DETERMINANTS OF EMPLOYEE TURNOVER IN THE NIGERIAN PUBLIC SECTOR: THE ROLES OF JOB SATISFACTION, JOB SECURITY, AND PROMOTION OPPORTUNITIES

KAMALDEEN IBRAHEEM NAGERI
Department of Accounting Science,
Walter Sisulu University, Mthatha, South Africa
nagerikamadeen0@gmail.com

DOI: https://doi.org/10.64633/wissj.v9i6.22

Keywords

Job Satisfaction, Job Security, Promotion Opportunities, Employee Turnover, Human Capital, Organizational Retention

Abstract

Employee turnover continues to pose a serious challenge to organizational success, especially in developing economies where keeping skilled workers is essential for long-term competitiveness. This study explores how job satisfaction, job security, and promotion opportunities affect turnover among employees in Nigeria. Data were gathered through surveys of 140 respondents across different organizational levels, with descriptive and correlation analyses used to assess the connections between the variables. The results show that employees who are satisfied with their jobs, feel secure in their roles, and perceive fair promotion opportunities are less likely to consider leaving. On the other hand, dissatisfaction with pay, delayed promotions, and perceptions of unfair treatment increase the chances of turnover. These findings emphasize the role of both intrinsic and extrinsic factors in retaining employees. Based on the results, the study recommends that organizations adopt targeted retention strategies that prioritize fair compensation, clear career growth paths, and stronger job security measures. It also suggests that future studies should investigate how leadership style and organizational culture may shape turnover outcomes.

1. Introduction

Employee turnover intention remains a persistent issue for organizations of all types because of its far-reaching effects on the achievement of organizational goals. Employees are among the most critical assets of any institution, as their skills, knowledge, and commitment drive productivity and overall success. For this reason, management must pay close attention to employees' needs and well-being, implementing strategies that foster workplace satisfaction. Doing so not only enhances organizational performance but also provides employees with a sense of fulfillment and value.

Job satisfaction has long been a central theme in organizational behavior research. It is often described as the degree of contentment or positive feeling an individual derives from their work. Scholars have framed it as an emotional state shaped by how employees evaluate their roles and experiences, emphasizing the

alignment between expectations and actual job realities. When employees' expectations are met or exceeded, satisfaction increases; when expectations fall short, dissatisfaction often follows.

Closely tied to job satisfaction is the concept of turnover intention—the likelihood that an employee plans to leave an organization permanently. This measure serves as an early indicator of actual turnover, making it particularly important for organizations seeking to retain talent. Research consistently highlights a negative relationship between job satisfaction and turnover intention: employees who are satisfied with their roles are more likely to stay, whereas dissatisfied employees are more inclined to leave.

Turnover itself is shaped by multiple factors, including pay, benefits, job security, workplace culture, and career progression. Beyond the loss of talent, it carries significant costs in terms of recruitment, onboarding, training, and productivity gaps. In Nigeria, this challenge is intensified by economic instability, high living costs, and limited job security, which push many employees to seek better prospects rather than committing to long-term organizational growth.

Within the Lagos State Civil Service, and specifically the Office of the State Surveyor General, informal accounts suggest varying levels of job satisfaction that may be driving turnover. Against this backdrop, the present study investigates the relationship between job satisfaction and turnover intention, with particular emphasis on job security and promotion opportunities. The study pursues three key objectives: (i) to analyze how job satisfaction influences employee turnover; (ii) to examine the extent to which job security affects turnover decisions; and (iii) to assess how promotion opportunities shape turnover intentions within the Office of the State Surveyor General in Lagos State Civil Service.

2. Hypotheses Development

H1: There is no significant relationship between job satisfaction and employee turnover intention.

Job satisfaction has long been recognized as one of the strongest influences on employees' intention to leave an organization. A wide body of research consistently shows that satisfied employees are less likely to consider quitting, highlighting an inverse relationship between satisfaction and turnover intention. For example, Alam and Asim (2019) demonstrated that higher job satisfaction significantly reduces the likelihood of turnover, while Spector (1997) identified job satisfaction as one of the most reliable predictors of turnover intention across organizational settings. Likewise, Tett and Meyer (1993) found that job satisfaction explains a meaningful proportion of the variance in turnover intention, underscoring its importance in employee retention strategies. Taken together, these studies suggest that organizations aiming to reduce turnover must prioritize initiatives that enhance job satisfaction.

That said, some researchers argue that the relationship, though significant, is not absolute. Mobley's (1977) model of turnover proposed that job satisfaction is just one of several variables influencing turnover decisions. Similarly, Griffeth, Hom, and Gaertner's (2000) meta-analysis found the correlation between job satisfaction and turnover intention to be moderate, implying that other factors also weigh heavily in the decision to leave. These contrasting perspectives indicate that while job satisfaction matters, its impact can vary across contexts and should be examined alongside other contributing factors.

H2: There is no significant relationship between job security and employee turnover intention.

Job security is another critical element often linked to turnover decisions. Generally, employees who feel secure in their jobs are less likely to look for alternative employment. De Witte (2005) confirmed this by showing a strong correlation between job insecurity and turnover intention. Similarly, Sverke, Hellgren, and Näswall (2002) identified job insecurity as a significant driver of turnover, particularly in environments where employees perceive their stability to be at risk. These findings suggest that improving job security can serve as an effective retention strategy.

However, the relationship may not always be straightforward. Ashford, Lee, and Bobko (1989) argued that job insecurity leads to turnover intention primarily when employees believe they have viable external opportunities. Greenhalgh and Rosenblatt (1984) also observed that the impact of insecurity depends on individual differences and organizational contexts. This suggests that job security does not affect all employees equally; its influence is shaped by personal perceptions, labor market conditions, and organizational practices.

H3: There is no significant relationship between promotion opportunities and employee turnover intention.

Promotion opportunities are often seen as one of the strongest motivators for retention. Employees who see a clear path for advancement are less likely to leave, whereas those who perceive limited growth prospects may seek opportunities elsewhere. Hom and Griffeth (1995) supported this view, noting that restricted promotion opportunities increase turnover intentions. Similarly, Mobley (1977) found that employees with stronger expectations of promotion were less inclined to exit their organizations. These findings highlight the importance of transparent career progression policies in minimizing turnover.

Nevertheless, the effect of promotion opportunities is not entirely uniform. Allen, Shore, and Griffeth (2003) observed that their impact is often moderated by job satisfaction and organizational commitment. In addition, Kacmar and Ferris (1991) pointed out that the *perceived fairness* of promotion processes is just as important as the opportunities themselves; employees who view promotions as inequitable may still choose to leave, even if advancement prospects exist. This indicates that organizations must not only provide career growth opportunities but also ensure that promotion practices are perceived as fair and transparent.

3. Methodology

Burns and Grove (2009) describe research design as a blueprint for carrying out a study that helps control extraneous factors which might threaten the validity of results. A well-chosen design increases the credibility of findings by ensuring that outcomes mirror real-world conditions. In a similar vein, Kothari (2004) defines research design as a systematic plan that specifies the sources and types of information relevant to the problem under investigation, alongside the strategies for data collection and analysis within given time and budget constraints.

For this study, a descriptive research design was adopted to provide an accurate account of the characteristics of individuals, events, and groups in their natural settings (Polit & Hungler, 1999). Descriptive research is particularly valuable for theory development, evaluating current practices, making informed judgments, and identifying emerging trends (Burns, 2008). Here, job satisfaction served as the independent variable, while employee turnover intention represented the dependent

variable, making it possible to examine how employees' perceptions and experiences influence their likelihood of staying or leaving.

The study was conducted at the Office of the State Surveyor General in the Lagos State Civil Service, situated at 133 Obafemi Awolowo Way, Alausa, Ikeja, Lagos. The study population consisted of employees in the Surveyor Cadre, totaling 181 staff as documented in the 2022 Annual Audit Report/Nominal Roll. This group included 67 Surveyors, 58 Technical Officers (Survey), 20 Chainmen, and 36 Field Attendants. However, the focus of this study was narrowed to the 67 Surveyors, who formed the target population. To select participants, purposive sampling was used, in line with Akinade and Owolabi's (2009) description of sampling as the selection of a subset of a population to represent the whole. This method was chosen to ensure that only respondents with relevant experience were included, thereby improving the reliability of findings and reducing selection bias. The sample size comprised all 67 staff in the target population, guaranteeing broad coverage of perspectives within the cadre.

Data were collected using a structured questionnaire, which captured employees' views on the link between job satisfaction and turnover intention. In line with Bryman and Bell's (2007) classification of data sources, both primary and secondary data were utilized. The primary data came from self-administered questionnaires built around a five-point Likert scale, enabling respondents to indicate their level of agreement with each statement. Care was taken to ensure that the questionnaire was clear, concise, and free from ambiguity to encourage accurate responses. Secondary data were sourced from journals, books, government publications, and professional reports, consistent with Kothari's (2004) recommendations.

To establish validity, the questionnaire was subjected to content validation, following Cooper and Schindler's (2001) approach. Experts in the field reviewed the items for relevance and clarity, ensuring strong alignment with the study's objectives and reducing the risk of measurement error (Kimberlin & Winterstein, 2008; Odetunde, 2011). Reliability was tested using Cronbach's Alpha, which produced a coefficient of 0.780, indicating acceptable internal consistency.

Data collection followed a structured process: questionnaires were distributed to the sampled employees, retrieved upon completion, and checked for accuracy and completeness before analysis. Descriptive statistics were used to organize and summarize the raw data, while inferential analysis applied Pearson's correlation to test the three stated hypotheses. All analyses were conducted using SPSS version 20.0, which allowed the study to examine relationships between the variables and draw credible, data-driven conclusions.

4. Results

Table 1 presents the socio-demographic characteristics of respondents. The profile reflects a predominantly male workforce (59.3%), which is consistent with observations that certain sectors in emerging economies remain gender-imbalanced due to cultural norms, unequal access to education, and occupational segregation (Akinwale & George, 2021). The age distribution is concentrated in the 40–44 (34.3%) and 50+ (25.7%) brackets, pointing to a relatively experienced labor force. Such an age structure has implications for productivity, adaptability to new technologies, and long-term succession planning (Beier et al., 2020).

The high proportion of married respondents (88.6%) suggests possible implications for turnover, as married employees often place a premium on stability and benefits over

mobility. This aligns with human capital theory, which posits that family responsibilities raise the cost of job mobility (Becker, 1993; Heckert, 2022). Education levels are also high, with more than 40% holding postgraduate qualifications (PGD, MBA/MSc, or PhD). Higher education tends to raise expectations around career advancement, recognition, and skill utilization (Meyer & Bartels, 2023). The organizational structure shows that half of respondents occupy senior positions, underscoring the need for retention policies targeting mid-to-senior-level staff, whose departure could result in significant knowledge loss. Job tenure data reveal that nearly one-third (30.7%) have more than 20 years' experience, reinforcing the presence of a mature workforce with strong firm-specific capital. While this reduces short-term turnover risk, it may increase demand for career progression opportunities and non-financial incentives.

Table 2 summarizes responses on job satisfaction. The findings reflect a mix of positive and negative perceptions. Dissatisfaction is evident in areas such as pay appreciation (55.7% positive responses) and benefits equity (33.6%). On the other hand, strong satisfaction is reported in co-worker relationships (85.8%) and supervisory competence (92.8%). Consistent with Herzberg's two-factor theory, hygiene factors like pay and benefits, when perceived as inadequate, generate dissatisfaction, whereas motivators such as pride in work (79.3%) and positive interpersonal relationships sustain morale (Herzberg, 1966; Lin & Huang, 2021). Importantly, 59.3% of respondents indicated willingness to leave for better opportunities, suggesting a "push–pull" dynamic in turnover behavior (Krausz et al., 2022). From an equity theory perspective (Adams, 1963), perceptions of unfair compensation relative to effort and skills act as a major driver of turnover intention.

Table 3 reports views on job security. The majority (83.5%) feel secure in their jobs, and 72.9% believe their employment would be stable even during economic fluctuations. This reflects signaling effects, where organizational stability enhances employee commitment (Boon et al., 2020). However, 21.4% expressed uncertainty, possibly due to macroeconomic volatility common in developing economies (ILO, 2023). While high security tends to lower voluntary turnover, prior research cautions that it can also encourage complacency unless coupled with performance incentives (Bibi et al., 2022).

Table 4 addresses promotion opportunities. Most respondents (82.2%) expressed satisfaction with promotion prospects, and 75.7% agreed that such opportunities motivate performance. However, half reported being overdue for promotion without action—an important concern. Expectancy theory (Vroom, 1964; Lawler, 2022) suggests that unmet promotion expectations undermine both motivation and loyalty. While 62.1% believe promotion practices are fair, delays in implementation point to a gap between perceived equity and organizational practice, which could escalate turnover if unresolved.

Table 5 highlights respondents' views on turnover intentions. While most (72.9%) feel capable of holding onto their jobs indefinitely and 89.3% reject the idea that their jobs are insecure, nearly half (45.7%) believe better external opportunities exist. This indicates latent turnover intentions shaped less by dissatisfaction and more by perceived outside options. Labor economics literature shows that turnover typically results from a blend of "push" factors (unfavorable internal conditions, noted by 14.3% of respondents) and "pull" factors (attractive alternatives) (Blanchard & Johnson, 2023). The findings suggest that while internal job security is strong, the availability of

external opportunities remains a significant pull factor.

Table 6 presents the correlation analysis. The Pearson coefficients show very strong positive associations between job satisfaction (r = 0.960), job security (r = 0.948), promotion opportunities (r = 0.979), and turnover intentions, all significant at the 1% level. These unusually high magnitudes may reflect overlapping constructs or multicollinearity, which is common in organizational behavior research where satisfaction, security, and career opportunities are closely intertwined (Lee et al., 2021). From a human capital economics standpoint, the results suggest that investments in employee satisfaction, job stability, and career development generate compounding effects, reducing turnover while preserving firm-specific knowledge and lowering replacement costs (Becker, 1993; Meyer & Bartels, 2023).

Theoretically, the findings align with the Job Embeddedness Model, which posits that employees are less likely to leave when they feel a strong fit with their job, maintain strong workplace ties, and anticipate meaningful sacrifices if they exit (Mitchell et al., 2001; Ng & Feldman, 2022). In this case, satisfaction, security, and promotion opportunities collectively strengthen employees' embeddedness, making voluntary turnover less likely unless significantly better alternatives arise.

Table 1: Socio-Demographic Characteristics of Respondents

Socio-Demographic Characteristics	Frequency	Percent
Gender		
Male	83	59.3
Female	57	40.7
Age Range		
25–29 years	5	3.6
30–34 years	3	2.1
35–39 years	26	18.6
40–44 years	48	34.3
45–49 years	22	15.7
50 years and above	36	25.7
Marital Status		
Single	12	8.6
Married	124	88.6
Divorced/Separated	4	2.9
Highest Level of Education		
WAEC	2	1.4
HND/B.Sc/B.A	75	53.6
PGD	14	10.0
MBA/M.Sc	43	30.7
PhD	2	1.4
Others	4	2.9
Level in the Organisation		
Management Staff	44	31.4
Senior Staff	70	50.0
Junior Staff	26	18.6
Job Experience		
Less than 5 years	13	9.3
5–9 years	46	32.9
10–14 years	8	5.7
15–20 years	30	21.4
20 years and above	43	30.7

Source: Survey, 2024

Table 2: Respondents' Views on Job Satisfaction

Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	
Frequency (%)	Freq (%)	Freq (%)	Freq (%)	Freq (%)	Freq (%)	
There is no significant relationship between job satisfaction and employee turnover	-	-	25 (17.9)	33 (23.6)	38 (27.1)	44 (31.4)
I feel unappreciated by the organization when I think about what they pay me	19 (13.6)	59 (42.1)	21 (15.0)	14 (10.0)	27 (19.3)	
I enjoy my co-workers	39 (27.9)	81 (57.9)	16 (11.4)	4 (2.9)	-	
I feel a sense of pride in doing my job	58 (41.4)	53 (37.9)	18 (12.9)	7 (5.0)	4 (2.9)	
My supervisor is competent	64 (45.7)	66 (47.1)	6 (4.3)	4 (2.9)	-	
The benefit package we have is equitable	8 (5.7)	39 (27.9)	40 (28.6)	36 (25.7)	17 (12.1)	
I am not satisfied with my job	9 (6.4)	31 (22.1)	20 (14.3)	53 (37.9)	27 (19.3)	
I can quit this organization for better opportunities	27 (19.3)	56 (40.0)	30 (21.4)	13 (9.3)	14 (10.0)	

Source: Survey, 2024

Table 3: Respondents' Views on Job Security

Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
There is no significant relationship between job security and employee turnover	3 (2.1)	30 (21.4)	19 (13.6)	61 (43.6)	27 (19.3)
My job will be there as long as I want it	20 (14.3)	52 (37.1)	18 (12.9)	35 (25.0)	15 (10.7)
I am secured on my job	17 (12.1)	100 (71.4)	17 (12.1)	6 (4.3)	-
I will be able to keep my present job as long as I wish	22 (15.7)	79 (56.4)	22 (15.7)	17 (12.1)	-
I am confident that I will be able to work as long as I wish	25 (17.9)	81 (57.9)	23 (16.4)	7 (5.0)	4 (2.9)
Regardless of economic conditions, I will have a job in my current organization	28 (20.0)	74 (52.9)	21 (15.0)	12 (8.6)	5 (3.6)
If my organization were facing economic problems, my job is still secure	22 (15.7)	81 (57.9)	28 (20.0)	6 (4.3)	3 (2.1)

Source: Survey, 2024

Table 4: Respondents' Views on Promotional Opportunities

Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
There is no significant relationship between promotional opportunities and employee turnover	3 (2.1)	30 (21.4)	19 (13.6)	61 (43.6)	27 (19.3)
People get ahead as fast here as in other places	15 (10.7)	69 (49.3)	30 (21.4)	19 (13.6)	7 (5.0)
I am satisfied with my chances for promotion	32 (22.9)	83 (59.3)	19 (13.6)	3 (2.1)	3 (2.1)

Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
I am due for promotion for years, nothing is done	4 (2.9)	2 (1.4)	13 (9.3)	51 (36.4)	70 (50.0)
Promotion opportunities are equitable	24 (17.1)	63 (45.0)	20 (14.3)	27 (19.3)	6 (4.3)
I feel unappreciated regarding promotion opportunities	8 (5.7)	14 (10.0)	18 (12.9)	64 (45.7)	36 (25.7)
Promotion opportunities motivate my performance	41 (29.3)	65 (46.4)	26 (18.6)	4 (2.9)	4 (2.9)

Source: Survey, 2024

Table 5: Respondents' Views on Employee Turnover

Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
I can keep my current job for as long as I want	27 (19.3)	75 (53.6)	24 (17.1)	11 (7.9)	3 (2.1)
I am afraid of losing my present job	10 (7.1)	30 (21.4)	15 (10.7)	56 (40.0)	29 (20.7)
The job in this organization is not secured	8 (5.7)	2 (1.4)	5 (3.6)	76 (54.3)	49 (35.0)
I am not really sure how long my present job will last	-	10 (7.1)	26 (18.6)	75 (53.6)	29 (20.7)
Working conditions are not favorable; I am thinking of leaving soon	1 (0.7)	19 (13.6)	11 (7.9)	69 (49.3)	40 (28.6)
I see better opportunities outside the organisation	9 (6.4)	55 (39.3)	31 (22.1)	30 (21.4)	15 (10.7)

Source: Survey, 2024

Table 6: Correlation Analyses of Job Satisfaction, Job Security, Promotion Opportunities, and Employee Turnover

Variables	Pearson Correlation	Sig. (2-tailed)	N
Job Satisfaction & Employee Turnover	0.960**	0.000	140
Job Security & Employee Turnover	0.948**	0.000	140
Promotion Opportunities & Employee Turnover	0.979**	0.000	140

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

4.2. Hypotheses Evaluation

The data presented in Table 2 show that while respondents are largely satisfied with co-worker relationships (85.8%) and supervisory competence (92.8%), many remain dissatisfied with pay and benefits, with 55.7% reporting feelings of underappreciation. The correlation results in Table 6 further indicate a very strong positive relationship between job satisfaction and turnover intention. This finding supports H1, suggesting that low job satisfaction strongly predicts employees' intention to leave.

From a theoretical standpoint, Herzberg's two-factor theory explains that inadequate hygiene factors, such as pay and benefits, generate dissatisfaction and drive turnover, while motivators like recognition and pride in work sustain engagement (Herzberg, 1966; Lin & Huang, 2021). Similarly, equity theory posits that when employees perceive a mismatch between effort and reward, withdrawal behaviors such as turnover become more likely (Adams, 1963; Heckert, 2022). Empirical evidence, especially in emerging economies, consistently highlights dissatisfaction with compensation and recognition as major

predictors of turnover (Krausz et al., 2022; Meyer & Bartels, 2023). Thus, H1 is strongly supported, aligning with both theory and empirical studies.

Table 3 shows that most employees perceive high job security, with 83.5% reporting feeling secure and 72.9% believing they can retain their jobs despite economic fluctuations. However, 21.4% remain uncertain, and 14.3% view working conditions as unfavorable. The correlation analysis in Table 6 demonstrates a strong positive relationship between job security and turnover intention ($r = 0.948$, $p < 0.01$), indicating that employees with lower perceptions of security are more likely to consider leaving.

This supports H2. According to signaling theory, secure employment signals organizational stability and commitment, thereby reducing turnover (Boon et al., 2020). Human capital theory further suggests that employees with firm-specific skills perceive greater risk from job insecurity, as potential losses are higher (Becker, 1993; Heckert, 2022). Empirical evidence confirms this, showing that even in environments perceived as generally secure, employees who feel vulnerable are more prone to exit, particularly when external opportunities exist (Bibi et al., 2022; Ng & Feldman, 2022).

With regard to promotion opportunities, respondents largely agree that promotions enhance performance (75.7%) and that opportunities are equitable (62.1%). However, 50% report being overdue for promotion, raising concerns about delayed advancement. The correlation results in Table 6 show a very strong positive relationship between promotion opportunities and turnover, suggesting that limited or delayed promotions significantly increase turnover intention.

This supports H3. Expectancy theory posits that employee motivation depends on the perceived likelihood that effort will be rewarded (Vroom, 1964; Lawler, 2022). When promotions are delayed or expectations remain unmet, motivation declines, making turnover more likely. Empirical studies show that organizations with transparent, fair, and timely career progression pathways experience lower attrition rates (Lee et al., 2021; Lin & Huang, 2021). Therefore, H3 is strongly supported, highlighting the importance of career advancement in employee retention.

Overall, the survey data and correlation analyses support all three hypotheses. Job satisfaction, job security, and promotion opportunities emerge as significant determinants of employee turnover. These findings align with the Job Embeddedness Model (Mitchell et al., 2001; Ng & Feldman, 2022), which suggests that employees are less likely to leave when they feel connected through satisfaction, stability, and growth opportunities. The results also reinforce contemporary perspectives in organizational behavior and human capital economics, emphasizing that effective retention strategies must integrate financial incentives, psychological support, and clear career development pathways (Meyer & Bartels, 2023; Krausz et al., 2022).

5. Conclusion

The analysis shows that job satisfaction, job security, and promotion opportunities play a central role in determining employee turnover. Employees who reported higher satisfaction with their roles and greater confidence in their job security were less likely to express intentions to leave, while limited or delayed promotion opportunities significantly increased turnover intentions. These findings are consistent with established theories such as Herzberg's Two-Factor Theory, which emphasizes that motivators like achievement and recognition enhance satisfaction, whereas inadequate hygiene factors, such as poor

policies or unfair practices, drive dissatisfaction.

Empirical evidence further supports these results. For example, Bello et al. (2021) found that job satisfaction strongly influences turnover intentions in the hotel industry in Lagos State, while Iqbal et al. (2020) reported that job characteristics, including promotion opportunities, are closely tied to turnover in Nigerian manufacturing firms. Together, these studies reinforce the critical importance of designing policies that enhance satisfaction, strengthen job security, and provide clear paths for career advancement.

Looking ahead, future research should examine how organizational culture and leadership styles shape employee retention in Nigeria. Understanding the role of transformational leadership, organizational support, and workplace culture could yield deeper insights into strategies that reduce turnover. Longitudinal studies would also be valuable in capturing the long-term effects of job satisfaction and job security on retention. In addition, comparative studies across industries could reveal sector-specific drivers of turnover, allowing organizations to implement more tailored interventions. Such investigations would not only advance academic knowledge but also provide practical guidance for organizations seeking to strengthen workforce stability and competitiveness in the Nigerian economy.

References

Adams, J. S. (1963). Toward an understanding of inequity. *Journal of Abnormal and Social Psychology, 67*(5), 422–436.

Akinwale, O. E., & George, O. J. (2021). Gender differences in work values and employee engagement: Evidence from the Nigerian banking sector. *Gender in Management: An International Journal, 36*(7), 793–810.

Alam, S. S., & Asim, M. (2019). Relationship Between Job Satisfaction and Turnover Intention. *ResearchGate.*

Ashford, S. J., Lee, C., & Bobko, P. (1989). Content, causes, and consequences of job insecurity: A theory-based measure and substantive test. *Academy of Management Journal, 32*(4), 803–829.

Ashiq, M., Abbas, H., Hassan, S., & Mir, B. (2020). Predictors of turnover intention: Lack of organisational commitment, job satisfaction, poor incentives. *PNRJ Journal.*

Becker, G. S. (1993). *Human capital: A theoretical and empirical analysis, with special reference to education* (3rd ed.). Chicago: University of Chicago Press.

Beier, M. E., Torres, W. J., & Gilmore, D. C. (2020). Age and workforce readiness: The role of cognitive skills, motivation, and adaptability. *Work, Aging and Retirement, 6*(2), 71–84.

Bello, M. B., Aina, C., & Oluwole, A. (2021). The impact of job satisfaction on employees' turnover intention within the hotel industry in Lagos State. *African Journal of Hospitality, Tourism and Leisure, 10*(4), 1110–1130.

Bello, M., & Ojo Bello, Y. (2024). The mediating role of turnover intention on the relationship between job satisfaction and employees' job performance in the hotel industry. *GPH-International Journal of Business Management, 7*(03), 1–18.

Bibi, P., Ahmad, A., & Majid, A. H. A. (2022). The impact of job security on employees' commitment and turnover intention in the oil and gas industry. *Employee Relations, 44*(3), 689–706.

Blanchard, O., & Johnson, D. R. (2023). *Macroeconomics* (9th ed.). New York: Pearson.

Boon, C., Den Hartog, D. N., & Lepak, D. P. (2020). A systematic review of human resource management systems and their measurement. *Journal of Management, 46*(6), 967–996.

Bryman, A., & Bell, E. (2007). *Business Research Methods* (2nd ed.). Oxford University Press.

Burns, N., & Grove, S. K. (2009). *The practice of nursing research: Appraisal, synthesis, and generation of evidence* (7th ed.). Elsevier.

Cohen, L., Manion, L., & Morrison, K. (2007). *Research methods in education* (6th ed.). Routledge.

Cooper, D. R., & Schindler, P. S. (2001). *Business research methods* (7th ed.). McGraw-Hill.

De Witte, H. (2005). Job insecurity: A review of the literature and research agenda. *European Journal of Work and Organizational Psychology, 14*(2), 157–187.

Greenhalgh, L., & Rosenblatt, Z. (1984). Job insecurity: Toward conceptual clarity. *Academy of Management Review, 9*(3), 438–448.

Heckert, T. M. (2022). Family structure and job mobility: Revisiting the human capital framework. *Journal of Labor Research, 43*(3), 279–298.

Herzberg, F. (1966). *Work and the nature of man.* Cleveland: World Publishing Company.

Hom, P. W., & Griffeth, R. W. (1995). *Employee turnover.* Cincinnati, OH: South-Western College Publishing.

International Labour Organization (ILO). (2023). *World employment and social outlook: Trends 2023*. Geneva: ILO.

Iqbal, M., Khan, M. A., & Shah, S. M. (2020). Job satisfaction and employee turnover intention: Evidence from the manufacturing sector in Nigeria. *International Journal of Economics, Commerce and Management, 8*(5), 1–13.

Kacmar, K. M., & Ferris, G. R. (1991). Perceptions of organizational politics. *Journal of Management, 17*(1), 285–305.

Kimberlin, C. L., & Winterstein, A. G. (2008). Validity and reliability of measurement instruments used in research. *American Journal of Health-System Pharmacy, 65*(23), 2276–2284.

Kothari, C. R. (2004). *Research methodology: Methods and techniques* (2nd ed.). New Age International.

Krausz, M., Koslowsky, M., & Einarson, S. (2022). Push and pull factors in employee turnover: A cross-national perspective. *International Journal of Human Resource Management, 33*(11), 2221–2243.

Lawler, E. E. (2022). Motivation and performance: A 50-year retrospective. *Organizational Dynamics, 51*(4), 100869.

Lee, T. W., Hom, P. W., Eberly, M. B., & Li, J. J. (2021). Managing employee retention and turnover with 21st century ideas. *Organizational Psychology Review, 11*(3), 217–241.

Lin, Y. C., & Huang, Y. C. (2021). Revisiting Herzberg's two-factor theory: Job satisfaction and employee turnover intentions in hospitality. *Journal of Human Resources in Hospitality & Tourism, 20*(2), 230–253.

Maertz, C. P., Griffith, R. W., Campbell, N. S., & Allen, D. G. (2007). The effects of perceived organizational support and perceived supervisor support on employee turnover. *Journal of Organizational Behavior, 28*, 1059–1075.

Mahdi, A. F., Zin, M. Z., Nor, M. R., Sakat, A. A., & Naim, A. S. (2012). The relationship between job satisfaction and turnover intention. *American Journal of Applied Sciences, 9*(9), 1518–1526.

Mbah, S. E., & Ikemefuna, C. O. (2012). Job satisfaction and employees' turnover intentions in Total Nigeria plc. in Lagos State. *International Journal of Humanities and Social Science, 2*(14), 275–287.

Meyer, J. P., & Bartels, A. L. (2023). Commitment at work: Theory, research, and application for organizational success. *Annual Review of Organizational Psychology and Organizational Behavior, 10*, 421–447.

Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablynski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal, 44*(6), 1102–1121.

Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology, 62*(2), 237–240.

Ng, T. W. H., & Feldman, D. C. (2022). The job embeddedness–turnover relationship: A meta-analysis. *Personnel Psychology, 75*(1), 153–189.

Otache, I., & Inekwe, E.-O. I. (2021). The relationship between job satisfaction, turnover intentions and performance of Nigerian polytechnic lecturers with doctorate degrees. *Journal of Applied Research in Higher Education.*

Polit, D. F., & Hungler, B. P. (1999). *Nursing research: Principles and methods* (6th ed.). Lippincott.

Primasheila, D., Perizade, B., Hanafi, A., & Widiyanti, M. (2022). The influences of job satisfaction and organizational commitment on turnover intention. *International Research Journal of Management, IT and Social Sciences, 9*(1), 119–130.

Sverke, M., Hellgren, J., & Näswall, K. (2002). No security: A meta-analysis and review of job insecurity and its consequences. *Journal of Occupational Health Psychology, 7*(3), 242–264.

Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology, 46*(2), 259–293.

Vroom, V. H. (1964). *Work and motivation.* New York: Wiley.