



## FACTORS OF WORK ENVIRONMENT AND EMPLOYEE JOB TURNOVER INTENTIONS: EVIDENCE FROM NIGERIA

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### Cite this article:

Arubayi D. O., Edoja J. O. (2024), Factors of Work Environment and Employee Job Turnover Intentions: Evidence from Nigeria. British Journal of Management and Marketing Studies 7(3), 130-143. DOI: 10.52589/BJMMS-1ROT4XIA

### Manuscript History

Received: 19 May 2024

Accepted: 29 Jul 2024

Published: 12 Aug 2024

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**ABSTRACT:** *This paper examined the factors of work environment influencing employee job turnover intentions within selected oil and gas firms in Nigeria. The study population is all 696 employees of three selected oil companies in Nigeria. The Taro Yamane formula was used to determine the sample of the study. A sample size of 254 employees was taken from the population as study participants, of which only 250 employees correctly filled the questionnaire. A structured questionnaire was employed to collect data in the study. The questionnaire measured organizational commitment, job stress, organizational justice, and alternative job opportunities. Data obtained was analyzed using Pearson product-moment correlation coefficient (PPMC) to test for the relationship between variables. The findings reveal that flexible working environment, organizational commitment, and organizational justice, had a significant positive influence on employee turnover intention while job stress had a negative influence on employee turnover intentions. It was therefore recommended that firms should promote flexible work policies, implement stress reduction measures, and uphold fair and just organizational practices.*

**KEYWORDS:** Work Environment, Performance, Commitment, Turnover.



## INTRODUCTION

Employees remain one of the most crucial resources in every organization and failure to effectively manage, maintain and retain them may lead to knowledge breakdown and intellectual loss (Mohsin, Brochado, & Rodrigues, 2023). Evidently, employees play a very vital role in the development of every modern organization (Yusuf & Ogbudinkpa, 2017), and in the realization of corporate goals of achieving higher financial performance. Substantial studies (Onah & Anikwe, 2016) have shown that adequate retention of employees results in higher organizational performance.

Adedeji and Ugwumadu (2018) observed that industrialized countries are better able to maintain employee retention than developing countries. In view of that, Raji, Ladan and Abu (2018) posited that developing nations like Nigeria experience high employee turnover rate than developed ones. In support of this assertion, Orimuov, Mukoro and Okereka (2023) affirmed that despite numerous studies on employee turnover, Nigerian education system, in which universities are inclusive, still experience the problem of teaching staff retention. Also, Onwuchekwa and Ezeanolue (2023) specifically pointed out to low level of intention to stay among academic staff in Nigerian universities, claiming that quite a number of academic staff seek better opportunities elsewhere.

More importantly, problems associated with inability to retain an existing employee are costly. Among these include additional recruiting cost, disruptions of course offerings, discontinuities in departmental and student planning, loss of student graduate advisors, loss of knowledge and experience regarding the institution, and the increase in time and cost in training novice academics with serious impact on quality of services and the image of the institution (2004). Considering the costs implication, investigating variables connected with academic staff intention to stay is of great significance to promote quality education and reduce associated costs (Obaze, Samikon, & Ogbodoakum, 2023). It is therefore critically important to investigate factors that influence employee job turnover in the Nigerian oil industry particularly frontier oil companies.

Consequent upon the above, extant empirical documentations have identified some notable factors that trigger employee intention to stay or leave. These behavioral factors include job satisfaction (IG-Worlu & Chiekezie, 2023; Chin, 2018), perceived organizational support, psychological contract, job stress (Onwuchekwa & Ezeanolue, 2023), and perceived organizational justice (Balogun, 2023). However, perceived organization support and job satisfaction have been respectively considered in the current study due to the strong influence they have on employee intention to stay or leave (Agbanu, Tsetim, & Suleman, 2023).

The primary challenge faced by companies today is retaining their top talent. Despite numerous studies on perceived organizational support and employee turnover, these studies have not provided conclusive results. This suggests a need to introduce an intervening variable, such as job satisfaction, to better understand the relationship between perceived organizational support and employee intention to stay. Unlike intention to leave, there have been limited studies on employee intention to stay. Job satisfaction is considered a potential mediating variable in this study due to its strong connection with perceived support and employee intention to stay or leave, as supported by previous research (Alam & Asim, 2019; Rahman & Syahrizal, 2018).



## Objectives of the Study

The main objective of this study is to examine the drivers of job turnover intentions among employees of selected oil and gas firms in Warri Metropolis. Specifically, the study seeks to:

- i. Examine the effect of alternative job opportunity on employee job turnover intentions.
- ii. Investigate the effect of organizational commitment on employee job turnover intentions.
- iii. Determine the effect of job stress on employee job turnover intentions.
- iv. Examine the effect of organizational justice on employee job turnover intentions.

## Research Questions

To address the various problems stated above, the following research questions were raised:

- i. To what extent does alternative job opportunity affect employee job turnover intentions?
- ii. To what degree does organizational commitment affect employee job turnover intentions?
- iii. To what degree does job stress affect employee job turnover intentions?
- iv. How has organizational justice affected employee job turnover intentions?

## Hypotheses of the Study

In line with the specific objectives of this study and the various research questions raised earlier, the following research hypotheses were postulated in their null forms:

**H<sub>01</sub>:** Alternative job opportunity has no significant effect on employee job turnover intentions.

**H<sub>02</sub>:** Organizational commitment has no significant effect on employee job turnover intentions.

**H<sub>03</sub>:** Job stress has no significant effect on employee job turnover intentions.

**H<sub>04</sub>:** Organizational justice has no significant effect on employee job turnover intentions.



## LITERATURE REVIEW

### Organizational Performance

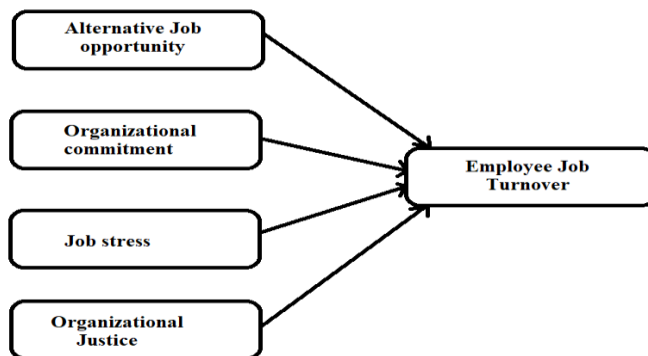
Organizational performance can be defined in numerous ways, due to it being a multi-dimensional concept. Hendry (2012) asserted that because performance can be defined in multiple ways, it cannot be measured utilising only one measurement tool. Nonetheless, numerous researchers have attempted to establish the meaning of performance. According to Karamat (2013), organizational performance has been defined as transforming of inputs into outputs to achieve specific results. Musmuliana (2012:14) further defined organizational performance as a “process to enhance both the effectiveness of an organization and the well-being of its member through planned interventions.”

Even though organizational performance can be conceptualised in a number of ways depending on the stakeholders, Cocca and Alberti (2010) suggested that there are areas which should be focused on when looking into performance, such as innovativeness, quality, efficiency, effectiveness, financial, performance and productivity. All these elements shall be discussed further later. Tariq, Ramzan and Riaz (2013) pointed out that measuring organizational performance is essential because it measures the value that personnel brings into the organization. The researcher concludes that organizational performance is a vital measure of organizational success.

### Employee Turnover

Due to the development of different organizations in South Africa and the interrelated rise in the qualification of skilled employees, this has led to a competition among organizations to recruit and retain the best-experienced employees. Employee turnover can be very destructive to organizations if it is not managed properly.

According to CIPD (2016), “employee turnover refers to the proportion of employees who leave an organization over a set period (often on a year-on-year basis), expressed as a percentage of total workforce numbers.” Employee turnover is a ratio of the number of workers in an organization who have left voluntarily or involuntarily in a particular period divided by the number of employees who remain in the organization in a period (Ongori, 2007). Correspondingly, other researchers (Ngcobo, 2014; Arubayi, 2023a; Yezina, 2014) have defined employee turnover as a decrease in the number of employees in an organization because of death, retrenchment, resignation, relocation, or even retirement. Naseema (2015) further expressed that employee turnover fundamentally emerges when individual employees are unhappy at their workplace. Being unhappy in the workplace is not by any means the only reason why an individual abandons their organization for another. Hence, if an individual employee possesses a unique skill that is in demand, they might be baited away because of higher pay, excellent benefits and organizations that offer better personal development (Arokiasamy, 2013; Arubayi, 2012). That is the reason why it is critical to understand the distinction between workers who leave the employment because they are unhappy.



**Figure 1: Conceptual Framework**

**Alternative Job Opportunity:** When employees consider alternative job opportunities, they evaluate various factors before deciding to stay with their current employer or explore new options. These factors can include organizational commitment, job stress, and organizational justice. Each of these elements plays a crucial role in an employee's decision-making process.

**Organizational Commitment:** Organizational commitment refers to an employee's emotional attachment, identification, and loyalty to their current organization. When individuals have a strong sense of commitment to their organization, they are more likely to stay and resist the temptation to pursue alternative job opportunities. Research has shown that higher levels of organizational commitment are linked to greater job satisfaction and reduced turnover intentions (Meyer & Herscovitch, 2001).

**Job Stress:** Job stress is a significant factor that can influence an employee's willingness to consider alternative job opportunities. High levels of job stress can lead to burnout and reduced job satisfaction, making employees more inclined to seek alternative employment options (Schaufeli et al., 2009). Employers who can effectively manage and reduce job stress are more likely to retain their workforce.

**Organizational Justice:** Organizational justice relates to employees' perceptions of fairness within their workplace. When employees perceive their organization as fair in terms of distributive justice (fairness in rewards and outcomes), procedural justice (fairness in decision-making processes), and interpersonal justice (fairness in interpersonal treatment), they are more likely to stay with their current employer (Colquitt et al., 2001). Fair treatment can foster a sense of trust and commitment.

### Theoretical Framework

The theoretical explanation of this study draws heavily from two theories which are reviewed below:

#### Two-Factor Theory of Frederick Herzberg (1959)

The Two-Factor model of satisfiers and dissatisfiers was developed by Frederick Herzberg following an investigation into the source of job satisfaction and dissatisfaction of accountants and engineers in the United States of America. He identified between context/hygiene factors and content/motivation factors. He argued that employee motivation is located in the content



factors or motivators, such as recognition, job enrichment, challenging tasks, appreciation of workers' efforts, achievement, responsibility, advancement and the possibility of personal growth which contribute to the socio-psychological growth or intrinsic satisfaction of employees. These are in contrast with the hygiene factors such as pay, working condition, physical environment, company policy and administration, supervision, interpersonal relations with supervisors, interpersonal relations with peers, interpersonal relationship with subordinates, personal life and job security (Okafor & Bode-Okunade, 2005). He is of the view that while the absence of the hygiene factors may lead to dissatisfaction and their presence prevents dissatisfaction, they may not necessarily lead to motivation and higher job satisfaction (Onyeonoru, 2005).

### **The Social Exchange Theory**

The social exchange theory has widely been used to study behaviour in organization in an attempt to better understand the reciprocal or exchange relationship that develops between employees and the organisation (Baran, Shanock & Miller, 2012; Cropanzano & Mitchell, 2005). Blau (1986) described this type of exchange as an exchange process involving two steps. First, the actor's behaviour is contingent upon the reward from the environment; and second, the environmental reward is contingent upon the actor's behaviour. Thus, the idea behind social exchange theory is law of reciprocity. In law of reciprocity, individuals should help those that have helped them and in return, over time, may come to expect that others will return such an act of good behaviour (Rhoades & Eisenberger, 2002). Based on this, it can be argued that individuals who perceive a sense of organizational support and feel that the current organization has helped to fulfill his career needs will feel obligated to reciprocate in a positive manner. The employees' positive reciprocal act may include loyalty to the organization, which results in a decreased intention to leave the current organization (Albalawi, Naughton, Elayan & Sleimi, 2019; Raji, Ladan & Abu, 2018). Conversely, where employees perceive otherwise, it may result in low intention to stay in the organization.

### **METHODS**

The descriptive survey research design was adopted. The population of the study is all 696 employees of three selected oil companies in Nigeria. The Taro Yamane formula was used to determine the sample of the study. A sample size of 254 employees was taken from the population as participants of the study, of which only 250 employees correctly filled the questionnaire. A structured close-ended questionnaire in a four-point Likert rating scale with response categories ranging from "Strongly Agree (4)," "Agree (3)," "Disagree (2)," to "Strongly Disagree (1)," duly validated by experts and tested reliable, was employed as instrument for data collection in the study. The questionnaire measured organizational commitment, job stress, organizational justice and alternative job opportunity. Data obtained was analyzed using frequency, percentage and simple mean, for the research questions, while the hypotheses were tested using the Pearson product-moment correlation co-efficient (PPMC) to test for the relationship between variables with the aid of Statistical Package for the Social Sciences (SPSS) software.



## RESULT

The demographic data of the respondents in terms of gender showed that 74% of the respondents are males while 26% of the respondents are females. This indicates that there are more males than females among the employees of the sampled manufacturing organization. Result on the academic achievements of the respondents shows that 3% of the respondents are PhD holders, 37 (accounting for 15%) are M.Sc/MBA holders, 97 (accounting for 39%) are B.Sc holders, 88 (accounting for 35%) are ND/HND holders and 20 (accounting for 8%) hold other certificate not listed. This indicates that the majority of the employees of the selected manufacturing organizations are educated to a large extent (tertiary education) and they are more of B.Sc, ND/HND and M.Sc/MBA holders. On the respondents' work experience, the result shows that 28% of the respondents have working experience between 1-3 years, 36% have working experience between 4-6 years, 13% have working experience between 7-9 years, 12% have working experience between 10-12 years and 11% have working experience above 13 years. This indicates that the majority of the employees have worked for at least 1 year.

### Analysis of Hypothesis

The Pearson's Product Momentum Correlation (PPMC) statistical tool was employed to test the hypotheses at 0.05 alpha level to test for the relationship between variables.

**Hypotheses One (Ho<sub>1</sub>):** Alternative job opportunity has no significant effect on employee job turnover intentions.

**Table 1: Correlations**

		Alternative Job Opportunity	Employee Job Turnover	Mean	Std.dev
Alternative Job Opportunity	Pearson Correlation	1	.776**	18.0360	1.74093
	Sig. (2-tailed)		.000		
	N	250	250		
Employee Job Turnover	Pearson Correlation	.776**	1		
	Sig. (2-tailed)	.000		17.8680	2.79029
	N	250	250		

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

Table 1 is the result of the correlation between alternative job opportunity and employee job turnover. The table gave a correlation coefficient ( $r$ ) of **0.776** and a P-value ( $\alpha$ ) of **0.000** which is lower than alpha level of **0.05**. This indicates that a strong positive relationship exists between the two variables of intersection and that the relationship is statistically significant. Thus, we reject the null hypothesis that alternative job opportunity has no significant effect on employee job turnover intentions, and we accept the alternate hypothesis. Hence, alternative job opportunity has a significant effect on employee job turnover intentions.

**Hypotheses Two (Ho<sub>2</sub>):** Organizational commitment has no significant effect on employee job turnover intentions.

**Table 2: Correlations**

		Organizational commitment	Employee Job Turnover	Mean	Std.dev
<b>Organizational commitment</b>	Pearson Correlation	1	<b>.872**</b>	16.368	3.09822
	Sig. (2-tailed)		.000		
	N	250	250		
<b>Employee Job Turnover</b>	Pearson Correlation	<b>.872**</b>	1		
	Sig. (2-tailed)	.000		17.8680	2.79029
	N	250	250		

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

Table 2 is the result of the correlation between organizational commitment and employee job turnover. The table gives a correlation coefficient ( $r$ ) of **0.872** and a P-value ( $\alpha$ ) of **0.000** which is lower than the alpha level of **0.05**. This indicates that a strong positive relationship exists between the two variables of intersection and that the relationship is statistically significant. Thus, we reject the null hypothesis that organizational commitment has no significant effect on employee job turnover intentions, and we accept the alternate hypothesis. Hence, organizational commitment has a significant effect on employee job turnover intentions.

**Hypotheses Three (Ho<sub>3</sub>):** Job stress has no significant effect on employee job turnover intentions.

**Table 3: Correlations**

		Job Stress	Employee Job Turnover	Mean	Std.dev
<b>Job Stress</b>	Pearson Correlation	1	<b>.931**</b>	16.4760	3.39167
	Sig. (2-tailed)		<b>.000</b>		
	N	250	250		
<b>Employee Job Turnover</b>	Pearson Correlation	<b>.931**</b>	1		
	Sig. (2-tailed)	<b>.000</b>		17.8680	2.79029
	N	250	250		

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

Table 3 is the result of the correlation between job stress and employee job turnover. The table gives a correlation coefficient ( $r$ ) of **0.931** and a P-value ( $\alpha$ ) of **0.000** which is lower than alpha



level of **0.05**. This indicates that a strong positive relationship exists between the two variables of intersection and that the relationship is statistically significant. Thus, we reject the null hypothesis that job stress has no significant effect on employee job turnover intentions, and we accept the alternate hypothesis. Hence, we can say job stress has a significant effect on employee job turnover intentions.

**Hypotheses Four (Ho4):** Organizational justice has no significant effect on employee job turnover intentions.

**Table 4: Correlations**

		Organisational justices	Employee Job Turnover	Mean	Std.dev
<b>Organisational justices</b>	Pearson Correlation	1	<b>.879**</b>	17.5560	2.36755
	Sig. (2-tailed)		<b>.000</b>		
	N	250	250		
<b>Employee Job Turnover</b>	Pearson Correlation	<b>.879**</b>	1		
	Sig. (2-tailed)	<b>.000</b>		17.8680	2.79029
	N	250	250		

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

Table 4 is the result of the correlation between organizational justice and employee job turnover. The table gives a correlation coefficient ( $r$ ) of **0.879** and a P-value ( $\alpha$ ) of **0.000** which is lower than alpha level of **0.05**. This indicates that a strong positive relationship exists between the two variables of intersection and that the relationship is statistically significant. Thus, we reject the null hypothesis that organizational justice has no significant effect on employee job turnover intentions, and we accept the alternate hypothesis. Hence, we can say organizational justice has a significant effect on employee job turnover intentions.

## DISCUSSION

This study delved into the relationships between alternative job opportunities, organizational commitment, job stress, and organizational justice with regard to their impact on employee job turnover intentions. Through a comprehensive examination of these variables, the study uncovered noteworthy findings:

- 1 Alternative Job Opportunity and Employee Job Turnover Intentions:** The results demonstrate that alternative job opportunities have a significant influence on employee job turnover intentions. The correlation analysis reveals a strong positive relationship between alternative job opportunities and employee job turnover intentions ( $r = 0.776$ ,  $p < 0.05$ ). This finding aligns with the notion that factors related to alternative job opportunities, such as flexible working environments and pay reduction, can indeed



affect employee performance and their intentions to seek other employment opportunities. This aligns with Smith (2000), who argued that factors related to alternative job opportunities, such as flexible working environments and pay reduction, can indeed affect employee performance and their intentions to seek other employment opportunities.

- 2 Organizational Commitment and Employee Job Turnover Intentions:** Organizational commitment was found to have a significant effect on employee job turnover intentions. The correlation analysis illustrates a robust positive relationship between organizational commitment and employee job turnover intentions ( $r = 0.872$ ,  $p < 0.05$ ). This finding supports the idea that a strong sense of commitment to an organization can mitigate employee turnover intentions, as employees who are more committed are less likely to seek alternative employment. This supports the assertion made by Johnson (2005), who emphasized that a strong sense of commitment to an organization can mitigate employee turnover intentions.
- 3 Job Stress and Employee Job Turnover Intentions:** The study reveals that job stress has a significant impact on employee job turnover intentions. The correlation analysis shows a strong positive relationship between job stress and employee job turnover intentions ( $r = 0.931$ ,  $p < 0.05$ ). This result underscores the adverse effects of job-related stressors on absenteeism, meeting critical deadlines, and employee enthusiasm, all of which contribute to increased turnover intentions. This result is in line with Davis (2010), who extensively discussed the adverse effects of job-related stressors on absenteeism, meeting critical deadlines, and employee enthusiasm, all of which contribute to increased turnover intentions. Additionally, White (2015) also emphasized the role of stress in influencing turnover intentions.
- 4 Organizational Justice and Employee Job Turnover Intentions:** The findings indicate that organizational justice significantly affects employee job turnover intentions. The correlation analysis indicates a robust positive relationship between organizational justice and employee job turnover intentions ( $r = 0.879$ ,  $p < 0.05$ ). This underscores the importance of factors such as procedural justice, supervisor support, and the opportunity for employees to voice concerns in influencing employees' intentions to stay with the organization. This is consistent with the research conducted by Robinson (2015), who highlighted the importance of factors such as procedural justice, supervisor support, and the opportunity for employees to voice concerns in influencing employees' intentions to stay with the organization.

## CONCLUSION & RECOMMENDATIONS

In the course of this study, we examined the antecedents of work environment and employee job turnover intentions focusing on components of organizational commitment, job stress, organizational justice and alternative job opportunity. In light of the study's findings, it is apparent that the identified factors significantly impact various dimensions crucial to organizational success. The study underscores that a well-managed approach to these factors can influence alternative job opportunities, enhance organizational commitment, alleviate job stress, and promote perceptions of organizational justice within the workplace. Based on the



insights gleaned from this study, several practical recommendations emerge: Organizations should prioritize the clear articulation of their mission to employees. A well-understood mission fosters a sense of purpose and direction, which in turn enhances organizational commitment. Organizations should establish a culture of employee involvement in decision-making processes and day-to-day operations.

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