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JOB SATISFACTION AND EMPLOYEE TURNOVER IN INDUSTRIAL ORGANIZATIONS IN NIGERIA

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ABSTRACT: *Employee turnover remains a persistent challenge for Nigerian industrial organizations, often resulting in significant operational disruptions and financial losses. This study investigates the specific dimensions of job satisfaction that most significantly predict employee turnover, with the aim of identifying key drivers of retention and organizational stability in major industrial sectors (health, manufacturing, education, hospitality, real estate, and banking). Anchored in established theories such as Herzberg's two-factor theory and Adams's Equity Theory, the study explores both intrinsic and extrinsic factors including task significance, managerial recognition, compensation, and career advancement opportunities and how these interact to influence employee decisions to stay or leave. Drawing from empirical insights and contemporary scholarship, the research underscores the complex and subjective nature of job satisfaction, showing its strong correlation with turnover behavior. Through this exploration, the study contributes to the existing body of knowledge by offering a nuanced understanding of the satisfaction-turnover nexus and recommending targeted interventions for human resource professionals and policymakers. Ultimately, the findings are expected to inform strategic workforce planning, enhance job satisfaction, and reduce attrition rates in Nigeria's industrial organizations.*

KEYWORDS: Job satisfaction, Employee, Employee satisfaction, Employee turnover, Industry, Organization.

INTRODUCTION

In contemporary organizational discourse, the nexus between job satisfaction and employee turnover has emerged as a critical concern, particularly within industrial organizations in Nigeria. As posited by Barnabas and Amah (2018), employee turnover is largely driven by dissatisfaction in the workplace, a pattern observed across various industries and nations due to the increasing global demand for skilled labor. The interplay of technological advancement and globalization has empowered employees with skills that make them highly marketable, consequently intensifying their quest for better remuneration, favorable work conditions, and defined career trajectories. This dynamic has heightened the vulnerability of organizations to frequent talent loss, which adversely affects organizational performance, customer loyalty, and corporate image.

The issue of employee turnover, however, transcends regional boundaries, manifesting as a global dilemma that demands both scholarly and managerial attention. From Asia to Africa, studies have consistently affirmed a strong, inverse relationship between job satisfaction and turnover intention (Khatri et al., 2001; Linz, 2003; Iqbal, 2010). In Nigeria, industrial organizations are not immune to this trend. As Aguke and Tarurhor (2024) emphasized, employees are indispensable assets to organizational success, and their dissatisfaction often leads to elevated turnover intentions, brain drain, and financial losses arising from recruitment and training of replacements. The presence of large pools of graduates has not mitigated this challenge, as organizational loyalty continues to wane amidst unmet expectations and underutilized human capital.

Within this context, job satisfaction is increasingly recognized not as a monolithic construct but as a composite of several distinct yet interrelated factors—such as recognition, compensation, work-life balance, achievement, and organizational commitment (Girma, 2021; Chen et al., 2023). The complexity of these factors underscores the relativistic nature of job satisfaction, suggesting that what constitutes satisfaction for one employee may be insufficient for another. This nuanced understanding is pivotal, particularly in Nigeria's industrial landscape, where economic instability, limited career advancement opportunities, and unfavorable organizational policies often exacerbate dissatisfaction and, consequently, turnover.

As Mbah and Ikemefuna (2012) highlighted, retention strategies anchored in enhancing job satisfaction are essential for reducing turnover intentions. The inability of organizations to fulfill the career and psychological needs of their workforce leads to discontent, which often culminates in voluntary exits. Thus, addressing employee turnover necessitates a deeper exploration of job satisfaction components and how they interact to influence employees' decision to stay or leave. This study, therefore, seeks to explore the specific dimensions of job satisfaction that significantly contribute to employee turnover in Nigerian industrial organizations. By dissecting the multifaceted nature of satisfaction, the research aims to provide empirical insights into which elements are most predictive of turnover behavior. Ultimately, the study aspires to guide practitioners and scholars alike in developing targeted interventions that can enhance employee retention and promote organizational stability.

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LITERATURE REVIEW

Job Satisfaction: Concept, Measurement and Importance

Job or work satisfaction is a complex and dynamic concept that has attracted considerable academic and practical attention due to its significant influence on both individual and organizational outcomes. BasuMallick (2021) defines job satisfaction as a positive emotional response an individual experiences when performing job-related tasks or being present at work. This definition aligns with traditional perspectives that regard job satisfaction as fundamentally affective in nature centered around feelings of pleasure, contentment, or gratification derived from work. Scholars like Locke (1976) reinforce this notion by describing job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences, thus linking emotional well-being with evaluative judgments about work.

Job satisfaction has been conceptualized variously by scholars, underlining its complexity and subjectivity. Vroom (1964) views it as affective orientations on the part of individuals toward work roles which they are presently occupying, emphasizing personal interpretation and emotional disposition. Similarly, Paul E. Spector frames job satisfaction as how people feel about their jobs and different aspects of their jobs, highlighting that individuals can simultaneously experience satisfaction with some job elements and dissatisfaction with others. This multidimensionality was further supported by Newstorm (2017), who considers job satisfaction as a set of favorable or unfavorable emotions with which employees view their work, thereby emphasizing the emotional landscape of employees as central to understanding satisfaction.

BasuMallick (2021) underscores that job satisfaction is inherently subjective and varies significantly among employees even within the same organizational environment. Factors such as the challenging nature of tasks, convenience (e.g., short commutes and flexible hours), managerial appreciation, competitive compensation, and opportunities for personal and career development are noted as major determinants. These factors reflect both intrinsic motivators such as job significance and autonomy and extrinsic conditions like pay and recognition. Herzberg's two-factor theory, as cited in the work of Baxi and Atre (2024), provides a foundational framework to understand this distinction. Herzberg posits that while factors such as salary and job security prevent dissatisfaction, true satisfaction stems from motivators such as achievement, recognition, and responsibility.

The importance of job satisfaction transcends individual well-being and plays a critical role in organizational performance. As Baxi and Atre (2024) explain, job satisfaction is an indicator of fair and respectful treatment in the workplace, contributing to reduced employee turnover, improved service quality, and enhanced company reputation. For example, IBM's consistent measurement of job satisfaction through opinion surveys reflects its recognition of the strategic value of satisfied employees in maintaining low attrition rates and attracting top talent (Spector, 1997). Furthermore, satisfied employees are more likely to exhibit positive organizational behaviors such as commitment, motivation, and citizenship behavior, all of which are vital for productivity and organizational growth. Negative job attitudes, by contrast, often predict outcomes like absenteeism, theft, poor customer service, and overall organizational dysfunction (Newstorm, 2017).

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Job satisfaction can be measured through either holistic or dimensional approaches. The Job in General Scale developed by Ironson et al. (1989) offers an overall assessment, while more nuanced assessments evaluate satisfaction across various job components such as supervisor support, coworker relations, task nature, and working conditions. This is consistent with Hackman and Oldham's (1976) Job Characteristics Model, which suggests that job satisfaction results from the psychological states of experienced meaningfulness, responsibility, and knowledge of work results—stimulated by core job features like skill variety, task identity, and feedback.

Despite the many models, scholars like Dunnette, Campbell, and Hakel (1967) argue that job satisfaction is too complex to be neatly categorized into intrinsic and extrinsic elements alone. They assert that both job content and job context interact to shape satisfaction levels, challenging Herzberg's dual structure. This complexity underscores the importance of continuously evaluating and redesigning work environments in ways that resonate with employees' evolving preferences and values.

In sum, job satisfaction is a comprehensive emotional and cognitive response to one's job, deeply influenced by personal values, workplace conditions, and social interactions. Its implications for organizational efficiency and employee well-being make it a central concern for managers and policymakers alike. The evolving understanding of job satisfaction ranging from affective evaluations to multidimensional models indicates the necessity of a holistic and adaptive approach in managing workforce morale and engagement in contemporary workplaces.

Factors Driving Job Satisfaction

The factors driving job satisfaction are diverse, multi-layered, and deeply tied to both personal and organizational contexts. These factors can be broadly categorized into intrinsic and extrinsic elements, reflecting Herzberg's two-factor theory, yet with evolving nuances in modern workplaces.

Nature of Work and Intrinsic Motivation

One of the primary factors influencing job satisfaction is the challenging nature of the work itself. As BasuMallick (2021) notes, employees derive satisfaction when their work pushes them to new heights and fosters personal growth. This aligns with Hackman and Oldham's (1976) Job Characteristics Model, which posits that core job dimensions like task variety, significance, and autonomy lead to psychological states that fuel satisfaction. In particular, employees experience heightened satisfaction when their work has meaning, they feel responsible for outcomes, and they can see the impact of their efforts.

Recognition, Respect, and Feedback Culture

Employees feel more satisfied when they are regularly appreciated and respected. BasuMallick (2021) emphasizes the importance of immediate and organizational-wide recognition, such as through rewards, newsletters, or informal commendations. Respect from peers and a culture of two-way feedback also enhance job satisfaction, as highlighted in Baxi and Atre's (2024) synthesis of workplace emotional attitudes. Newstrom (2017) adds that such emotional reinforcement shapes favorable workplace attitudes, which are essential components of job satisfaction.

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Career Progression and Role Security

Satisfaction is also closely tied to perceptions of career mobility. Employees are more likely to feel content in roles where promotion intervals are reasonable and growth is aligned with their personal aspirations (BasuMallick, 2021). Job security, which is part of Herzberg's hygiene factors, remains crucial. According to Statt (2004), intrinsic motivation derived from feeling secure and valued contributes significantly to satisfaction levels.

Compensation and Working Conditions

Competitive pay is another key extrinsic factor. Spector (1997) notes that pay contributes to how individuals evaluate their jobs overall, while Armstrong (2006) connects favorable attitudes toward compensation with general satisfaction. Good working conditions, flexibility (such as hybrid work models or short commutes), and access to digital tools further influence satisfaction, especially in modern tech-driven work environments (BasuMallick, 2021).

Work-Life Balance and Personal Interests

Organizations that provide flexibility for employees to engage in hobbies and maintain work-life balance contribute to higher satisfaction levels. When employees are not overwhelmed and can attend to personal well-being, their attitudes toward work remain positive. This connects to Locke's (1976) idea that satisfaction results from appraising both work and job-related experiences as favorable.

Inclusion, Creativity, and Fair Policies

A fair, inclusive organizational culture that encourages creativity and supports innovation is another important satisfaction driver. When employees can express themselves and trust that company policies treat all fairly, they report higher emotional engagement and satisfaction (BasuMallick, 2021). IBM's example, as cited in Baxi and Atre (2024), illustrates how inclusive and respectful workplace practices lead to high satisfaction, low turnover, and an excellent company reputation.

In conclusion, job satisfaction is a function of various intrinsic and extrinsic factors. While internal factors such as task significance, recognition, and autonomy directly enhance motivation, extrinsic ones like compensation, job security, and organizational culture act as stabilizers that prevent dissatisfaction. Together, they construct the complex psychological and emotional framework within which job satisfaction operates.

Employee Turnover: Definition and Types

Employee turnover is a critical area of interest within human resource management and organizational behavior due to its direct influence on productivity, workforce stability, and cost management. The phenomenon refers broadly to the departure of employees from an organization, and it has implications that span from financial burdens to organizational morale and performance. According to Holliday (2021), employee turnover encompasses both voluntary resignations and involuntary separations such as layoffs or dismissals. While often used interchangeably, turnover is distinct from attrition; the latter typically excludes force reductions and involuntary terminations from its calculation.

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Cocchi (2023) defined employee turnover as the percentage of employees who leave an organization during a specified timeframe. It is often measured monthly, quarterly, or annually and signals the degree to which an organization retains its talent. The turnover rate is a vital organizational health metric, as high turnover can be indicative of systemic issues such as poor leadership, inadequate compensation, or lack of career growth. Similarly, Ait Alla and Rajâa (2019) emphasized that employee turnover is often defined as the number of individuals entering and exiting an organization during a particular period. They differentiate between voluntary turnover initiated by the employee and involuntary turnover initiated by the employer due to reasons like economic conditions, misconduct, or underperformance.

Moreover, Workhuman Editorial Team (2022) expanded the concept to include both desirable and undesirable exits. They argue that turnover, while sometimes detrimental, can also present opportunities for organizations to rejuvenate their workforce by bringing in new and potentially more aligned talent. The report also highlights that turnover, especially voluntary, is often unpredictable and can result in high replacement costs and workflow disruption.

Mobley's (1982) classical definition, cited by Ait Alla and Rajâa (2019), further refines voluntary turnover as "the cessation of membership in an organization by an individual who has received monetary compensation from the organization" (p.10). This definition emphasizes the formal severance of the employment relationship and the economic exchange involved. The issue is considered serious because it affects both the organization's operational continuity and the departing employee's career trajectory.

Employee turnover can be broadly classified into two main categories: voluntary and involuntary turnover. Voluntary turnover occurs when employees choose to leave the organization based on personal or professional reasons such as better compensation, career growth, relocation, or dissatisfaction with the work environment (Workhuman Editorial Team, 2022; Holliday, 2021). This form of turnover is particularly concerning for organizations because it is often sudden, hard to predict, and may involve high-performing employees whose departure can severely disrupt operations.

In contrast, involuntary turnover refers to separations initiated by the employer. These may be due to factors such as poor performance, economic downturns, or organizational restructuring (Ait Alla & Rajâa, 2019; Workhuman Editorial Team, 2022). Involuntary turnover is further divided into controllable and uncontrollable categories. Controllable involuntary turnover arises from decisions the organization can influence, such as terminating an employee for violating company policies or underperformance. Uncontrollable turnover, however, results from events beyond the organization's or employee's control, including death, disability, or forced downsizing due to market conditions (Workhuman Editorial Team, 2022).

Employee turnover whether voluntary or involuntary carries significant costs. Gallup research cited by Holliday (2021) estimates that replacing a single employee can cost anywhere from 50% to 200% of their annual salary. These costs include recruitment, onboarding, training, and the productivity loss during the transition. Therefore, managing turnover effectively is a strategic priority for modern organizations seeking to enhance employee retention, maintain institutional knowledge, and ensure workforce stability.

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Job Satisfaction and Employee Turnover in Nigeria: Empirical Studies

Aguke and Tarurhor (2024) 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.

Bello et al., (2021) examined the impact of job satisfaction on employees' turnover intention within the hotel industry in Lagos State. Structured questionnaires were used to collect the data while partial least squares structural equation modelling was adopted for the analysis. It emerged from the study that the relationship between job stress, promotion opportunity, supervisory support and workplace environment and employees' turnover intention are statistically significant. Aside, the relationship between payment system and employees' turnover tendency is not significant. The findings provide significant implication for the government of Lagos State to ensuring that hotel operators provide hazards-free facilities for staff. Apart, hotel managers should ensure that policy-trust capable of mitigating interferences of work by employee's family, and social obligations are put in place. It is further implying that hotel operators should give more attention to staff promotion to limit staff turnover tendency.

Mbah and Ikemefuna (2012) examined job satisfaction and employees' turnover intentions in Total Nigeria PLC in Lagos State. The paper highlights and defines basic concepts of job satisfaction and employees' turnover intention. It specifically considered satisfaction with pay, nature of work and supervision as the three facets of job satisfaction that affect employee turnover intention. To achieve this objective, authors adopted a survey method by administration of questionnaires, conducting interview and by reviewing archival documents as well as review of relevant journals and textbooks in this field of learning as means of data collection. Four (4) major hypotheses were derived from literature and respective null hypotheses tested at .05 level of significance It was found that specifically job satisfaction reduces employees' turnover intention and that Total Nigeria PLC adopts standard pay structure, conducive nature of work and efficient supervision not only as strategies to reduce employees' turnover but also as the company retention strategy.

Obi et al., (2022) investigated job satisfaction and turnover intention of employees in tertiary institutions in Anambra State. Two research questions guided the study and two null

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hypotheses were tested. A correlation research design was adopted for the study. The population of the study consisted of 31,890 of employees drawn from five tertiary institutions and a purposive sample technique was used in selecting 12,430 employees. A structured questionnaire was used for data collection. The instrument was validated by three experts in the field. The reliability of the instrument was ensured using pilot test technique. Cronbach Alpha method was used to establish the reliability of the instrument. The reliability yielded coefficient values of .96. Data related to the research questions and hypotheses were analyzed using Pearson Product Moment correlation analysis to test the degree of relationship at .05 level of significance. Findings revealed that there is a negligible negative relationship between pay satisfaction and a significant high positive relationship exists between male and female on turnover intention of employees in tertiary institutions in Anambra State. However, it was concluded that the pay satisfaction would enhance turnover of employees in tertiary institutions. It was also recommended that employers should pay adequate attention to the monetary rewards of their employees among others.

Salau et al., (2022) assessed the key enablers and drivers of turnover intention of frontline health workers in Nigeria. The study used a quantitative approach to address the research questions. This research is directed at managing job satisfaction levels of frontline health workers in Nigeria. Four hospitals were purposively selected and adjudged to be among the best private hospitals in Nigeria based on their standard and popularity, length of existence, standard medical equipment and high customer patronage. Data were collected from 782 frontline health workers and analyzed with descriptive statistics, Structural and Measurement models. The findings indicated that 56% of frontline health workers planned to leave the hospital the next year, and 66% said they would look for another work if the situation at the hospital become progressively unsatisfactory. The study also found that salary satisfaction, promotion satisfaction, and job satisfaction all influence turnover intentions. It was further found that majority of nurses want to move, thus hospital management should re-evaluate the wage and incentive scheme. It was recommended that promotions should be offered honestly and equitably, and training and education programs should be established to help frontline health workers advance in their careers. The study further recommended that the implementation of friendly healthcare strategies that reflect the needs of frontline health workers is imperative to reduce turnover intention and improve health service outcomes.

Bamidele and Koleoso (2016) examined the influence of job satisfaction factors on turnover of Estate Surveyors and Valuers in Lagos State.The population of the study are Estate Surveyors and Valuers who were sampled using stratified random sampling technique. The primary data were obtained using self-administered questionnaire; it was served on 179 respondents.Data collected were analyzed using frequency distribution, percentage and mean score, while ANOVA was used to test the hypothesis; it was postulated at 95% confidence level. The study discovered that timely remuneration, feedback to employees, creating opportunities to enhance professional knowledge, equitable company promotion policy and ability to learn from co-workers were the factors which mostly encouraged the respondents to stay at their jobs. It was further established that all the job satisfaction factors (payment, supervision, work condition, promotion and interrelationship with co-workers) have equal effect on the respondents' job retention. The study provided estate surveying and valuation firms with information on the importance of job satisfaction in ensuring workforce stability thereby highlighting the need for firms to focus on improving job satisfaction factors.

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Idah (2024) examined the relationship between job satisfaction and employee turnover in private secondary schools in Kaduna State. The study was conducted using a survey research design, and data was collected from 150 teachers in private secondary schools in Kaduna State. A null hypothesis was developed and statistically examined. Validation and administration of the questionnaire on 150 teachers from private secondary schools in Kaduna State. One-way analysis of variance and frequency and percentage distribution are included in the data analysis. The findings of the study revealed that job satisfaction has a significant negative relationship with employee turnover. The study also found that factors such as salary, job security, and opportunities for career growth are important determinants of job satisfaction among teachers in private secondary schools in Kaduna State. On that note, it was concluded that more efforts should be given to teachers' remuneration, job security and opportunity for career growth. The paper recommended that private secondary schools in Kaduna State should prioritize the provision of competitive salaries, job security, and opportunities for career growth to enhance job satisfaction and reduce employee turnover.
Okuwa (2021) examined the determinants of job satisfaction and job turnover intention of the workers of selected banks in Ibadan. Multiple sampling methods were used to select the sample. While the purposive sampling method was employed to select 12 banks that have the highest number of branches in Ibadan, the random sampling technique was used to consider 20 respondents from each of the bank, irrespective of branch, giving a total of 240 respondents. The Herzberg's two factor theory provided the theoretical basis for the determinants of job satisfaction and job turnover intention. The factors predicted by the theory were estimated using the probit estimation technique. The results showed that adequacy of salary, safety in work place, possibility of promotion, and interpersonal relations among the staff were the factors that enhanced job satisfaction of the workers of the banks. However, long working hours, job insecurity and conflicts between office and family schedules reduced the job satisfaction of the bankers. On the other hand, higher education, company policies, supervision, salary, working conditions, and job insecurity were the factors that drove turnover intention in the banks. Also, female bank workers had greater tendency of job turnover intention than male workers. Long years of service and job satisfaction were found to reduce job turnover intention.

Fashola (2024) investigated the influence of leadership style and work-life balance on employee turnover intention among bank workers in the Ibadan metropolis. A crosssectional survey was adopted, and data were gathered from 255 bank workers in the Ibadan metropolis. The respondents' ages ranged from 20 years to 62 years, with an average age of 28 years and 9 months. Generated hypotheses were tested using multiple regression analysis, and t-test for independent samples. The findings revealed that jointly, leadership styles (benevolent, moral, authoritarian and laissez faire leadership styles) predicted approximately 8% of the variance in turnover intention; Only moral leadership style ($ß = -.17$; $t= -2.13$; $p<.05$) independently predicted turnover intention. Additionally, work-life balance dimensions predicted approximately 4% of the variance in turnover intention. Finally, leadership styles (benevolent, moral, authoritarian and laissez faire leadership styles), workload, work-life balance and life-work balance predicted approximately 6% of the variance in turnover intention; further analysis showed that only work-life balance {$ß = .23$; $t= -3.02$; $p<.05$} independently predicted turnover intention. Based on the findings, it was therefore recommended that supervisors embrace a moral leadership style by respecting individual values and norms to reduce drastically the intention to quit one's job.

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Theoretical Framework: Adams's Equity Theory and Herzberg's Two-Factor Theory

The study is hinged on Equity Theory and Herzberg's Two-Factor Theory (Motivator-Hygiene Theory) as the guiding theoretical frameworks. Together, these theories offer a complementary lens for understanding how perceptions of fairness and the structure of workplace motivators influence job satisfaction and employee turnover in industrial organizations, particularly within the Nigerian context. Equity Theory was propounded by John Stacey Adams in 1963 in his influential article titled "Toward an Understanding of Inequity", published in the Journal of Abnormal and Social Psychology. The theory posits that individuals assess fairness in their work environment by comparing the ratio of their inputs (e.g., effort, skill, time) to the outcomes (e.g., salary, benefits, recognition) they receive. When employees perceive an imbalance in this ratio compared to referent others (colleagues or industry peers), it leads to psychological tension. To resolve this tension, individuals may reduce their inputs, demand increased outputs, or exit the organization—thus contributing to employee turnover.

On the other hand, Herzberg's Two-Factor Theory, developed by Frederick Herzberg in 1959 in his book The Motivation to Work (co-authored with Mausner and Snyderman), explains job satisfaction through two distinct factors: motivators and hygiene factors. Motivators are intrinsic factors such as achievement, recognition, responsibility, and opportunities for growth, which lead to job satisfaction. Hygiene factors, including salary, company policies, supervision, and working conditions, do not directly lead to satisfaction but, when inadequate, result in job dissatisfaction. When combined, these two theories provide a robust framework for explaining the study. Equity Theory explains how perceptions of fairness in distributing both hygiene factors and motivators affect employee morale and decisions about staying or leaving an organization. Herzberg's theory, in turn, explains what kinds of work conditions and psychological rewards drive satisfaction or dissatisfaction. Thus, while Herzberg emphasizes the nature and quality of workplace experiences, Adams highlights the comparative fairness in those experiences.

In the Nigerian industrial setting, these theories are highly relevant. Many employees in industrial organizations operate in environments with poor hygiene factors such as low salaries, unsafe working conditions, and inconsistent management policies (Alase et al., 2021; Onunaiwu, 2018). According to Herzberg, such conditions are fertile ground for dissatisfaction. Simultaneously, when employees observe that peers with similar or lesser qualifications are receiving higher rewards or recognition possibly due to favoritism, nepotism, or corruption Adams' Equity Theory suggests they will perceive inequity, leading to demotivation and potential turnover. Moreover, the Nigerian labor market is characterized by limited career advancement opportunities, minimal employee recognition programs, and frequent delays in wage payments, further straining both motivator and hygiene components. When employees feel their inputs are not matched with fair and adequate outcomes, and when motivators like professional development and autonomy are absent, they are likely to become disengaged and exit the organization.

In essence, Herzberg's theory explains the root causes of job dissatisfaction, while Equity Theory explains the cognitive process through which employees decide whether to stay or leave. This dual-theory framework enriches the understanding of job satisfaction and turnover by addressing both the structural and psychological dimensions of employee behavior in industrial organizations in Nigeria.

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Discussion: Linkage between Job Satisfaction and Employee turnover in Nigerian Industrial Organisations

The relationship between job satisfaction and employee turnover has received considerable scholarly attention across various sectors such as health, manufacturing, education, hospitality, real estate, and banking. Studies have consistently revealed that employee dissatisfaction significantly predicts turnover intention, implying that organizational efforts to improve job satisfaction are key to retaining talent. This linkage is well-documented across national contexts and sectors in Nigeria. For instance, Aguke and Tarurhor (2024), in their study of Life Flour Mill Nigeria LTD Sapele, found that aspects of job satisfaction such as job characteristics, supervisor support, and work-life balance significantly and positively correlated with turnover intention. Similarly, Obi et al. (2022) examined employees in tertiary institutions in Anambra State and discovered that pay dissatisfaction contributes to high employee turnover, indicating a critical area of concern for educational managers.

In the hospitality industry, Bello et al. (2021) revealed that job stress, limited promotion opportunities, lack of supervisory support, and an unfavourable work environment significantly influence turnover intention among hotel workers in Lagos. However, contrary to conventional expectations, their study found no significant relationship between the payment system and employee turnover in this sector. This suggests that other non-monetary job satisfaction factors may weigh more heavily in employees' decision to stay or leave. In the banking sector, Okuwa (2021) employed Herzberg's Two-Factor Theory as a framework and found that determinants such as salary adequacy, workplace safety, and interpersonal relations improved job satisfaction, whereas long hours and job insecurity drove turnover intention. Notably, the study showed that female employees demonstrated a higher tendency toward turnover, possibly due to conflicts between work and family responsibilities, a finding supported by Fashola (2024), who also emphasized work-life balance as a key determinant of turnover intention in Ibadan's banking sector.

In the education sector, Idah (2024) found a significant negative relationship between job satisfaction and employee turnover. Salary, job security, and opportunities for career growth emerged as core predictors of satisfaction among teachers, echoing similar findings in other sectors. This study aligns with the assumptions of Equity Theory, which posits that perceived inequities in rewards and opportunities lead to dissatisfaction and, eventually, to turnover. Within the healthcare sector, Salau et al. (2022) found that over half of frontline health workers intended to leave their positions due to dissatisfaction with salary, promotion processes, and general job conditions. Their study concluded that hospital administrators must rethink their wage structures, training opportunities, and promotion policies to retain their workforce. This reinforces Herzberg's (1959) argument that hygiene factors such as salary and supervision, if inadequate, cause dissatisfaction and turnover.

Across these studies, several common forms of job dissatisfaction have been consistently linked to turnover intention. These include inadequate salaries (Salau et al., 2022; Idah, 2024), limited promotional opportunities (Bello et al., 2021), job insecurity (Okuwa, 2021), poor supervisory support (Aguke & Tarurhor, 2024; Bello et al., 2021), and lack of work-life balance (Fashola, 2024; Aguke & Tarurhor, 2024). These dissatisfaction elements align with Herzberg's hygiene factors, which, when absent, contribute to dissatisfaction and possible turnover. Meanwhile, motivator factors such as recognition, growth opportunities, and meaningful work also appear essential in increasing retention.

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The implications of these findings are many. First, they reinforce the theoretical assertions of both Equity Theory and Herzberg's Two-Factor Theory. When employees perceive injustice in how they are rewarded relative to their efforts or feel deprived of key motivator or hygiene factors, they are more likely to consider leaving the organization. Second, sector-specific interventions are crucial. For example, hotel managers must pay attention to promotion and supervisory quality (Bello et al., 2021), while hospital administrators must address salary and training (Salau et al., 2022). Likewise, school administrators should prioritize job security and growth opportunities (Idah, 2024).

CONCLUSION

In conclusion, this study affirm that job satisfaction is a critical determinant of employee turnover across various industrial organizations in Nigeria. The consistent findings across diverse contexts suggest that improving job satisfaction through strategic interventions especially in salary, work-life balance, promotion, and supervision will significantly curb turnover rates.

RECOMMENDATIONS

Based on the findings of this study, several nuanced and evidence-based recommendations are proposed to industrial organizations, human resource managers, policymakers, and other stakeholders:

1. Organizations should adopt remuneration policies that are both competitive in the labor market and internally equitable. Beyond merely increasing salary levels, companies should implement transparent salary grading systems that reflect employees' roles, qualifications, experience, and contributions to organizational growth. This will not only promote fairness but also boost morale and commitment among staff.

2. Work-life balance should be institutionalized through policies such as flexible work arrangements, paid leave, parental support systems, wellness programs, and mental health support services. By creating an organizational culture that respects the personal lives of employees, firms can reduce stress-related absenteeism and retain top talent.

3. Promotion mechanisms should be merit-based, timely, and transparent. Organizations are encouraged to design clear career progression pathways and offer regular training and development opportunities. Investing in employee capacity building fosters loyalty, enhances skillsets, and aligns individual growth with organizational success.

4. Managers and supervisors should be trained in transformational and participatory leadership styles that foster communication, inclusion, and mutual respect. Supervisors should also provide continuous feedback, recognize achievements, and cultivate an environment that values employee voice and agency.

5. Regular employee satisfaction surveys, exit interviews, and open-door policies should be established to gather actionable feedback. This enables organizations to

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preemptively identify dissatisfaction triggers and respond swiftly with targeted interventions.

6. Human Resource (HR) departments should be guided by empirical data and best practices in crafting policies that address the dynamic needs of a diverse workforce. Thus, regular workforce analytics and turnover modeling should be used to assess trends, anticipate risks, and guide strategic HR decisions.

7. Employees should be actively involved in decision-making processes that affect their roles and work environments because participatory governance increases a sense of belonging, accountability, and ownership, which are key psychological drivers of job satisfaction.

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