizations. Academic research has provided valuable insights into the complex dynamics of nonprofit turnover, reviewed later in Chapter 2.

It is important to note that while turnover is prevalent in nonprofits, the specific rates and reasons for turnover can vary widely. Some nonprofits may experience turnover

as a natural part of the employment cycle. By contrast, others may struggle with higher turnover due to limited resources, intense workloads, and challenges providing competitive compensation and benefits. To address the issue of turnover, nonprofit organizations develop strategies to improve employee job satisfaction, offer competitive compensation, and provide opportunities for professional development and career advancement. Understanding the prevalence of turnover is the first step toward implementing effective retention strategies to help nonprofit organizations fulfill their missions more effectively.

Summary

Chapter 1 laid a foundation for this study's in-depth investigation of employee retention and turnover within nonprofit healthcare organizations. The chapter began with an overview of the unique landscape of the nonprofit healthcare sector, emphasizing its distinctive challenges. In this context, the significance of employee retention and turnover was underscored, pointing to their critical impact on organizational performance. The statement of the problem illuminated the prevalence of high turnover rates, setting the stage for a discussion of the research that was conducted. With a clearly defined purpose, this study sought to unravel the factors influencing employee retention and turnover, ultimately proposing strategies to enhance retention within nonprofit healthcare organizations.

A clear articulation of research questions and objectives guided this inquiry, facilitating the analysis of current turnover rates, exploration of influential factors, and formulation of recommendations. The study's rationale emphasized the importance of retaining skilled healthcare professionals and recognizing the nuances inherent in the

nonprofit healthcare sector. In addition to the study's significance, the chapter discussed the scope and limitations of the research, providing transparency regarding geographic and organizational constraints.

This introductory chapter concluded with an outline of the structure of the dissertation, delineating the trajectory of subsequent chapters. Each section contributes cohesively to addressing the identified research questions and objectives. The chapters that follow aim to explore the intricacies of employee retention and turnover, thereby contributing valuable insights to nonprofit healthcare management. This comprehensive introduction established the groundwork for a rigorous exploration of the multifaceted aspects of employee retention and turnover in nonprofit healthcare organizations.

Chapter II

LITERATURE REVIEW

Human capital is a key element of organizational success, representing the core of an organization's intellectual wealth. Due to intense market competition and the scarcity of skilled and knowledgeable employees, it is imperative for organizations to not only identify but also retain well-educated and skilled individuals. Maintaining a stable workforce is also crucial for an organization's long-term viability and expansion (Cloutier et al., 2015); this strategic priority bolsters the organization's internal intellectual capital and generates a competitive edge within its market. Therefore, leadership needs to understand what factors influence employees' decision to leave an organization to assess the impact on the organizational culture and the economic cost (Qazi et al., 2015).

This literature review critically examines the existing body of knowledge surrounding the topic of employee retention within the nonprofit sector, with a specific focus on the relationship between extrinsic and intrinsic motivational factors and how they relate to job satisfaction and employee turnover intention. This review aims to highlight improvement methods to contribute to the effectiveness of nonprofit management. Moreover, this review establishes the theoretical and conceptual foundation upon which this study was built, demonstrating the significance of the research within the broader context of nonprofit management.

The following sections delve into specific thematic areas, theories, and literature findings relevant to the research, ultimately guiding the reader toward a deeper understanding of the subject and the rationale behind the research objectives. The topics covered in this review include the following: Herzberg's Theory, the impact of job

satisfaction, and the impact of turnover intention. This literature review set out to demonstrate the correlation between job satisfaction and employee turnover intention.

Background on HIV

Initially, the impact of HIV/AIDS was erroneously associated with specific demographics, including men who have sex with men (MSM), injection drug users (IDU), and those engaged in sex work. This misperception contributed to the stigmatization of those infected, as the virus was initially viewed as a consequence of "negative behaviors." As a result, individuals with the virus faced discrimination and a lack of support from both the public and policymakers.

The narrative began to shift in 1985 when a young boy named Ryan White contracted the virus through a blood transfusion (Sood et al., 2014). His encounter with discrimination, notably when denied entry to his school, sparked a pivotal movement advocating for the rights of people living with HIV (PLWH). Since the early stages of the virus, it has not only proliferated within the United States, but also has become a global health concern.

Currently, there are approximately 1.1 million individuals living with HIV in the United States, with the country seeing around 40,000 new HIV cases annually (McQuade et al., 2015). The factors contributing to ongoing infections are numerous, encompassing both known and unidentified elements. Recognized factors include a lack of awareness and education, limited access to care, and insufficient promotion of preventive measures, among others. The imperative for further research persists as efforts continue to explore and understand the complexities around HIV transmission and prevention.

Background on the Nonprofit Health Organization

The nonprofit health industry encompasses organizations specializing in various healthcare services, including those focused on addressing HIV/AIDS. These organizations emerged in response to the HIV/AIDS epidemic, which initially garnered widespread attention in the 1980s. Nongovernmental organizations, such as nonprofit health organizations, that provide HIV services play a critical role in prevention, education, testing, treatment, and support services for individuals affected by HIV/AIDS (Sehgal, 1991). Many of these organizations were founded by community activists, healthcare professionals, and individuals directly impacted by the epidemic, with a mission to combat stigma, promote awareness, and improve access to care for those affected by HIV/AIDS.

Funding for nonprofit service organizations often comes from a combination of government grants, private donations, philanthropic foundations, and partnerships with healthcare providers and community organizations (Jaramillo et al., 2019). These organizations may operate clinics, mobile testing units, counseling centers, and support groups tailored to the needs of individuals living with HIV/AIDS. Additionally, they play a crucial role in advocating for policies that support HIV prevention, research, and access to treatment, as well as addressing systemic issues such as healthcare disparities and stigma associated with HIV/AIDS.

Nonprofit health organizations specializing in HIV services often collaborate with government agencies, healthcare providers, research institutions, and community-based organizations to deliver comprehensive care and support to individuals affected by HIV/AIDS (Centers for Disease Control and Prevention, 2021). They also engage in

community outreach and education programs to raise awareness about HIV prevention, testing, and treatment options. Despite the progress made in HIV/AIDS prevention and treatment, these organizations continue to face challenges such as funding constraints, evolving healthcare policies, and persistent stigma, underscoring the ongoing importance of their work in the fight against HIV/AIDS (Kumah et al., 2023).

The Impact of Job Satisfaction

The subject of job satisfaction has been recognized as crucial for comprehending work-related results across diverse industries. Job satisfaction can be described as a state of positive emotions that arises from an individual's evaluation of their experiences in their job (De Clerck et al., 2022). Munyon et al. (2020) characterized job satisfaction as an individual's subjective perspective encompassing all facets of their work environment, including elements like the nature of the work, motivation, working conditions, compensation structure, interpersonal relationships, and the pursuit of personal goals. Job satisfaction is vital for the success and sustainability of nonprofit organizations. It positively influences various aspects of the organization, from employee retention and performance to fulfilling its mission and building positive relationships with stakeholders. Research on overall job satisfaction within particular professions and industries has emerged as a current scholarly focus. Nonprofit health organizations should invest in creating workplaces that foster job satisfaction to maximize their impact.

Job satisfaction is important in any organizational context, including nonprofit organizations. Numerous organizations prioritize assessing employee job satisfaction to anticipate effective behaviors, including departure from the workplace, workplace employee behaviors, and work absenteeism (Al-Zoubi, 2012). There are several

compelling reasons why job satisfaction is of paramount significance in the nonprofit sector. First and foremost, job satisfaction is inextricably linked to employee retention, a critical factor for nonprofits, which frequently operate with limited resources. Satisfied employees are more inclined to remain with the organization for extended periods, ensuring experienced and knowledgeable staff retention, essential for maintaining operational effectiveness.

Furthermore, job satisfaction positively influences productivity and performance. Satisfied employees are more motivated and engaged, resulting in improved job performance. This enhanced performance is particularly vital for nonprofit organizations, as it directly impacts their ability to accomplish their missions and effectively serve their target populations.

Nonprofits also rely heavily on volunteers and donors to support their efforts. Job satisfaction among employees plays a pivotal role in fostering positive relationships with these crucial stakeholders, leading to increased support and resources for the organization. Moreover, the commitment of satisfied employees to the nonprofit's mission is heightened, motivating them to go the extra mile to achieve it (Slatten et al., 2021). This dedication contributes directly to the organization's capacity to effect positive change in social, environmental, or community issues, typically at the core of nonprofit missions.

In addition to these advantages, job satisfaction fosters an environment conducive to innovation and creativity. This is an invaluable asset within the nonprofit sector, where creative problem-solving is often required to address complex issues. A satisfied workforce also contributes to cultivating a positive organizational culture, which, in turn,

aids in attracting and retaining talent aligned with the organization's values and mission. This positive culture creates a conducive environment where employees can thrive.

Importantly, enhancing job satisfaction can lead to cost savings. High turnover and low job satisfaction can increase recruitment and training costs. Reducing these costs for nonprofits with limited budgets enables more efficient resource allocation to fulfill their mission.

Furthermore, job satisfaction has implications for public perception and reputation. Nonprofit organizations with content and motivated staff are more likely to be viewed favorably by the general public and potential partners, which can translate into increased support and collaboration (Curley, 2021).

From an ethical perspective, ensuring job satisfaction is imperative. In many jurisdictions, it is a moral obligation and a legal requirement to provide employees with a safe and healthy work environment free from discrimination and harassment (Carr, 2014).

Lastly, job satisfaction is instrumental in ensuring the long-term sustainability of nonprofit organizations (Lange, 2021). These organizations often rely on the passion and dedication of their employees to continue their work over time. In summary, job satisfaction is a multi-faceted concept with far-reaching implications for nonprofit organizations' success, sustainability, and social impact.

Turnover Intention

Employee turnover intention can have several significant impacts on nonprofit organizations. First and perhaps most significantly, organizations face substantial financial expenses when employees leave their positions (Hayes & Stazyk, 2019).

Replacing departing employees necessitates direct spending on recruitment, onboarding, and training for their successors (Pitts et al., 2011). These tangible costs are further compounded by indirect financial ramifications, mainly productivity losses during the transition period. Resources allocated to employee turnover might otherwise be channeled toward advancing the nonprofit's core mission and objectives.

Additionally, the departure of experienced employees leads to a loss of institutional knowledge, encompassing explicit information and implicit insights into the organization's operations and objectives. This loss can disrupt established workflows and decision-making processes, potentially impairing program continuity and fulfilling the nonprofit's mission.

Frequent turnover within the organization can culminate in reduced organizational effectiveness. This instability undermines the consistency required for program delivery and effective stakeholder relationships. In particular, nonprofits, which often operate with the support of volunteer donors and serve vulnerable populations, may find that staff turnover erodes trust and hinders their overarching goals.

Moreover, employee turnover can directly impact the quality and continuity of services nonprofits provide, mainly when catering to vulnerable populations. New personnel may require a considerable acclimation period, which can, in turn, affect the quality and consistency of services rendered to target populations. Most of the relevant literature has indicated that organizations exhibiting higher levels of workforce stability tend to outperform those characterized by lower stability due to the lack of disruption (Pitts et al., 2011).

Nonprofits experiencing high employee turnover risk reputational damage and the erosion of donor confidence. Donors and funders may perceive elevated turnover rates as a sign of organizational instability, potentially diminishing their confidence in the nonprofit's ability to employ its resources judiciously. Such diminished donor trust may, in turn, negatively affect fundraising efforts and donor retention.

The negative repercussions of employee turnover extend to innovation and organizational learning. Previous research has stressed the importance of development programs within nonprofits, especially those that involve healthcare professionals (Hertling et al., 2018). Such programs build the professional skills that correlate directly with the organization's functioning. Researchers studying how to reduce employee turnover have found that employee development has a detrimental impact on employee turnover. Their results have shown that employing strategic approaches and commitment strategies to foster psychological connections between leadership actions and employees enhance employee retention (Holston-Okoe & Mushi, 2018). Employee turnover can disrupt the development of innovative solutions and the continuity of organizational learning, thereby stifling a nonprofit's capacity for progress and improvement.

Furthermore, the persistence of job dissatisfaction and turnover intention within an organization can precipitate a hostile work environment. This, in turn, can detrimentally influence employee engagement and morale, establishing a negative cycle characterized by ongoing turnover and diminished productivity (Speers, 2004). High turnover rates can also imperil the long-term strategic planning of nonprofits, as they introduce a layer of unpredictability and disruption to multi-year initiatives and endeavors. Nonprofits further risk lapses in compliance with regulations and

accountability mechanisms due to high turnover. Such lapses could jeopardize the organization's legal and ethical standing.

Lastly, managing the human resources aspects of high turnover, including recruitment, hiring, and training new employees, presents a considerable administrative burden for nonprofit organizations (Selden & Sowa, 2015). This diversion of time and resources from the organization's core mission underscores the importance of addressing turnover intention and its multifaceted impacts.

Consequently, nonprofits must implement strategies that enhance job satisfaction, provide competitive compensation and benefits, afford opportunities for professional development, and cultivate a positive organizational culture that underscores the value of employee well-being. In doing so, nonprofit organizations can ensure their stability, sustainability, and continued effectiveness in advancing their missions and serving their beneficiaries.

Influential Theories

Frederick Herzberg's (1965) two-factor theory, a seminal contribution to the field of organizational psychology, drew inspiration from the theories of various influential psychologists. Abraham Maslow's (1943) hierarchy of needs theory provided a foundational framework for Herzberg's work. Maslow's conceptualization of human needs, ranging from basic physiological requirements to higher level self-actualization needs, resonates with Herzberg's motivational factors. Maslow proposed that needs, driving behaviors linked to work attitudes (e.g., satisfaction), can be categorized into different levels. Maslow believed this information could be inherently valuable when motivating employees within the public sector (Stretton, 1994). By contrast, Herzberg

emphasized that needs influencing work attitudes can be intrinsically or extrinsically satisfied (Udechukwu, 2009). Herzberg's theory aligns precisely with the higher order needs in Maslow's hierarchy, such as self-esteem and self-actualization, emphasizing the role of these factors in job satisfaction and motivation.

Kurt Lewin (1947), a prominent figure in social psychology, significantly influenced Herzberg's understanding of motivation in social contexts. Lewin's work on behavior and motivation in the workplace contributed to the development of Herzberg's two-factor theory. Lewin's insights complemented Herzberg's research by emphasizing the importance of understanding human needs and behavior, enriching the understanding of workplace motivation. Lewin also believed reinforcement was necessary to maintain the altered behaviors once the desired behavior was achieved (Carden & Boyd, 2021).

Clayton Alderfer's existence, relatedness, and growth (ERG) theory, which simplifies Maslow's hierarchy into three categories (existence, relatedness, and growth), also shaped Herzberg's thinking. ERG theory is a commonly utilized framework for analyzing motivation in the workplace (Tekin & Gorgulu, 2018). Existence pertains to life's fundamental necessities. Relatedness is associated with interpersonal requirements for shared trust and respect. Growth is linked to attaining personal worth through creativity, productivity, or contributions to the world (Wang et al., 2021). This theory has been used to evaluate employee job performance and contributing motivators. Alderfer's theory, similarly to both Maslow's and Herzberg's, influenced Herzberg's consideration of different basic needs categories and their impact on employee motivation and satisfaction.

David McClelland's research on achievement motivation and the need for achievement contributes to organizational behavior theories (Miner, 2005). McClelland's emphasis on achievement-related factors as motivators aligned seamlessly with Herzberg's motivational factors, contributing to the robustness of Herzberg's two-factor theory. McClelland identified three motivators, and the prevalence of each elucidates the behavior and traits exhibited by individuals. These needs include the need for achievement, the need for power, and the need for affiliation (Khurana & Joshi, 2017). Importantly, McClelland's theory aids in recognizing the motivators, facilitating the establishment of goals, and efficiently designing jobs.

While these psychologists and their theories influenced Herzberg, his two-factor theory stands out for its unique emphasis on the distinction between hygiene (dissatisfiers) and motivational (satisfiers) factors in the workplace. Herzberg's research added valuable insights to organizational psychology, introducing a nuanced understanding of the factors influencing employee motivation and job satisfaction. This emphasis on dual factors has had a lasting impact on organizational practices, shaping how organizations approach the complex dynamics of employee motivation and intention to turnover.

Literature Gap

The knowledge gaps this study aimed to fill is the need for a comprehensive understanding of the relationship between intrinsic and extrinsic job satisfaction and employee turnover intention, specifically within nonprofit health organizations. While previous research has consistently shown that job satisfaction influences turnover intention, the dynamics and relative importance of intrinsic and extrinsic job satisfaction

within the nonprofit health sector have not been thoroughly explored. This gap in the existing literature is particularly pertinent given the distinct nature of work and motivation in healthcare settings, where the focus is on providing quality patient care and fulfilling a social mission rather than solely financial incentives. Therefore, this study sought to bridge this knowledge gap by providing insights into how intrinsic and extrinsic job satisfaction interact and impact the turnover intention of healthcare professionals in nonprofit health organizations, which can inform more effective strategies for talent retention and human resource management in this sector.

Theoretical Framework

Two-factor theory, also known as motivation-hygiene theory or dual-factor theory, is a psychological theory developed by Frederick Herzberg in the 1950s. The theory grew out of Herzberg's study of 200 engineer employees who worked in factories to determine their motivation to work. The theory focuses on the factors that influence job satisfaction and dissatisfaction in the workplace. Herzberg (1965) proposed two factors affecting an individual's work-related attitudes and behaviors: hygiene (maintenance) and motivation (satisfaction).

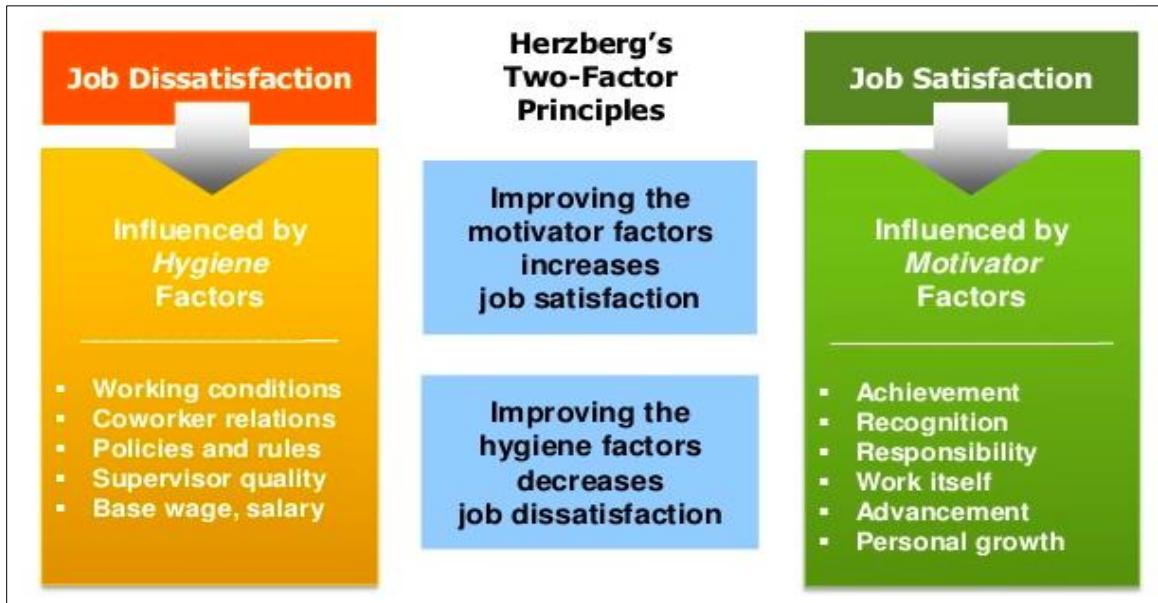
Hygiene factors are "dissatisfiers" or "contextual factors" that are essential for preventing job dissatisfaction but do not necessarily lead to job satisfaction when present. Hygiene factors include adequate salary and benefits, safe working conditions, company policies and administration, quality of interpersonal relationships with colleagues, and job security. Fair and competitive pay is expected, but its absence or perceived unfairness can lead to dissatisfaction. Employees expect a safe, comfortable, and clean work environment. Fair and consistent policies, procedures, and rules are essential for a smooth

work experience. Positive relationships with colleagues and superiors are important for creating a harmonious work atmosphere. A sense of job stability and security is necessary to avoid anxiety and dissatisfaction. If such factors are absent or inadequate, job dissatisfaction and discomfort can result. However, their presence does not necessarily lead to high job satisfaction or motivation. These factors relate primarily to the job context and the work environment rather than the nature of the work itself.

Motivational factors, also called "satisfiers" or "content factors," related directly to job satisfaction and motivation. Their presence encourages employees to be engaged and satisfied with their work. These factors are associated with the content of the job itself and how it is designed. Examples of motivational factors include recognition—acknowledgment and appreciation for good performance and achievements; achievements—opportunities for accomplishing challenging tasks and setting and meeting personal goals; challenging and meaningful work—the nature of the job, its meaningfulness, and the degree of autonomy and responsibility it offers; opportunities for personal and professional growth for skill development and continuous learning; responsibility and autonomy—the degree of control and decision-making authority an employee has over their work.; achievement and advancement opportunities—opportunities for career growth, promotion, and personal development (Hur, 2018) (see Figure 1).

Figure 1

Herzberg's Two-Factor Theory



Herzberg's (1965) theory has influenced organizational psychology and has significantly impacted how organizations approach employee motivation and job design. The distinction between hygiene and motivational factors has also profoundly influenced human resource management. The theory emphasizes the need for a more comprehensive approach to employee motivation and job design, whereby both aspects are considered in efforts to create a positive and productive work environment. Herzberg argued that improving hygiene factors can eliminate job dissatisfaction but not necessarily create job satisfaction. Thus, organizations should focus on enhancing motivation to achieve high job satisfaction and motivation. Organizations that understand and apply Herzberg's theory are better equipped to address the complex factors influencing employee motivation and satisfaction.

Summary

This literature review critically examined the existing body of knowledge on employee retention in the nonprofit sector, focusing on the interplay between extrinsic and intrinsic motivational factors, job satisfaction, and employee turnover intention. The review aimed to offer insights into improvement methods for nonprofit management effectiveness and to establish the theoretical and conceptual foundation for this research. Three key thematic areas were explored: Herzberg's (1965) theory, the impact of job satisfaction, and the implications of turnover intention.

Job satisfaction is a vital aspect of the success and sustainability of nonprofit organizations. The review delved into the multifaceted benefits of job satisfaction, including its positive influence on employee retention, productivity, stakeholder relationships, and commitment to the organization's mission. It emphasized the role of job satisfaction in fostering innovation, creating a positive organizational culture, and leading to cost savings. The review also highlighted the ethical and legal importance of ensuring a safe and healthy work environment. Overall, the review found that job satisfaction is instrumental for the long-term sustainability and success of nonprofit organizations.

The literature review also explored the significant impacts of employee turnover intention on nonprofit organizations. Financial expenses, loss of institutional knowledge, reduced organizational effectiveness, and adverse effects on services provided were discussed as consequences of high turnover rates. Moreover, the review outlined the potential damage to reputation, hindered innovation, and disruption to long-term strategic planning caused by turnover. It emphasized the importance of addressing turnover

intention to ensure stability, sustainability, and efficient resource allocation to fulfill the nonprofit's mission.

The section on influential theories introduced Frederick Herzberg's (1965) two-factor theory, emphasizing its unique distinction between hygiene factors (dissatisfiers) and motivational factors (satisfiers). The review contextualized Herzberg's theory within the broader field of organizational psychology, highlighting its profound impact on human resource management and underscoring its significance in understanding and addressing the complex factors influencing employee motivation and satisfaction. Herzberg's theoretical framework helps elucidate the factors influencing job satisfaction and dissatisfaction and provides a comprehensive approach to employee motivation and job design.

The identified knowledge gap centers on the need for a comprehensive understanding of the relationship between intrinsic and extrinsic job satisfaction and turnover intention within nonprofit health organizations. Given the distinct nature of work and motivation in healthcare settings, the review argued that existing literature does not thoroughly explore these dynamics. This study sought to fill this gap by investigating how intrinsic and extrinsic job satisfaction interact within nonprofit health organizations, aiming to provide insights for effective talent retention and human resource management strategies.

Chapter III

METHODOLOGY

This chapter presents the methodology employed in our investigation of employee retention and turnover rate. The chapter describes the research objectives, approach, design, and philosophical underpinnings guiding our study. Additionally, it explores the rationale for selecting quantitative methodology over qualitative approaches, considering its suitability for this particular research effort. A comprehensive examination of our research tools follows, with a focus on survey design, sample selection techniques, and the survey population. Furthermore, the chapter addresses ethical considerations relevant to this study, highlights our data analysis procedures, and acknowledges constraints that may have affected our research.

Research Objectives and Questions

This study investigated nonprofit health professionals' job satisfaction within an HIV organization. Organizations and research institutions recognized the connection between employee satisfaction and job performance, turnover rates, and overall job-related well-being (Al-Zoubi, 2012). Research on job satisfaction and turnover rates in nonprofit health organizations is essential to understanding the factors influencing employee retention and organizational effectiveness in this sector. This study investigated how intrinsic, extrinsic, and general job satisfaction impacted the organization's employee retention. Accordingly, the following research question guided this analysis:

What is the relationship between employees' intrinsic, extrinsic, and general job satisfaction and turnover intention?

To address this question, the following hypotheses were developed:

H1: Intrinsic satisfaction negatively relates to turnover intention.

H2: Extrinsic satisfaction negatively relates to turnover intention.

(The dependent variable is turnover intention, while the independent variable is job satisfaction.)

H3: General satisfaction negatively relates to turnover intention.

Study Site Background

Federal efforts to end the HIV epidemic in the United States centered primarily on a comprehensive plan called "Ending the HIV Epidemic: A Plan for America" (EHE). Launched by the Trump Administration in February 2019, this initiative aimed to reduce new HIV infections by 75% in 5 years and by 90% in 10 years, ultimately ending the epidemic in the United States by 2030 (Robillard et al., 2022). In 2019, President Trump proposed devoting \$291 million in new funding to HIV services in fiscal year 2020. This funding would add to the \$20 billion already allocated annually. The Biden Administration's budget proposed \$850 million for fiscal year 2024 to support the EHE initiative, according to the Health and Human Services Office of Infectious Disease and HIV/AIDS Policy (OIDP) (Giroir, 2020). The EHE plan targeted specific geographic areas where the HIV burden was most significant, referred to as "hotspots." These areas included certain states, counties, and cities with high HIV incidence rates. Previous research has identified Atlanta, Georgia, as a hotspot with a large subpopulation of men who have sex with men (MSM) and has suggested that immediate and substantial improvements can support the EHE goals of 75% and 90% reductions in incidences by 2025 and 2030 (Hamilton et al., 2023).

The study site for this research was a nonprofit health organization that aims to contribute to the EHE mission. Established in 1991, Positive Impact Health Centers (PIHC) is a distinguished medical and behavioral health agency. The researcher of this study submitted a Participation Request to use their organization as the study site (see Appendix G). Originating from modest roots, PIHC has undergone mergers with two other AIDS services organizations, solidifying its position as a provider of comprehensive specialty care for people living with HIV (PLWH). Serving across 20 counties, PIHC delivers a multitude of services, including clinical care, medical case management, behavioral health counseling, addiction treatment, pharmacy services, patient navigation, prevention services testing, pre-exposure prophylaxis (PrEP), post-exposure prophylaxis (PEP), housing, and transportation. The researcher of this study received an organization letter of cooperation for the study (see Appendix E).

With a dedicated team of nearly 200 staff members, PIHC caters to a client census of 5,000 individuals across four locations. The organization operates on an annual budget of \$24 million. Despite its notable success, PIHC remains committed to seeking opportunities for continuous improvement and expansion, aligning with its mission to offer client-centered care for the HIV community and ensure a life worth living.

During its strategic planning process, PIHC sought to increase HIV services to 15,000 PLWH. According to the Georgia Department of Public Health (2023), in 2021, Georgia was ranked as the state with the fourth highest number of PLWH and individuals newly diagnosed with HIV. To accomplish its goal, the organization identified the ability to hire knowledgeable and experienced employees and to retain valuable employees as

important strategic efforts. Because it had identified employee retention as one of its strategic goals, PIHC was chosen as the site of this research study.

Variables and Their Measurements

To understand the intricate relationship between job satisfaction and employee turnover intention, this quantitative correlational research investigated the impact of intrinsic and extrinsic job satisfaction (independent variables) on employee turnover intentions (dependent variable). The following sections provide a detailed examination of the measurements utilized for these variables. The chosen approach employed established instruments such as the Minnesota Satisfaction Questionnaire (MSQ) for intrinsic and extrinsic job satisfaction and the Turnover Intention Scale (TIS-6) for gauging employee turnover intentions. These tools were selected based on their credibility and relevance in assessing the nuances of job satisfaction and turnover intentions.

Independent Variables: Intrinsic and Extrinsic Job Satisfaction

Intrinsic and extrinsic job satisfaction were the independent variables studied for their influence on employee turnover intentions. The Minnesota Satisfaction Questionnaire (MSQ) was the instrument used to gauge these variables. This widely utilized tool, which focuses on intrinsic and extrinsic factors, allows for a comprehensive analysis of job satisfaction levels (Peng & Mao, 2014).

The theoretical underpinnings of the MSQ are found in Dawis et al.'s (1968) work. Their framework posited that the MSQ aids in understanding the correspondence between individuals and their work environment. Correspondence is assessed through the components' relationship, suitability, and agreement. In this study, correspondence was

pivotal in elucidating the relationship between individuals and their work environment, indicating that it is a significant factor in predicting turnover intentions.

The MSQ, a primary measure of work adjustment, is instrumental in assessing the satisfaction levels of employees within their workplace (Weiss et al., 1967). The concept of correspondence is crucial here, as increased correspondence is linked to employee retention. Employees achieving correspondence have met their work requirements, creating a sense of satisfaction. Furthermore, the distinction between external correspondence (satisfaction) and internal correspondence (satisfaction) is critical for understanding the nuanced facets of job satisfaction (Dawis et al., 1968).

Dependent Variable: Employee Turnover Intentions

The measure for the dependent variable, employee turnover intentions, was the Turnover Intention Scale (TIS-6), originally devised by Roodt (Du Plooy & Roodt, 2013). This scale thoroughly evaluates an employee's inclination to remain with or depart from an organization and includes intrinsic and extrinsic factors associated with job satisfaction within the previous 9 months (Bothma & Roodt, 2013). Saridakis and Cooper (2016) delineated the four-step process involved in using this scale: (1) assessing the current job, (2) evaluating satisfaction levels with both the company and the job, (3) weighing the costs and consequences linked to leaving the company, and (4) appraising alternative job opportunities to compare and contrast their respective advantages and disadvantages. The Turnover Intention Scale (Roodt, 2004) gauges an employee's intention to leave an organization by assessing six items on a 5-point Likert scale, offering response options ranging from "Never" to "Always," "To No Extent" to "To a Very Large Extent," and "Highly Unlikely" to "Highly Likely."

Conclusion

The careful selection of measurement tools and the integration of established theories provided a robust foundation for exploring the intricate dynamics of job satisfaction and employee turnover intentions in this study. The subsequent sections detail the research design and data analysis methods employed to understand the complexities within these variables.

Research Design

Empirical research is a type of scientific inquiry that relies on the collection of evidence based on observation, experimentation, or measurement. Many researchers use empirical research in various fields, including psychology, sociology, economics, and natural and social sciences (Bhattacharjee, 2012). Bhattacharjee (2012) suggested that empirical research is a cornerstone of the scientific method, allowing researchers to systematically explore and gain knowledge about the world and support or refute hypotheses and theories with empirical evidence. In empirical research, researchers gather data directly from the real world rather than relying solely on theory or pre-existing information. The primary goal of empirical research is to answer specific research questions or test hypotheses by systematically collecting and analyzing data (Calfee & Chambliss, 2015). It is also used to investigate possible data patterns (Krathwohl, 2009). Thus, researchers develop specific theories that predict relationships between variables and use data to evaluate whether these predictions hold.

Empirical research can involve quantitative and qualitative data (i.e., numeric and non-numeric data). Qualitative data are descriptive, often involving words, text, images, or other non-numeric elements, and are used to gain a deeper understanding of the

research subject or phenomenon (Pickard, 2017). Qualitative research is valuable for exploring complex social, cultural, and human experiences, and it is often used in disciplines such as anthropology, sociology, psychology, and the social sciences to provide in-depth insights and to answer research questions that cannot be adequately addressed with quantitative data alone. Empirical qualitative data could include transcripts of interviews, field notes from ethnographic research, and qualitative content analysis (Creswell & Creswell, 2018).

Quantitative methodology entails examining numeric data that can be measured and quantified, specifically addressing constructs within research questions and hypothesis testing. It is used to investigate identified variables among samples representing larger research populations (Mukaka, 2012). Quantitative research utilizes inferential statistics to make inferences about the entire population based on the study sample (Bryman, 2012). It employs a deductive approach through objective variable analysis, enabling the acceptance or rejection of null hypotheses (Mukaka, 2012).

Quantitative research generates results through statistical summarization and analysis (Mensah, 2014). A quantitative approach was particularly suitable for this study, which involved measurable variables, research questions with associated hypotheses, and a participant sample from the long-term care industry. In quantitative research, data collection via surveys or questionnaires with closed-end response options representing numerical data can often be more cost-effective than qualitative data collection and analysis or mixed methods incorporating both quantitative and qualitative data sources (Cirtita & Glaser-Segura, 2012).

The choice of data type depends on the research question and methodology. Empirical research involves systematically analyzing data using statistical, mathematical, or qualitative techniques. Researchers use these methods to draw conclusions and inferences based on the data. One of the hallmarks of empirical research is its potential for replication. That is, other researchers should be able to replicate the study's methods and obtain similar results, which helps validate the findings. Empirical research frequently seeks to generalize findings to a larger population using data collected from a sample. The applicability of these findings to a broader population hinges on the sampling methods and study design. When research is both empirical and quantitative, researchers collect real-world numerical data using statistical techniques to analyze those data. This approach allows for the measurement of relationships, patterns, and trends within the data, and it often involves the use of statistical software for data analysis.

This quantitative research adopted a regression analysis and correlational design to investigate relationships between variables. While quantitative research encompasses experimental, quasi-experimental, and non-experimental designs (Ludlow & Klein, 2014), the experimental approach, which entails variable manipulation, control groups, and causal inference (Zellmer-Bruhn et al., 2016), was not suitable for this study. This study lacked the intent to manipulate variables, establish causation, or employ treatment and control groups. Similarly, quasi-experimental designs involve variables like age, gender, personality, and ethnicity that cannot be randomly assigned but still focus on causality (Cokley & Awad, 2013). By utilizing a multiple linear regression and correlation analysis, we were able to examine the relationship between the two independent variables and the dependent variable.

Unlike experimental approaches, correlation research does not necessitate the manipulation of variables or assignment to research groups (Cokley & Awad, 2013). As Mukaka (2012) explained, a correlational design falls under the purview of inferential quantitative research, concerned primarily with exploring potential relationships among variables rather than establishing causation. This study analyzed the correlation between employee satisfaction with hygiene and motivational factors and the turnover rate by conducting employee satisfaction surveys to assess how employees perceived hygiene and motivational factors in the organization. The survey results were analyzed to identify areas where employees were dissatisfied, particularly those with low hygiene and motivational factor ratings, as this dissatisfaction can contribute to turnover. This analysis assisted in determining if there was a statistically significant relationship between lower satisfaction in these areas and higher turnover and in identifying the specific factors with the most substantial impact on turnover.

To quantify the variables for the correlation tests, we included closed-end questions related to the Job Satisfaction Scale in our survey instruments. These questions asked employees to rate their satisfaction with factors such as salary, working conditions, company policies (hygiene factors), achievement, recognition, and meaningful work (motivational factors).

Survey Population and Participation Rates

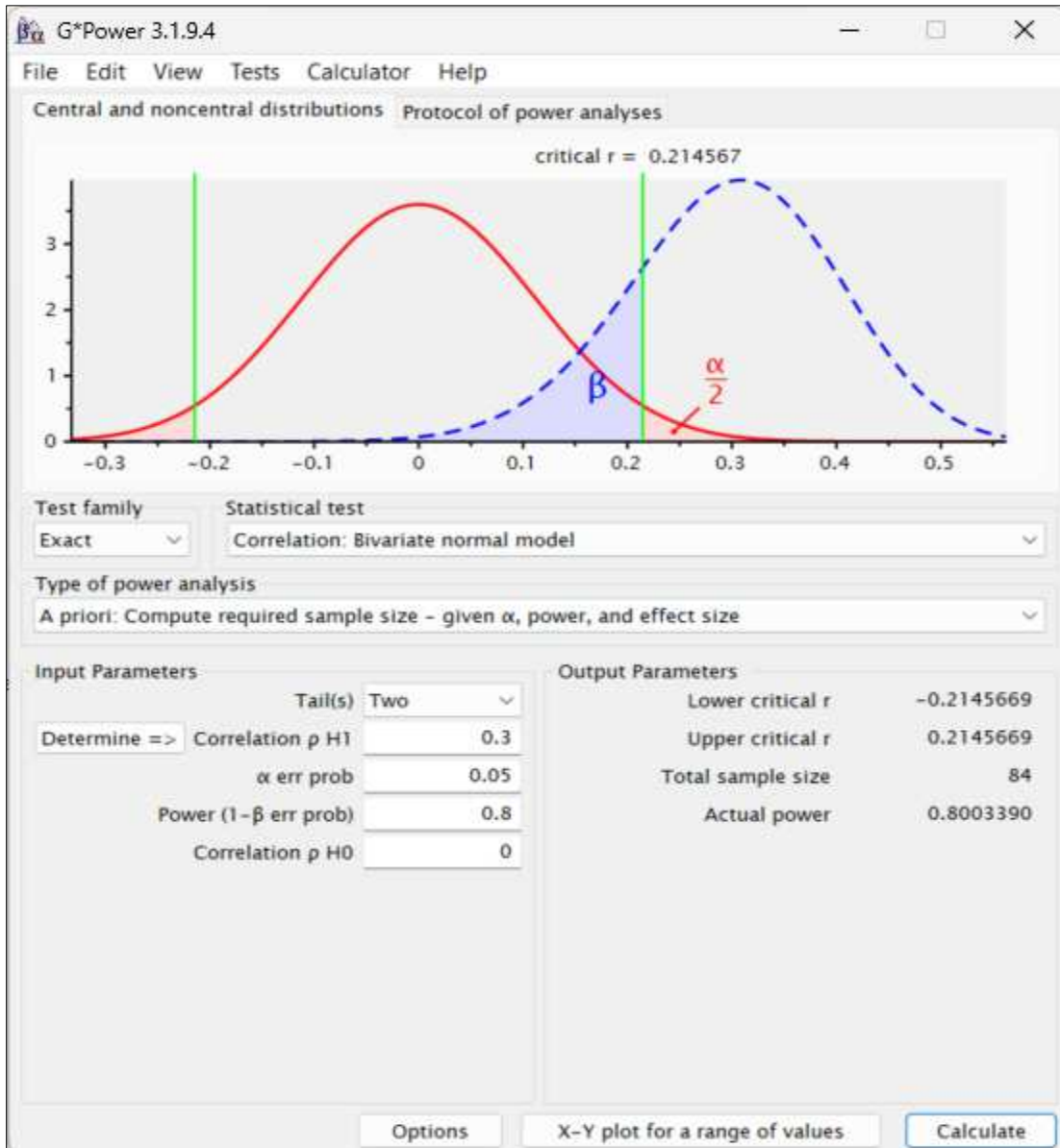
For this study, the sample population comprised professionals aged 18 and older who worked within a nonprofit health organization in the Atlanta Metropolitan area of Georgia. Adhering to Creswell and Creswell's (2018) recommendation, we aimed for each individual within the population to have an equal chance of being selected and

represented. Surveys were administered to the entire organization to ensure that a range of employee levels, including entry-level, experienced, first-level management, middle management, and executive management employees, were represented. A *Research Statement* was developed for the targeted sample population which outlined the purpose for the study and asked for their participation (see Appendix F).

To ensure that the study had adequate statistical power to detect significant relationships among the variables, an a priori power analysis was conducted using G*Power software (Faul et al., 2009). The analysis was based on a correlation bivariate normal model. Initially, the following input parameters were used for the calculation: a medium effect size (ρ) of 0.30, an alpha level set at 0.05, consistent with conventional standards in social science research, and a power level of 0.8. This power level, which is the conventional standard for social science research, indicates an 80% probability of correctly rejecting the null hypothesis if it is indeed false. Based on these parameters, the a priori power analysis revealed a minimum sample size of 84 (see Figure 2).

Figure 2

G Power Analysis



Data Collection Instruments

The online survey used in this study was divided into two sections: (a) a web-based adaption of the Turnover Intention Scale (TIS-6) short form (see Appendix B); and

(b) a web-based adaptation of the Minnesota Satisfaction Questionnaire (MSQ) short form (see Appendix C).

This study assessed turnover intentions (representing an employee's desire to leave a company) using the short TIS-6, which employs six questions, rated on a 1–5 ordinal scale, to assess an employee's intention to depart from an organization (Roodt, 2004). In interpreting the data, it is essential to note that higher scores on the scale indicate a greater likelihood of turnover intentions (Taboli, 2015). Roodt developed this scale in 2004, initially in an unpublished document, and it was later published by Jacobs and Roodt in 2008.

Roodt's (2004) original version of the Turnover Intention Scale comprised 14 items and used a 5-point Likert scale for measurement (Martin & Roodt, 2008). However, in their study on turnover intentions among professional nurses, Jacobs and Roodt (2008) introduced an updated scale with 15 items on a 5-point Likert scale. Subsequently, Bothma and Roodt (2013) published a shortened scale variant, the TIS-6, which consisted of six items selected from the original 15-item scale (Bothma & Roodt, 2013). The TIS-6 was employed as the measurement tool for this study (see Appendix A), with the permission of Professor Roodt.

The Minnesota Satisfaction Questionnaire is designed to gauge an employee's job satisfaction by measuring intrinsic, extrinsic, and general satisfaction. There are three versions of the MSQ: two comprehensive editions (the 1967 and 1977 versions) and a shorter form. Unlike more generalized job satisfaction measures, the MSQ delves deeper into the specific aspects of a job that individuals find fulfilling. Additionally, the MSQ has proven valuable in various applications, including assessing client vocational

requirements, conducting follow-up studies in counseling, and uncovering information about job-related rewards and motivators.

The MSQ short form comprises 20 questions organized into three scales: Intrinsic Satisfaction, Extrinsic Satisfaction, and General Satisfaction. Twelve of these questions assess intrinsic satisfaction, while the remaining six pertain to extrinsic satisfaction. The cumulative sum of all 20 questions measures general satisfaction. Respondents provided their ratings for each item using a 5-point Likert scale, ranging from "Very Satisfied" (1) to "Very Dissatisfied" (5).

Vocational Psychology Research (VPR) has ceased selling MSQ questionnaires. All MSQ forms are now accessible under a Creative Commons Attribution-Non-Commercial 4.0 International License (see Appendix D). This license permits the use of the instrument for research or clinical purposes, free of charge and without requiring written consent, as long as there is acknowledgment to VPR, University of Minnesota, as the source of the material in any reproduced materials (printed or electronic). It is important to note that this license does not authorize commercial use or reproduction for sale.

Reliability and Validity

In a quantitative study, reliability refers to the consistency, stability, and dependability of the measurements or data collection methods used to assess a particular phenomenon. It is critical that research results are trustworthy and can be replicated or generalized to a larger population; if data are reliable, it becomes easier to draw valid conclusions from a study.

Appropriate statistical techniques must be used to establish reliability in a quantitative study. High reliability indicates that the measurement instrument or data collection method produces consistent and dependable results, enhancing the study's overall validity (Panter, 2011).

Researchers should consider factors that may influence reliability, such as participant fatigue, response bias, or variations in test conditions, and take steps to minimize these sources of error. By addressing and reporting on reliability, quantitative researchers increase the rigor and trustworthiness of their studies, making it more likely that their findings can be replicated and generalized to larger populations (Panter, 2011).

Validity in quantitative research relates to how much a study or experiment measures what it intends to measure. Validity is a fundamental concept that ensures that the research results are accurate and meaningful and can be confidently generalized to a broader population or context (Creswell & Creswell, 2018). Validity is about the truthfulness of the conclusions drawn from the data and the degree to which the research instrument accurately captures the research constructs (Taylor, 2013). Establishing validity is crucial in quantitative research to ensure the trustworthiness of the findings. With valid measurements, the results of a study may accurately represent the phenomenon under investigation. Researchers use a combination of methods, including expert review, statistical analyses, and comparisons with external criteria to establish and report the validity of their research instruments and results.

When adequately addressed, validity enhances the overall quality and reliability of quantitative research. Bothma and Roodt (2013) established the reliability and validity of the TIS-6. They intended to assess the reliability and validity of the TIS-6 as a scale

for measuring turnover intention and predicting actual turnover. Their study confirmed TIS-6's reliability in measuring turnover intentions, with a Cronbach's alpha coefficient of 0.80.

Furthermore, TIS-6 has demonstrated significant discrimination between employees who left (actual turnover) and those who stayed, thus substantiating its criterion-predictive validity. Previous research has demonstrated the scale's reliability, with Jacobs and Roodt (2008) reporting a high Cronbach's alpha coefficient of 0.913, and Martin and Roodt (2008) also confirming a high reliability rating (of 0.93).

The manual for the Minnesota Satisfaction Questionnaire established the reliability and validity of the short-form MSQ (Weiss et al., 1967). Weiss et al. (1967) found high reliability coefficients for each short-form scale, with intrinsic scale coefficients ranging from 0.84 to 0.91 and extrinsic scale coefficients varying from 0.77 to 0.82. They reported median reliability coefficients of 0.86 for intrinsic satisfaction, 0.80 for extrinsic satisfaction, and 0.90 for general satisfaction. In this study, Cronbach's alpha analysis demonstrated a high-reliability coefficient for general job satisfaction (.91). At the same time, the intrinsic scale (.87) and the extrinsic scale (.84) indicated that MSQ exhibited consistent internal reliability within this particular group. The MSQ is indirectly validated from the construct validation of the previous studies of the Minnesota Importance Questionnaire (MIQ), founded on the theory of work adjustment.

Data Collection Procedure

In this study, the researcher conducted an online survey using Qualtrics XM, a third-party platform for survey administration and data collection. Utilizing this online software enhanced the potential for a broader participant pool. Previous research has

suggested that online surveys are particularly advantageous when targeting a geographically dispersed population and when face-to-face interviews are unnecessary. Researchers have highlighted the benefits of online surveys, including the ability to include pre-screening questions upfront to determine eligibility, thereby increasing the usability of collected data. Additionally, online data collection is often considered more cost-effective and convenient. However, this method may reduce the likelihood of obtaining meaningful responses. One drawback of online surveys is the inability to guarantee that participants have read, understood, or taken an interest in the study's questions.

Web-based surveys are self-administered and require completion on a computer. Unlike traditional mail surveys, they are not as quickly set aside to be finished later or in a different location. In the design of web-based surveys, researchers should consider that not all respondents may possess computer literacy or have access to the latest technology. Granello and Wheaton (2004) emphasized the importance of ensuring that web-based surveys maintain their formatting across various software and hardware platforms. The participants in this study were able to access the survey through their work-administered email. The survey was accessible for one month.

Role of the Researcher

In this quantitative study, the role of the researcher was to analyze the data surrounding the intrinsic and extrinsic factors as they related to employee turnover. The researchers conducted the research, selected the instruments, collected the data, organized and analyzed the data, reviewed findings, and presented the results. Generally, full recognition of the researcher's expertise in the subject foster transparency in the data

collection process and enhances the credibility of the findings, and upholding the integrity of the data remains paramount, with a primary focus on verifying accuracy. In this study, we assessed the relevance of the collected data, drawing inferences that extend to the entire population based on the information gathered.

Limitations

During our investigation, several factors emerged as potential limitations. First, the generalizability of the study's findings to diverse populations or settings may be constrained by the sample size and demographic composition. Second, the study's cross-sectional design hinders the ability to establish causal relationships between job satisfaction dimensions and turnover intentions. Third, relying on self-report surveys and questionnaires to measure employee job satisfaction and turnover introduces subjectivity and the possibility of self-report bias. This occurs when individuals provide socially desirable responses or exaggerate satisfaction levels to mitigate potential negative consequences. Lastly, the analysis might not have accounted for all conceivable confounding variables influencing turnover intentions, such as organizational culture, leadership styles, individual personality traits, or external economic conditions. These considerations underscore the need for cautious interpretation and application of the study's findings in diverse contexts.

Ethical Considerations

In adhering to the principles of scientific research, we must diligently address the ethical dimensions of the current study. A commitment to preserving confidentiality and anonymity was essential for encouraging greater participation in this research. All participants were informed about the nature and objectives of this research. In line with a

survey research approach, with the primary research tool being a questionnaire, participants' information will be safeguarded, remain anonymous, confidential, and secure throughout and beyond the study duration (Ludvigsson et al., 2015). The participants were informed of potential risks and were given contact information to report adverse effects. Before engaging in the study, participants were asked to carefully read and formally sign the informed consent document (Karimi Moonaghi et al., 2015). We conveniently delivered the informed consent form to participants electronically via email and solicited their confirmation of consent through a simple "I consent" response. Throughout the study, participants could withdraw their involvement at any point, a provision in line with ethical guidelines (Thorpe, 2014). We did not provide incentives to participate in this study.

IRB Exemption, Data Access, and Storage

The Institutional Review Board (IRB) serves as a safeguard, tasked with evaluating research protocols' ethical and moral dimensions to protect human subjects' rights, well-being, and privacy (Lynch & Rosenfeld, 2020). To ensure the integrity of the study, we completed a series of Collaborative Institutional Training Initiative (CITI) trainings before submitting an IRB application (Marcos Miguel & Noy, 2023). Upon completion of the training, a request was submitted to Valdosta State University's IRB for approval to collect data and proceed with the research. Ultimately, this study was exempted from IRB oversight under 45 CFR 46.101(b) (category 2) of the federal regulations. Approval was awarded by Valdosta's IRB program (see Appendix H), ensuring that the study complied with all ethical standards. The collected data has been

stored on a password-protected computer and in password-protected data-collecting software.

Data Analysis

Data were analyzed using Statistical Package for the Social Sciences (SPSS) software. Employing SPSS facilitated the generation of descriptive statistics to characterize the participants and served the study's research objectives. According to Green and Salkind's (2008) recommendation, we employed SPSS to conduct a multiple linear regression analysis. We chose this method since it is commonly utilized in correlation studies aimed at discerning the associations between independent and dependent variables, as Plonsky and Oswald (2017) suggested.

The development of the study's hypotheses stemmed from concerns about the increasing prevalence of nonprofit employee turnover and its potential impact on public health services. After conducting preliminary research during the literature review, it was hypothesized that higher levels of job satisfaction would be associated with increased levels of extrinsic and intrinsic factors among employees since previous research has suggested a correlation between job satisfaction and employee retention rates.

This quantitative correlational research aimed to ascertain how much the independent variables influenced the dependent variables. Intrinsic and extrinsic job satisfaction were considered independent variables, while employee turnover intentions comprised the dependent variable.

The researcher opted to use bivariate linear regression, typically employed to assess how one variable influence another (Green & Salkind, 2008). Similarly, we used Pearson correlation analysis, which is used to determine the relationship between two

variables (Bernard, 2013). In hierarchical linear regression, researchers decide which variables to include and when to introduce them into the analysis. However, we did not utilize hierarchical linear regression because we did not intend to control specific variables. Stepwise linear regression analysis involves deciding which variables to include or exclude from the model (Theobald et al., 2019). We chose not to employ stepwise linear regression, as the objective was to retain all variables without exclusion.

Summary

Chapter 3 outlined the comprehensive methodology guiding our investigation of employee retention and turnover rates within nonprofit health organizations in the Atlanta Metropolitan area. The research objectives, approach, design, and philosophical underpinnings were discussed in detail, emphasizing the selection of quantitative methodology over qualitative approaches to address the study's specific research questions. The chapter delved into the empirical research framework, highlighting its systematic data collection methods, such as surveys, experiments, observations, interviews, and measurements. A quantitative study was justified since our focus was on measurable variables, research questions, and hypotheses related to employee satisfaction and turnover rates in the nonprofit health sector.

The research design adopted a correlational approach, emphasizing the exploration of potential relationships among variables rather than establishing causation. This approach aligned with the study's intent to analyze the correlation between employee satisfaction with hygiene and motivational factors and turnover rates. The survey instruments—the Turnover Intention Scale (TIS-6) and the short-form Minnesota Satisfaction Questionnaire (MSQ)—were meticulously designed and adapted for web-

based administration. The TIS-6, validated for reliability and validity, assessed turnover intentions, while the MSQ explored intrinsic, extrinsic, and general job satisfaction.

Data sampling aimed for representation across various organizational levels within nonprofit health organizations in the Atlanta Metropolitan area, promoting equal chances for all eligible individuals to be included in the study. The chapter addressed ethical considerations, including ensuring confidentiality, anonymity, and participant consent throughout the research process. The role of the researcher was defined, highlighting responsibilities from data collection to analysis.

The reliability and validity of the study's instruments were thoroughly examined, drawing on previous research to affirm the trustworthiness of the TIS-6 and the short-form MSQ. The data collection procedure involved an online survey using Qualtrics XM, selected for its advantages in reaching a geographically dispersed population. The chapter outlined the data analysis process, highlighting the use of SPSS for multiple linear regression analysis to explore the relationships between intrinsic, extrinsic, and general job satisfaction and turnover intentions. Finally, the hypotheses developed for the study were presented, emphasizing the quantitative correlational research approach chosen to investigate the specified relationships.

Chapter IV

DATA ANALYSIS AND FINDINGS

This chapter details the results of the study, examining the relationships between intrinsic job satisfaction, extrinsic job satisfaction, general job satisfaction, and employee turnover intentions within nonprofit health organizations focused on HIV care in the Atlanta Metropolitan area. The chapter first outlines the sample characteristics, offering context for the analyses that follow. Subsequent sections present the reliability of the measurement instruments used in the study, assessed through Cronbach's alpha, ensuring the consistency of the data collected. Descriptive statistics are then provided to summarize the central tendency, dispersion, and shape of the dataset's distribution. Thereafter, the results of the regression analyses are presented, addressing the study hypotheses: H1: Intrinsic satisfaction negatively relates to turnover intention; H2: Extrinsic satisfaction negatively relates to turnover intention; and H3: General satisfaction negatively relates to turnover intention. Finally, a supplementary analysis was performed to explore the relationship between compensation/salary and employee performance duties.

Descriptive Analysis

Sample Characteristics

Frequencies and percentages were calculated for gender, ethnicity, education, age, employment, level, position, and location. In examining the sample characteristics of health professionals employed in Atlanta Metropolitan nonprofit organizations specializing in HIV care, the study sample consisted of 84 participants. Regarding gender distribution, 71.43% of participants (n = 60) female, 25.00% (n = 21) were male, and a

smaller proportion (3.57%, n = 3) identified as non-binary/third gender. Ethnic composition of the sample was predominantly Black or African American (48.81%, n = 41), with White or Caucasian individuals making up a quarter of the sample (25.00%, n = 21). Additional ethnicities represented included Asian (2.38%, n = 2), Other (11.90%, n = 10), and individuals reporting multiple ethnicities (11.90%, n = 10). Educational attainment among the participants varied. The most common highest degree obtained was a graduate or professional degree (42.86%, n = 36), followed by a bachelor's degree (32.14%, n = 27). Participants also reported having some college education but no degree (10.71%, n = 9), an associate or technical degree (10.71%, n = 9), or a high school diploma or GED (3.57%, n = 3). Regarding age distribution within the sample, the largest age group included individuals aged 26–35 years (39.29%, n = 33), followed by those aged 36–44 years age (22.62%, n = 19). The remaining age groups included 45–54 years (15.48%, n = 13), 18–25 years (11.90%, n = 10), 55–64 years (7.14%, n = 6), and 65 years and older (3.57%, n = 3). In terms of employment status, the vast majority of participants were employed full-time (96.43%, n = 81), with a small number working part-time (2.38%, n = 2); one individual identified as an unpaid intern (1.19%, n = 1). Regarding their professional level, the largest group held entry-level positions (41.67%, n = 35), followed by intermediate or experienced/senior staff (27.38%, n = 23), first-level management/supervisors (17.86%, n = 15), middle management (7.14%, n = 6), and executive or senior management (4.76%, n = 4). One response was categorized as missing (1.19%, n = 1). The participants served primarily in administrative roles that involved patient interaction (42.86%, n = 36), followed by administrative roles not involving patient interaction (22.62%, n = 19), medical staff (25.00%, n = 21), and

mental and behavioral health services (9.52%, n = 8). The participants were also distributed across different locations, with Duluth being the most common (32.14%, n = 27), followed by Marietta (28.57%, n = 24), Decatur (25.00%, n = 21), and Chamblee (14.29%, n = 12). Frequencies and percentages are presented in Table 1.

Table 1

Sample Characteristics (N = 84)

Variable	n	%
Gender		
Male	21	25.00
Female	60	71.43
Non-binary/third gender	3	3.57
Ethnicity		
White or Caucasian	21	25.00
Black or African American	41	48.81
Asian	2	2.38
Other	10	11.90
Multiple ethnicities	10	11.90
Education		
High school diploma or GED	3	3.57
Some college but no degree	9	10.71
Associate or technical degree	9	10.71
Bachelor's degree	27	32.14
Graduate or professional degree (MA, MS, MBA, PhD, JD, MD, DDS, etc.)	36	42.86
Age		
18–25	10	11.90
26–35	33	39.29
36–44	19	22.62
45–54	13	15.48
55–64	6	7.14
65+	3	3.57
Employment		
Full-time (30+ hours per week)	81	96.43

Variable	n	%
Part-time (29 hours or less per week)	2	2.38
Intern Not Paid	1	1.19
Level		
Entry-level	35	41.67
Intermediate or experienced (senior staff)	23	27.38
First-level management (supervisor)	15	17.86
Middle management	6	7.14
Executive or senior management	4	4.76
Missing	1	1.19
Position		
Administrative: patient-facing	36	42.86
Administrative: non-patient-facing	19	22.62
Medical staff	21	25.00
Mental and behavioral health services	8	9.52
Location		
Chamblee	12	14.29
Decatur	21	25.00
Duluth	27	32.14
Marietta	24	28.57

Note. Due to rounding errors, percentages may not equal 100%.

Additionally, frequencies and percentages were calculated for whether participants would recommend others to work at PIHC as well as perceptions of whether compensation/salary played a significant role in how well they performed their duties.

Table 2 presents frequencies and percentages.

Table 2*Descriptive Statistics*

Variable	n	%
I would recommend others to work at PIHC		
True	70	83.33
False	13	15.48
Missing	1	1.19
My compensation/salary plays a big role in how well I perform my duties		
True	39	46.43
False	45	53.57

Note. Due to rounding errors, percentages may not equal 100%.

Reliability and Descriptive Statistics

Composite scores were computed for each construct by summing the items constituting the respective factor. The internal consistency of each composite score was assessed using Cronbach's alpha (α), for Intrinsic, Extrinsic, General Satisfaction, and TIS scales. The Cronbach's alpha coefficients were evaluated using the guidelines suggested by George and Mallery (2018), where $> .9$ = excellent, $> .8$ = good, $> .7$ = acceptable, $> .6$ = questionable, $> .5$ = poor, and $\leq .5$ = unacceptable. The items for Intrinsic had a Cronbach's alpha coefficient of .916, indicating excellent reliability. The items for Extrinsic had a Cronbach's alpha coefficient of .877, indicating good reliability. The items for General Satisfaction had a Cronbach's alpha coefficient of .945, indicating excellent reliability. The items for TIS had a Cronbach's alpha coefficient of .905, indicating excellent reliability. Table 3 presents the results of the reliability analysis.

Table 3*Cronbach's Alpha Coefficients*

Scale	No. of Items	α
1. Intrinsic	12	.916
2. Extrinsic	6	.877
3. General Satisfaction	20	.945
4. TIS	6	.905

Also regarding reliability statistics, the corrected item-total correlations for each item are presented in Table 4. Table 4 also provides the reader with a description of the items used to measure intrinsic, extrinsic, and general satisfaction, and turnover intention. The corrected item-total correlations ranged from 0.361 to 0.806, further demonstrating internal consistency between the measured items.

Table 4

Survey Items Used in the Four Scales: Intrinsic, Extrinsic, General Satisfaction, and Turnover Intention

Scale	Corrected Item-Total Correlation
Intrinsic	
Being able to keep busy all the time	0.655
The chance to work alone on the job	0.625
The chance to do different things from time to time	0.534
The chance to be "somebody" in the community	0.697
Being able to do things that don't go against my conscience	0.705
The way my job provides for steady employment	0.688
The chance to do things for other people	0.653
The chance to tell people what to do	0.361

Scale	Corrected Item- Total Correlation
The chance to do something that makes use of my abilities	0.771
The freedom to use my own judgment	0.717
The chance to try my own methods of doing the job	0.732
The feeling of accomplishment I get from the job	0.732
Extrinsic	
The way my boss handles his/her workers	0.748
The competence of my supervisor in making decisions	0.750
The way company policies are put into practice	0.683
My pay and the amount of work I do	0.583
The chances for advancement on this job	0.623
The praise I get for doing a good job	0.728
General Satisfaction	
Being able to keep busy all the time	0.616
The chance to work alone on the job	0.623
The chance to do different things from time to time	0.504
The chance to be "somebody" in the community	0.686
Being able to do things that don't go against my conscience	0.680
The way my job provides for steady employment	0.673
The chance to do things for other people	0.620
The chance to tell people what to do	0.357
The chance to do something that makes use of my abilities	0.779
The freedom to use my own judgment	0.737
The chance to try my own methods of doing the job	0.768
The feeling of accomplishment I get from the job	0.769
The way my boss handles his/her workers	0.672
The competence of my supervisor in making decisions	0.718
The way company policies are put into practice	0.710
My pay and the amount of work I do	0.644

Scale	Corrected Item- Total Correlation
The chances for advancement on this job	0.602
The praise I get for doing a good job	0.720
The working conditions	0.786
The way my co-workers get along with each other	0.556
TIS	
How often have you considered leaving your job?	0.804
How satisfying is your job in fulfilling your personal needs?	0.798
How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	0.775
How often do you dream about getting another job that will better suit your personal needs?	0.806
How likely are you to accept another job at the same compensation level should it be offered to you?	0.626
How often do you look forward to another day at work?	0.697

Dependent Variable: Turnover Intention Scale (TIS)

Summary statistics were calculated for TIS. The observations for TIS had an average of 14.35 (SD = 6.53, SEM = 0.74, Min = 3.00, Max = 29.00, Skewness = 0.46, Kurtosis = -0.68). When the skewness is greater than 2 in absolute value, the variable is considered asymmetrical about its mean. When the kurtosis is greater than or equal to 3, the variable's distribution is markedly different than a normal distribution in its tendency to produce outliers (Westfall & Henning, 2013). The summary statistics can be found in Table 5.

Table 5*Summary Statistics: Turnover Intention Scale*

Variable	<i>M</i>	<i>SD</i>	<i>n</i>	<i>SE_M</i>	Min	Max	Skewness	Kurtosis
TIS	14.35	6.53	77	0.74	3.00	29.00	0.46	-0.68

Independent Variables: Intrinsic, Extrinsic, and General Satisfaction

Summary statistics were calculated for Intrinsic, Extrinsic, and General Satisfaction. The observations for Intrinsic had an average of 46.07 (SD = 8.33, SEM = 0.91, Min = 13.00, Max = 59.00, Skewness = -1.33, Kurtosis = 2.77). The observations for Extrinsic had an average of 20.49 (SD = 5.80, SEM = 0.63, Min = 6.00, Max = 30.00, Skewness = -0.67, Kurtosis = -0.15). The observations for General Satisfaction had an average of 74.11 (SD = 14.81, SEM = 1.62, Min = 21.00, Max = 98.00, Skewness = -1.04, Kurtosis = 1.41). The summary statistics can be found in Table 6.

Table 6*Summary Statistics: Intrinsic, Extrinsic, and General Satisfaction*

Variable	<i>M</i>	<i>SD</i>	<i>n</i>	<i>SE_M</i>	Min	Max	Skewness	Kurtosis
Intrinsic	46.07	8.33	84	0.91	13.00	59.00	-1.33	2.77
Extrinsic	20.49	5.80	84	0.63	6.00	30.00	-0.67	-0.15
General Satisfaction	74.11	14.81	84	1.62	21.00	98.00	-1.04	1.41

Correlational Analysis

Pearson's correlation coefficients were calculated to assess the unadjusted bivariate correlations among Intrinsic, Extrinsic, General Satisfaction, and Turnover Intention (TIS). There were strong positive correlations between Intrinsic and Extrinsic

satisfaction ($r = .76, p < .001$), Intrinsic satisfaction and General Satisfaction ($r = .96, p < .001$), and Extrinsic satisfaction and General Satisfaction ($r = .91, p < .001$).

There were strong negative correlations between both Intrinsic and Extrinsic satisfaction with Turnover Intention ($r = -.62$ and $r = -.71$, respectively, both $p < .001$): As job satisfaction increased (whether through intrinsic or extrinsic factors), the intention to leave the organization decreased. This was further supported by the strong negative correlation between General Satisfaction and Turnover Intention ($r = -.70, p < .001$), indicating that higher levels of overall job satisfaction correlated with lower turnover intentions among employees.

Table 7

Bivariate Correlations for Intrinsic, Extrinsic, General Satisfaction, and TIS

Variable	Intrinsic	Extrinsic	General Satisfaction	TIS
1. Intrinsic	---			
2. Extrinsic	.76 ^{***}	---		
3. General Satisfaction	.96 ^{***}	.91 ^{***}	---	
4. TIS	-.62 ^{***}	-.71 ^{***}	-.70 ^{***}	---

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Regression Analysis

Initially, a multiple linear regression was performed using Intrinsic, Extrinsic, and General Satisfaction as predictor variables. However, the assumption of multicollinearity was severely violated, as evidenced by the very high variance inflation factors (VIFs) for Intrinsic (86.22), Extrinsic (39.84), and General Satisfaction (207.63), far exceeding the commonly accepted thresholds. These high VIFs suggest a lack of independent

information from these predictors in predicting TIS. This significant multicollinearity issue, due primarily to the overlap in measurement between Intrinsic and Extrinsic in calculating General Satisfaction, undermines the reliability and validity of the regression model findings. Consequently, the model was divided into two separate analyses—a multiple linear regression including only Intrinsic and Extrinsic to test H1 and H2, and a separate simple linear regression with General Satisfaction (which tested H3)—to obtain a more accurate assessment of the relationships between these variables and TIS.

Hypotheses 1 and 2: Multiple Linear Regression Analysis

A multiple linear regression analysis was used to test Hypothesis 1 and Hypothesis 2:

H1: Intrinsic satisfaction negatively relates to turnover intention.

H01: There is no significant negative relationship between intrinsic satisfaction and turnover intention.

H2: Extrinsic satisfaction negatively relates to turnover intention.

H02: There is no significant negative relationship between extrinsic satisfaction and turnover intention.

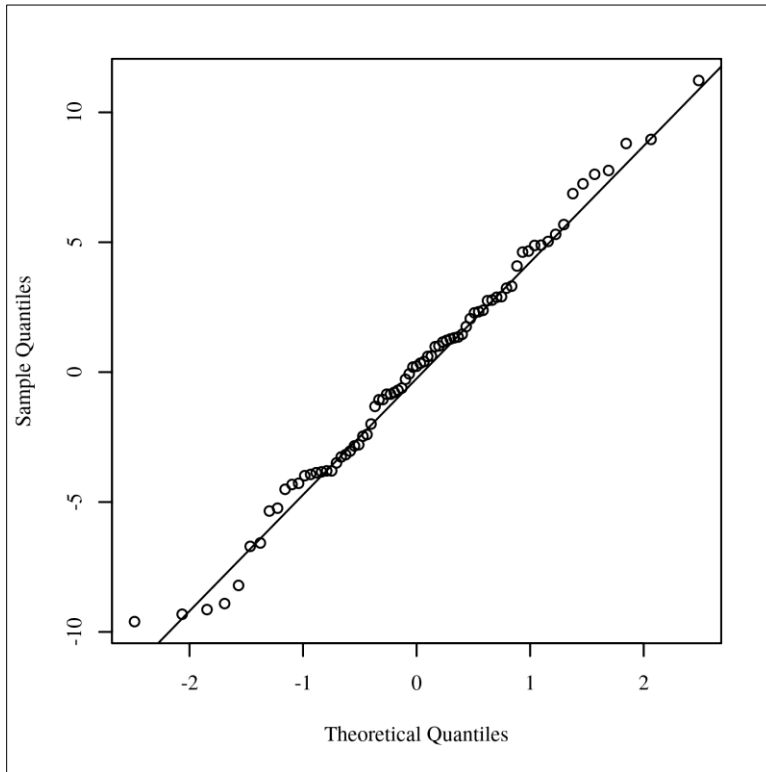
Assumptions

Normality. The normality assumption was assessed by plotting the quantiles of the model residuals against the quantiles of a Chi-square distribution, also called a Q-Q scatterplot (DeCarlo, 1997). For the assumption of normality to be met, the quantiles of the residuals must not strongly deviate from the theoretical quantiles. Strong deviations could indicate that the parameter estimates are unreliable. The residuals are approximately normally distributed, as assessed by the points falling roughly along the

diagonal line on the normal Q-Q plot. Figure 3 presents a Q-Q scatterplot of the model residuals.

Figure 3

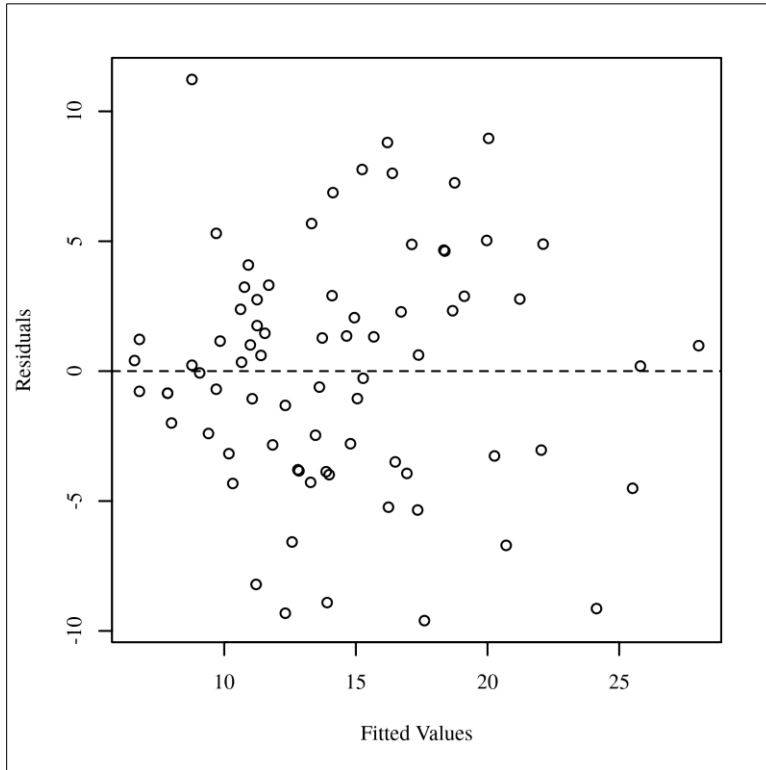
Q-Q Scatterplot for Normality of the Residuals for the Regression Model



Homoscedasticity. Homoscedasticity was evaluated by plotting the residuals against the predicted values (Bates et al., 2015; Field, 2017; Osborne & Waters, 2019). The assumption of homoscedasticity is met if the points appear randomly distributed with a mean of zero and no apparent curvature. If there is homoscedasticity, the spread of the residuals will not increase or decrease as the predicted values increase. There was approximate homoscedasticity in this analysis. Figure 4 presents a scatterplot of predicted values and model residuals.

Figure 4

Residuals Scatterplot Testing Homoscedasticity



Multicollinearity. Variance inflation factors were calculated to detect the presence of multicollinearity between predictors. High VIFs indicate increased effects of multicollinearity in the model. VIFs greater than 5 are cause for concern, whereas VIFs of 10 should be considered the maximum upper limit (Menard, 2009). All predictors in the regression model had VIFs less than 10. Table 6 presents the VIF for each predictor in the model.

Table 8

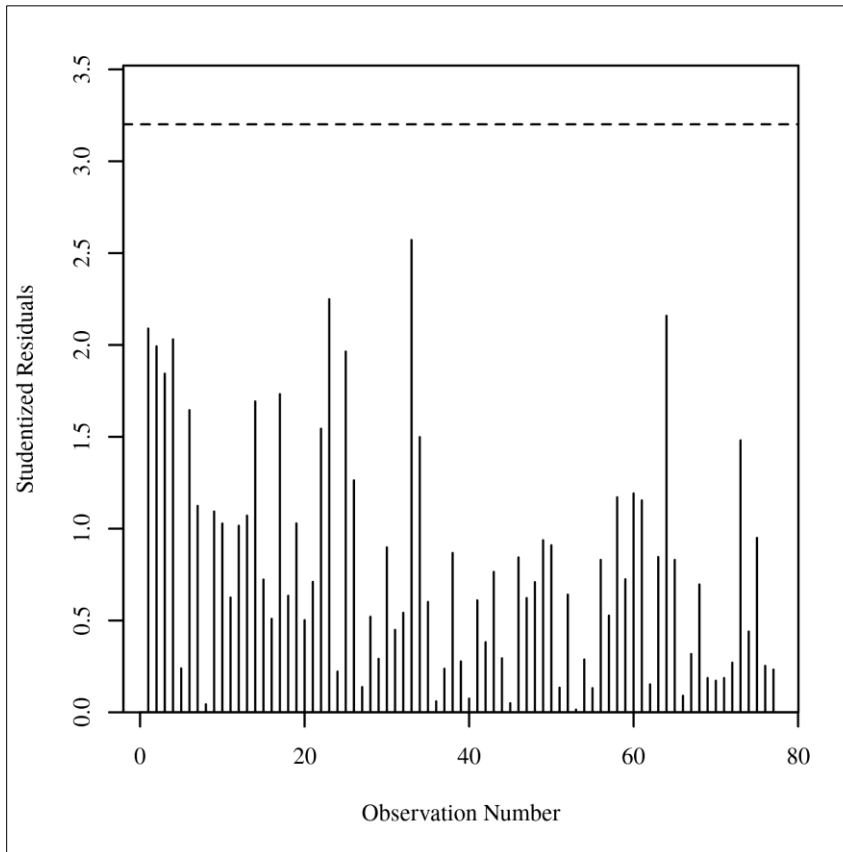
Variance Inflation Factors for Intrinsic and Extrinsic

Variable	VIF
Intrinsic	2.38
Extrinsic	2.38

Outliers. To identify influential points, studentized residuals were calculated and the absolute values were plotted against the observation numbers (Field, 2017; Pituch & Stevens, 2015). Studentized residuals are calculated by dividing the model residuals by the estimated residual standard deviation. An observation with a studentized residual greater than 3.20 in absolute value, the 0.999 quantile of a t distribution with 76 degrees of freedom, was considered to have significant influence on the results of the model. There were no influential points, as shown in Figure 5.

Figure 5

Studentized Residuals Plot for Outlier Detection



Results

The results of the linear regression model were significant, $F(2,74) = 39.54$, $p < .001$, $R^2 = .52$, indicating that approximately 51.66% of the variance in TIS was explainable by Intrinsic and Extrinsic. Intrinsic did not significantly predict TIS, $B = -0.15$, $t(74) = -1.54$, $p = .127$. Based on this sample, a one-unit increase in Intrinsic did not have a significant effect on TIS. Extrinsic significantly predicted TIS, $B = -0.63$, $t(74) = -4.50$, $p < .001$. This indicates that on average, a one-unit increase of Extrinsic will

decrease the value of TIS by 0.63 units. Table 9 summarizes the results of the regression model.

Table 9

Linear Regression with Intrinsic and Extrinsic Predicting TIS

Variable	B	SE	95.00% CI	β	t	p
(Intercept)	33.71	2.92	[27.89, 39.53]	0.00	11.54	< .001
Intrinsic	-0.15	0.10	[-0.34, 0.04]	-0.19	-1.54	.127
Extrinsic	-0.63	0.14	[-0.91, -0.35]	-0.56	-4.50	< .001

Note. Results: $F(2,74) = 39.54, p < .001, R^2 = .52$. Unstandardized Regression Equation: $TIS = 33.71 - 0.15 \cdot \text{Intrinsic} - 0.63 \cdot \text{Extrinsic}$

Given the results of the regression model, H1 was not supported, but H2 was supported. There was insufficient evidence to reject the null hypothesis for H1, meaning that within this study sample, intrinsic satisfaction did not have a significant relationship with turnover intention (when controlling for extrinsic satisfaction). The primary inference derived from this analysis is not the insignificance of intrinsic satisfaction as a predictor of turnover intention, but rather its comparatively lesser significance when juxtaposed with extrinsic satisfaction. Extrinsic satisfaction emerged as the predominant predictor and the most impactful determinant in mitigating turnover intention. Thus, this suggests that it is imperative to adequately compensate employees and cultivate favorable working environments, among other strategies, to address turnover concerns effectively. Hypothesis 2 was supported, as there was a significant negative relationship between extrinsic satisfaction and turnover intention, as demonstrated by the significant negative B coefficient ($p < .001$).

Hypothesis 3: Simple Linear Regression Analysis

A simple linear regression analysis was conducted to assess whether General Satisfaction significantly predicted TIS.

H3: General satisfaction negatively relates to turnover intention.

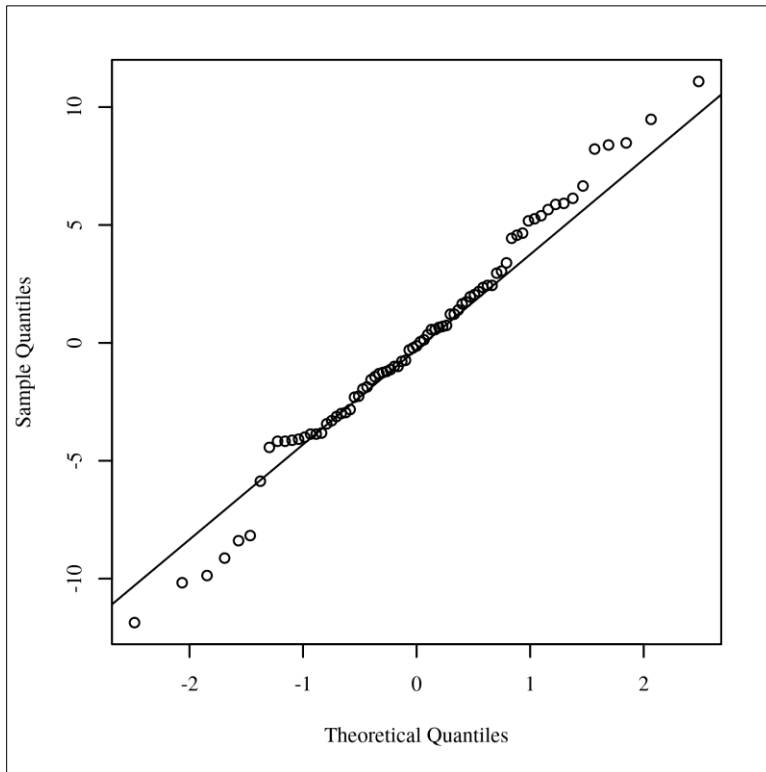
H03: There is no significant negative relationship between general satisfaction and turnover intention.

Assumptions

Normality. The assumption of normality was assessed by visually inspecting the Q-Q scatterplot (DeCarlo, 1997). The residuals were approximately normally distributed, as assessed by the points falling roughly along the diagonal line on the normal Q-Q plot (Figure 6).

Figure 6

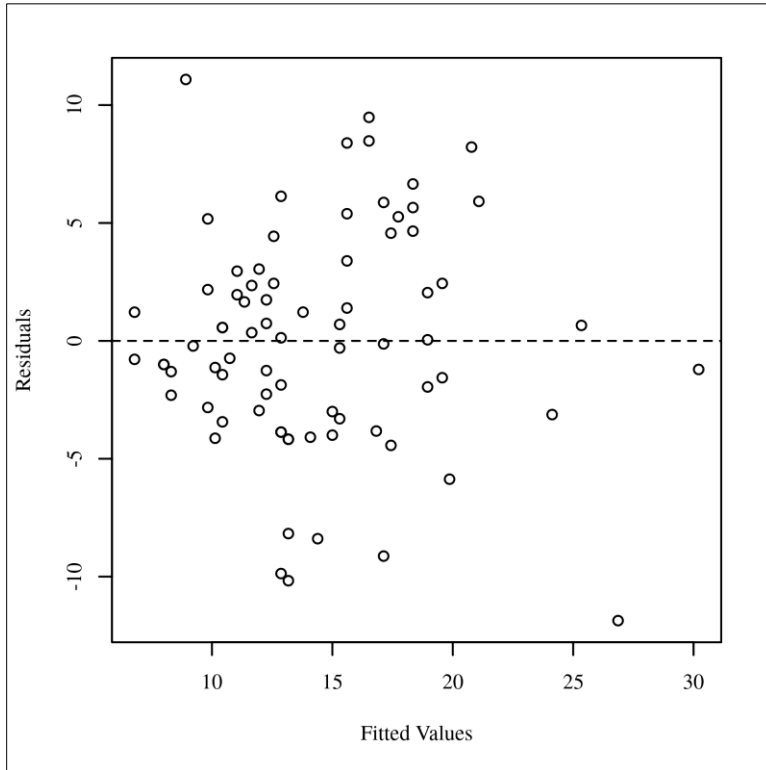
Q-Q Scatterplot for Normality of the Residuals for the Regression Model



Homoscedasticity. Figure 7 presents a scatterplot of predicted values and model residuals showing approximate homoscedasticity.

Figure 7

Residuals Scatterplot Testing Homoscedasticity

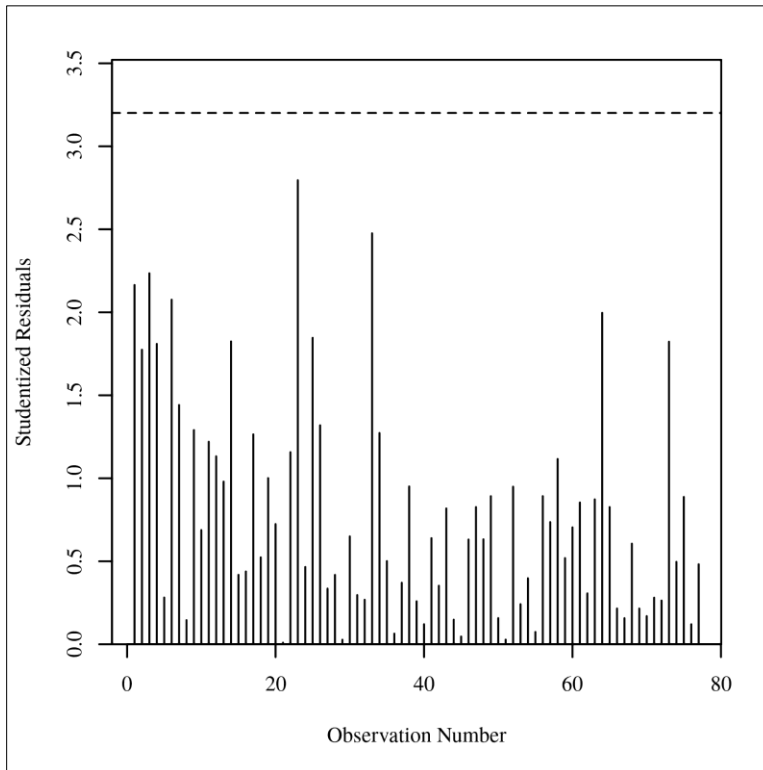


Multicollinearity. Since there was only one predictor variable, multicollinearity did not apply, and VIFs were not calculated.

Outliers. To identify influential points, studentized residuals were calculated and the absolute values were plotted against the observation numbers (Field, 2017; Pituch & Stevens, 2015). No influential points were detected (Figure 8).

Figure 8

Studentized Residuals Plot for Outlier Detection



Results

The results of the linear regression model were significant, $F(1,75) = 71.50$, $p < .001$, $R^2 = .49$, indicating that approximately 48.81% of the variance in TIS was explainable by General Satisfaction. General Satisfaction significantly predicted TIS, $B = -0.30$, $t(75) = -8.46$, $p < .001$. This indicates that on average, a one-unit increase of General Satisfaction will decrease the value of TIS by 0.30 units. Table 10 summarizes the results of the regression model.

Table 10*Results for Linear Regression with General Satisfaction Predicting TIS*

Variable	B	SE	95.00% CI	β	t	p
(Intercept)	36.60	2.69	[31.25, 41.95]	0.00	13.63	< .001
General Satisfaction	-0.30	0.04	[-0.38, -0.23]	-0.70	-8.46	< .001

Note. Results: $F(1,75) = 71.50, p < .001, R^2 = .49$. Unstandardized Regression Equation: $TIS = 36.60 - 0.30 * \text{General Satisfaction}$

Tested Hypotheses

H3: General satisfaction negatively relates to turnover intention.

H03: There is no significant negative relationship between general satisfaction and turnover intention.

Given the results of the regression model, there was sufficient evidence to reject the null hypothesis. There was a significantly negative relationship between general satisfaction and turnover intention as demonstrated by the significant negative B coefficient for general satisfaction ($p < .001$).

Supplementary Analysis

To expand the primary analysis of the impact of job satisfaction dimensions on turnover intentions within nonprofit health organizations, a supplementary analysis was conducted. This additional analysis aimed to deepen the understanding of how specific extrinsic factors, particularly compensation/salary, may influence employee perceptions and behaviors related to job performance and retention. Given the significant findings related to extrinsic satisfaction predicting turnover intentions, we further explored more granular aspects of extrinsic rewards. Specifically, this supplementary analysis sought to

assess the psychological and behavioral implications of compensation on employees' self-reported performance.

An independent samples t-test was conducted to examine if there was a significant difference in the mean TIS between employees who agreed (True category) and disagreed (False category) with the statement “My compensation/salary plays a big role in how well I perform my duties.”

Two-Tailed Independent Samples t-Test

A two-tailed independent samples t-test was conducted to examine whether the mean of TIS was significantly different between the True and False categories of “My compensation/salary plays a big role in how well I perform my duties.”

Assumptions

Normality. Shapiro-Wilk tests were conducted to determine whether TIS could have been produced by a normal distribution for each category of Comp (Razali & Yap, 2011). The result of the Shapiro-Wilk test for TIS in the True category was not significant based on an alpha value of .05, $W = 0.96$, $p = .172$. This result suggests that a normal distribution cannot be ruled out as the underlying distribution for TIS in the True category. The result of the Shapiro-Wilk test for TIS in the False category was significant based on an alpha value of .05, $W = 0.94$, $p = .025$. This result suggests that TIS in the False category is unlikely to have been produced by a normal distribution. The Shapiro-Wilk test was significant for the False category of Comp, indicating the normality assumption is violated. However, independent samples t-tests are reasonably robust to small violations of the normality assumption.

Homogeneity of Variance. Levene's test was conducted to assess whether the variance of TIS was equal between the categories of Comp. The result of Levene's test for TIS was not significant based on an alpha value of .05, $F(1, 75) = 0.14$, $p = .706$. This result suggests it is possible that the variance of TIS was equal for each category of Comp, indicating the assumption of homogeneity of variance was met.

Results

The result of the two-tailed independent samples t-test was not significant based on an alpha value of .05, $t(75) = -0.53$, $p = .596$. This finding suggests the mean of TIS was not significantly different between the True and False categories of “My compensation/salary plays a big role in how well I perform my duties. The results are presented in Table 11. A bar plot of the means is presented in Figure 9.

Table 11

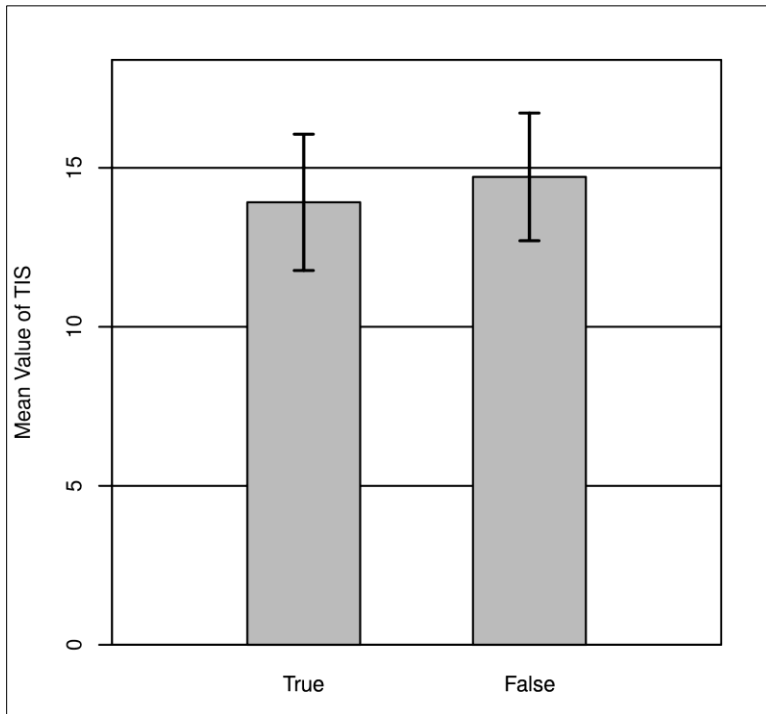
Two-Tailed Independent Samples t-Test for TIS by Comp

Variable	True			False			<i>t</i>	<i>p</i>	<i>d</i>
	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>			
TIS	13.91	6.47	35	14.71	6.64	42	-0.53	.596	0.12

Note. $N = 77$. Degrees of Freedom for the *t*-statistic = 75. *d* represents Cohen's *d*.

Figure 9

The Mean of TIS by Levels of Comp with 95.00% CI Error Bars



Chapter V

DISCUSSION, RECOMMENDATIONS, AND CONCLUSION

This final chapter summarizes the results of this quantitative correlational study, which investigated the intricate relationship between intrinsic and extrinsic job satisfaction and employee turnover intentions within a nonprofit health organization in the Atlanta Metropolitan area specializing in HIV. The study aimed to determine the impact of intrinsic and extrinsic job satisfaction—serving as independent variables—on the dependent variable of employee turnover intentions. Within the unique context of nonprofit health organizations, the research delved into the critical issue of employee turnover, recognizing its potential to disrupt service delivery, increase costs related to recruitment and training, and lead to a loss of experienced healthcare professionals. Drawing on a historical perspective, the investigation explored factors influencing healthcare employees' intentions to leave their positions, emphasizing job satisfaction as a critical predictor. The intrinsic and extrinsic dimensions of job satisfaction were dissected, illuminating the nuanced interplay between the fulfillment derived from the nature of the work and the impact of external factors on turnover intentions. This chapter presents a retrospective analysis, offering a comprehensive understanding of the dynamic relationship between job satisfaction and employee turnover intention within the healthcare sector of nonprofit organizations. The chapter also provides recommendations for both practice and future research.

Purpose Statement

The purpose of the quantitative correlational study was to explore the relationship between intrinsic job satisfaction, extrinsic job satisfaction, and employee turnover

intentions among employees of a nonprofit health organization in the Atlanta Metropolitan area that specialized in HIV. In this investigation, intrinsic and extrinsic job satisfaction were the independent variables, while employee turnover intentions represented the dependent variable. The study aimed to assist nonprofit leaders in reducing budgetary expenditures related to high turnover. The context was crucial, as employee turnover poses significant challenges for nonprofit health organizations, affecting service delivery, incurring recruitment and training costs, and leading to a loss of experienced healthcare professionals. The study delved into the factors influencing healthcare employees' intentions to leave their positions, focusing on job satisfaction as a critical predictor. Job satisfaction was parsed into intrinsic and extrinsic dimensions in the nonprofit health sector. Intrinsic satisfaction involves the fulfillment derived from the nature of the work, such as the potential to positively impact patients' lives and professional growth. Extrinsic satisfaction relates to external factors like compensation, benefits, and job security. The research included a comprehensive analysis of the relationship between intrinsic and extrinsic job satisfaction and employee turnover intention, contributing valuable insights into the nuanced dynamics within nonprofit health organizations in the healthcare sector.

Research Questions and Hypotheses

The study was guided by a central research question: What is the relationship between intrinsic, extrinsic, and general job satisfaction and employee turnover intention?

The research tested three hypotheses:

H1: Intrinsic satisfaction negatively relates to turnover intention.

H2: Extrinsic satisfaction negatively relates to turnover intention.

H3: General satisfaction negatively relates to turnover intention.

Methodology Summary

This section provides a comprehensive overview of the research approach, design, and tools adopted to investigate employee retention and turnover rates among nonprofit health professionals in the Atlanta Metropolitan area. The study focused on understanding the impact of intrinsic, extrinsic, and general job satisfaction on employee retention within HIV care organizations.

The research objectives were clearly articulated, emphasizing the importance of exploring job satisfaction in relation to turnover rates within nonprofit health organizations. The utilization of empirical research, specifically quantitative methodology, was justified by the study's systematic collection of numerical data through surveys to address the research question and test the hypotheses. The decision to employ a correlational design was also well-founded, considering the study's focus on exploring potential relationships among variables rather than establishing causation.

The population and sampling techniques were carefully selected ensuring a representative and diverse sample from nonprofit health organizations in the Atlanta Metropolitan area. The data collection instruments, including the Turnover Intention Scale (TIS-6) and the short-form Minnesota Satisfaction Questionnaire (MSQ), were also carefully selected and adapted for online administration. The reliability and validity of these instruments, backed by previous research, enhanced the study's credibility.

Data collection involved the use of Qualtrics XM for online surveys, which was justified due to its potential to efficiently reach a geographically dispersed population. The role of the researcher was clarified, emphasizing involvement in data collection,

analysis, and presentation. Ethical considerations were diligently addressed, ensuring participant confidentiality, informed consent, and the option to withdraw from the study.

Data analysis, performed using SPSS software, aligned with the research question, designed to explore the relationship between intrinsic, extrinsic, and general job satisfaction and turnover intention. The hypotheses were logically derived from the literature and research objectives, contributing to a clear framework for analysis.

The methodology chapter presented a foundation for the investigation, including descriptions of the study's theoretical underpinnings, practical considerations, and ethical standards. The chosen approach and tools aligned with the research objectives, providing a systematic and rigorous framework for studying employee retention and turnover in nonprofit health organizations.

Results Summary

The study employed regression models and statistical tests to explore the relationships between various factors and turnover intention in the data analysis. The model assessing the prediction of turnover intention based on intrinsic and extrinsic satisfaction was significant, revealing an overall explanatory power of 52%. Notably, only extrinsic satisfaction emerged as a significant predictor, highlighting its unique influence in reducing turnover intention ($B = -0.63, p < .001$), while intrinsic satisfaction did not reach statistical significance ($B = -0.15, p = .127$).

Another crucial predictor was general satisfaction, as the model demonstrated significance ($F(1,75) = 71.50, p < .001, R^2 = .49$). General satisfaction exhibited a negative correlation ($B = -0.30, p < .001$), emphasizing its role in diminishing turnover intention. By contrast, an independent sample t-test did not reveal a significant difference

in turnover intention based on perceptions of compensation's impact on performance ($t(75) = -0.53, p = .596$).

The regression analysis underscored the primary role of extrinsic satisfaction, indicating that increased satisfaction with external rewards and conditions led to decreased turnover intention. General satisfaction, reflecting an employee's overall contentment, was also identified as a key factor in reducing turnover intention. However, while negatively correlated with turnover intention, intrinsic satisfaction did not emerge as a significant predictor in the regression analysis. This suggests that, in this context, intrinsic aspects may not be the primary drivers of turnover intention.

Regarding applicability, the findings are most relevant to a specific demographic: young, educated, full-time employees, particularly those within nonprofit health organizations in urban settings, such as Duluth. The study's sample, consisting predominantly of diverse, entry-level, administrative, patient-facing staff, indicates that the results are particularly relevant to this demographic within the healthcare sector.

Interpretation of the Findings

Extrinsic Satisfaction

The finding that extrinsic satisfaction significantly predicted turnover intentions supports the notion that external job factors such as compensation, benefits, and work conditions are crucial to an employee's decision to stay within an organization. This aligns with previous research noting that, given that many individuals must engage in employment for their livelihood, a job's capacity to fulfill material requirements undoubtedly motivates workers (Derfler-Rozin & Pitesa, 2020). In addition, in their study of job satisfaction among registered nurses in medical college hospitals, Ahmed et al.

(2023) found that extrinsic motivation was the best predictor of job satisfaction. Their research determined that extrinsically motivated registered nurses reported higher job satisfaction. These findings, along with the results from other previous research, emphasize the importance of extrinsic rewards in retention strategies and highlight the need for nonprofit organizations to reassess their compensation structures and benefits packages to enhance employee satisfaction and retention.

Intrinsic Satisfaction

Contrary to expectations and existing literature emphasizing the importance of intrinsic factors in job satisfaction, intrinsic satisfaction did not significantly predict turnover intentions in this study. Despite previous research reflecting that intrinsic motivators are self-directed, they are directly connected to the job satisfaction of employees (Islam & Ismail, 2008). This was not significantly demonstrated within this study, suggesting that while intrinsic factors such as job fulfillment and a sense of purpose are important for employee motivation, they may not directly influence the decision to stay or leave in the context of nonprofit health organizations, possibly due to the unique challenges and intrinsic motivations present in this sector. While intrinsic motivation was not significant in our study compared with extrinsic motivation, it may have other essential values related to satisfaction. For example, Alam et al. (2022) argued that intrinsically satisfied workforces will lead to better work performance from satisfied employees.

General Satisfaction

General satisfaction significantly predicted turnover intentions, indicating that overall job contentment is critical in reducing turnover intentions. This finding is

supported by Zhou et al. (2022), who researched the mechanism of intrinsic and extrinsic enlistment motivation on three facets of organizational commitment. This is unsurprising given that general satisfaction was “made up of” extrinsic and intrinsic satisfaction. Existing theories and research propose that intrinsic and extrinsic factors exist in the workplace (Amabile, 1993; Gong et al., 2017; Moneta & Spada, 2009). Thus, our results were expected since extrinsic satisfaction strongly predicted turnover intention. and the number of items in extrinsic satisfaction was substantially more than intrinsic (Mallin et al., 2022) Research on salespersons’ perceived personal identification with their supervisors has shown that intrinsic and extrinsic motivation are essential mediators of turnover intentions.

Implications

Theoretical Implications

The significant impact of extrinsic satisfaction on turnover intentions suggests a need to reevaluate traditional models of job satisfaction that weigh intrinsic and extrinsic factors equally. This reevaluation could lead to the development of revised theoretical models emphasizing the role of extrinsic factors, especially in nonprofit healthcare settings. Intrinsic factors typically relate to the nature of the job itself, such as a sense of accomplishment or the fulfillment of personal goals. On the other hand, extrinsic factors encompass elements external to the job role, like salary, benefits, and working conditions. This finding underscores the significance of extrinsic satisfaction in influencing employees' decisions to remain in or leave their jobs. This suggests a departure from the conventional emphasis on intrinsic factors and calls for a reevaluation of how job satisfaction is conceptualized in theoretical frameworks.

The identified need for a reevaluation implies the potential emergence of new theoretical models that more accurately reflect the dynamics of job satisfaction. These models should place greater emphasis on extrinsic factors, recognizing their substantial impact on turnover intentions. New job satisfaction theories should also be sensitive to specific work environments' unique characteristics and challenges. Nonprofit healthcare settings often have distinct organizational cultures, funding structures, and mission-driven motivations that may interact differently with intrinsic and extrinsic factors. Organizations, especially those in the nonprofit healthcare sector, may need to realign their strategies for enhancing employee satisfaction and retention. This could involve a more targeted focus on improving extrinsic factors, such as salary structures, benefits packages, and working conditions, to address the identified link between extrinsic satisfaction and turnover intentions. The redefined models may also influence human resource management practices and policy development since organizations may need to adapt their hiring, training, and retention strategies based on the updated understanding of job satisfaction factors.

In conclusion, the call to redefine job satisfaction models, with a heightened emphasis on extrinsic factors, represents a paradigm shift in understanding the dynamics of employee satisfaction. This shift could reshape theoretical frameworks, guide organizational strategies, and influence policies, particularly in nonprofit healthcare settings. As our understanding evolves, so must our models to better capture the complexities of job satisfaction in diverse work environments.

Methodological Implications

While Kim (2015) found that employee turnover intention decreased when both intrinsic and extrinsic motivations were high among employees, the current study's findings suggest the need for more accurate instruments to delineate these constructs more precisely, potentially involving the creation of distinct scales to minimize overlap. This refinement would provide more precise insights into the individual impacts of intrinsic and extrinsic satisfaction on turnover intentions. The need for enhanced measurement instruments underscores the importance of precision in assessing job satisfaction. Current instruments may not adequately distinguish between intrinsic and extrinsic factors, leading to potential ambiguities in understanding the specific drivers of satisfaction. With more distinct scales, researchers could achieve more precise measurement, allowing for more accurate analysis of the unique contributions of each factor.

Minimizing overlap between intrinsic, extrinsic, and general satisfaction implies a recognition of the interconnectedness of these constructs. Existing instruments might inadvertently measure aspects that cut across these categories, making it difficult to isolate the influence of each factor. Enhanced instruments could seek to untangle these connections, clarifying how intrinsic and extrinsic factors contribute to overall job satisfaction. Enhanced measurement instruments could also improve the predictive validity of future job satisfaction studies. Researchers could more reliably predict impact on turnover intentions by reducing the risk of conflating different satisfaction aspects. This refinement is crucial for organizations seeking actionable insights into how specific facets of the work environment influence employee retention. The development or

refinement of instruments should also consider context-specific factors that may affect job satisfaction. For instance, in nonprofit healthcare settings—the focus of this study— instruments should be sensitive to the unique challenges and motivators inherent in such environments. This tailoring would help ensure that the measurement tools are relevant and applicable to the specific context under investigation.

Enhanced measurement instruments would also facilitate more robust longitudinal and comparative studies. Researchers could track changes in intrinsic and extrinsic satisfaction over time and across different organizational contexts with greater confidence in the accuracy of their measurements. This in turn would contribute to a deeper understanding of the dynamic nature of job satisfaction and its implications for turnover intentions. In addition, employing a range of analytical techniques, including qualitative methods, could enrich the understanding of how and why certain aspects of job satisfaction influence turnover intentions. Qualitative studies could provide depth to the quantitative findings, exploring the subjective experiences and perceptions that underlie survey responses.

In conclusion, this study's methodological implications emphasize the critical role of measurement instruments in advancing understanding of job satisfaction. The proposed enhancements aim to clarify the assessment of intrinsic, extrinsic, and general satisfaction, ultimately providing more reliable insights for both researchers and practitioners. As the field evolves, refining measurement tools is essential for staying at the forefront of empirical research on employee satisfaction and turnover.

Practical Implications

The practical implications of this study include a strategic focus on enhancing extrinsic rewards and implementing targeted retention strategies. Organizations must critically evaluate and enhance their extrinsic reward systems, encompassing compensation, benefits, and work conditions (Park & You, 2023). The results of our study suggest that improvements in these areas may be more effective in reducing turnover intentions than intrinsic factors. This implies that a strategic realignment of resources toward competitive salaries, comprehensive benefits packages, and improved working conditions could be a potent retention strategy. Nonprofit health organizations facing resource constraints may need to explore creative ways to optimize extrinsic rewards within their means.

Acknowledging the varied impact of satisfaction dimensions on turnover intentions, the study recommends implementing targeted retention strategies. By requiring employees within the organization to participate in retention strategies, the intention rate will increase (Ojaka et al., 2014). These strategies should be tailored based on insights derived from regular employee feedback mechanisms. Organizations should actively solicit employee feedback to identify specific areas of concern related to intrinsic and extrinsic satisfaction. Subsequently, targeted interventions can be designed for different employee segments, addressing their unique needs and satisfaction levels. Such a personalized approach recognizes the diversity within the workforce and aims to provide solutions that resonate with each group.

In conclusion, nonprofit health organizations can leverage the study's insights by focusing on strategic enhancements in extrinsic rewards and implementing targeted

retention strategies to create a more stable and effective workforce. These practical implications help bridge the gap between research findings and actionable steps, facilitating the development of concrete strategies for reducing turnover intentions and fostering a positive work environment in the healthcare sector. However, organizations should remain mindful of the study's assumptions and limitations, adapting the recommendations to their specific contexts.

Summary

By addressing these theoretical, methodological, and practical implications, nonprofit health organizations can better understand and implement strategies to reduce turnover intentions, ultimately leading to more stable and effective service delivery in the health sector.

Assumptions and Limitations of the Study

While providing valuable insights into the factors influencing turnover intentions in nonprofit health organizations, the study's findings are predicated on several assumptions and are subject to limitations that may affect the interpretation and generalizability of the results.

Assumptions

Stability of Turnover Intentions

This study assumed that turnover intentions, as measured at a single point in time, are stable predictors of actual turnover behavior. This assumption does not account for the possibility that turnover intentions can fluctuate over time due to changing circumstances or interventions within the organization.

Generalizability of Findings

The study assumed implicitly that the findings from the sampled nonprofit health organizations in the Atlanta Metropolitan area could be generalized to other nonprofit health organizations, potentially overlooking the unique contextual factors that might influence job satisfaction and turnover intentions in different settings.

Limitations

Sample Size and Composition

The study's sample size and demographic composition, comprising primarily young, educated, full-time employees within Atlanta Metropolitan area, may limit the generalizability of the findings to other populations or settings. The sample's lack of diversity regarding age, part-time status, and geographic location may have excluded important perspectives and experiences relevant to job satisfaction and turnover intentions.

Cross-Sectional Design

The cross-sectional nature of the study limit the ability to draw causal inferences between job satisfaction dimensions and turnover intentions. Without longitudinal data, it is challenging to determine the directionality of these relationships or to capture changes in satisfaction and turnover intentions over time.

Self-Reported Data

The reliance on self-reported measures for job satisfaction and turnover intentions may have introduced response biases, such as social desirability or recall bias. Participants may have overreported positive aspects of their job satisfaction or underreported their intentions to leave, potentially skewing the findings.

Lack of Control Variables

The analysis in this study may not have accounted for all potential confounding variables influencing turnover intentions, such as organizational culture, leadership styles, individual personality traits, or external economic conditions.

Future Research Recommendations

Building upon the results of this study, future research could explore several avenues to enhance understanding around job satisfaction, turnover intention, and retention among nonprofit health employees specializing in HIV services. This section describes some potential directions for future research.:

Longitudinal Studies

Future studies could conduct longitudinal research to track changes in job satisfaction and turnover intentions over time among nonprofit health organization employees. Identifying patterns and fluctuations could contribute to more nuanced insights into the dynamic nature of these variables. This approach could also highlight how these dynamics evolve and potentially reveal causal relationships between job satisfaction components and turnover intentions. By observing changes in job satisfaction and turnover intention over time and analyzing concurrent organizational interventions or changes, researchers could draw more robust conclusions about the causal links between specific factors and outcomes.

Comparative Analyses

Future studies might also compare job satisfaction and turnover intentions across different sectors, including nonprofit, for-profit, and public health organizations. Such comparative analyses could highlight unique challenges and strengths in employee

retention strategies across sectors, offering broader implications for management practices. In addition, it may be worth exploring regional or geographical variations in job satisfaction and turnover intention. Different locations may have distinct cultural, economic, and social factors influencing the work environment. A comparative analysis could help identify location-specific challenges and opportunities for enhancing employee satisfaction and retention.

Qualitative Study of the Role of Intrinsic Motivation

Given the unexpected findings regarding intrinsic satisfaction in the current study, qualitative studies could investigate the role of intrinsic motivation in different nonprofit health organization contexts. This perspective would allow for an in-depth exploration of the intrinsic motivators that drive employees in nonprofit health organizations. Studies could explore how the nature of the work, the organization's mission, and employee alignment with this mission influence intrinsic satisfaction and its impact on turnover intentions. Through interviews, focus groups, or open-ended surveys, researchers could uncover the nuanced and personal factors that contribute to intrinsic motivation, providing a richer understanding beyond what quantitative measures may capture.

Intervention Studies

Intervention studies involve implementing specific interventions or strategies within an organization and assessing their impact on targeted outcomes. This method could involve testing various organizational strategies, support programs, or professional development initiatives to determine their impact on employee satisfaction and retention. In researching job satisfaction, turnover intention, and retention among nonprofit health employees specializing in HIV services, intervention studies can provide actionable

insights for organizational improvement. Researchers can move beyond simply identifying associations between variables and actively contribute to developing evidence-based strategies for enhancing job satisfaction, reducing turnover intention, and promoting retention among nonprofit health employees. The findings from such studies could inform organizational practices and policies, fostering a positive and supportive work environment.

By pursuing these recommendations for future research, scholars and practitioners can build on the current study's findings to develop more nuanced and effective strategies for enhancing employee satisfaction and retention in nonprofit health organizations, contributing to the sector's overall effectiveness and sustainability.

Conclusion

The impact of employee turnover on an organization can be significant, interfering with not only the financial aspect of the organization but also the work environment. To navigate workforce dynamics effectively, organizational leaders must understand the correlates and predictors of employee intent to leave (Asegid et al., 2014). An organization may incur substantial costs due to employee turnover, including expenses associated with downtime, recruitment, interviews, orientation, training, and the time required for new hires to reach full productivity. The financial impact of hiring for an entry-level position may result in organizational costs ranging from 50% to 100% of the employee's wage (Porter, 2011). From a daily operational perspective, employee turnover impacts work quality and performance, ultimately leading to negative consequences for the organization (Curtis & Wright, 2001). An employee's exit can harm the psychological well-being and motivation of the remaining staff, who may interpret

departures as a consequence of limited promotion prospects, causing demotivation and affecting the overall enthusiasm of others within the organization. Comprehending how specific factors impact staff allows agency heads to implement suitable strategies that foster retention among team members.

The results of this study rejected the null hypotheses for extrinsic job satisfaction and general satisfaction, indicating a statistically significant correlation between both extrinsic job satisfaction and general job satisfaction with employee turnover intentions. The results failed to reject the null hypothesis for intrinsic satisfaction (although there was a significant unadjusted correlation between intrinsic satisfaction and employee turnover intentions). Additionally, the findings imply that extrinsic job satisfaction contributed more substantially to the model than intrinsic job satisfaction. This study contributes to a deeper understanding of the factors influencing employee retention in nonprofit health organizations, offering valuable insights for both theory and practice. By highlighting the significance of extrinsic and general satisfaction, this research provides a basis for developing more effective employee retention strategies within the nonprofit sector, ultimately supporting the sustainability and effectiveness of organizations serving critical public health needs.

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APPENDIX A:

Permission to Use Turnover Intention Scale (TIS-6)

Dear Dominique

You are welcome to use the TIS for your research (please accept this e-mail as the formal permission letter). For this purpose please find the TIS-15 attached for your convenience. The TIS-6 (version 4) consists of the first six items high-lighted in yellow. You may use any one of these two versions. The TIS is based on the Theory of Planned Behaviour.

The only two conditions for using the TIS are that it may **not be used for commercial purposes** (other than for post graduate research) and second that it should be properly referenced as (Roodt, 2004) as in the article by Bothma & Roodt (2013) in the SA Journal of Human Resource Management (open access).

It is easy to score the TIS-6. Merely add the item scores to get a total score. The midpoint of the scale is 18 (3 x 6). If the total score is below 18 then it indicates a desire to stay. If the scores are above 18 it indicates a desire to leave the organisation. The minimum a person can get is 6 (6 x 1) and the maximum is 30 (5 x 6). No item scores need to be reflected (reverse scored) for the TIS-6. Please note that there are items that need to be reverse scored for the TIS- 15 (indicated by an R before the item number).

It is recommended that you conduct a CFA on the item scores to assess the dimensionality of the scale. We found that respondents with a matric (grade12) tertiary school qualification tend to understand the items better and consequently a uni-dimensional factor structure is obtained.

If you wish to translate the TIS in a local language, you are welcome to do so. It is recommended that a language expert is used in the translate - back translate method. I wish you all the best with your research!

Best regards

Gert

Prof Gert Roodt

APPENDIX B:

Permission to Use Minnesota Satisfaction Questionnaire

(MSQ) Minnesota Satisfaction Questionnaire

VPR no longer sells the MSQ questionnaires. All forms are available under a [Creative Commons Attribution-NonCommercial 4.0 International License](#). This license allows the instrument to be used for research or clinical work free of charge and without written consent, provided that you acknowledge Vocational Psychology Research, University of Minnesota, as the source of the material in your reproduced materials (printed or electronic). This license does not allow commercial use or reproduction for sale. The MSQ may be used without cost, however, for employee surveys provided that the survey is implemented within an organization and that no charges are made for its use.

VPR and the University of Minnesota do not offer scoring for the MSQ and cannot answer questions about its administration or scoring. Directions for scoring the MSQ are in its manual.

APPENDIX C:

Turnover Intention Scale (TIS-6)

TURNOVER INTENTION SCALE (TIS) Copyright © 2004, G. Roodt

The following section aims to ascertain the extent to which you intend to stay at the organization.

Please read each question and indicate your response using the scale provided for each question:

DURING THE PAST 9 MONTHS.....

1	How often have you considered leaving your job?	Never	1-----2-----3-----4-----5	Always
2	How frequently do you scan the newspapers in search of alternative job opportunities?	Never	1-----2-----3-----4-----5	All the time
3	How satisfying is your job in fulfilling your personal needs?	Very satisfying	1-----2-----3-----4-----5	Totally dissatisfying
4	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	Never	1-----2-----3-----4-----5	Always
5	How often are your personal values at work compromised?	Never	1-----2-----3-----4-----5	Always
6	How often do you dream about getting another job that will better suit your personal needs?	Never	1-----2-----3-----4-----5	Always
7	How likely are you to accept another job at the same compensation level should it be offered to you?	Highly unlikely	1-----2-----3-----4-----5	Highly likely
8	How often do you look forward to another day at work?	Always	1-----2-----3-----4-----5	Never
9	How often do you think about starting your own business?	Never	1-----2-----3-----4-----5	Always
10R	To what extent do responsibilities prevent you from quitting your job?	To no extent	1-----2-----3-----4-----5	To a very large extent
11R	To what extent do the benefits associated with your current job prevent you from quitting your job?	To no extent	1-----2-----3-----4-----5	To a very large extent
12	How frequently are you emotionally agitated when arriving home after work?	Never	1-----2-----3-----4-----5	All of the time
13	To what extent does your current job have a negative effect on your personal well-being?	To no extent	1-----2-----3-----4-----5	To a very large extent
14R	To what extent does the "fear of the unknown", prevent you from	To no extent	1-----2-----3-----4-----5	To a very large

	quitting?			extent
15	How frequently do you scan the internet in search of alternative job opportunities?	Never	1-----2-----3-----4-----5	All of the time

APPENDIX D:

Minnesota Satisfaction Questionnaire

On my present job, this is how I feel about . . .	Very Dissat.	Dissat.	N	Sat.	Very Sat.
1. Being able to keep busy all the time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The chance to work alone on the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The chance to do different things from time to time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The chance to be "somebody" in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The way my boss handles his/her workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The competence of my supervisor in making decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Being able to do things that don't go against my conscience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The way my job provides for steady employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The chance to do things for other people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The chance to tell people what to do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. The chance to do something that makes use of my abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The way company policies are put into practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. My pay and the amount of work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The chances for advancement on this job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The freedom to use my own judgment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. The chance to try my own methods of doing the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. The working conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. The way my co-workers get along with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. The praise I get for doing a good job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The feeling of accomplishment I get from the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Very Dissat.	Dissat.	N	Sat.	Very Sat.

APPENDIX E:
Organization Letter of Cooperation



October 24, 2023

Dominique Brown-Nelson
Valdosta State University 1500 N. Patterson St.
Valdosta, GA 31698

Dear Dominique Brown-Nelson,

RE: APPROVAL FOR DISSERTATION RESEARCH USING
POSITIVE IMPACT HEALTH CENTERS, INC. EMPLOYEES

I hope this letter finds you well. We have received your request for permission to use Positive Impact Health Centers Inc. (PIHC) employees as research participants for your dissertation project titled "Evaluating the Relationship Between Job Satisfaction and Turnover Intention Among Nonprofit Employees." We appreciate your interest in conducting research within our organization and would like to express our support for your project.

After careful consideration, we are pleased to grant you permission to involve PIHC employees as research participants for your dissertation. We acknowledge the importance of academic research and believe that your study can provide valuable insights, both for your academic pursuits and for Positive Impact Health Centers. We are committed to supporting your research within our organization and facilitating a smooth collaboration.

As you proceed with your research, we kindly request that you adhere to the following conditions:

- **Ethical Conduct:** Ensure that your research activities are conducted with the utmost ethical standards, respecting the confidentiality and privacy of our employees.
- **Informed Consent:** Obtain informed consent from each employee who participates in your research, explaining the nature and purpose of the study and assuring them that their participation is voluntary.
- **Minimizing Disruption:** Coordinate your research activities to minimize disruption to our employees' work responsibilities and schedules.

PositiveImpactHealthCenters.org

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DULUTH (770) 962-8396 • Fax (770) 962-1291 • 3350 Breckinridge Boulevard, Suite 200 • Duluth, GA 30096
MARIETTA (770) 514-2464 • Fax (770) 514-2806 • 1650 County Services Parkway, Suite 200 • Marietta, GA 30008

- Data Security: Handle all data collected during your research in a secure and confidential manner, ensuring that no sensitive information is disclosed.
- Reporting: Provide us with periodic updates on the progress of your research and share the final results once your dissertation is completed.

Should you require any support or assistance from our side, please feel free to contact Joey Helton, who will be your main point of contact within our organization.

We appreciate your commitment to conducting this research in a responsible and respectful manner. We believe that the outcomes of your study will contribute to the broader knowledge in your field and provide insights that can benefit both your academic goals and Positive Impact Health Centers.

Once again, we approve your request to involve our employees as research participants, and we wish you success in your research endeavor. If you have any further questions or require additional information, please do not hesitate to reach out to Joey Helton at joey.helton@pihcg.org or (678)-990-6453.

We look forward to working with you on this research project and value our collaboration. Sincerely,

Joey Helton

Joey D. Helton,
Chief Operating
Officer Positive
Impact Health
Centers

APPENDIX F:
Research Statement

You are being asked to participate in a survey research project entitled “*The Relationship Between Job Satisfaction and Turnover Intention Among Nonprofit Employees,*” which is being conducted by *Dominique Brown-Nelson*, a *student* at Valdosta State University. The purpose of the study is to **evaluate the intrinsic and extrinsic factors that may contribute to job satisfaction or employee turnover intention.** You will receive no direct benefits from participating in this research study. However, your responses may help us learn more about **which factors are most important to nonprofit health employees and how to use this knowledge to retain valuable employees.** There are no foreseeable risks involved in participating in this study other than those encountered in day-to-day life. Participation should take approximately *15 minutes* to complete. This survey is anonymous. No one, including the researcher, will be able to associate your responses with your identity. Your participation is voluntary. You may choose not to take the survey, to stop responding at any time, or to skip any questions that you do not want to answer. Participants must be at least 18 years of age to participate in this study. Your completion of the survey serves as your voluntary agreement to participate in this research project and your certification that you are 18 or older. You may print a copy of this statement for your records.

Questions regarding the purpose or procedures of the research should be directed to *Dominique Brown-Nelson* at dcbrownnelson@valdosta.edu. This study has been exempted from Institutional Review Board (IRB) review in accordance with Federal regulations. The IRB, a university committee established by Federal law, is responsible for protecting the rights and welfare of research participants. If you have concerns or questions about your rights as a research participant, you may contact the IRB Administrator at 229-253-2947 or irb@valdosta.edu.

APPENDIX G:
Participation Request

Dominique Brown-Nelson, MPA
Valdosta State University,
Department of Political Science
2301 West Hall, 1500 North Patterson Street,
Valdosta, Georgia, U.S.A.,31698-0128
Tel:404-781-7269 Email:dcbrownnelson@valdosta.edu

November 2023

Dear Positive Impact Health Centers Staff

You are being asked to participate in a survey research project entitled “Evaluating Strategic Efforts to Retain Employees in a Nonprofit Health Organization”, which is being conducted by Dominique Brown-Nelson, a doctorate student at Valdosta State University. This survey is anonymous. No one, including the researcher, will be able to associate your responses with your identity. Please do not write your name or put any other identifying information on the survey/response sheet.

The purpose of this study is to examine the motivational factors of employee retention within a nonprofit health organization. There are no anticipated long-term risks to you related to your participation in this study. Some of the questions in this survey may cause you to recall unpleasant or emotionally upsetting experiences. If you feel you need to speak with a professional counselor about these memories or your response to them, you may contact your Employee Assistance Program for help.

Your participation in this survey is voluntary. You may choose not to take the survey, to stop responding at any time, or to skip any questions that you do not want to answer. You must be at least 18 years of age to participate in this study. Your completion of the survey serves as your voluntary agreement to participate in this research project and your certification that you are 18 or older.

Questions regarding the purpose or procedures of the research should be directed to Dominique Brown-Nelson at dcbrownnelson@valdosta.edu. If you have concerns or questions about your rights as a research participant, you may contact the IRB Administrator in the United States at irb@valdosta.edu.

Sincerely,

Dominique Brown-Nelson, MPA
Principle Research Investigator
Doctoral Student
Valdosta State University Department of Political Science

APPENDIX H:

IRB Approval



**Institutional Review Board (IRB)
For the Protection of Human Research Participants**

Protocol Exemption Report

Protocol Number: 04480-2023

Responsible Researcher(s): Dominique Brown-Nelson

Supervising Faculty: Dr. Hanae Kanno

Project Title: *Relationship Between Job Satisfaction and Turnover Intention Among Nonprofit Employees.*

INSTITUTIONAL REVIEW BOARD DETERMINATION:

This research protocol is **exempt** from Institutional Review Board (IRB) oversight under 45 CFR 46.101(b) of the federal regulations, **category 2**. If the nature of the research changes such that exemption criteria no longer apply, please consult with the IRB Administrator (irb@valdosta.edu) before continuing your research study.

ADDITIONAL COMMENTS:

- *Upon completion of the research study collected data must be securely maintained and only accessible by the researcher(s) for a minimum of 3-years. At the end of the required time, collected data must be permanently destroyed.*

If this box is checked, please submit any documents you revise to the IRB Administrator at tmwright@valdosta.edu to ensure an updated record of your exemption.

Elizabeth Ann Olphie 12.06.2023
Elizabeth Ann Olphie, IRB Administrator

Thank you for submitting an IRB application.
Please direct questions to irb@valdosta.edu or 229-253-2947.

Revised: 06.02.16