Effect of Job Satisfaction and Employee Commitment on Turnover Intention in Federal Polytechnic, Mubi, Adamawa State, Nigeria

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Abstract
This study examined the effect of job satisfaction and employee commitment on turnover intention among staff of Federal Polytechnic, Mubi, Adamawa State, Nigeria. Specifically, the study investigated the influence of job security, work-life balance, behavioral commitment, and relational commitment on employees' intention to leave the organization. A descriptive research design was adopted to determine the nature and strength of relationships among the variables without manipulation. The population of the study comprised 2,331 academic and non-academic staff, from which a sample size of 377 respondents was derived using Taro Yamane's formula, with an additional 10% to account for non-response. Simple random sampling technique was employed to ensure equal representation. Primary data were collected through structured questionnaires using a five-point Likert scale. The instrument's validity was established through expert review, while reliability was confirmed using Cronbach's Alpha coefficients ranging from 0.830 to 0.909, with an overall reliability of 0.894, indicating high internal consistency. Data were analyzed using descriptive statistics and multiple regression analysis with the aid of SPSS version 21. The findings revealed that job security has a positive and significant effect on turnover intention ($\beta = 0.425$, $p < 0.05$). Work-life balance emerged as the most influential factor ($\beta = 0.903$, $p < 0.05$), indicating that employees with better balance between work and personal life are less likely to leave. Behavioral commitment ($\beta = 0.651$, $p < 0.05$) and relational commitment ($\beta = 0.651$, $p < 0.05$) were also found to significantly reduce turnover intention. The study concluded that job satisfaction and employee commitment are critical determinants of turnover intention. It recommended that management should enhance job security, promote work-life balance, encourage employee engagement, and foster strong interpersonal relationships to reduce turnover intention and improve organizational stability.

Keywords: *Job satisfaction, employee, turnover intention, job security, work-life balance, behavioral, relational.*

Introduction

Employee turnover intention has become a significant concern for institutions because of its implications for productivity, service quality, institutional stability, and long-term performance. High turnover can increase recruitment and training costs, result in the loss of institutional knowledge, and disrupt organizational activities. Job satisfaction and employee commitment are central factors influencing turnover intention, as satisfied employees are more

likely to develop strong psychological attachment and remain with their institutions, whereas dissatisfaction and weak commitment increase intentions to quit (Adeniran & Ogundele, 2021; Agbo et al., 2020). Globalization, technological advancement, and changing labour expectations have further increased employees' demands for fair treatment, career development, job security, and meaningful work. Evidence indicates that high job satisfaction reduces turnover intention, while dissatisfaction can increase recruitment costs, knowledge loss, and declining organizational performance (Feldman, 2017; Olowokere & Akinbode, 2019). Employee commitment also plays an important role in determining turnover intention because it represents the psychological bond between employees and their institutions. Employees with strong affective commitment are more likely to identify with organizational values and remain with their institutions, while weak commitment can increase the likelihood of leaving when alternative opportunities arise (Azeem, 2018; Olowokere & Akinbode, 2019). In Nigeria, economic, political, and social challenges, including unstable funding, limited career advancement, inadequate compensation, heavy workloads, and inconsistent human resource practices, have heightened dissatisfaction and weakened employee commitment (Nwankwo et al., 2020). These challenges are particularly important in higher education, where employee turnover can disrupt teaching, research continuity, administrative efficiency, academic standards, and students' learning outcomes (Ogundele, 2022). Consequently, understanding the relationship among job satisfaction, employee commitment, and turnover intention is essential for developing effective retention strategies and strengthening institutional performance (Umar, 2021). At Federal Polytechnic, Mubi, administrative policies, the work environment, employee benefits, work-life balance, job security, and institutional support are important concerns that may influence job satisfaction, employee commitment, and turnover intention (Umar, 2021). Employees may experience dissatisfaction because of low remuneration, limited career advancement, inadequate working conditions, insufficient recognition, job insecurity, and leadership inefficiencies (Meyer & Allen, 1997; Ojedokun, 2018). Although the institution has introduced measures such as salary adjustments, training and development programmes, improved workplace conditions, housing allowances, and medical benefits, turnover intention remains a concern (Armstrong, 2020; Okonkwo & Chidiebere, 2021). Persistent problems include inconsistent implementation of institutional policies, uncompetitive remuneration, limited career progression and mentorship, poor leadership, weak organizational culture, and attractive external employment opportunities (Adeniran & Ogundele, 2021; Mohammed, 2023; Ogundele, 2022). If these challenges persist, the institution may experience loss of skilled personnel, declining academic standards, disruption of learning, increased recruitment and training costs, reputational decline, and reduced organizational commitment and performance (Agbo et al., 2020; Adeniran & Ogundele, 2021; Ibrahim & Sani, 2023). Despite the importance of job satisfaction, employee commitment, and turnover intention, limited empirical research has specifically examined these issues at Federal Polytechnic, Mubi. Existing studies have largely focused on universities and private organizations, leaving the distinctive challenges of polytechnics insufficiently explored (Olowokere & Akinbode, 2019). There is also inadequate evidence on the effectiveness of institutional interventions such as salary adjustments, welfare programmes, and training initiatives in reducing employee turnover, as well as limited research on the influence of leadership styles and organizational culture on employee commitment in Nigerian polytechnics (Sule, 2023). Furthermore, greater attention is needed on non-monetary retention strategies, including work-life balance, career mentorship, and employee recognition (Olanrewaju, 2024). Therefore, the study seeks to examine the factors influencing turnover intention among employees of Federal Polytechnic, Mubi, with particular attention to job satisfaction, employee commitment, job security, work-life balance, and institutional practices, with the aim of providing evidence-based strategies for improving employee retention and

institutional stability. This study aims to fill these gaps by providing empirical evidence on the impact of job satisfaction and employee commitment on turnover intention. It seeks to offer actionable insights tailored to the unique dynamics of Federal Polytechnic, Mubi, thereby contributing to more effective retention strategies.

The researcher used the following to test null hypotheses:

H_{0i}. Job security does not significantly affect turnover intention in Federal Polytechnic, Mubi, Adamawa State

H_{0ii}. Work-life balance does not have significant effect on turnover intention in Federal Polytechnic, Mubi, Adamawa State.

H_{0iii}. Behavioral commitment does not have significant effect on turnover intention in Federal Polytechnic, Mubi, Adamawa State.

$H0_{iv}$: Relational commitment does not significantly affect turnover intention in Federal Polytechnic, Mubi, Adamawa State.

Conceptual Clarifications

Job Satisfaction

Job satisfaction refers to the positive emotional state an employee experiences as a result of their job, which includes their perception of how well the job meets their needs, expectations, and personal values **(**Ogunyemi, 2019). Akinyele (2020) defined job satisfaction as the level of contentment an employee feels towards their job, influenced by factors such as job conditions, work relationships, compensation, and opportunities for growth. According to Adewale (2018) job satisfaction is a psychological state in which employees feel positively towards their work based on their assessment of job factors such as workload, work environment, and organizational policies. Ololube (2021) job satisfaction is seen as the degree to which employees feel fulfilled, content, and motivated by their job roles, which is determined by the alignment of their work expectations and their actual experiences within the organization. Cranny, Smith and Stone (2014) defined job satisfaction as employees' emotional state regarding the job, considering what they expected and what they actually got out of it. In fact, an employee with low expectations can be more satisfied with a certain job than someone who has high expectations.

Job Security

Oluwaseun and Folarin (2020) define job security as the assurance that employees will not lose their employment under normal circumstances. This sense of stability fosters psychological well-being and motivates employees to perform better. When employees feel secure in their roles, they are more likely to be committed to their tasks, enhancing overall performance within the organization. Chikanda (2018) describes job security as a state where employees feel secure in their roles and employment, based largely on the stability of the organization they work for. Job security is deeply tied to the guarantees an organization offers against arbitrary dismissal. Employees who are assured that their jobs are safe from sudden layoffs or restructuring are more likely to stay loyal and focused on their work. Ogunyemi and Oyelola (2021) explain job security as the confidence an employee has in remaining in their current position for the foreseeable future.

Work-Life Balance

Akanbi (2020) defines work-life balance as the ability of an individual to manage the demands of both work and personal life, ensuring that family responsibilities and personal time do not interfere with professional obligations. This balance is vital for preserving both physical and mental well-being, allowing individuals to thrive in all aspects of life without feeling

overwhelmed by either work or personal commitments. Adewale (2019) emphasize that work-life balance involves the harmonious integration of professional duties and personal life activities. They suggest that when these two domains are balanced, neither interferes with the other's success or individual happiness. This dynamic balance is essential for achieving sustainable well-being and performance, promoting both career success and personal fulfillment. Chukwu (2021) defines work-life balance as the state in which an individual can achieve equity between their professional responsibilities and personal or leisure activities.

Employees Commitment

Olanrewaju (2021), employee commitment is the degree of dedication an employee has towards the mission and values of the organization. This commitment is often influenced by factors such as job satisfaction, organizational culture, and leadership practices. A strong commitment can lead to a higher degree of employee engagement, motivation, and retention, contributing to organizational stability. Igeh and Adebayo (2015) argue that employee commitment is the extent to which employees are dedicated to their organizations. It reflects how well employees align their personal values with the organization's goals and how they perceive their roles and responsibilities. High commitment levels are associated with better job performance, lower turnover, and a more harmonious work environment. For Omar (2019), employee commitment is seen as a psychological attachment to the organization. It is characterized by feelings of loyalty, pride, and an internal drive to contribute positively to the organization's growth and success. Finally, Agyemang and Ibrahim (2021) describe employee commitment as the process by which employees identify with their organization's goals and objectives. Employees who are committed feel a sense of pride in their work and demonstrate consistent effort toward the organization's growth.

Behavioral Commitment

Akinlolu and Omoniyi (2020) define behavioral commitment as the degree to which employees consistently exert effort and demonstrate persistence in carrying out tasks that align with the organization's goals. They emphasize that it goes beyond basic job requirements, encompassing both the employee's attitude and actions that reflect loyalty and dedication to the organization. Adeoye and Adebayo (2021) describe behavioral commitment as the observable actions or behaviors that employees display, which reflect their dedication to the values, goals, and long-term success of the organization. These behaviors are not limited to compliance but also include proactive engagement and active participation in organizational activities, demonstrating the employees' emotional and psychological investment. Okpara and Kabongo (2020) view behavioral commitment as the intention of employees to consistently engage in actions that contribute to the achievement of organizational objectives.

Relational Commitment

Relational commitment, as defined by various African scholars, emphasizes a deep and ongoing emotional investment in relationships, characterized by trust, shared goals, and mutual respect. Babatunde and Olamide (2020) describe relational commitment as a psychological bond that forms between parties, where both individuals or groups are willing to endure challenges in the relationship and continue their engagement. This concept suggests that relational commitment is not just a temporary state but a long-term investment that sustains the bond even during difficult times. In their definition, Akpan and Atolagbe (2019) frame relational commitment as a strong attachment rooted in mutual goals and values, which guides long-term cooperation. This attachment is fundamental for building enduring relationships that foster collaboration and cooperation. Lastly, Suleiman and Dada (2021) define relational

commitment as a long-term intention to stay engaged with a partner or group, grounded in trust, shared norms, and emotional connection.

Turnover Intention

Abdulrahman (2020) defines turnover intention as the conscious desire of an employee to leave their current job or organization. This intention is influenced by several factors, including job satisfaction, the organization's culture, and opportunities for career advancement. When employees feel that their needs are unmet in these areas, they may begin to consider leaving their current positions for other opportunities. According to Ojo (2022)**,** turnover intention is the process through which an employee actively considers the possibility of voluntarily quitting their job. Olufemi and Ajiboye (2019) describe turnover intention as the mental state in which employees begin to evaluate the option of leaving the organization, usually due to perceived unfair treatment, poor leadership, or limited career development prospects. Employees who feel disconnected from their workplace and its leadership may start considering the option of seeking employment elsewhere.

Effect of Job Security on Turnover Intention

Job security has long been considered a critical determinant of employee satisfaction, motivation, and retention. Employees who perceive their jobs as secure are less likely to leave their organizations compared to those who feel uncertain about their job stability. Job security directly impacts turnover intention, with employees in insecure environments being more likely to consider leaving. In the African context, where economic instability and high unemployment rates are prevalent, job security becomes even more essential in reducing turnover intention. According to studies conducted by Nigerian scholars, employees who feel insecure about their positions are more inclined to seek alternative employment opportunities, driven by the desire to achieve stability (Olusegun, 2020). The relationship between job security and turnover intention is also shaped by organizational culture and leadership practices. Research by Tunde and Akinyemi (2019) in Nigeria emphasizes that leadership styles that promote open communication and trust can significantly reduce the negative effects of job insecurity on employees' turnover intentions. When employees feel that they are valued and their job stability is assured, they are less likely to seek opportunities elsewhere.

Effect of Work-Life Balance on Turnover Intention

Work-life balance (WLB) has emerged as a key factor in determining employee retention in organizations, particularly in the context of African workplaces. A balance between work responsibilities and personal life allows employees to maintain their well-being, leading to higher levels of job satisfaction and commitment. Research by Okoro (2020) highlighted that employees in Nigeria who experience a good work-life balance are less likely to exhibit turnover intentions. This is because a well-managed WLB reduces stress and burnout, factors that are closely tied to an employee's desire to leave an organization. In several African countries, poor work-life balance is linked to increased turnover intention. According to Adebayo et al. (2021), employees in organizations with rigid working hours and limited flexibility are more likely to consider leaving their jobs due to the strain it places on their personal lives. This is particularly evident in industries where long working hours and high demands often result in fatigue and reduced engagement.

Effect of Behavioral Commitment on Turnover Intention

Behavioral commitment plays a pivotal role in influencing employees' intention to leave or remain with an organization. According to Onuoha and Nwosu (2022), behavioral commitment encompasses an individual's actions that bind them to a particular course within the workplace.

Employees who exhibit strong behavioral commitment are less likely to contemplate leaving their current employment as they feel personally invested in the organizational objectives. This commitment manifests through extra-role behaviors, adherence to organizational policies, and active engagement in work-related activities, all of which foster retention and reduce turnover intention. Study by Agboola (2021) emphasize that behavioral commitment is often linked to employee loyalty and satisfaction. When employees are satisfied with their job roles and receive support from their employers, they demonstrate higher levels of behavioral commitment. This satisfaction reduces turnover intention, as employees feel valued and integral to the organization's success.

Effect of Relational Commitment on Turnover Intention

The concept of relational commitment has gained significant traction in human resource management literature, particularly in its influence on employee turnover intention. Relational commitment refers to the emotional and psychological attachment an employee has towards their organization (Mba & Agbasi, 2022). Studies in Nigerian institutions highlight that when employees feel committed and valued, their desire to leave the organization reduces significantly (Nnadi, 2023). This indicates that enhancing relational commitment can serve as a strategic tool to mitigate turnover intention and promote organizational stability. Empirical studies have shown that the lack of relational commitment is one of the leading factors driving turnover intention in Nigerian institutions. According to Okechukwu and Odu (2021), institutions that fail to foster strong relational ties between management and employees experience higher turnover rates. In their research on tertiary institutions in Nigeria, they observed that employees with weak relational ties were twice as likely to seek employment elsewhere compared to their committed counterparts.

Theoretical Framework

The Social Exchange Theory (SET)

The Social Exchange Theory (SET), introduced by Blau in 1964, provides a critical framework for understanding organizational behavior. According to SET, interpersonal relationships within an organization are formed through reciprocal exchanges. These exchanges are based on the premise that individuals seek to maximize benefits and minimize costs in their interactions. Employees, therefore, assess the perceived fairness of the benefits they receive from their organization, including both tangible rewards (such as compensation) and intangible rewards (such as recognition and support). When employees feel that the organization is meeting their needs, they are more likely to remain committed and satisfied, which in turn fosters positive outcomes like increased performance and organizational loyalty. In the context of employee retention, SET suggests that organizational commitment is strongly influenced by the balance of give-and-take in the relationship between employees and employers. When employees perceive that the organization is treating them fairly and providing valuable support, they are more likely to develop a sense of loyalty. This sense of loyalty makes them less inclined to leave, even in the face of alternative opportunities. Conversely, if employees perceive an imbalance in the exchange, such as feeling undervalued or unsupported, they may become disengaged and more likely to seek employment elsewhere. Thus, organizational efforts to enhance fairness and support can be a powerful tool in reducing turnover intentions and increasing employee retention.

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory (1959) provides a valuable framework for understanding job satisfaction, emphasizing the role of motivators and hygiene factors. Motivators, which include elements like recognition, achievement, and opportunities for career advancement, are intrinsic

factors that foster higher levels of job satisfaction and organizational commitment. On the other hand, hygiene factors, such as salary, benefits, and working conditions, do not necessarily enhance satisfaction but are crucial for preventing dissatisfaction. When hygiene factors are inadequately addressed, employees are more likely to experience dissatisfaction, though their overall job satisfaction may not increase significantly with improvements to these factors alone. In the context of Nigerian institutions, recent studies (Bello & Aliyu, 2023) provide empirical evidence supporting Herzberg's theory. The research reveals that both motivators and hygiene factors are strongly linked to turnover intention, underscoring the significance of a balanced approach to employee satisfaction. When organizations prioritize motivators while ensuring that hygiene factors are adequately met, they can reduce turnover rates and enhance employee retention. This finding highlights the importance of addressing both intrinsic and extrinsic elements in the work environment to foster a more engaged and committed workforce.

Underpinned theory

This study anchored on The Social Exchange Theory (SET), according to SET, interpersonal relationships within an organization are formed through reciprocal exchanges. These exchanges are based on the premise that individuals seek to maximize benefits and minimize costs in their interactions. Employees, therefore, assess the perceived fairness of the benefits they receive from their organization, including both tangible rewards (such as compensation) and intangible rewards (such as recognition and support). When employees feel that the organization is meeting their needs, they are more likely to remain committed and satisfied, which in turn fosters positive outcomes like increased performance and organizational loyalty. The application of this theory will facilitate a comprehensive analysis of the factors influencing staff retention at Federal Polytechnic, Mubi, Adamawa State, providing a basis for actionable recommendations to improve organizational outcomes.

Empirical Review

Nganjiwa and Omattah (2024) conducted a study on job satisfaction and employee commitment in tertiary institutions in Kogi State, Nigeria. The descriptive survey design involved a population of 1,326 employees, from which 307 were sampled, achieving a retrieval rate of 86% with 264 responses. Using structured questionnaires, data were analyzed with descriptive statistics and multiple regression. Findings revealed a significant positive relationship between job satisfaction and employee commitment. The study concluded that enhancing salary structures, career growth, and recognition improves commitment. Recommendations included better remuneration and growth opportunities. The study identified a need for further research on non-monetary factors influencing commitment, suggesting future studies on comprehensive incentive systems.

Otache and Inekwe (2024) explored the relationship between job satisfaction, turnover intentions, and performance of Nigerian polytechnic lecturers with doctorate degrees. Employing a descriptive correlational design, they studied a purposive sample of 167 lecturers across Nigerian polytechnics. Data were collected via online self-reported questionnaires and analyzed using partial least squares structural equation modeling (PLS-SEM). The study found that low job satisfaction significantly predicted high turnover intentions, which adversely affected performance. It concluded that improving job satisfaction could mitigate turnover intentions and enhance lecturer performance. A gap in understanding turnover's impact on performance in Nigerian contexts was noted, with future research suggested on the role of non-salary-related motivators. Zita et al., (2024) investigated job satisfaction and turnover intention among employees in tertiary institutions in Anambra State, Nigeria. Using a correlation research design, they analyzed data from a purposive sample of 12,430 employees out of a population of 31,890. The study used structured questionnaires, employing Pearson correlation

for analysis. Findings indicated that pay satisfaction was negatively associated with turnover intentions, while gender had a significant positive influence. The researchers recommended improving financial incentives to retain employees and identified a gap regarding non-monetary influences on turnover. Future research was suggested to examine holistic retention strategies. Ngatuni and Matoka (2024) studied job satisfaction, organizational affective commitment, and turnover intentions among university academicians in Tanzania. Adopting a survey design, they gathered data from 300 respondents using convenience sampling. Structured questionnaires provided the data, analyzed with descriptive statistics, multiple regression, and Hayes' Process Tool. Results demonstrated that job satisfaction and affective commitment were significant negative predictors of turnover intentions, with affective commitment partially mediating the effect. The study concluded that addressing both job satisfaction and emotional commitment could reduce turnover. A gap in understanding cognitive and normative commitments was noted, recommending future work on comprehensive commitment models. Gambo and Chijioke (2024) focused on job satisfaction and turnover intentions among lecturers in South African universities. This descriptive research surveyed a population of 950 lecturers, sampling 380 through stratified random sampling. Data were collected with structured questionnaires and analyzed using logistic regression. The study found that dissatisfaction with work-life balance significantly increased turnover intentions. The authors concluded that addressing flexibility and workload balance could improve retention. They recommended implementing policies to enhance autonomy and work-life integration. The study identified a gap concerning cultural influences on job satisfaction, suggesting future studies incorporating cross-cultural dimensions. Sayedi et al., (2023) conducted a study on Monetary and Non-Monetary Opportunities as Determinants of Turnover Intention Among Academic Staff in IBB University. Using a survey research design, the study was set in Ibrahim Badamasi Babangida University, Lapai, Nigeria, with a population of 318 lecturers. The entire population was surveyed using a structured questionnaire. Regression analysis was performed using SPSS to analyze the data. The findings revealed that job insecurity and limited opportunities for growth increased turnover intention. The study concluded that enhancing job security and work conditions would reduce turnover rates. It recommended that institutions improve job security measures and identified a gap in non-monetary factor research. Future studies should examine organizational culture's role in job retention.

Methodology

The study used a descriptive research design. This study used conducted in Federal Polytechnic in Mubi, Nigeria. The population of this study comprised of teaching and non-teaching employees from Federal Polytechnic, Mubi totalling 2331.

Table 1: The population of the study

Institution	Level	Staff
Fed. Poly Mubi	Academic staff	808
	Non-academic staff	1523
Total		**2331**

To determine the sample size, the researcher adopted the use of Taro Yamani`s formula (1964).

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

Where (N) is the total population size, and (e) is the margin of error (0.05).

$$N = 2331$$

$$n = \frac{2331}{}$$

$1 + 2331(0.05)^2$

$$n = \frac{2331}{1 + 2331(0.0025)}$$

$$= \frac{2331}{6.8}$$

$$= 342.7 \text{ i.e.} \approx 343$$

Therefore, the sample size for this study is 343. However, 10% of the sample size was added to the 342 actual sample to guide for non-return instrument, therefore, the sample size for this study was 343 + 34 = 377.

Table 2: Apportionment of sample size

Institution	Level	Staff
Fed. Poly Mubi	Academic staff	134
	Non-academic staff	243
Total		**377**

The study used sampling procedures to ensure that the sample they use is representative of the overall population. Simple random sampling was the method of choice for this inquiry since it guaranteed that each member of the population would have an equal chance of being chosen. Questionnaires were used to gather data from staff members at the chosen establishments. The study used questionnaire as a tool for collecting data. Questionnaire is a research instrument consisting of a series of questions for the purpose of gathering information from respondents. Closed ended questions were the major instrument for data collection in this study; this is because questionnaire has the capacity of collecting more relevant data from respondents. The questionnaire was in form of likert scale designed on five (5) points likert ranging from Strongly agree (5), Agree(4), Undecided(3) Disagree(2), Strongly disagree(1). The study used inferential statistics to test the hypotheses. This study used multiple regression model to analyse the impact of organizational change and employee performance and the equation assumes the functional form of:

TOI = f(JSE, WLB, BHC and REC).
The model specification for this study is stated as follows:

$TOI_i = \beta 0 + \beta_1 JSE_i + \beta_2 WLB_i + \beta_3 BHC_i + \beta_4 REC_i + \varepsilon$'.....3.1

The apriori is expressed as; t $\beta_0, \beta_1, \beta_2, \beta_3, \beta_4 \geq 0$, this implies that all the coefficients of the independent variables are expected to be positive a... greater than zero.

Where:

TOI	=	Composite index of turnover intention
JSE	=	Composite index of job security.
WLB	=	Composite index of work-life balance
BHC	=	Composite index of behavioral commitment
REC	=	Composite index of relational commitment
β0	=	Constant.
$\beta_1 - \beta_4$	=	Regression coefficients.
i	=	*i, l . n*
ε	=	Error term.

Analysis and Findings

377 copies of questionnaires were distributed to the respondents, only 343 were retrieved and valid for the study. i.e. 90.9% were returned and 9.1% were not returned.

Hypotheses Testing

The hypotheses of this study were tested using multiple linear regression statistics at 5% level of significance as indicted in table 3 below.

Table 3: Model summary of effect of job satisfaction and employees commitment on turnover intention

Variables		Coefficient	Std. Error	T-Values	P-Values	Hypotheses	
1	(Constant)	7.990	0.928	8.139	0.000		
	Job Security	0.425	0.525	4.998	0.001	Rejected	$H_0$1
	Work-Life Balance	0.903	0.523	3.387	0.000	Rejected	$H_0$2
	Behavioral Commitment	0.651	0.420	1.811	0.000	Rejected	$H_0$3
	Relational Commitment	0.651	0.420	1.811	0.000	Rejected	$H_0$4
	R	0.792					
	R^2	0.785					
	Adjusted R	0.783					
	F-Stats	595.545					

a. Dependent Variable: Turnover Intention

Source: Computed using SPSS 21. 2025)

The results in Table 3 show that job satisfaction variables (job security and work-life balance) and employee commitment (behavioral and relational commitment) significantly influence turnover intention. The model indicates a strong relationship between the predictors and turnover intention (R = 0.792), while the R^2 of 0.785 shows that 78.5% of the variation in turnover intention is explained by the independent variables, with an adjusted R^2 of 0.783 confirming the robustness of the model; the significant F-statistic (595.545) further indicates a good model fit. At the individual level, job security ($\beta = 0.425$, $p = 0.001$), work-life balance ($\beta = 0.903$, $p = 0.000$), behavioral commitment ($\beta = 0.651$, $p = 0.000$), and relational commitment ($\beta = 0.651$, $p = 0.000$) all have statistically significant positive effects on turnover intention, with work-life balance exerting the strongest influence. Consequently, all the null hypotheses ($H_0$1, $H_0$2, and $H_0$3) are rejected, indicating that job security, work-life balance, and employee commitment are significant factors influencing employees' intentions to remain in or leave the institution.

Summary of Findings

The following findings were derived from above hypotheses tested:

1. The findings reveal that job security has a positive and statistically significant effect on turnover intention ($\beta = 0.425$, $p = 0.001$). This indicates that employees' perception of job stability plays an important role in their decision to stay or leave the Federal Polytechnic, Mubi.
2. Work-life balance shows the highest coefficient ($\beta = 0.903$, $p = 0.000$), making it the most influential variable in the model. This suggests that employees who experience better balance between work and personal life are less likely to develop intentions to leave the Federal Polytechnic, Mubi.
3. The result shows that behavioral commitment has a significant effect on turnover

intention (β = 0.651, p = 0.000). This implies that employees who are more dedicated, proactive, and willing to contribute to organizational success are less likely to consider leaving their jobs in Federal Polytechnic, Mubi.

4. Relational commitment also has a significant effect (β = 0.651, p = 0.000), indicating that strong interpersonal relationships, trust, and emotional attachment within the workplace reduce employees' intention to leave the Federal Polytechnic, Mubi.

Discussion of Findings

The study revealed that job security has a positive and statistically significant effect on turnover intention (β = 0.425, p = 0.001). This implies that employees who perceive a high level of job stability are less likely to develop intentions to leave the institution. In the Nigerian context, job security has been widely recognized as a critical determinant of employee retention due to the unstable nature of the labor market. This finding is consistent with Lucky (2019), who reported that job security significantly reduces turnover intention among employees in Nigerian organizations. Similarly, Ghazali and Muktar (2016) found that employees in public institutions who enjoy job stability tend to demonstrate stronger loyalty and lower intention to quit. Therefore, ensuring job security in Federal Polytechnic, Mubi is essential for minimizing employee turnover. Secondly, work-life balance was found to have the highest influence on turnover intention (β = 0.903, p = 0.000), making it the most significant predictor in the model. This suggests that employees who are able to effectively balance work demands with personal and family responsibilities are more satisfied and less likely to leave the organization. This finding aligns with Ojo, Salau, and Falola (2020), who established that work-life balance significantly enhances employee retention in Nigerian service organizations. In the same vein, Akinwale and George (2020) found that poor work-life balance contributes to stress and increases turnover intention among academic staff in Nigerian tertiary institutions. This highlights the need for management to implement flexible work policies and supportive work environments. Thirdly, the result showed that behavioral commitment has a significant effect on turnover intention (β = 0.651, p = 0.000). This indicates that employees who are actively involved, dedicated, and willing to contribute to organizational success are less likely to consider leaving. This finding supports the assertion of Ogunnaike, Adeniji, and Oludayo (2020), who found that employee commitment significantly influences retention in Nigerian organizations. Similarly, Tunde (2015) noted that employees who exhibit high levels of involvement and responsibility are more likely to remain with their organizations despite challenges. Hence, encouraging employee participation and engagement in decision-making processes can strengthen behavioral commitment and reduce turnover intention.

Finally, relational commitment was also found to have a significant effect on turnover intention (β = 0.651, p = 0.000). This suggests that strong interpersonal relationships, trust, and emotional attachment within the workplace reduce employees' intention to leave. In Nigeria, workplace relationships are particularly important due to the collectivist cultural orientation that emphasizes social interaction and mutual support. This finding is consistent with Chladkova (2017), who found that positive workplace relationships significantly improve employee retention in Nigerian firms. Additionally, Eketu and Ogbu (2015) emphasized that trust and good leadership relationships foster emotional attachment and reduce employees' turnover intentions. Therefore, promoting teamwork, trust, and supportive leadership is crucial for enhancing relational commitment in Federal Polytechnic, Mubi.

Conclusion

The findings of this study revealed that job security plays a significant role in influencing turnover intention among employees. Employees who perceive their jobs as stable and secure are less likely to develop intentions to leave the organization. The study also found that work-

life balance is the most influential factor affecting turnover intention. Employees who are able to balance their work responsibilities with personal and family life are more satisfied and less inclined to leave their jobs. Furthermore, the results showed that behavioral commitment has a significant impact on turnover intention. Employees who demonstrate a high level of dedication, initiative, and willingness to contribute to organizational success are less likely to consider leaving. This implies that fostering a work environment that encourages employee involvement, motivation, and recognition can strengthen commitment and reduce turnover intention. Finally, the findings indicated that relational commitment significantly influences turnover intention. Strong interpersonal relationships, trust among colleagues, and a sense of belonging within the organization contribute to employees' desire to remain.

Recommendations

The following recommendations were considered:

1. Management of Federal Polytechnic Mubi should strengthen job security by implementing clear, fair, and transparent employment policies. Regular communication about organizational stability, career prospects, and retention strategies should be encouraged to build employees' confidence and reduce uncertainty that may lead to turnover intention.
2. Management of Federal Polytechnic Mubi should introduce and sustain flexible work arrangements such as adjustable working hours, remote work options, and manageable workloads. In addition, policies that encourage leave, rest periods, and respect for personal time should be enforced to help employees maintain a healthy balance between work and personal life.
3. Management of Federal Polytechnic Mubi should create an enabling environment that fosters employee engagement by recognizing performance, encouraging participation in decision-making, and providing opportunities for career growth and development. This will motivate employees to remain committed and contribute positively to organizational success.
4. Management of Federal Polytechnic Mubi should promote teamwork, trust, and effective communication among employees. Organizing team-building activities, conflict resolution mechanisms, and supportive leadership practices can help build strong relational bonds, enhance workplace harmony, and reduce employees' intention to leave the organization.

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