

## Employee Demographic Factors and Intention to Stay in Maritime Firms in Rivers State

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### Abstract

*This study examined the difference in employee demographic factors and intention to stay in Maritime firms in Rivers State. The cross sectional research design was adopted. A sample size of 305 employees was drawn from a population of 1,284 employees of 10 maritime firms using Taro Yamane sample size formula. The data was analysed using analysis of variance (ANOVA). The findings revealed that a significant difference exists in employees' demographic factors and intention to stay as follows: age brackets of 21 – 30 years have lower intention to stay; female employees have higher intention to stay; employees with lower qualifications have higher intention to stay; and divorced employees have lower intention to stay. The study concluded that employee demographics influence workers' decision to stay or quit their job. The study thus recommended that the management of maritime firms should ensure that the demographic factors of the employees are considered during selection as this will assist in minimizing job mobility.*

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**Keywords:** Employee Demographic Factors, Age, Educational Qualification, Gender, Marital Status, Intention to Stay

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### Introduction

The high mobility of labour in the business world, has awoken the consciousness of many firms of the need to pay attention on how to retain employees. The success of a firm in this era of rapid changes in the business environment, depends to a large extent on the retention of talented staff. In the absence of competent employees, firms will find it difficult to produce business results and achieve their objectives (Johari, Yean, Afnan, Yahya & Ahmed, 2012). In line with the above assertion Mobley (1982) opined that an organization may have an edge in technology, market location and capacity to raise fund, however without a skilled workforce, will find it difficult to compete and make progress. An employee's intention to stay is an inverse concept of intention to leave. Tett and Meyer (1993) sees employees' intention to stay as willingness to stay with an organisation. Intention to stay is seen as an employee's level of willingness and commitment to remain employed by the firm (Hewitt, 2004). Intention to stay with a particular firm is a decision which is influenced by the level of an employee's satisfaction and commitment to the organisation. Shaw et al (1998) cited in Sanjeevkumar (2012) opined that employees are more willing to stay with their organisation when their personal interest can be achieved better in their current firm than in other organisations. Intention to stay is a calculated decision of an employee to remain with his or her firm after consideration of the benefits or otherwise to remain. When the benefit of staying with the present firm exceed that of leaving, an employee is likely to remain in the present firm. Sanjeevkumar (2012) maintained that compensation system acts as an important motivational factor to retain an effective workforce. Intention to stay according to Price and Mueller (1981)

is the estimated tendency or likelihood of continued membership in an organisation. Furthermore, they stated that the extent to which employee intention to stay depends on the perceived organisational support and the availability of personal growth or career fulfilment with the firm.

Agyeman, and Punian (2014) observed that age, tenure, income level, educational qualification and gender are the most recognised demographic factors that affect intention to stay. Employee demographics is the characteristics of employee in an organisation in terms of age, gender, marital status, educational qualification and income level. Demographic characteristics may be relevant categories which an individual uses as part of their self-identity in the context of a specific social unit such as work group or organisation (Tsui, Egan and O'Reilly, 1992). They further argued that the social group may get more attractive and satisfying to the employee if the composition are members of the same gender. When the demographic composition are similar, such could foster or boost the morale of employee which thus result in their commitment and satisfaction in the work place. Agyemen and Ponniah (2014) identified age, gender, qualification, marital status, years of service and income level as the dimensions of employee demographics. On the other hand, the measures of intention to stay as stated by Agyemen and Ponniah (2014) are supervisor support, compensation, work environment, employee communication and career development opportunities.

Over the years, several empirical works has been done on how employee demographics correlates with other variables. Konya, Matric and Pavloric (2016) examined the influence of demographics on employee commitment. They observed that gender do not have any influence on organisational commitment. Riordan and shore (1997) examined how demographic diversity relates with employee attitudes. They observed that perception of race affect individual attitudes. Demographic factor has also been studied as a predictor of various variables like organisation commitment (Iqbal, 2010; Viet, 2015; Nifadkar & Dongre, 2014; Pala, Eker & Eker, 2008; Ajayi, 2017; Temple, 2013); organisational citizenship behaviour (Mahnaz, Mehdi; Jafar & Abbolghasem, 2013), and employee performance (Thakur, 2015). Generally, the demographic factors in these studies showed a positive relationship with criterion variables. On the other hand, various factors have been observed to predict intention to stay, such as organisational commitment (Chaisuriyathavikum & Punnakitikashem, 2015), job characteristics (Mustapha, Ahmad, Uli & Idris, 2010). Despite the various empirical work on intention to stay, there still exist shortage of empirical work on the relationship between employee demographics and intention to stay. This study was therefore carried out to investigate employee demographic factors and intention to stay in the maritime sector in Rivers State, Nigeria to fill this knowledge gap.

### **Statement of the problem**

Organizations are continuously in search of talented employees because over the years, they have been seen to be the bedrock of successful firms. However, there has been the problem of valuable employees exiting one organization for another and this significantly impacts on the success of a firm. In the past, employees were generally committed to their employer and were willing to build their career with them. However, in recent times, there has been a high mobility of talented staff which has resulted in a lower performance of firms. Some operations in maritime firms, require highly skilled employees who are given specialised training by their employees to enable them work effectively. The large resources invested in training employees becomes a loss when they exit from their organization to another firm. Retention of talented employees therefore becomes necessary in order to operate effectively. Low employee

intention to stay has over time resulted in high attrition in maritime firms. Despite the various effort by organization to enhance employee intention to stay, some dissatisfied staff do seek ways to leave their firm for another in search of “greener pasture”.

The problem of low intention of employee to stay has manifested in higher resignation. This is so because when the employees are not willing to remain in the firm, they exhibit withdrawal and deviant behaviour resulting in lower output which ultimately affect the overall performance of the firm. Retaining talented staff is necessary than ever before because when a key employee exit the organization, it affect the flow of the organizational processes and practices which again can cause the organization to lose their competitive edge in the industry. Furthermore, the exit of a key worker could reduce the morale of other employees and hamper the performance of the organization. However, an employee who have intention to stay with an organization become more engaged and committed to the organization. Blankertz and Robinson (1997) noted that various demographic factors influence the employee decision to either stay or leave a company. Intention to stay of key employee is a desirable goal which organisations seek to achieve. Thus, this work examined if difference exists in employee demographic factors in terms of age, marital status and educational qualification with their intention to stay in the maritime sector in Port Harcourt, Rivers State, Nigeria.

### **Research Hypotheses**

HO<sub>1</sub> there is no significant difference in employees’ age and intention to stay.

HO<sub>2</sub>there is no significant difference in employees’ educational qualification and intention to stay.

HO<sub>3</sub> there is no significant difference in employees’ gender and intention to stay.

HO<sub>4</sub> there is no significant difference in employees’ marital status and intention to stay.

### **Literature Review**

#### **Theoretical Framework**

The theoretical foundation of this study is based on Herzberg’s Two-Factor Theory. Herzberg’s Two-Factor Theory divides motivation into two groups of factors known as the motivation factors and hygiene factors. He called the satisfiers “motivators” and the dissatisfiers “hygiene factors”. Satisfiers are those factors that motivates an employee and leads to a higher level of productivity. Dissatisfiers are those factors that makes the employee to be satisfied when present but do not motivate. On the other hand, an employee feels dissatisfied when they are not present or insufficient. According to Frederick Herzberg, the motivating factors are six; challenging work, achievement, growth in the job, responsibility, advancement and recognition. Hygiene factors are the maintenance factors or job-context factors which include status, interpersonal relations, quality of supervision, company policy and administration, working conditions, job security and salary (Ruthankoon, 2003). A main point to be noted from Herzberg research was that he perceived motivational and hygiene factors to be separated into two different dimensions affecting separate aspects of job satisfaction. This belief was very much different from the traditional approach of viewing job satisfaction and dissatisfaction as opposite ends of the same continuum (Herzberg, 1966). Hygiene factors prevent dissatisfaction but they do not lead to satisfaction. They are necessary only to avoid bad feeling at work. On the other hand, satisfiers are the real factors that motivate employees at work.

#### **Concept of Employees Demographic factors**

Vandenberghe and Ok (2013) defined demographics as the characteristics used to distinguish groups of a population. Demographics define the general and particular population factors such

as race, gender or occupation, as well as population density, size and location (Blythe, 2005). Demographics are the quantification of statistics for a given population and are used to identify the study of quantifiable sub-sets within a given population (Amangala, 2013). Demographic variables are social categories for individuals. Demographic characteristics or personal attributes of the employees are some of the most commonly used variables in relation to job satisfaction, organizational commitment, intentions to stay (ITS) and intentions to leave (ITL). Organizational leaders need to acknowledge situational factors, such as employee demographics, that affect intentions to stay (Walsh & Bartikowski, 2013). Work outcomes have varying effects at different periods in an employee's lifetime (Zaniboni, Truxillo, & Fraccaroli, 2013). Therefore, the attainment of human capital assets could be a factor in an employee's intention to stay. Advanced levels of education were general human capital assets as well as opportunities for personal development (Hofstetter & Cohen, 2014). Common demographic characteristics are: Gender, Age, Marital status, Educational qualification, Income, Years of service, and Work experience. However this study covers age, educational qualification, job experience and marital status.

### **Age**

The concept of age has recently emerged in various fields such as gerontology, psychology, futurology, demographic, legal, political and cultural contexts as an interest of research. Diversity studies have included age, race, gender, creed, ethnicity, education, and personality differences (Thomas, 1990; Williams & O'Reilly, 1998). At the same time, while a vast amount of organizational studies have covered almost every angle of the leadership theme (Kamp, 1999; Baradicco, 1991), the concept of age has largely been ignored.

Age is a human attribute that has long been taken for granted. Generally, the relationship between absenteeism and age is that the aged workers will display a lower absenteeism rate because of an enhanced professional grooming that is developed during the course of time. Similarly, Karsh, Bookse and Sainfort (2005) have reported that unlike the younger workers, older workers have been found with higher continuance commitment and have no intentions to switch due to monetary responsibilities to their families and relatives.

The results of Price and Mueller (1981) are also consistent with Karsh et al., (2005) as they found that younger workers are more likely to switch compared to older ones. Likewise, Sager and Johnson (1989) in their study found that age is not related to organisational commitment, though, in career commitment, older workforce are likely to have reached the area of stability of their professional careers. Therefore, they become less committed to their careers in contrast to the younger workforce. Additionally, there was a statistically significant association between certain demographic variable such as age and ITL. Many studies also reveal that a negative relationship was found between ITL and age (Kabungaidze & Mahlatshana, 2013).

### **Educational Qualification**

Qualification refers to the completion of required schooling or the acquisition of a degree or a diploma. Additionally, the words education and qualification are used interchangeably. Sometimes, it is an accomplishment that qualifies one for a particular job or activity. Level of education is likely to have a negative association with organizational commitment. The justification for this prediction is that people with low levels of educations usually have more difficulty to change their jobs and consequently show a greater commitment to their organizations. However, Akintayo (2010) believes that highly qualified employees are considered to be more committed due to their awareness about the organizational attitude with

respect to those who are less qualified. Qualification plays a leading role in the development of the organizational commitment. As the individual's qualification gets better, their sense of belongingness is improved. When institutions employ a qualified workforce it will generally improve the performance and productivity of the institution (Nawaz & Kundi, 2010).

### **Gender**

The issue of gender as a demographic factor in work place has received the attention of researchers and various practitioners over the years. Scholars and practitioners were generally optimistic about the effects of demographics variables on performance. However, theories and empirical research suggest that diversity in gender can lead to either positive or negative outcomes. The resource based view of the firm (Barney, 1991) suggests that there is a positive relation between diversity in gender and performance. According to Armstrong, Brodie and Parsons (2001) differences in demographic factors produces contradictory results for practitioners and scholars about whether gender diversity is good for businesses (Ho, 2003). Gender based inequities in organizations are reinforced and justified by stereotypes and biases that describe positive characteristics and therefore a higher status to the males (Leonard & Levine, 2003; Nkomo, 1992). Welliang et al. (2012) posited that gender group and employee performance is positively linked. Ali et al. (2000) found that high levels of gender differences are a source of competitive disadvantage, while moderate levels of gender differences provide a competitive disadvantage.

### **Marital Status**

Marital status and sexual orientation discrimination has been largely under researched and has not been researched using working professionals, or with the incorporation of sexual orientation, marital status, and gender interactions. Additionally, with the growing acceptance of same-sex relationships, marriages, and partnerships, the interaction of marital status (i.e., applicants with or without a spouse) and sexual orientation bias in the workplace needs to be examined (Nadler & Kufahl, 2014). The condition of being married or unmarried is called the marital status of male/female (Khan, Nawaz, Khan, Khan, & Yar, 2013). Marital status is often inquired about on application and in job interviews, this tends to make some category of applicants uncomfortable.

### **Intention to Stay**

Intention to stay is the desire of a worker to continue his employment with a firm. Price and Mullar (1981) stated that intention to stay was an estimated probability that an employee will continue to work in an organisation. Besides, it also refers to the employee's conscious and deliberate wish to continue to work with the same organisation (Tett & Meyer, 1993). Intention to stay is defined as employees' willingness to maintain employment relationship with their current employer on long term basis. This is an inverse concept of intention to quit. Vandenberg and Nelson (1999) defined employees' intention to quit as an individual's estimated probability that they are permanently leaving their organization at some point in the near future. Undesirable, unwanted, and voluntary attrition that companies experience when highly valued employees quit to take another job is a much bigger problem than the frequency of corporate layoffs reported (Moblely, 1982). This aspect is important as the competition for talent is high and grows continuously. Strategies to improve retention may include: competitive salaries, comprehensive benefits, incentive programs, and similar initiatives are important to be executed (Taylor, 2002). Besides, pay and financial incentives also work to increase employees' commitment, and satisfaction.

### **Employee Demographic factors and Intentions to Stay**

According to Pfeffer (1983), the demographic composition of organisations influences many behavioural patterns including communication, promotions and turnover. These demographic patterns include age, qualifications and job experience. The age of employees has been shown to play an important part in employee commitment (Kotzé & Roodt, 2005), the psychological contract and the decision to leave (Van Breukelen, Van der Vlist, & Steensma, 2004). Among all personal characteristics, employee age is the most consistent in its relationship to turnover (Lee & Rwigema, 2005). Many studies on voluntary turnover found that older, more tenured employees are less likely to leave than younger employees (Negadevara, Srinivasan, & Valk, 2008). Lee and Rwigema, (2005) argued that this is because older workers would probably find it more difficult to adapt to a new psychological contract as well as a new working environment. Age is therefore, a significant variable that influences the decision to leave. Given the challenge of an ageing workforce, it is important to determine whether age predicts intention to stay. Age has been found to be negatively related to employee's decision to stay (Bhuain & Al-Jabri, 1990). This is based on the fact that younger employees have a higher probability of leaving (Achoui & Mansour, 2007). Mathieu and Zajac (1990) stated that there is a positive correlation between age and commitment and older workers are more committed to the organisation compared to younger employees because younger workers are easily lured to new opportunities with higher salaries and greater responsibility. Additionally, retirement benefits and other non-salary compensation matter less to younger employees than to their older counterparts (Wallace, 1997). Wallace also stated that younger workers care more about the upfront compensation and they do not care as much about the benefits that come along with the salary. Moreover, younger employees manage their careers as they would invest and want to build career equity by joining and leaving the right jobs at the right time, trying to get experience from various work places and taking a strategic approach toward building their career by using one job as a launch pad for the next.

Furthermore, Lo (2013) review of five articles on education in relation to employee turnover found education to be negatively related to job satisfaction and career satisfaction, while previous studies have found it to be positively related to turnover intentions (Igbaria & Greenhaus, 1992). This means that highly educated employees tend to be less satisfied with their jobs and careers and are therefore more likely than less educated employees to resign (e.g. Pattie, Benson, & Baruch, 2006). Although the findings from the literature on the relationship between education and turnover intentions vary there is agreement that there is a relationship between education and turnover intentions. The relationship between education and employees' decision to quit has also been reported by Arnold and Feldman, (1982) that highly educated employees are more likely to leave the organization than less educated employee

### **Empirical Review**

Lee and Rwigema (2005) studied a sample consisting of workers who have the intention to leave their employer and those who had left their previous employer and those intending to leave. Also included are sample of individuals who had not thought of leaving in the then foreseeable future. The study reported that those who left had lower organisational tenure and higher education than those who stayed. The study found that tenure and education are related to employee's intention to stay. Sibiya, Buitendach, Kanengoni and Bobat (2014) examined the relationship between demographic variables and employee turnover intention in a large South African Information and Communication Technology (ICT) organisation. Cross-sectional survey research design was applied in the study and the data was collected through the use of questionnaire. A sample of 2276 participants was utilized for the study. The Intention

to Stay Questionnaire (ISQ) measured intention to stay. Age and tenure had statistically significant and negative relationships with intention to stay, whilst qualification and race had significant and positive relationships with intention to stay.

Further, Segbenya (2014) studied the effect of demographic variables on employees' decision to stay or quit in Ghana Commercial Bank (GCB). A descriptive quantitative research design was used in the study. A study population of 98 senior and junior members of staff was sampled for the study. Self-administered questionnaire was the research instrument used. Statistical tools used to analyse the data were descriptive statistics such as frequencies, percentages and cross tabulation and, inferential statistics such as independent t test and one way analysis of variance. The findings of the study revealed that more than half of the employees had the intention to quit the bank. These employees were mostly females, under the age of 35 years, in personal banking position, at the junior level of the bank and had worked with the bank for less than 15 years. Age, job positions and work experience were the only demographic variables found to have statistically significant effect on employees' intention to quit in Ghana Commercial Bank. It was recommended that management of GCB, Kumasi should add other retention packages to the existing ones of the bank which should take into consideration gender, age, and levels of employees' length of service. This will make the retention efforts of the bank appealing to all the spectrum of workers and also defer or minimise the intention to quit by most of the employees who were females, youthful, at junior level had worked for less than 15 years. Also, Samad (2006) carried out a research that determined the relationship between job characteristics, job satisfaction and intention to stay. The sample consisted of 292 IT staff in Telecom Malaysia (TM). It was revealed that a significant but negative relationship exist between job satisfaction characteristic factor and intention to stay. Result showed that demographic variables, job characteristics and job satisfaction had a significant contribution and negative effect on intention to stay. The study revealed that larger variance in intention to stay is as a result of job satisfaction than from job characteristics.

In addition, Kardam and Rangnekar (2012) examined the functions of experience and educational level on job satisfaction. The theoretical knowledge of job satisfaction and demographic variables, followed by an empirical investigation was first studied. Standardised Job Satisfaction Scale developed by Spector (1985) was used to collect data. The study encompassed senior and middle level executives of Private sector and PSU organizations. Descriptive statistics, Correlation, t-test, and ANOVA were adopted to answer the research questions and to attain the research objectives. It was revealed that no significant difference exists between the experience groups and educational groups in terms of job satisfaction. Gürbüz (2007) analyzed the effect of education level on job satisfaction. The study was conducted on a total of six hundred (600) workers, working in thirty (30) hotels. Data was collected through questionnaire. It was found that a significant and positive relationship exists between educational level and job satisfaction.

### **Methodology**

This study adopted a survey research design. The target population of the study was made up of 48 maritime firms in Rivers State. The accessible population was 1,284 employees of 10 selected maritime firms. A sample size of 305 employees was determined by the use of Taro Yamane sample size determination. The analyses were carried out by the use of Analysis of Variance (ANOVA) at an alpha value of 0.05 aided by statistical Package for Social Sciences (SPSS) version 22. The response to these items was measured on a 4 point Likert scales ranging from 1 – 4. Where 1 = Strongly Disagree, 2 = Disagree 3 = Agree and 4 = Strongly Agree.

## Hypotheses Testing

*Ho<sub>1</sub> There is no significant difference in employees' age and intention to stay*

**Table 1: ANOVA for Age and Intention to Stay**

	N	Mean	Std. Deviation	Std. Error	F	Sig.
21 years - 30 years	77	2.45	.230	.031	39.180	.000
31 years – 40 years	73	2.75	.267	.031		
41 years and above	90	2.79	.290	.026		
Total	240	2.67	.304	.020		

*Alpha value = 0.05*

Table 1 indicated that significant difference exists in employees' age and intention to stay ( $F = 39.180, p < 0.05$ ). The null hypothesis was thus rejected. It was also observed from the table that employees between ages 41 years and above are more likely to remain with their organisation as they have a higher mean ( $\bar{x}$ ) value of 2.79; while intention to stay is low for employees aged 21–30 years with mean of 2.45

*Ho<sub>2</sub> There is no significant difference in employees' educational qualification and intention to stay.*

**Table 2 ANOVA for Educational Qualification and Intention to Stay**

	N	Mean	Std. Deviation	Std. Error	F	Sig.
NCE/ OND	9	3.02	.130	.043	14.110	.000
HND/B.Sc/ B.Ed	221	2.64	.294	.020		
M.Sc/ MBA	10	2.99	.266	.084		
Total	240	2.67	.304	.020		

*Alpha value = 0.05*

Table 2 indicated that statistical significance difference exists in employees' educational qualification and intention to stay as follows: ( $F = 14.110, p < 0.05$ ). The null hypothesis was thus rejected. The table also showed that employees with NCE/OND have higher intention to stay with mean score of 3.02; followed by those with M.Sc/ MBA with mean score of 2.99 while those with HND/B.Sc/ B.Ed have less intention to stay with a mean score of 2.64.

*Ho<sub>3</sub> There is no significant difference in employees' gender and intention to stay.*

**Table 3 ANOVA for Gender and Intention to Stay**

	N	Mean	Std. Deviation	Std. Error	F	Sig.
Male	214	2.64	.304	.021	11.327	.001
Female	26	2.85	.244	.048		
Total	240	2.67	.304	.020		

*Alpha value = 0.05*



Table 3 indicated that statistical significance difference exists in employees' gender and intention to stay as follows: ( $F = 11.327, p < 0.05$ ). The null hypothesis was thus rejected. The table also showed that female employees have higher intention to stay compared to the male counterpart with mean scores of 2.85 and 2.64 respectively.

*Ho<sub>4</sub> There is no significant difference in employees' marital status and intention to stay.*

**Table 4: ANOVA for Marital Status and Intention to Stay**

	N	Mean	Std. Deviation	Std. Error	F	Sig.
Single	61	2.67	.280	.036	2.795	.041
Married	159	2.66	.309	.025		
Widowed	7	2.95	.225	.085		
Divorced	13	2.54	.328	.091		
Total	240	2.67	.304	.020		

*Alpha value = 0.05*

Table 4 showed ANOVA value as follows: ( $F = 2.795, p < 0.05$ ). This indicates that a statistical significance difference exists in employees' marital status and intention to stay. The null hypothesis was thus rejected. The table also showed that the widowed employees have higher intention to stay while divorced employees have lowest degree of intention to stay with mean scores of 2.95 and 2.54 respectively

### Discussion of Findings

The analysis of hypothesis one showed a significant difference between age and intention to stay. This implies that the age of an employee will determine if the person will remain with an organization or not. This confirmed the works of Segbenya (2014); Lee and Rwigema (2005) who found that age could be related to turnover intentions. Mathieu and Zajac (1990) stated that there is a positive correlation between age and commitment and older workers are more committed as compared to younger employees. However, Sibiyi, Buitendach, Kanengoni and Bobat (2014) stated that age has statistically significant and negative relationships with turnover intentions.

The analysis of hypothesis two showed that a significant difference exists in employees' educational qualification and intention to stay. This implies that the decision of a worker to remain in an organization is dependent on the person's level of education. This findings is in congruence with the work of Sibiyi, Buitendach, Kanengoni and Bobat (2014) as they found that educational qualification has significant positive relationships with turnover intentions. Lee and Rwigema (2005) also found that education is related to turnover intentions. Contrary to this, Mobley and Meglino, (1979) found no relationship between employees' intention to quit and education. Likewise, Kardam and Rangnekar (2012) reported that no significant difference exists between level of educational groups and job satisfaction, unlike Gürbüz (2007) who observed a significant difference exists in educational level and job satisfaction which has implication for intention to stay. Highly educated employees tend to be less satisfied with their jobs and careers and are therefore more likely to resign than less educated (Pattie, Benson, & Baruch, 2006).

The analysis of hypothesis three showed that significant difference exists in employees' gender and intention to stay. This implies that the decision of a worker to remain in an organization is dependent on gender. Male employees tend to exhibit a higher external job mobility viz-a-viz their female counterpart. This finding disagrees with Hayes (2015) who stated that turnover intentions are gender neutral.

The analysis of hypothesis four indicated that a significant difference exists in employees' marital status and intention to stay. This implies that an employees' decision to remain with or leave an organization is dependent on their marital status. This is in consonance with the study of Khan, Khan, Kundi and Saif (2014) as they found that turnover intention depends largely on the marital status of the employees.

## Conclusion

This study found that there is a significant difference in employee demographic factors and intention to stay. The demographic make-up of a firm is critical as it affects an employee's intention to stay. The study thus concludes that the lower the educational attainment, the lower the intention of the employee to quit the organization; furthermore, the younger employees are less inclined to stay in an organisation and the gender perception of intention to stay differed amongst employees. Thus, the study concludes that employee demographics influence employees' decision to stay or quit their job.

## Recommendations

Based on the findings of this study, the following recommendations are proffered:

1. The management of maritime firms should ensure that the marital status of employees is considered during selection in order not to have a work place that is characterized by high attrition rate.
2. The age representation of the employee should be given due consideration during selection based on the knowledge that younger employees have lower intention to stay in an organization.
3. The management of firms should also ensure that the female employees are given due consideration at the point of entry because they have higher tendency to stay.

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