

The Relationship among Job Satisfaction, Organizational Commitment and Employees' Turnover at Unilever Corporation in Nigeria

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Abstract

Employee turnover has become a key performance indicator for many organizations as they struggle to retain talented employees. The negative impact of turnover on organizational performance has continually forced organizational leaders to seek better ways of retaining valuable employees. The relationship between man and work has always attracted the attention of philosophers. A major part of men's life is spent at work. Work is social reality and social expectation to which men seem to conform. It not only provides status to the individual but also binds him to the society. An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. This paper examines relationship among job satisfaction, organizational commitment and employees' turnover intentions at Unilever Corporation in Nigeria. The data for this study was collected from 117 employees currently working at Unilever Nigeria PLC using the survey method via the questionnaire. Pearson Correlation and the multiple regression analysis techniques using the SPSS version 22.0 was used for the data analysis. The findings of the study revealed that both job satisfaction and organizational commitment have significant negative relationship with employee turnover intentions. In addition, organizational commitment was revealed to have a more dominant influence on employee turnover intentions than job satisfaction. Based on these findings, the implications, recommendations, practice, and theory were discussed.

Keywords: Relationship, job satisfaction, Organizational commitments, Employees Turnover, Unilever Nigeria

Introduction

Employee retention rate has become a key performance indicator for many companies across all sectors of business ((Moussa, 2013)). Many organizations struggle to retain talented employees for more than five years (Bagga, 2013) According to (Ballinger, Craig, Cross, & Gray, 2011) nearly 50% of employees leave their organizations within the first five years of their employment contract. This high turnover rate has a high financial costs to organizations (Maertz & Boyar, 2012) Job satisfaction and organizational commitment has been an important topic over the years (Akpofure, Grace, Israel, & Okokoyo, 2006)). The relationship between man and work has always attracted the attention of philosophers. A major part of men's life is spent at work. Work is social reality and social expectation to which men seem to conform. It not only provides status to the individual but also binds him to the society. An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. According to (Mullins, 2007)) argued that job satisfaction is a complex and multi-dimensional notion, which can mean different things to different people. The study of job satisfaction and organizational commitment should be seen as one of the essential knowledge required by Nigerian industries. (Hsu, 2009) expressed the biggest challenge in organizations today as the ability of manager or organization itself to support their employees to be satisfied with their job and be committed to the organization. When organizations are committed to the affairs of the employee, the employee will be job satisfied then develop the organization.

Job satisfaction is a variable that concerns how people feel about their work (Yücel, 2012)). Job satisfaction can also be portrayed as a feeling of pleasure that stems from an employee's impression of his or her job. According to (Mohd Firdaus, 2011) job satisfaction is an individual expression of personal wellbeing associated with doing the job required. According to Yanchus *et al* (2015), it is closely related to their feeling and attitude to work, the researcher also stated that it is will reflect the extent of the individual's needs and desires met and how the other employees perceived. In addition, (Mullins, 2007) agrees that job satisfaction is an attitude and an internal state that can be associated with personal feelings of achievement, either quantitative or qualitative. According to (Baron & Greenberg, 2003)) concurs that job satisfaction is an attitude towards ones job and its cognitive, affective and evaluative reactions towards his or her job. For some people, they may feel consistently satisfied with their jobs whilst others may be feeling quite dissatisfied. The definitions of job satisfaction can therefore be summed as a collection of attitudes, feelings, beliefs and behaviour one has towards his or her job. Job satisfaction may be viewed as attitudes and behaviours adopted not because of shared beliefs but simply to gain specific rewards.

The concept of organizational commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. It is generally considered as three dimensional construct comprising of affective commitment,

continuance commitment and normative commitment (Boehman, 2006)) suggested that affectively committed employees continue working with great devotion, continuance commitment ensures that employees retain their organizational membership, however those who are normally committed usually feel obliged on their part to stay in the organization. According to (Malik, Nawab, Naeem, & Danish, 2010) high organisational commitment means identifying with one's organization. Organisational commitment is regarded to be the best predictor of employee's turnover, than the far more frequently used job satisfaction predictor ((Miller, Rutherford, & Kolodinsky, 2008)). Given the fact that employees who operate in a continuance commitment dimension are calculative of their stay, one would deduce that such employees may continuously stay away from work when they feel like, doing so. Organisational commitment members contribute positively to the organization which is not the case with less committed members. ((Cohen & Golan, 2007)) suggested that organizations whose members have higher levels of commitment show higher performance and productivity and lower levels of absenteeism and tardiness.

In this paper, the relationship among job satisfaction, organizational commitment and turnover intentions is examined in the context of employees working in a multinational company in Nigeria (Unilever Nigeria PLC). It is important, these days to pay close attention to issues that could make employees to pay less attention to their organization productivity and intending to leave their organizations. Job satisfaction and organization commitment are considered because more than before, the literatures show that satisfied and committed employees are more willing to remain with their organizations.

It is undoubtedly that in the advent of globalization, organizations all over the world including in Nigeria strives to compete and stay relevant in their business. The multinational companies in Nigeria are faced with challenges that affect much the human aspect and production level. This challenge relates to the employees in the organization such as: turnover rate, the absenteeism and the negatives attitude of the employee due to lack of job satisfaction and organizational commitment. In turn, these challenges affect overall organizational structure. ((Cohen, 2003)) suggested that "organizations whose members have higher levels of commitment show higher performance and productivity and lower levels of absenteeism and tardiness. The negative impact of turnover on organizational performance has continually forced organizational leaders to seek better ways of retaining valuable employees (Dong *et al.* 2012). Employee retention rate has become a key performance indicator for many organizations ((Moussa, 2013)). Organizations scuffle to retain employees for more than five years ((Bagga, 2013)). Approximately 50% of employees leave their organizations within the first five years of employment ((Ballinger et al., 2011)). The manufacturing sector in Nigeria depended heavily on contract workforce. These contract workforce does not stay long in the organization. They could abandon the

work immediately they are hired in another organization that offer them permanent staff positions. This negative effect on the organization in terms of replacement cost and disrupted work, affects the organizational vision to build a knowledgeable employee needed to sustain the company growth and competitiveness. This issue closely related to the implication of organizational commitment. March and Simon's (1958) theory of organizational equilibrium suggests that individual decisions to stay working in an organization are a function of the balance between the expected utilities of the inducements offered by the organization and the contributions expected from the individual. Government is putting more and more pressure to reduce the dependency of contract workforce in the countries. However, the multinational company (Unilever Nigeria PLC) looks for a way to balance the strategies of organizational commitment and job satisfaction looking into the employee benefits on how to satisfy and keep the permanent staff and lay off the contract workforce. Although, much of the subsequent research have focused on attitudinal (e.g., satisfaction) and tangible (e.g., pay) inducements to stay, a growing body of work recognizes that relational inducements such as support from the organization and from a supervisor can also play an important role in such decisions ((Allen & Meyer, 1990)). Multinational industries in Nigeria face with retention problem, 44% of the employee have a second thought on how to resign once they secure another job. This problem are traced to the basement of employee job satisfaction and organizational commitment, according to ((Chen, 2012)), survey of nonprofit sector employees suggest some connections between job satisfaction and employee retention. Turnover has been identified as a serious issue in organizational behaviour literatures. The major reason why much attention has been paid to the construct of turnover is because of the significant effects turnover has on organizations ((Babajide, 2010)). These authors argued that high turnover rates might have negative effects on the profitability of organizations. Employee turnover from a business perspective is costly to the organization. An employee leaving an organization suddenly would have an effect on the organization and the co-employees including the replacement cost. These costs of replacement include but not limited to recruitment and selection for possible new substitutes or competing substitutes, induction of the selected substitutes, formal and informal training of the substitutes until the performance levels equivalent to that of the employee who quitted is attained ((Babajide, 2010)). In addition to these costs of replacement, organizational output may be affected during this cycle of employee turnover. ((Gustafson, 2002)) argued that turnover affects the organization in several ways including lost productivity, low sales and low profit. With respect to profit, (Gustafson, 2002)) estimates the turnover costs of an employee could cost an organization \$3,000 to \$10,000 per hour. This clearly demonstrates that turnover has negative effect on the profitability of the organization and thus should be properly managed. The estimated cost of recruiting and training a replacement employee would cost 50% of the employee's annual salary ((Mbah & Ikemefuna, 2012)). Additionally, each time an employee quits an organization, productivity may drop due to the learning curve

involved in understanding the job and the organization by the new intake. Also, the loss of intellectual capital of the departing employee is an additional cost ((McInerney, Ganotice, King, Marsh, & Morin, 2015)). According to ((Babajide, 2010)), numerous studies have been conducted on predictors of employee turnover (which include marital status, length of service, relocation and life cycle). However, little or no efforts have been directed towards examining job satisfaction, work-family life, personal commitment to organizations as factors that influence employee turnover in Nigeria (especially in the industrial sector). This existing gap serves as motivation for this study.

In Nigeria, employee turnover varies across different industrial sectors. In the oil sector for example, ((Oluwafemi, 2013)) expressed that turnover intention among employees is low because employees will be more willing to stay and be committed to their organization due to the perceived rewards and other benefits they receive from their organization. As compared to the manufacturing firms in Nigeria, the oil sector pays higher. So, ((Oluwafemi, 2013)) findings may not necessarily be applicable to the manufacturing sector which pays considerable lower as compared to the oil sector or the banking sector. The oil and gas sector, multinationals and financial sector (especially banking) offer the best opportunities for employment in the private sector in Nigeria. Therefore, people jostle to get jobs in the banking sector and oil sector ((Oluwafemi, 2013)) which makes the turnover rate to be lower. Hence, this paper focuses mainly on manufacturing sector because this sector arguably has higher turnover rate in the country. Therefore, this study investigates the relationship between the job satisfaction, organization commitment and turnover intentions of the employees working with Unilever corporation in Nigeria. This study reveals ways to reduce turnover intentions, help the employees to stay with the job roles and remain committed to their organization. Also, this study would be beneficial to other Nigerian multinational company to maintain employees' retention, productivity, motivation, organizational efficiency and effectiveness.

Review of the constructs and theories used

This section provides the definition of the constructs used in this paper. The conceptual and operational definitions of job satisfaction, organization commitment and employee turnover intentions are presented in this section.

Job Satisfaction: Job satisfaction is conceptualized as an employee's overall evaluation of his or her job as favourable or unfavourable ((Locke, 1991)). It involves the person's feeling about their job whether they are satisfied or dissatisfied. According to ((Spector & Fox, 2002)) job satisfaction is an attitudinal variable that reflects how people feel about their jobs. In this study, job satisfaction is defined as the degree of satisfaction or dissatisfaction that employees at Unilever corporation has with the job roles.

Organizational Commitment: Organizational commitment is conceptualised as the relative strength of an individual's identification with and involvement in an

organization ((Allen & Meyer, 1990)). Organizational commitment reflects the employee's relationship with the organization and that it has implications for his or her decision to continue membership in the organization ((Meyer, Stanley, Herscovitch, & Topolnytsky, 2002)). In this study, the three dimensions of organizational commitment namely affective commitment, continuance commitment, and normative commitment are considered. The conceptual definitions of these three dimensions of organizational commitment are:

Affective Commitment is conceptualised as the effective emotional attachment to identification with, and involvement in the organization ((Allen & Meyer, 1990)).

Continuance Commitment is conceptualised as the cost associated with leaving the organization ((Allen & Meyer, 1990)).

Normative Commitment is conceptualised as the feeling of obligation to continue with the organization ((Allen & Meyer, 1990)) In this paper, organizational commitment is operationalised as the degree of employees' at Unilever Corporation's identification with their organization and involvement in their organization activities.

Turnover Intention: Turnover intention is conceptualised as the intense decision that employees take to give up their present positions and jobs, leave voluntarily to other organization. Turnover intention has been described as the last in a sequence of withdrawal cognitions, a set of cognitions include thinking of quitting and the intent to search for alternative employment. Turnover intention refers to an employee's intention to voluntarily leave an organization ((Jehanzeb, Rasheed, & Rasheed, 2013)). In this study, turnover intention is operationalised as employee's intention to voluntarily leave the Unilever Corporation.

Maslow's Theory

Maslow proposed that people have five types of needs that are arranged in a hierarchical manner. It is activated in a specific order such that a lower-order need must be satisfied before the next higher-order need is aroused. When that need is satisfied, the next highest need in the hierarchy is triggered and so forth. When these needs are met, the person will feel satisfied and he will move on to achieve the next higher-order needs. There are five needs highlighted by ((Maslow, 1954))

Equity Theories

Equity theory views motivation to satisfied one's need from the perspective of the comparisons people make among themselves ((Adams & Rosenbaum, 1963)). It proposes that employees are motivated to maintain fair or "equitable" relationships among themselves and to alter those relationships that are unfair. This theory concerns with people's intention to forgo the negative feelings. Such feeling is seen as they are treated unfairly in their jobs once they have engaged in the process of comparison with other people. Equity theory suggests that people make social comparisons between themselves and others with respect to two variables —

outcomes (e.g. benefits, rewards) and inputs (e.g. effort, ability). Outcomes refer to the things workers believe they and others get out of their jobs, including pay, fringe benefits and prestige. Inputs refer to the contribution employees believe they and others make to their jobs. Including the amount of time worked, the amount of effort contributed, the quantity of units produced and the qualifications brought to the job (Adams & Rosenbaum, 1963)).

Value Theories

Social values are consists of a belief system. This belief system is concerned with such issues as competence and morality. Such belief system is derived mainly from the demands of society. These value systems are organized values from past experiences that can act as general motives. It will serve as guidelines that will direct beliefs and behavior in many situations, such as work. Therefore, it may be expected that there are coherent and predictable links between one's general value system and specific work-related beliefs ((Furnham & Stringfield, 1993)). Such personal values and work beliefs will influence how a person satisfied him or herself.

Locke's Value Theory

This theory does not concentrate on needs. ((Locke, 1991)) argued that job satisfaction focuses on whether or not work provides people with what they want, desire or value. Workers look at what their jobs provide in terms of, for example, pay, working conditions and promotion opportunities and then compare those perceptions to what they value or find important in a job. When the two matches together, job satisfaction results, it is a cognitively driven process where individual decides for themselves. The difference between Locke's and Maslow's theory is that the former are not specific and do not consider the need for money. Money is no considered as a need for the workers. The theory implies that although knowing the importance or value that a worker has toward a particular outcome does not necessary means we will be able to predict how satisfied a worker will be. The theory by Locke introduces us to another dimension. Even though outcomes such as pay, fringe benefits and working conditions are the same for two workers and even though these outcomes may provide equivalent levels of need fulfilment, the workers' satisfaction will differ to the extent that their values differ. This approach is more consistent with the ways in which people actually reach to their jobs. People choose and change their jobs on the basis of these principles or values ((Locke, 1991)).

Cognitive Evaluation Theory (CET)

CET suggested that in order for a person to feel motivated, feelings of competence as well as feelings of autonomy are required. Simply, when a person is motivated in such a way, it exhibit positive work attitude and vice-versa. The above motivators are defined as intrinsic motivation. Studies showed that challenging activities were highly intrinsically motivating and that positive feedback ((Deci, 1971)) facilitated intrinsic motivation by promoting a sense of competence when people felt responsible for

their successful. Therefore, in the course of work, when an employee is given autonomy and has the competence to fulfil the requirements of the job, this promotes job satisfaction. ((Deci, 1971; Gagné & Deci, 2005)) states that negative feedback does decrease perceived competence and as such it influences negatively both intrinsic and extrinsic motivation, leaving people counted motivated. Therefore, GET assumes that people need to feel autonomous and competent. Work environment that promote feelings of autonomy and competence enhance intrinsic motivation, whereas factors that reduce these feelings undermine intrinsic motivation, leaving people not motivated, hence affecting the level of satisfaction ((Gagné & Deci, 2005)).

Self-Determination Theory

((Dworkin, 1988)) is of the view that autonomy means encouraging one's actions at the highest level of reflection. Intrinsic motivation is an example of autonomous motivation which is similar to CET. When it is found that people engage an activity because they find it interesting, they are doing the activity on their own willingness, and hence they are happier doing the job. In contrast, if the activities done by a person are being forced, in that sense it is being controlled and pressurized, it will counter react on motivation. Therefore, it can be said that if a person completes a task on his own well, he is likely be motivated and have a better chance to be satisfied. But, when a person is being pressured to perform a task against his will, the person will run counter to motivation ((Gagné & Deci, 2005))

Job Satisfaction

Job satisfaction is an employee's overall evaluation of his or her job as favorable or unfavourable ((Malik et al., 2010)). In short, job satisfaction is a feeling of like and dislike. In order to come to a stand of like and dislike, there should be a point of comparison. That point of comparison is the expectation of the employees. Job satisfaction is also directed to many areas of the job such as the nature of the job, the quality of supervision, the relationship with colleagues, the kind of leadership of superior and others. These are some of the facets or dimensions of job satisfaction. All of these are linked to the attitude of a person about his or her job. Job satisfaction can almost easily be assessed by asking people how they feel about their job ((Spector & Fox, 2002)) It involves the person's feeling about their job whether they are satisfied or dissatisfied. According to Spector, job satisfaction is an attitudinal variable that reflects how people feel about their jobs overall as well as various aspects of them. Simply, job satisfaction is the extent to which people like their job and job dissatisfaction is the extent to which they dislike them.

((Weiss, 2002)) has argued that job satisfaction is an attitude. However, he cautioned that researchers should clearly distinguish the objects of cognitive evaluation which are affective (emotion), beliefs and behaviours. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviours. ((Rose, 2001)) and ((Olorunsola, 2012)) viewed job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. She

further asserted that intrinsic sources of satisfaction depends on individual characteristics of the person, such as ability to use initiative, relations with supervisors, or the work that the person actually performs, all these are symbolic or qualitative facts of the job while extrinsic sources of satisfaction are situational and depends on environment such as pay, promotion or job security; these are financial and other materials.

Conceptual Framework

Based on the literature review and the discussed relationship between job satisfaction and employee turnover intention, as well as the relationship between organizational commitment and employee turnover intention, the conceptual framework for this study is presented. The research framework shows the relationship between job satisfaction, organizational commitment and employee turnover intentions to be examined in this study. To investigate these relationships, two main hypotheses are stated and would be empirically tested.

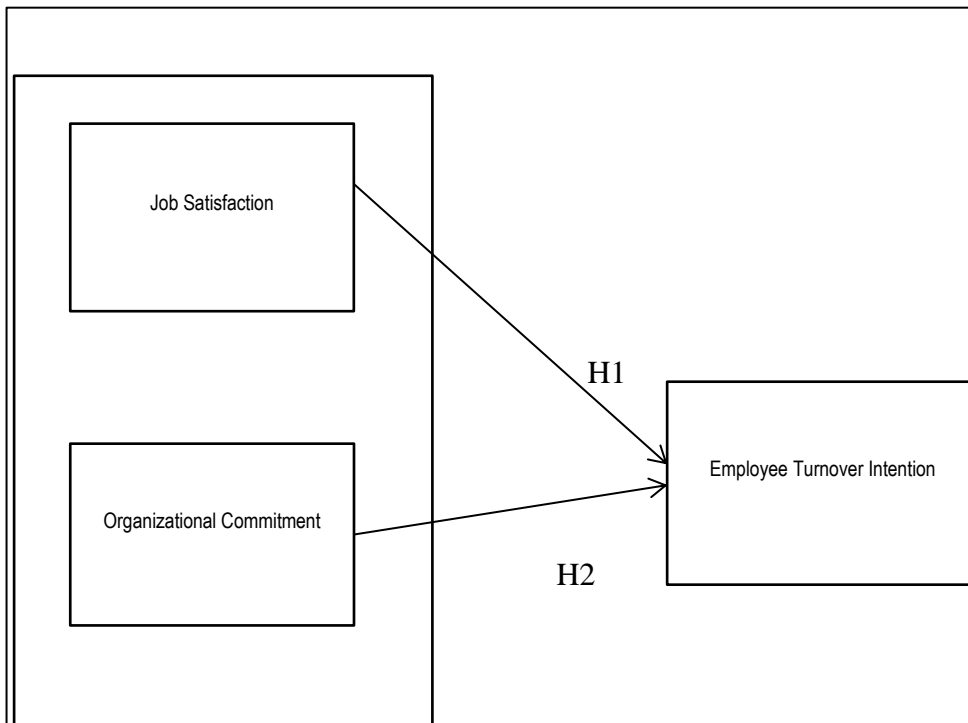


Figure 10.2 The Conceptual Model for this Study.

3. Materials and Methods

The research strategy for this study is the quantitative methodology. It employs the deductive approach to examine the relationship between job satisfaction, organization commitment and employee turnover intentions. The Deductive

approach involves reasoning from the more general to the more specific and its conclusion follows logically from the premise. The deductive approach was used because this study is based on existing theories such as the maslow’s theory and self-determination theory serving its underpinning theory. Therefore, investigation was done using the quantitative approach. The deductive approach is practical and it is used to test and prove the hypotheses stated in this study.

The sample frame for this study includes all the employees working with Unilever Corporation Nigeria Plc. They include all the permanent and contract staff listed in the staff directory of the Unilever Nigeria Plc. Unilever Nigeria Plc was incorporated as Lever Brothers (West Africa) Ltd in 1923. Originating from Britain, the company has been known as a soap manufacturing industry since the 19th century. The company has been in operation in Nigeria and West Africa as a soap manufacturing company, and is today one of the oldest surviving manufacturing organizations in Nigeria.

Population generally can be denoted as the total number of respondents with similar characteristics in a given location. The population of this study comprises all the employees working with Unilever Corporation Nigeria Plc). This constitutes the permanent and contract staff. The total population of these respondents according to Unilever staff directory is 450 employees. Table 3.1 shows the population of Unilever Staffs. Sampling is a process of selecting a portion of the whole population that represents the entire population. From the total population of 450 employees, the appropriate sample size calculated based on ((Krejcie & Morgan, 1970)), 208 employees would be selected for this study using the convenient sampling technique.

The convenience sampling technique involves the selection of sample elements that are most readily available to participate and provide the information required ((Hair Jr, 2006)). The convenience sampling is a type of non-probability sampling technique that draws representative samples based on the ease of their volunteering, their availability or their accessibility ((Hair Jr, 2006) (Salkind & Rainwater, 2003)). The data for this paper obtained through simple random sampling.

Table 10.1: Population of Unilever Staffs

No.	Departments	Sections	Number of Staffs
1	Production	Supply Chain	300
2		Cream and Lotion	80
3		Engineering	40
4	Administration	Accounting	10
5		I.T/Communications	10
6		Human Resources	10
Total			450

This study uses primary data since survey method was carried out to gather data for this paper. Questionnaire was prepared to collect information to investigate and examine the relationship between job satisfaction, organizational commitment and turnover intentions among employees’ working at Unilever corporation in Nigeria. Questionnaire is a systematic method of gathering data from respondents ((Hair Jr, 2006)). Questionnaire provides some advantages to the researchers because it is cheap and easy to administer to the target respondents, offers privacy to the respondents and reduces biases in answering the instrument items. Questionnaires can be distributed in a number of ways such as through the internets via emails, the postal mail, or through the telephones. However, this study would use the self-administrated questionnaire as an instrument to collect data from respondents. These questionnaires would administered by the researcher with the help of human resource department. The measurement items used in this study and the original source where they were adapted from are discussed in this section. The measurement items for job satisfaction are derived from ((Agho, Price, & Mueller, 1992)) and Spector (1994) while the measurements items for organisational commitment comprises of items derived from Meyer and Allen (2004) and (McInerney et al., 2015)). Turnover intentions are measured by 5 items derived from ((Brawley & Pury, 2016)) and ((McInerney et al., 2015)). Out of the five items, four items are adapted from (McInerney et al., 2015)). The questionnaires was presented in English as the official language of the

Table 3.3 shows the list of all the study variables and number of items for this paper.

Table 10.2: Measurement of Items of the Study

Variables	Dimensions	No of Items	Questions	Adapted From
Job atisfaction	Pay	3	Q1-Q3	Agho et al (1992) Spector (1994)
	Promotion	3	Q4-Q6	
	Work Itself	3	Q7-Q9	
	Supervisor	3	Q10-Q12	
	Co-workers	3	Q13-Q15	
Organizational	Affective	5	Q16-20	Meyer and Allen (2004)

Commitment	Continuance	5	Q21-Q25	Yucel (2012) McInerney et al (2015)
	Normative	5	Q26-Q30	
Turnover Intentions		5	Q31-Q35	Budhwar (2001) McInerney et al (2015)
Total		35 Items		

The Likert scale will be used. In Likert scale, the respondents are required to choose the desired scale. The scale is arranged to reflect the level of intensity from one extreme to another level extreme, example from 'strongly agree' to 'strongly disagree'. The scale is referred to as the five-point scale and it is illustrated in table 3.4. The Likert five-point scale will be used in section B while section A will measure the demographic variables such as gender, age, work experience and level of education.

Table 10.3: Proposed Likert five-point Scale

Choices	Likert Five-point Scale
Strongly Agree (SA)	5
Agree (A)	4
Neutral (N)	3
Disagree (D)	2
Strongly Disagree (SD)	1

Reliability reflects the consistency of the measurement items of a study when conducted at different time and place and it is normally measured by Cronbach's Alpha. The Cronbach Alpha would be employed to test the reliability for this study because according to ((Salkind & Rainwater, 2003)), it is the most acceptable reliability test tool applied by social science researchers which usually should exceed 0.70 values for a reliability to hold. However, ((Hair Jr, 2006)) noted that the minimum acceptable level for reliability test is Cronbach's Alpha value of 0.60. In the case of validity, a research opinion was sought to verify the face and contents validity of the instruments developed before the actual survey is carried out. According to ((Kumar, 2005)), face and contents validity can be confirmed experts in the same field by checking the extent to which item questions represents the issues they are intended to measure

This study employed the quantitative technique for the data analysis. The data gather for this study through the questionnaire where analysed using the use of Statistical

Packages for Social Science (SPSS, version 21.0) to run Pearson correlation and an additional multiple regression

Pearson correlation is used to examine the relationship

Table 10.4: Analyses used to answer the Research Questions

Research Questions	Type of Analysis
1. Is there a relationship between job satisfaction and employee turnover intention in the organization?	Pearson Correlation Analysis Multiple Regression
2. Is there a relationship between organizational commitment and employee turnover intention in the organization?	Pearson Correlation Analysis Multiple Regression

4. Results and Discussion

The reliability test was conducted to know the extent of measurement the items measure the constructs of this study. The Cronbach’s alpha which is an index for evaluating the reliability of a scale and widely used in previous studies, is used to test the reliability of the constructs of this study. The result of the Cronbach Alpha test as presented in Table 4.5, which indicated that the three constructs used achieved acceptable reliability level. Therefore, the data for this study is reliable and valid for further analysis.

Table 4.5: Reliability Test using Cronbach’s Alpha

S/N	Variables	Alpha Value
1	Job Satisfaction	0.920
2	Organizational Commitment	0.924
3	Turnover Intentions	0.809

The descriptive data analysis was used to provide discussion on the demographic background of the respondents. These respondents consist mainly of the contract staff, factory staff and the junior administrative staff at the Unilever organization in Nigeria. Table 4.6 presents the analysis result of the respondents’ gender, age, work experience, level of education and position. As shown in Table 4.6, out of the 117 respondents, 83 are male indicating 70.9% of the respondents while 34 are female which indicates 29.1%. For the age of the respondents, majority of the respondents fall with the ages of 31-40 and 41-50 which indicated 88.1% of the total respondents while 2 of the respondents were below 21 years indicating 1.7%, 11 respondents were between 21-30 years which indicates 9.4% respectively.

As regards the respondents' work experience, majority of the respondents i.e. 95 of them, have worked with the organization for 2 to 10 years which indicates 81.2% of the respondents while 17 of the respondents which indicate 14.5% have work for more than 10 years and 5 respondents which indicate 4.3% have worked below 2 years respectively. As regards the respondents' level of education, majority of the respondents i.e. 77 of them indicating 65.8% have bachelor degree. Only one respondent have master's degree which indicate 0.9 %. 11 respondents i.e. 9.4% have secondary school certificate while 28 of the total respondents indicating 23.9% have diploma. As regards the respondents' position, 68 respondents which indicate 58.1% are factory staff, 36 respondents indicating 30.8% are junior administration staff while 13 of them indicating 11.1% are contract staff. The histogram charts from Figure 4.1 to Figure 4.5 are used to show the clearer picture of the respondents' demography.

Variables		Frequencies	Percentages
Gender	Male	83	70.9
	Female	34	29.1
Age	Below 21	2	1.7
	21-30	11	9.4
	31-40	65	55.6
	41-50	38	32.5
	Above 51	1	0.9
Work Experience	less than 1 year	2	1.7
	1 to 2 years	3	2.6
	2 to 5 years	53	45.3
	5 to 10 years	42	35.9
	10 years and above	17	14.5
Level of Education	Secondary school	11	9.4
	Diploma	28	23.9
	Bachelor degree	77	65.8
	Master degree	1	0.9
Position	Contract staff	13	11.1
	Factory staff	68	58.1
	Junior staff	36	30.8
N= 117			

The Pearson correlation analysis and regression analysis are the inferential statistical methods used to examine the research questions and hypotheses of the study. Table 4.7 shows the results of the Pearson correlation coefficients for the relationship

between job satisfaction and employee turnover intentions while Table 4.8 presents the results of the Pearson correlation coefficients for the relationship between organizational commitment and employee turnover intentions. Furthermore, the multiple regression analysis was conducted to provide further understanding of the relationship among job satisfaction, organizational commitment and employee turnover intentions. Table 4.9 presents the results of the multiple regression analysis. The Pearson correlation results (as shown in Table 4.7 and Table 4.8) revealed that job satisfaction (-0.418 at $p < 0.01$) and organizational commitment (-0.468 at $p < 0.01$) have a significant negative relationship with employee turnover intentions. In addition, the multiple regression results (as shown in Table 4.9) revealed that organizational commitment (beta = -0.346** at $p < 0.05$) has significant influence on employee turnover intentions and it is the more dominant factor of employee turnover intentions compared to job satisfaction. Further discussion of these findings is presented in the next section.

Table 4.7: Correlation Results for Job Satisfaction and Turnover Intentions

Variables	Job Satisfaction	Turnover Intentions	Significance
Job Satisfaction	1	-0.418**	0.000
Turnover Intentions	-0.418**	1	0.000

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

Table 4.8: Correlation Results for Commitment and Turnover Intentions

Variables	Organizational Commitment	Turnover Intentions	Significance
Organizational Commitment	1	-0.468**	0.000
Turnover Intentions	-0.468**	1	0.000

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

Table 4.9: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.
	Beta	Std. error	Beta		
(Constant)	25.496	1.477		17.261	0.000
JOBSATISFACTION	-0.066	0.046	-0.170	-1.442	0.152
ORGCOMMITMENT	-0.136	0.046	-0.346**	-2.938	0.004

*Note: N=117, R=0.483, R² =0.233, Adjusted R²= 0.220, **Significant at P< 0.05.

Table 4.10: Summary of the Findings

Research Hypotheses	Decision
1. There is a negative relationship between job satisfaction and employee turnover intention	Supported
2. There is a negative relationship between organizational commitment and employee turnover intention	Supported

The results of the Pearson correlation coefficients for the relationship between organizational commitment and employee turnover intentions revealed that organizational commitment (-0.468 at $p < 0.01$) have a significant negative relationship with employee turnover intentions. This result is consistent with the findings of previous studies and it further affirms that there is a negative relationship between organizational commitment and employee turnover intentions. Previous studies ((Park, Christie, & Sype, 2014); (Faloye, 2014); (Gamble & Tian, 2015); (Van Dyk & Coetzee, 2012), (McInerney et al., 2015), 2015; Yücel, 2012; Jehanzeb *et al.*, 2013) have found organizational commitment as a significant predictor of employee turnover intention.

Studies conducted by ((Gamble & Tian, 2015)) showed how the organizational commitment dimensions (i.e., affective, continuance, and normative) of Chinese employees would affect their turnover intentions. The results of their findings revealed that affective and normative commitment negatively predicted turnover intentions. Furthermore, ((Faloye, 2014)) explored the association between the three dimensions of organizational commitment (e.g., affective, continuance, and normative) and turnover intentions and revealed a weak positive relationship between affective commitment and continuance commitment with turnover intention. Moreover, (Van Dyk & Coetzee, 2012) Van ((Hussain & Asif, 2012) examined the relationship between organizational commitments and found that organizational commitment in general reduces turnover intention. ((Jehanzeb et al., 2013)) investigated on the relationship between organizational commitment and turnover intentions of the employees in private sector of Saudi Arabia and found a negative relationship between organizational commitment and turnover intention. Similarly, ((Hussain & Asif, 2012)) found that organizational commitment have significant negative impact on the turnover intentions of the employees. Finally, studies conducted by ((Lew, 2011)) that lower commitment to the organization may lead to increased intention to quit

5. Conclusion and Recommendations

The findings of this current study further provides strong support for the hypothesized negative relationship between organizational commitment and employee. In sum, this finding implies that when employees are committed to their organization they will display negative attitude towards leaving or quitting their organization. In the context of this study, the negative organizational commitment of the employees would cause the employees to think of quitting or intent to search for alternative employment. In other words, a high organizational commitment would yield a low employee turnover intentions while a low organizational commitment would yield a high employee intention to quit the organization.

Based on the Pearson results and the findings of this study, it could be deduced that the two stated hypotheses were supported. Interestingly, it can be summarised that job satisfaction and organizational commitment of the employees who negatively affect the employee's intentions to leave the organization. In addition to the Pearson correlation analysis, the multiple regression analysis was conducted to provide further understanding of the relationship among job satisfaction, organizational commitment and employee turnover intentions. The multiple regression results revealed that organizational commitment (beta = -0.346** at $p < 0.05$) has significant influence on employee turnover intentions and it is the more dominant factor of employee turnover intentions compared to job satisfaction which was found to be not significant in the regression model.

This paper contributes to a better understanding of the relationship between job satisfaction and employee turnover intentions as well as the relationship between organizational commitment and employee turnover intentions in a manufacturing company. This study suggests that job satisfaction and organizational commitment are very important factors that influence employee turnover intentions bearing in mind that when employee have lower job satisfaction and lower organization commitment they will most probably have the intention to quit their organization.

These have huge implication for the organization. For example, this may lead to the organization losing many talented employees and decrease in organizational performance. Organizations whose members have higher levels of commitment show higher performance and productivity and lower levels of absenteeism and tardiness. The negative impact of turnover on organizational performance has continually forced organizational leaders to seek better ways to retain valuable employees ((Liu, Mitchell, Lee, Holtom, & Hinkin, 2012)). In addition, high turnover rates might have negative effects on the profitability of organizations. Organizations loose huge

amount of time and financial resources to select, recruit and train new employees as a result of an old employee suddenly leaving an organization. In terms of the reduction of the cost of employee replacement due to turnover such as recruitment and selection for possible new employees or competing employees, induction of the selected new employees, formal and informal training of the new employees and so on, would be avoided if employee turnover intentions is managed properly. For example, the estimated cost of recruiting and training a replacement employee that cost 50% of the employee's annual salary according to ((Mbah & Ikemefuna, 2012)) would be avoided if the managers ensure that their employees are satisfied and committed.

Therefore, the findings of this study would be useful to Unilever Corporation and other organizations to understand that their employees' job satisfaction and organization commitment as a determinant of the employees' turnover intentions and their subsequent exit from the organization. To Unilever Corporation in particular, this study would serve as a guide to help the organization re-examine the level of their employees' job satisfaction and organization commitment. Therefore, the findings of this study would enable the organization apply the appropriate human resource strategies to rectify the situation. Finding and adopting appropriate strategies may contribute significantly to the well-being of the organization in terms of reducing the employees' turnover and absenteeism in order to enhance productivity and organizational performance.

The study of job satisfaction and organizational commitment should be seen as one of the essential knowledge required by Nigerian industries to reduce their employee turnover intentions. ((Chen, 2012)) express biggest challenge in the organization today is the ability of manager or organization itself to support their employees to be satisfied with their job and be committed to the organization. When organization are committed to the affairs of the employee, the employee will be job satisfied then dismiss the idea to leave the organization. Therefore, it recommended to Unilever Corporation to seek ways to improve the level of job satisfaction and organizational commitment among staff by putting in place initiatives that would be benefit to all the employees. Particularly, the dimensions of job satisfaction such as pay, promotion, working condition, supervision, and co-worker support should be effectively managed to help the employees derive satisfaction and enhance their commitment to the organization.

Furthermore, to enhance the employees' level of job satisfaction and organizational commitment, the human resource division of Unilever Corporation could embark on

interventions such as increasing the pay of their employees as at when due, ensure that their promotion is granted to the employees as at when due, providing adequate and conducive working conditions, maintaining a good supervisor relationship with the employees, and ensuring that co-employees work in cooperation and collaboration. These mechanisms would help to enhance and maintain their employees' level job satisfaction. Finally, adequate training of the employees to enable carrying out their job functions would help them understand that their career development is valued by the organization which would hence make the employees to be more committed to their organization.

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