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EFFECT OF JOB SATISFACTION ON EMPLOYEE TURNOVER INTENTION IN FLOUR MILLS OF NIGERIA PLC, LAGOS

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Abstract

High staff turnover in Flour Mills of Nigeria is a concern as the issue of employee satisfaction or lack of it hinges on productivity, accomplishment and development of organisation's goals. Indeed, the success of any organisation depends on staff members who enjoy their jobs and feel rewarded by their effort. Therefore, the study examines the impact of career advancement opportunities on employee turnover intention and determines the effect of promotion opportunities on employee turnover intention. The research design employed for this study is survey method and the population comprises both skilled and unskilled workers of Flour Mills of Nigeria Plc., Lagos. Data were collected from three hundred and thirty-seven (337) employees of the company using structured questionnaire. The data collected were analysed using descriptive statistics and simple linear regression technique. The findings of the study revealed that satisfaction from the career advancement opportunities is inversely related to the employee turnover intention at (0.865) and promotion opportunities have a positive significant effect on employee turnover intention at 0.917. The study concluded that improving career advancement and promotion opportunities as company retention strategy has a significant relationship with employee turnover

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Workers who enjoy high pay, autonomy, opportunities for skill advancement, opportunities for skill acquisition and skill development and who have high interest in the task itself will have a high level of satisfaction, productivity and low labour turnover (Porter, Steers & Mowday, 2005; Bodla & Naeem, 2009). However, employees' job satisfaction and retention can best be achieved when employees are satisfied and motivated. Employees who feel that their input to the organisation or contribution is of great importance will be satisfied with the organisation and may stay with the organisation for a longer period.

Obviously, it is important for organisations to reduce rates of turnover. A company like Flour mills needs to be proactive by ensuring that employees are motivated and satisfied to reduce turnover intention. However, while much has been written on the impact of job satisfaction on turnover intention, the effect of job satisfaction on turnover intention in Flour Mills Company has not received adequate attention. More so, many business organisations have failed to realise the importance of job satisfaction on turnover intention. When employees leave organisations either because they are fired or they quit by choice, their absence leaves a hole. It is against these shortcomings that this study examines the effect of job satisfaction on employee turnover intention in Flour Mills of Nigeria, Plc. This study was designed to ensure that Flour Mills of Nigeria has low employee turnover intention in order to maintain consistency in the workforce and develop more skilled employees.

Research Questions

- i. What effect do career advancement opportunities have on Employee turnover intention?
- ii. To what extent do promotion opportunities influence employee turnover intention?

Objectives of the study

The general objective of this study is to examine the effect of job satisfaction on employee turnover intention in Flour Mills of Nigeria Plc. Lagos. The specific objectives are to:

- i. examine the impact of career advancement opportunities on employee turnover intention;
- ii. determine the impact of promotion opportunities on employee turnover intention;

Literature Review

Job Satisfaction

When people speak of employee attitudes, they usually mean job satisfaction. Scholars have defined the concept of job satisfaction in various ways. For instance, Stephen and Timothy (2013) described job satisfaction as a positive feeling about a job, resulting from an evaluation of its characteristics. A person with high level of job satisfaction holds positive

feelings about his or her job, while a person with a low level holds negative feelings.

Job satisfaction can be defined as the psychological state of how an individual feels towards work. In other words, it is people's feelings and attitudes about a variety of intrinsic and extrinsic elements towards jobs and the organisations that make them perform their job in the way they do (Mosadeghard, 2003). Job satisfaction can be considered as reflecting a person's value judgment regarding work related rewards (Ahmad, Mohamad, Mohammed, Ahamad & Abang 2012).

Chen (2006) defines job satisfaction as the pleasurable emotional state resulting from the achievement of one's job values in the work situation. Most definitions cover the affective feeling employees have towards their jobs. This could be the job in general or their attitudes towards specific aspects of it, such as their colleagues' pay or working conditions (Lu, While, & Barriball, 2005).

In addition, the extent to which work outcomes meet or exceed expectations may determine the level of job satisfaction (Luthans, 1992). Taber and Alliger (1995) found that other measures such as level of concentration required for the job, the level of supervision, and task importance had no impact on satisfaction. This study demonstrates that the accumulating enjoyment of work tasks added up to overall job satisfaction. However, the low relationship does suggest that other factors, besides enjoyment, contribute to how satisfied employees feel at work.

Employee satisfaction is the measure that tells about employee's general emotion about their workplace and job. It measures his approach towards the job and the extent to which the job is gratifying the employee's needs. It is concluded by many researchers that, to measure the intentions of an employee towards their workplace the satisfaction level of employees is used (Chen, 2006; Javed, Balouch & Hassan 2014). Spector (1997) defines job satisfaction as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. He lists 14 common facets: Appreciation, Communication, Coworkers, Fringe benefits, Job conditions, Nature of the work, Organisation, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision. A successful organisation must ensure continuous satisfaction of their employees. Positive attitudes towards job are equivalent to job satisfaction whereas negative attitudes towards job have been defined variously from time to time. In short, job satisfaction is determined by a person's attitude towards job hence a tool that determines employee willingness to remain in an organisation or not.

Factors affecting Job Satisfaction

There is no job that is perfect, (individual desires for a particular job differ). We often have to trade off job attitudes. One job may pay well but provide limited opportunities for advancement while another may offer work we enjoy but has poor benefits.

Wages pay influence job satisfaction. When an employee is satisfied with the remuneration obtained from an organisation it means that he or she has enough to meet the basic needs. Maslow's needs hierarchy (Maslow 1995) was developed to explain human motivation in general. However, its main tenets are applicable to the work setting and have been used to explain job satisfaction. Within an organisation, financial compensation and healthcare are some of the benefits which help employees meet their basic physiological needs. In addition, salaries and incentives are the most important determinants of job satisfaction (Calisir et al., 2010, Abdullahi et al, 2011). Ali and Ahmed (2009) conclude that due to the changes in reward or recognition programs, there will be a corresponding change in work motivation and satisfaction. This means that a greater focus on remuneration and recognition, it can lead to a positive influence on job satisfaction. According to Bassett (1994), no empirical evidence exists to indicate that pay alone improves workers' satisfaction or reduces dissatisfaction. He further clarifies that highly-paid employees may still be dissatisfied if they do not like the nature of their job and feel they cannot get a more satisfying job.

Promotion and advancement opportunities call for employee job satisfaction. Studies such as Junaidah, Nazimi and Zainuddin (2010), Danish and Usman (2010) and Ssesanga and Garrett (2005) found a positive significant relationship between opportunities for promotion and advancement and job satisfaction. Management recognition of employee job performance and career development opportunities encourage employees to be satisfied with their jobs. If people think that they will not have much promotion opportunities, they may be affected adversely. One of the most well-known studies on the subject was done by Chen (2006) who found a negative relationship between measures of promotional frustration and measures of attitudes towards the company (Feldmann & Arnold, 1985). Employees are therefore more satisfied with their current job if they see a path available to move up the ranks in the company and be given more responsibilities and higher compensation. Many companies encourage employees to acquire more training in order to acquire advanced skills that will lead to their chance of promotion.

Turnover intention

The turnover intention has consistently been viewed by scholars as the most important variable in predicting employee turnover (Bigliardi, Petroni, & Dormio, 2005). Supporting this view, a study by Bluedorn (1982) found that individuals' turnover intentions matched their actual turnover behaviours. Jehazeb, Rasheed and Rasheed (2013) define turnover intention as employee's decision to quit the present job. Tett and Meyer (1993) defined turnover intentions as conscious wilfulness to seek for other alternatives in other organisations. Turnover is of two types; voluntary turnover and involuntary turnover, when the employees quit their job by their willingness it is called voluntary turnover and when an employer fires the employees, it is said to be

involuntary turnover (Dess & Shaw 2001). All kinds of turnover incur the cost of replacement of those separators, recruitment, selection etc.

When employees are delighted with their job, then turnover ratio decreases in the organisation and when the employee is not given his rights when he is not contented with his job, then the intention of turnover increases. It is apparent that performance and job satisfaction are negatively related to the intention to escape. According to Staw (1980), turnover has both positive and negative effects on the organisation. The organisation has to pay a heavy cost of replacement of employees as a negative consequence; the organisation has to spend a big portion of its time to recruiting and selecting activities which will increase its administrative responsibilities.

Job Satisfaction and Turnover intention

The relationship between job satisfaction and turnover is stronger than between satisfaction and absenteeism (Hom and Griffeth 1995). The satisfaction-turnover relationship is also affected by alternative job prospects. If an employee is presented with an unsolicited job offer, job dissatisfaction is less predictive of turnover because the employee is more likely learning in response to "pull" (the lure of the other job) than "push" (the unattractiveness of the current job).

The study conducted amongst the employees has consistently shown the negative and significant relationship between job satisfaction and turnover intention (Griffeth, Hom, and Gaertner, 2000). Studies in private sector have also revealed similar patterns of findings. Arndt, Arnold & Landry (2006) and Saks,(2004) found a negative and significant relationship between job satisfaction and turnover intention. Likewise, job dissatisfaction has been found to be positively and significantly associated with turnover intention among flour mills employees. A study by MacIntosh and Doherty (2010) showed that job satisfaction strongly and inversely influenced intention to leave the organisation for employees in the fitness industry. Furthermore, the authors found that, of the dimensions shown to impact on job satisfaction, atmosphere appeared to be the most meaningful. In general, studies on job satisfaction and turnover intention have consistently provided evidence that unsatisfied employees tend to have the intention to leave their organisations and find alternative jobs. If opportunities are unavailable at that particular time, employees may emotionally or mentally "withdraw" from the organisation (Lok and Crawford,2004). Finally, when employees have high "human capital" (high education, high ability), job dissatisfaction is more likely to translate into turnover because they have or perceive, many available alternatives (Lee et al, 2008).

Empirical Review

Hassan, Masooma and Rifat (2014), carried out a study in Pakistan on "Determinants of job satisfaction and its Impact on Employee Performance and Turnover Intentions." Their study made use of Self – Administered questionnaire for data collection from private and public sectors in the Bahawafal city. Convenient sampling technique was used and two hundred (200) copies of questionnaires were circulated, out of which one hundred and fifty (150), copies of the questionnaire were nominated for further analysis. The results of Hassan, Masooma and Rifat on determinants of job satisfaction and its impact on Employee Performance and Turnover Intention in private and public sectors found a significant positive association of employee empowerment, workplace environment, job loyalty and job performance with job satisfaction. Furthermore, there is a significant negative relationship between job satisfaction and turnover intention. Their findings also revealed that there is no significant relation of turnover intention with employee empowerment and job performance.

Rehani, Sivadahasan and Haryanni (2012), conducted a study on 'The relationships between job satisfaction, organisational commitment and turnover intention of employees in a retail company in Malaysia. Their study made use of simple random sampling technique and a questionnaire was developed using Job Descriptive index, and data were collected from sixty-two (62) respondents. Findings of their study revealed that the respondents were moderately satisfied with job satisfaction facets such as promotion, work itself, co-workers and supervisors but were unsatisfied with salary. They also had moderate commitment level with considerably high intention to leave the organisation. All satisfaction facets (except for co-workers) and organisational commitment were significantly and negatively related to turnover intention.

Theoretical Framework

Two – Factor Theory

Two – factor theory (TFT) propounded by Herzberg (1959), is an important theory that explains what satisfies or dissatisfies employees. Two – factor theory also determines what people actually want from their jobs. The respondents had to describe a work situation in which they felt good (satisfied) or bad (dissatisfied) in their jobs. The feedback received was then categorised into satisfaction or dissatisfaction. The characteristics related to job satisfaction included advancement, recognition, the work itself, achievement growth and responsibilities. Herzberg referred to these characteristics as 'motivators'. The characteristics related to dissatisfaction, which included working conditions supervisor, interpersonal relationships, company policy and administration were referred to as 'hygiene' factors (Robbins, 2004).

Schermerhorn (1993), sees Herzberg's two-factor theory as an important frame of reference for managers who want to gain an understanding

of job satisfaction and related employee turnover issues. Schermerhorn asserts that Herzberg's two – factor theory is a useful reminder that there are two important aspects of all jobs: what people do in terms of job tasks (job content), and the work setting in which they do it (job context). Schermerhorn suggests that managers should always attempt to eliminate poor hygiene sources of job dissatisfaction in the workplace and ensure building satisfier factors into job content to maximise opportunities for job satisfaction. This theory is relevant and significant to this study because it recognises that employees have two categories of needs that operate in them and that both should be addressed.

Methodology

This study adopted a survey research design. It was designed to carry out an in-depth study of the perception of the job categories of skilled and unskilled workers. Therefore, the population of this study comprised of employees of Flour Mills of Nigeria Plc., Lagos. Ten thousand (10,000) workers represent the population of the study. The selection of employees from each job category was made following proportional allocation of figures on stratified random sampling technique. The sample size for this study was determined by adopting Yamane (1967) formula which resulted in the sample size of 385 as stated below:

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

Where n = Sample size

N = Population size (10,000)

e = Level of error (5%) or (0.05)

I = a theoretical constant

Table 1: Sample Size determination

Job Classifications	Staff in Number	Staff (%)	Total Sample Size N=385	Final Sampling Units From Each Job Classifications
Skilled Workers	3000	30	0.3X 385	115.5
Unskilled Workers	7000	70	0.7 X 385	269.5
Total	10000	100		385

Source: Researchers' computation, 2016

A total of three hundred and eighty-five (385) copies of questionnaires were distributed to employees of the company based on their number in each category, out of which three hundred and thirty-seven (337) questionnaires representing 88% of the staff strength were accurately filled and returned.

Data Analysis

This segment presents the result of data analysis of the job satisfaction factors. The mean value of each satisfaction factor with respect to respondents' category is analysed and presented below:

Table 2: Mean value of the factors

Job Categories		Promotion Opportunities	Career Advancement Opportunities	Turnover Intention
Skilled Workers	Mean	9.5175	7.6950	7.9086
	N	108	108	108
	Std. Dev	0.9240	1.6051	1.6235
Unskilled Workers	Mean	9.3866	7.0645	7.7152
	N	229	229	229
	Std. Dev	0.9509	1.5928	1.6371
Total	Mean	9.4283	7.3606	7.7725
	N	337	337	337
	Std. Dev	0.9428	1.6140	1.9013

Source: Researchers' computation, 2016

Table 2 above shows that the mean values of satisfaction with promotion opportunities are above the average (i.e. 9) except for the mean value of career advancement. The mean value of career advancement is below average. It implies that majority of skilled workers are dissatisfied with the company's career advancement. Furthermore, the illustrated mean value of turnover intention below average indicates the presence of less intention of turnover on the majority of the skilled workers.

The mean value of satisfaction with promotion opportunities of unskilled respondents exceeds the average. On the other hand, the majority of unskilled workers expressed their dissatisfaction with the company's career advancement which is shown in table 2 having lesser mean value than the average. As the mean value of turnover intention for unskilled workers is below the average, it shows that majority of them have lesser intention to leave the industry. As it is shown in table 2, the majority of respondents expressed their dissatisfaction only on company's career advancement.

Result of Regression Analysis

This section presents findings obtained from statistical analysis of the data gathered through a self-administered structured questionnaire, and test of hypotheses was conducted using simple linear regression analysis. Simple regressions analysis was conducted to determine whether a relationship exists between the independent variables and the dependent variables and their level of significance.

Hypothesis 1

H₀₁: Career advancement opportunities do not have a significant impact on employee turnover intention.

Table 3: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.865	.748	.748	1.095

a. Predictors: (Constant), career advancement

Source: Researchers' computation, 2016

The model analysis includes the independent variables (career advancement) and dependent variable (turnover intention). As shown in table 3, the linear combination of the independent variables was significantly related to the dependent variable. $R=0.865$, adjusted $R\text{-square}=0.748$, and estimated 74.8% of total variation in the dependent variable, turnover intentions, is jointly explained by the predictors, career advancement whereas 25.2% explained by other factors which are not included in the model. The regression model appears to be very useful for making predictions in the value of R^2 which is close to 1.

Table 4: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1195.300	1	1195.300	996.129	.000
Residual	401.982	335	1.200		
Total	1597.282	336			

a. Dependent Variable: Turnover Intention

b. Predictors: (constant), career advancement

Source: Researchers' computation, 2016

The analysis of variance table (ANOVA) shows regression sum of the square value of (1195.300) which is higher than the residual sum of the square value of (401.982). This implies that the model accounted for most of the variations in the dependent variable. More so, the F calculated value of (996.129) is greater than the tabulated value of (3.84), indicating a significant relationship. In addition, the significant value of P (0.000) is smaller than (0.05) which means that the independent variable (career advancement) is positively associated with the dependent variable (Turnover intention). Hence, we posited that the career advancement has statistically significant effect on employee turnover intention.

Table 5: Coefficients

	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
VAR00002	-.757	.024	-.865	31.562	.000
(Constant)	7.462	.753		9.911	.000

Dependent variable: Turnover

Predictor: career advancement

Source: Researchers' computation, 2016

From table 5, it can be learnt that the higher satisfaction with career advancement, the lesser the employees turnover intention (Beta=- 0.865). As t-value (31.562) or P-value (0.000 sig) for satisfaction with career advancement is considered, t-value falls outside the acceptance region (-1.96 and 1.96) or P-value<0.05 respectively. The coefficient is significant.

Keeping all other variables constant, this means that a unit change in the satisfaction with career advancement would result in 0.865 unit reduction in employees' turnover intention.

Hypothesis II

H₀₂: Promotion opportunities do not have a significant impact on employee turnover intention.

Table 6: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.917	.841	.841	.841

Source: Researchers' computation, 2016

From the regression analysis result in table 6, it was found that the value R is 0.917, R-square (0.841) adjusted R square (0.841) and the standard error of estimate is 0.841. The large value R indicates a stronger relationship between the observed and predicted value. Hence, the R value depicts that promotion accounted for 91.7% impact on employees' turnover. The value R-square (84.1%) shows that the model is properly fit. More so, the value of adjusted R (84.1%) shows that the value of R-square closely reflected the goodness of fit of the model in the population.

Table 7: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1258.611	1	1258.611	1.778E3	.000
Residual	237.158	335	.708		
Total	1495.769	336			

Source: Researchers' computation, 2016

Furthermore, the analysis of variance table (ANOVA) shows regression sum of the square value of (1258.611) which is higher than the residual sum of the square value of (237.158). This implies that the model accounted for most of the variations in the dependent variable. More so, the F calculated value of (1.77e3) is greater than the tabulated value of (3.84) indicating a significant relationship. In addition, the significant value of P (0.000) is smaller than (0.05) which means that the independent variable (promotion opportunities), to a high extent, accounted for the variations in the dependent variable (employee turnover intention). Hence, the study posited that there is a significant impact of promotion opportunities on employee turnover intention.

Table 8: Coefficients

	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
VAR00002	.814	.019	.917	42.165	.000
(Constant)	5.718	.604		9.471	.000

Source: Researchers' computation, 2016

Table 8, shows the model coefficient (that is, the intercept and the slope). From the table, the results show that promotion opportunities are significant at the 5% level. Hence, there is a significant effect of promotion opportunities on employee turnover intention.

Discussion of Findings

The objectives of this study were achieved with the analysis of the hypotheses formulated.

The first objective of the study is to examine the impact of career advancement opportunities on employee turnover intention. It was confirmed with the first hypothesis that the higher the satisfaction with career advancement opportunities, the lesser the employee turnover intention. This finding is in line with the work of Junaidah et al., (2010) who found a

significant relationship between career advancement opportunities of job satisfaction and turnover intention.

The second objective is to determine the effect of promotion opportunities on employee turnover intention. It was confirmed with the second hypothesis that satisfaction with promotion opportunities has a significant relationship with employee turnover intention. This is supported by Ellickson and Logsdon (2002) with municipal government workers where satisfaction with promotional opportunities was found to be positive and significantly related to employee turnover intention.

The discussion of findings is supported by Herzberg's (1959) two-factor theory which focuses on motivator and hygiene factors. The theory further explained that some aspect of a job causes satisfaction while other aspects caused job dissatisfaction to turnover intention.

Conclusions

The study concluded that regardless of the job categories, the majority of employees have expressed their satisfaction with promotion opportunities. On the other hand, they also expressed their dissatisfaction with the career advancement opportunities in the industry. Though, satisfaction with promotion opportunities has a significant relationship with employee turnover intention, satisfaction with career advancement opportunities is negatively related to employees' turnover intention and has a significant effect.

Recommendations

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

- i. Management should put adequate measures in place in areas of regularity and fairness of promotion opportunities not only as strategies to reduce employee turnover intention but also as the company's retention strategy.
- ii. Concerted efforts should be made by the management at ensuring transparency of career advancement opportunities among employees of the company.
- iii. The management should examine and improve the existing human resource policy and procedure which can guarantee opportunities for internal staff to compete for vacant positions within the organisation before announcing to external applicants if such vacancies cannot fill within.

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