

Job Satisfaction and Employee Turnover Intention of staff in Life Flour Mill Ltd Sapele, Nigeria

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Abstract

This study examined the relationship between job satisfaction and employee turnover intention using Life Flour Mill Nigeria LTD Sapele as a case study. Consequently, one hundred and fifty one (151) structured questionnaires were administered to the study participants of which, 143 were returned. 2 copies of the questionnaires were not filled properly and 141 copies were useable. Data collected from the study participants were analyzed by means of descriptive (mean) and inferential Statistics (Pearson correlation coefficient). The findings of the study unveiled that job satisfaction (job characteristics, supervisors support and work-life balance) have a significant positive correlation with employee turnover intention. On the basis of the findings, it was recommended that management should focus on job design and make sure that employees have meaningful and happy work experiences. Besides, Management should give staff members all the assistance they require to function at their best. This is due to the fact that workers are more likely to be satisfied with their positions, feel more like they belong, and be more committed to the company when they receive support from their managers and supervisors. Also, a better work-life balance for employees should also be guaranteed by management. This is due to the fact that when individuals have a better work-life balance, they typically have higher job satisfaction and lower levels of stress and burnout. They feel more satisfied and driven to stick with their current employer as a result, which lowers their desire to leave.

Introduction

Due to the fact that people play a significant role in an organization's performance, its human resources are its most valuable and crucial assets. The organization must adequately care for and sustain its personnel in order for the company's goals to be accomplished (Rakhmitania, 2022, Tarurhor, 2018). This will prevent employees with strong qualifications from wanting to quit or even move out of the company. For an organization to be effective, critical human resources must be managed and kept. Furthermore, losing significant talent and human capital when important people voluntarily leave the company can be disastrous for a company. In order to achieve long-term organizational success, it is now essential to attract, develop, manage, inspire, and retain committed individuals (Girma, 2021; Tarurhor & Bagshaw, 2018).

For many companies, the high level of turnover intention has become a severe issue. Turnover intention was defined as the desire to depart the workplace by Belete (2018). Management must have a thorough understanding of the factors that affect turnover intention in order to plan accordingly, taking into account how a higher turnover rate would affect organizational morale, diminish the sense of identity within the company, and have a detrimental financial impact because the company would be forced to spend money on hiring and training new employees, experience brain drain, and experience lower productivity (Belete, 2018). Therefore, one issue that most companies need to think about is how to lower employee intentions to quit and boost satisfaction with work. Employee turnover is expensive for companies and this cost is positively impacted by the working years or other traits of the actively quitting employee (Chang, Mou, Xu, & Xu 2023). As cited by Devyanti and Satrya, (2020) the desire to leave an organization is typically precipitated by worker discontent with work and low employee devotion to the organization. Turnover can take the form of termination, movement out of job units, dismissal, or death of members of the organization. When a worker considers quitting his job in the hopes of finding another that can offer more job satisfaction, this is when they express their dissatisfaction. It usually has an indirect impact on a person's career if they are happy with what they do (Dewi & Harjojo 2019).

Gyebi and Bonsu (2023) claim that minimal turnover is a direct effect of job satisfaction, and vice versa. According to Ali and Anwar (2021), job satisfaction and employees' intentions to leave their jobs are related. A person's attitude toward their work, both positively and negatively, is referred to as job satisfaction. According to Ismael et al. (2021), job satisfaction is the emotion or sensation that people have about their current position. Employee performance is significantly impacted by job satisfaction. Low job satisfaction makes employees more probable to leave their positions. Employee turnover intention is predicted to be higher and their employment duration will be shorter when employees are not happy with their positions and the company does not trust them (Rakhmitania, 2022). It is wise and crucial to control job satisfaction levels since they may lead to plans for turnover. Job satisfaction, in the opinion of Chen, Al Mamun, Hussain, Jingzu, Yang, and Shami (2023), is a significant factor in turnover intention. They held the opinion that unsatisfied workers leave their jobs more frequently and produce less.

Employee turnover intention is a topic that many academia, HR managers, investigators, and experts are now studying. According to Chen et al. (2023), a higher employee turnover rate lowers organizational production and efficiency. The relationship underlying job satisfaction and employee turnover intention must therefore be thoroughly researched. According to Hameed and Anwar (2018), in order to reduce the likelihood of employee turnover, numerous academic researchers have attempted to identify various job satisfaction components and examine the impact of each component on employee satisfaction. Recognition, achievement, income, job engagement and organizational commitment, and are some of the characteristics that contribute to job satisfaction, according to Girma (2021). Employee satisfaction is acknowledged to show a higher level of production and efficiency inside the company (Aziz et al., 2021). An organization can improve benefits for employee happiness and lower the likelihood of employee turnover intention by looking at employee job satisfaction.

Statement of the problem

All kinds of companies have long been concerned with the issue of employee turnover intention. High levels of dissatisfaction among employees can make it difficult for businesses to

maintain customers and provide high-quality customer service, which lowers productivity. Through expensive training, retraining, and rotational service delivery, employees acquire skills and expertise over time. Retaining knowledgeable and experienced workers is thus one of the ways a company can get a return on its labor investment.

Numerous scholars have examined the two constructs under investigation. They have found numerous gaps in the literature, including those related to methodology used, geographical area, time, and the type of organization under investigation. This study was carried out in Nigeria, a nation with unique geographical characteristics and traditional beliefs. Although many research have been undertaken to look at the connection between job satisfaction and employee turnover intention, most of them were completed in other nations. Few studies have been conducted in Nigeria to look at the relationship between job satisfaction and employees' turnover intentions. In addition, the study noted, limited studies have been conducted that have taken into account all of the job satisfaction indicators that were included in this study. Therefore, this study sought to fill up any gaps, particularly in assessing the relationship between job satisfaction and employee turnover intention using Life Flour Mill Nigeria LTD Sapele as a case study.

Literature review

Conceptual framework

Job satisfaction (JS)

The attitudes and emotions people have regarding their employment are referred to as job satisfaction. Job satisfaction is shown in sentiments that are favorable and positive toward the work. Negative and unfavorable attitudes about the job are indicative of job unhappiness, according to shaibu (2014). The fulfillment, happiness, and enjoyment derived from work are referred to as employee job satisfaction. Ali, (2021) defines job satisfaction as a mindset related to a person's level of dislike or like for their current employment. Gyebi and Bonsu, 2023 define job satisfaction as an assessment of how well one's job is doing overall. Employees typically feel content with their jobs when they positively appraise their work environment. Job satisfaction is defined by Purani and Sahadev (2008) in Lin, Huang, Chang, and Hsu (2022) as one's sense of fulfillment derived from workplace policies pertaining to human resources, remuneration monitoring, task clarity, and career growth. According to Lin et al. (2022), improving job satisfaction can provide organizations with a number of advantages, such as lower staff turnover and improved operational effectiveness that result in cost reductions.

Organizations can take the steps required to promote excellent employee behavior. Employees happiness and satisfaction within the company could be increased by providing them with good job characteristics, supervisors support and work-life balance. In this study, three (3) job satisfaction indicator will be used (1) job characteristics: It is an aspect of a job that can be identified, defined, and evaluated, such as expertise and abilities, physical and mental demands, and working surroundings, (2) supervisors support: supervisory attitude that promotes employees initiative, commitment and includes acknowledging and providing comments to employees and (3) work-life balance: the capacity of employees to fulfill their obligations at work, in their families, and in their extracurricular interests.

Employee turnover intention (ETI)

The desire to switch employers or completely leave the work force is known as turnover intention. Turnover is a critical behaviour for managers to watch since it has a negative influence on both organizations and individuals. Reduced output, team chaos, higher hiring, training, and

professional growth costs, as well as knowledge loss, are some of the negative effects of turnover. Job satisfaction is one of numerous antecedents that are associated to the intention to leave (Gyebi & Bonsu, 2023). The phrase "employee turnover intention" refers to the underlying desire to leave. Turnover intention, according to Brause (2021) relates to a person's perceived likelihood to remain with or quit their current organization. Employees that are enthusiastic about quitting the company evaluate their likelihood of doing so quickly. Turnover intention is the belief that a person will eventually leave their current employer permanently.

As cited by Wijesekara (2023), turnover can be caused by an employee's discontentment with a specific aspect of their place of employment, such as benefits and compensation, teammates, or job characteristics (promotions, or working conditions), or by an organization's dissatisfaction with an individual employee, such as poor efficiency or irregular attendance. Consequently, a worker who has a strong desire to leave the company may opt to do so.

Job characteristics and employee turnover intention

Dockel (2003) defines "job characteristics" as "aspects specific to a job, such as knowledge and skill, mental and physical demand, and working conditions that can be recognized, defined, and assessed". These elements include "challenging work," "solving interesting work-related problems," flexibility, and the capacity to organize the way one works.

Joao and Coetzee (2012) state that further studies revealed that employment qualities like varied skills and autonomy in the job had an impact on employees' levels of loyalty and commitment to the company. Self-sufficiency and demanding work favorably influence employee loyalty to the organization and retention. According to Kim and Kim (2017), job characteristics have an impact on the intention to leave a job. This is due to the fact that feelings of enhanced expertise and the significance of one's work will foster more loyalty and dedication to the organization, thus decreasing the likelihood of turnover. Employees consider leaving the company when they are not happy with the requirements of their position. Kim and Kim, (2017) investigated the effects of job characteristics on turnover intention and the mediating effects of job satisfaction: experiences of home visiting geriatric care workers in Korea. A survey of 317 Korean care workers currently providing in-home elderly care service in the city of Seoul and its suburbs was conducted. The results of multiple regressions and an analysis of mediating effects indicated that job characteristics had significant effects on turnover intention. In addition, job satisfaction had a mediating effect on the influence of role ambiguity and workload on turnover intention.

Chen, (2023) carried out a study on Envisaging the job satisfaction and turnover intention among the young workforce: Evidence from an emerging economy. A poll was conducted online among 532 young workers in China. Partial least squares structural equation modeling (PLS-SEM) was applied to all of the data. The results showed that affective organizational commitment, perceived career advancement, and perceived remuneration for achievement are the three factors that directly affect job satisfaction and turnover intention. However, there was no statistically significant moderating influence of job autonomy on the proposed correlations. Significant theoretical advances on turnover intention in connection to the distinctive characteristics of the younger workforce were offered by this study. The results acquired will help managers better identify employee turnover intentions and encourage empowerment initiatives. Analyzing the relationship between job satisfaction and turnover intention among Cape Coast hospitality employees was the focus of a study conducted by Gyebi and Bonsu, (2023) Regression models and descriptive statistics were used in a quantitative research strategy to assess 40 employee

questionnaire responses. Employee intention to leave their employment was significantly correlated negatively with job satisfaction, according to the analysis. The findings demonstrated that respondents' sociodemographics have an impact on how happy they are at work. It was discovered that workers were generally satisfied with their occupations, with little difference between their level of satisfaction and that of promotions and working conditions. The study recommended additional practice and research in light of these findings. From the above discussion, we therefore, hypothesize that

H₁: *Job characteristics is related to employee turnover intention.*

Supervisor's support and employee turnover intention

A solid working relationship between a supervisor and their subordinates improves employee job satisfaction, which is considered carefully as a pathway that leads to organization commitment and retention, according to numerous research on the supervisory role in organizations (Landsman, 2008). Relationships between a supervisor and a subordinate may not just lower stress levels but also promote dedication to the organization and satisfaction with one's job. As perceived assistance is connected to the supervisor's assessment, the relationship between the supervisor and subordinate plays a crucial role between the employee and the organization. Employees who receive support from their supervisor are likely to display stronger feelings of affiliation and loyalty to the organization. Supervisor support, as defined by Döckel (2003), is supervisory behavior that encourages employee creativity and includes compliments and criticism from superiors. According to Iqbal, Hongyun, Akhtar, Ahmad, and Ankomah (2020), the support of supervisors affects employees' intentions to leave their jobs.

According to Morrow (2011), a number of studies have shown that supervisor support helps keep skilled and talented workers on board. It also directly affects affective commitment because it makes workers feel valued, which raises affective commitment over time and lowers turnover intentions. This means that when an employee's efforts are appreciated by their manager, it increases the employee's dedication to the company, which in turn increases their intention to stay with the company. A study on the mediating role of job satisfaction on the impacts of supervisor support on turnover intentions was carried out by Iqbal et al. (2020). The study adopted a quantitative strategy with a questionnaire-based data collection technique. 200 questionnaires were sent out using a basic random sampling technique, primarily to the workers of the manufacturing companies. 173 validated responses underwent additional analysis in Smart-PLS using the PLS structural equation modeling technique and numerous tests. The results showed that job satisfaction and turnover intention, supervisor support and job satisfaction, and supervisor support and turnover intention all had positive and significant associations. Additionally, there was a positive and significant indirect causal association of job satisfaction between turnover intention and supervisor support. From the above discussion, we therefore, hypothesize that

H₂: *Supervisor's support is related to employee turnover intention.*

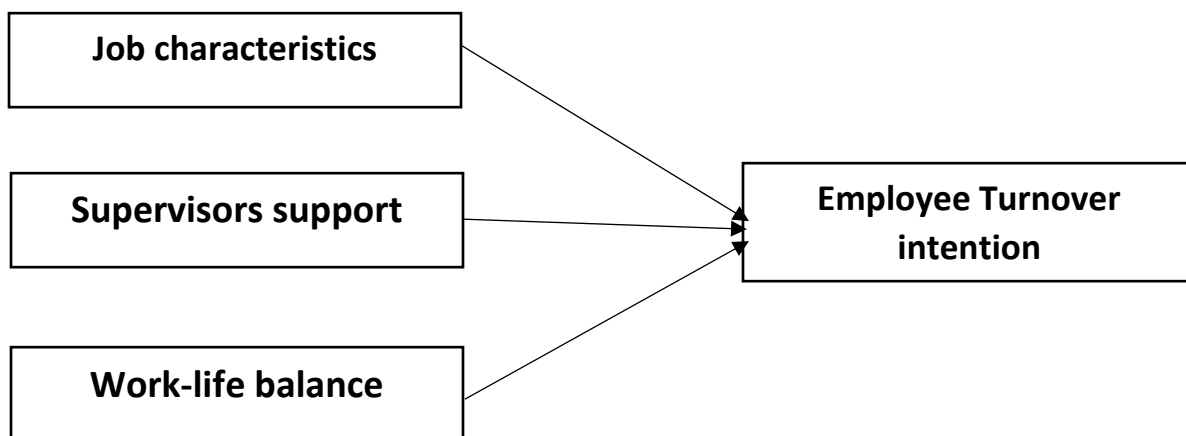
Work-life balance and employee turnover intention

According to Parkes and Langford (2008), having a work-life balance is being able to balance obligations to one's family, job, and other extracurricular interests. Organizations must allow employees to utilize working from home, child care facilities, counseling services, and employee assistance programs (Döckel, 2003). Work life balance guidelines are viewed by

employee as an act of organizational kindness and have a beneficial impact on employee emotional attachments to their employers (Döckel, 2003). Work-life balance is defined by Döckel (2003) as a balance between one's private life and work schedule, with the least amount of conflict possible between these various responsibilities, allowing one to fulfill one's private as well as professional obligations. Work-life balance, according to Oloyede and Soyemi (2022), is the capacity to reduce conflict between work and other duties while not always devoting an equal amount of time to each. Benefits for work-life balance are typically seen as showing a company's support for its employees' individual desires. Employee's dissatisfaction with the work-life balance, result to high turnover intentions and actual turnover rates, according to a number of academic studies. The two most important aspects of an employee's life are likely their family and place of employment. The incapacity of an employee to strike a balance between these two important domains causes stress, which frequently prompts an employee's decision to leave a company (Oloyede & Soyemi, 2022).

A study on the impact of work-life balance on librarian turnover intentions in South-West Nigerian universities was carried out by Oloyede and Soyemi (2022). In this study, the survey research design was used. 412 academic librarians from universities in Southwest Nigeria made up the study's population. The study's sample size of 203 librarians was determined and chosen using Taro Yamane's sample size determination algorithm and multi-staged sampling technique. A verified structured questionnaire was distributed in order to collect data. The study's conclusions showed that work-life balance has a major impact on librarians' intentions to leave South-West Nigerian colleges, where turnover intentions are high among this group of professionals. The study came to the conclusion that librarians' intentions to quit their positions at South-West Nigerian universities are influenced by work-life balance. In order to reduce the likelihood of employee turnover, the study suggested that university administration and library administrators implement measures to enhance librarians' work-life balance and job satisfaction. From the above discussion, we therefore, hypothesize that

H₃: *Work-life balance is related to employee turnover intention.*



Conceptual framework

Theoretical framework

This study is anchored on Herzberg's Two Factor Theory of (1964). This theory's investigation is predicated on the aspects of employment that influence an employee's level of

satisfaction, or motivating elements of the job. According to Wijesekara (2023), the theory suggests that motivational factors and hygiene play a role in job satisfaction or discontent, which in turn influences employees' decision to leave their employment (employees' turnover intention). This suggests that the theory distinguished between two categories of job variables: "hygiene factors" and "motivators," which affected employees' job satisfaction and intention to leave. Extrinsic factors, sometimes known as "hygiene," are those that are intended to prevent employee unhappiness. This comprises, among other things, a privilege, bonus, and payment system. However, the theory also identified job stress as an intrinsic or motivating factor that influences employees' job satisfaction and turnover intention. Other well-considered intrinsic factors that are directly related to employees' intention to leave the company and their level of job satisfaction include the work environment, supervisory practices, company policies, relationship with coworkers, and employees' self-reliance (Wijesekara, 2023).

Because this theory acknowledges that employees have two categories of needs that function within them and that both should be fulfilled, it is therefore, pertinent and significant to the current study. Thus, this theory can direct an investigators in identifying factors that influence employee satisfaction and, in turn, turnover. In relation to this study, the theory suggests that if an organization provides hygienic factors and motivators like a payment system, job characteristics (work setting, promotion opportunities), work-life balance, and supervisor support, then employees will be extremely satisfied with their jobs and thus retained..

Methodology

This study adopted descriptive survey research design. The total population of the study was made up of three hundred and two (302) employees of Life Flour Mill Limited, Sapele, Delta State, Nigeria. The Taro Yamane formula of (1964) and systematic sampling technique was applied to determine the sample of the study. It was used to sample one hundred and fifty one (151) employees from the total population as the study participants. 151 copies of the questionnaire were distributed to the study participants, 143 were returned. 2 copies of the questionnaires were not filled properly and 141 copies were useable. The method of data analysis utilized in this study was descriptive statistics and correlation analysis via SPSS. Microsoft excel software was also used to create tables and perform data entry.

Taro Yamane Sample size formula

$$n = \frac{N}{1 + N (e)^2}$$

Where n = signifies the sample size

N = signifies the population under study

e = signifies the margin error

To determine our sample size:

$$N = \frac{N}{1 + N (e)^2}$$

$$n = \frac{302}{1 + 302 (0.05)^2}$$

$$n = \frac{302}{2}$$

$$n = 151$$

Systematic sampling technique

The procedure is as follows:

$N=302$

$n=151$

Divide N by n i.e. $N/n=2$

Select a starting point, say, number “2” on the population list. Then select every 2nd unit. After the first unit.

This would include the following: 2nd, 4th, 6th, 8th, 10th, 12th, 14th, 16th, 18th ...292nd, 294th, 296th, 298th, 300th, 302nd.

Measurement

The two variables under study were measured by scales adopted from previous research. Job satisfaction indicators was measured by a modified version of job satisfaction indicators survey developed by Dockel, (2003). Job characteristics was measured with 4 items, supervisor support was measured with 4 items and work-life balance was also measured with 4 items. Employee turnover intention was also measured with 4 items by a modified version of Employee turnover intention scale developed by Cammann, Fichman, Jenkins, and Klesh, (1979) with 4 point likert scale ranging from (1) strongly disagreed to (4) strongly agreed.

Data presentation, result and discussion of findings

Table 1 explain the socio-demographic variables of the participants of the study. The result indicate that 88(62.41%), 53(37.59%) are male and female respectively. The result also unveiled that 57(40.43) falls within the age category of 25-35years, 39(27.66%) 36-45years, 35(24.82%) 46-55years, and 10(7.09%) 56-65years respectively. In terms of marital status, 39(27.66%), 99(70.21%) and 3(2.13%) are single, married and divorced respectively. On the basis of length of service, the result showed that 70(49.65%), 54(38.30%) and 17(12.06%) are 1-10 years, 11-20 years and 21-30 years respectively doctors.

Table 1: Socio-Demographic Variables of Respondents

		Frequency	Percentage (%)
Gender	Male	88	62.41
	Female	53	37.59
	Total	141	100%
Age	25 – 35	57	40.43
	36 – 45	39	27.66
	46 – 55	35	24.82
	56 – 65	10	7.09
	Total	141	100%
Marital status	Single	39	27.66
	Married	99	70.21
	Divorced	3	2.13
	Total	141	100%
Length of service	1 – 10 years	70	49.65
	11 – 20 years	54	38.30
	21 – 30 years	17	12.06
	Total	141	100%

Source: Field Survey, 2023.

Table 2 showed that out of 151 copies of questionnaire distributed, 143 were returned. 2 copies of the questionnaires were not filled properly and 141 copies were useable.

Table 2: Response rate

Response	Frequency
Number of questionnaire distributed	151(100%)
Number of questionnaire returned	143(95%)
Number of questionnaire not properly filled	2(1%)
Number of questionnaire useable	141(94%)
Response rate	94%

Source: Field Survey, 2023

The descriptive statistics for the relationship between JS and ETI is presented below in table 3. From the table, it shows that all the 16-items are significant in explaining the relationship between JS and ETI as all the mean score are above 2.50.

Table 3: Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JC1	141	1.00	4.00	3.8582	.47180
JC2	141	1.00	4.00	3.8511	.49188
JC3	141	1.00	4.00	3.6525	.50689
JC4	141	1.00	4.00	3.4397	.61376
SS1	141	1.00	4.00	3.6454	.48010
SS2	141	1.00	4.00	3.3404	.53224
SS3	141	1.00	4.00	2.8794	1.02452
SS4	141	1.00	4.00	3.3688	.52660
WLB1	141	1.00	4.00	3.3191	.52535
WLB2	141	1.00	4.00	3.6383	.48221
WLB3	141	1.00	4.00	3.5532	.49894
WLB4	141	1.00	4.00	3.3404	.54550
ETI1	141	1.00	4.00	3.4894	.50167
ETI2	141	1.00	4.00	3.5248	.56797
ETI3	141	1.00	4.00	3.7872	.42776
ETI4	141	1.00	4.00	3.6241	.50056

Table 4. Below reflects the cronbach alpha coefficient of the variables measuring the reliability and consistency of the variables. The cronbach alpha coefficient for **jc** is 0.79, **ss** is 0.71, **wlb** is

0.73 while **eti** is 0.84. All the values fall in the acceptable range of minimum acceptable value of 0.70 and maximum expected value of 0.90. They are therefore reliable and consistent.

Table 4: Cronbach Alpha Coefficient

Variables	Alpha
Jc	0.79
Ss	0.71
Wlb	0.73
Eti	0.84

Correlation for hypotheses

Table 5 below gave a coefficient of **0.617** which shows a positive relationship. This means that job characteristics have a relationship with employee turnover intention. Also, a significant value of **0.000 < 0.05** was obtained indicating a significant relationship between the variables. Based on the result, the alternate hypothesis stating that there is a significant relationship between job characteristics and employee turnover intention is accepted. Hence we say, ‘there is a significant relationship between job characteristics and employee turnover intention.

1 **H₁**: Job characteristics is related to employee turnover intention.

Table 5: Correlations

		JC	ETI
JC	Pearson Correlation	1	.617**
	Sig. (2-tailed)		.000
	N	141	141
ETI	Pearson Correlation	.617**	1
	Sig. (2-tailed)	.000	
	N	141	141

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

Table 6 below gave a correlation coefficient of **0.825** which indicates a positive relationship between supervisor’s support and employee turnover intention. A significant value of **0.000 < 0.05** was also obtained from the table which indicates a significant relationship between the variables. Thus, we accept the alternate hypothesis stating that there is a significant relationship between supervisor’s support and employee turnover intention.

2. **H₂**: Supervisor’s support is related to employee turnover intention.

Table 6: Correlations

		SS	ETI
SS	Pearson Correlation	1	.825**
	Sig. (2-tailed)		.000
	N	141	141
ETI	Pearson Correlation	.825**	1
	Sig. (2-tailed)	.000	
	N	141	141

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

Table 7 below also gave a correlation coefficient of **0.465** which unveiled a positive relationship between work-life balance and employee turnover intention. The table showed a significant value of **0.000<0.05** which indicates a significant relationship between the two variables. This led to the acceptance of the alternate hypothesis. Therefore, we can say that there is a significant positive relationship between work-life balance and employee turnover intention.

3. **H3:** Work-life balance is related to employee turnover intention.

Table: 7 Correlations

		WLB	ETI
WLB	Pearson Correlation	1	.465**
	Sig. (2-tailed)		.000
	N	141	141
ETI	Pearson Correlation	.465**	1
	Sig. (2-tailed)	.000	
	N	141	141

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

Discussion of Findings

This study focused on the relationship between job satisfaction and employee turnover intention using Life Flour Mill Ltd, sapele, Nigeria as a case study. Based on the analysis of data obtained from the study participants, it was revealed that there is a significant relationship between job characteristics and employee turnover intention (**p-value<0.05**). The implication is that when employees perceive their job as meaningful, challenging, and rewarding, they are less likely to have turnover intentions. On the other hand, job characteristics such as high work demands, low control over the work environment, and lack of recognition can lead to higher turnover intentions. It is essential for organizations to pay attention to job design and ensure that employees have meaningful and fulfilling work experiences to reduce turnover intentions and retain talented employees. This result is in line with the findings of kim and kim, (2017)

Furthermore, there is a significant relationship between supervisor's support and employee turnover intention (**p-value<0.05**). This means that that higher levels of supervisor support are

associated with lower turnover intention among employees. When employees feel supported by their supervisors, they are more likely to be satisfied with their jobs, feel a greater sense of belonging, and have higher levels of commitment to the organization. As a result, they are less likely to consider leaving their jobs. This result support the findings of Iqbal et al. (2020)

Lastly, the result also unveiled that there is a significant relationship between work-life balance and employee turnover intention (**p-value<0.05**). This implies that a lack of work-life balance is associated with higher turnover intention. When employees experience difficulties in managing their work and personal lives, leading to high levels of stress, burnout, and a feeling of being overwhelmed, they are more likely to consider leaving their jobs. Conversely, when employees have a better work-life balance, they tend to be more satisfied with their jobs and experience less stress and burnout. This, in turn, leads to reduced turnover intention as they feel more content and motivated to stay with their current employer. This is also consistent with the findings of Oloyede and Soyemi (2022).

Conclusion and Recommendation

This study examined the relationship between job satisfaction and employee turnover intention using Life Flour Mill Ltd, sapele, Nigeria as a case study. Consequently, one hundred and fifty one (151) structured questionnaires were administered to the study participants of which one hundred and forty one (141) were properly filled and retrieved. The findings of the study unveiled that job satisfaction (job characteristics, supervisors support and work-life balance) have a significant positive correlation with employee turnover intention. On the basis of the findings, it was recommended that to lower the likelihood of employee turnover and retain competent staff, organizations—especially the management of Life Flour Mill Ltd.—should focus on job design and make sure that employees have meaningful and happy work experiences. Also, management should give staff members all the assistance they require to function at their best. This is due to the fact that workers are more likely to be satisfied with their positions, feel more like they belong, and be more committed to the company when they receive support from their managers and supervisors. Finally, a better work-life balance for staff members should also be guaranteed by management. This is due to the fact that when individuals have a better work-life balance, they typically have higher job satisfaction and lower levels of stress and burnout. They feel more satisfied and driven to stick with their current employer as a result, which lowers their desire to leave.

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