OPEN ACCESS

International Journal of Advanced Economics

P-ISSN: 2707-2134, E-ISSN: 2707-2142

Volume 4, Issue 2, P.No. 19-29, March, 2022

DOI: 10.51594/ijae.v4i2.286

Fair East Publishers

Journal Homepage: www.fepbl.com/index.php/ijae

TURNOVER INTENTION FACTORS AND ITS EFFECT ON EXTENSION OFFICERS JOB PERFORMANCE IN ONDO STATE, NIGERIA

O. O. Olagunju¹, O. Adetarami², O. B. Chete³, A. T. Olumoyegun⁴, P. I. Onwubolu⁵

^{1,3,4,5}Department of Agricultural Extension and Rural Development, Faculty of Agriculture,
Adekunle Ajasin University, Akungba-Akoko, Nigeria

²Department of Agricultural Extension and Rural Development, College of Agricultural
Management and Rural Development, Federal University of Agriculture, Abeokuta, Nigeria

*Corresponding Author: O. O. Olagunju

Corresponding Author Email: toyinolagunju01@gmail.com

Article Received: 01-01-22

Accepted: 25-01-22

Published: 08-03-22

Licensing Details: The author retains the right to this article. The article is distributed under the terms of the Creative Commons Attribution-Non Commercial 4.0 License (<http://www.creativecommons.org/licences/by-nc/4.0/>) which permits non-commercial use, reproduction, and distribution of the work without further permission provided the original work is attributed as specified on the Journal open access page.

ABSTRACT

This study examines the turnover intention factors and its effect on extension officers' job performance in Ondo State, Nigeria. The study used stratified sampling technique to select 80 extension officers of the Agricultural Development Project in the 4 zones of Ondo State. The data were analyzed using descriptive statistics, correlation, and regression analysis. The results show that extension officers rated level of job performance, emotional intelligence and organizational commitment as high while job satisfaction and leadership member exchange as low. Significant and positive correlation ($p < 0.01$) existed between each variable and work performance. Regression analysis results showed that emotional intelligence, job satisfaction, and leadership member exchange were significant turnover intention factors that affect job performance. The R^2 value of 0.731 indicates that the three (3) factors gave 73.1% explanation of the variance in extension officers' job performance. The results also suggested that emotional intelligence ($\beta = 0.734$) was the most important turnover intention factor that have effect on job performance, followed by job satisfaction and leadership member exchange.

Hence, emotional intelligence, job satisfaction and leadership member exchange should be taken into consideration as turnover intention factors that affect job performance among the extension officers. This study contributes to a better understanding of the relationship of turnover intention factors to job performance and will add to existing body of knowledge in the domain of managing extension officers' in the agricultural industry, thereby increasing job performance and productivity in the agricultural sector.

Keywords: Extension Officers, Intention, Job Performance, Turnover.

INTRODUCTION

Employee turnover implies loss of talented and well experienced professionals, inevitably leading to high costs in the recruitment and training of new staff which significantly affects the performance, productivity and profitability of organizations (Al Mamun & Hasan, 2017). A lot of research has mainly focused on explaining why employees quit their jobs and has shown that the main factors that influence employee turnover can be grouped as personal factors, organizational and work factors, and social and economic factors (Belete, 2018). In addition, Nhema and Mutenheri (2016) have argued that employee turnover is highly correlated with intention to quit a job and as a result focused more on turnover intentions factors. However, identifying the major determinants of employee turnover intention can help the human resource managers to accurately predict turnover behaviours and therefore take necessary measures to possibly minimize the employee turnover rate as it influence the organizations' productivity and performances (Hussain & Xian, 2019).

Organizations cannot succeed without its human capital. Recruiting a best talent is more important to the organizations and retaining the talented employees is very crucial because of the dynamism of the human resources (Skelton *et al.*, 2020). Turnover intention often predicts actual quitting behaviour (Windon *et al.*, 2019). Over the last 40 years, a number of studies have addressed turnover within Cooperative Extension organizations (Abiona *et al.*, 2017). Employee retention was a major internal challenge for Extension programmes (Windon, 2017). Similarly, Sheppard (2016) emphasized that Extension programmes nationwide have experienced employee turnover and retention issues. According to Oosthuizen *et al.* (2016), turnover intention was strongly indicative of a person's intent to voluntarily and permanently withdraw from an organization. Previous research in Extension showed positive relationships between employees' turnover intention and heavy workload, burnout, occupational stress, work-life balance, low salary, long work hours, late-night meetings, lack of recognition, and high requirements for advancement (Davidescu *et al.*, 2020). Also, lack of organizational commitment and low job satisfaction has been attributed to increase in agricultural extension employee turnover and turnover intention (Luz *et al.*, 2018).

According to Hasford *et al.* (2018), job turnover was relatively high in countries like Belgium (15%), France (24.4%), Germany (16.5%), Italy (21%), Netherlands (15.4%) and United States of America (18.6%). Tulangow *et al.* (2018) stated that turnover has proven to be one of the most costly and seemingly intractable human resource challenges confronted by several organizations globally. Belete (2018) identified that turnover force the organization to incur a huge costs relating to recruitment and selection, personnel process and induction, training of new personnel and above all, loss of knowledge gained by the employee while on job. For organizations, the turnover of employees means the waste of investment in the selection and training of personnel (Tolulope & Joshua 2016). Besides, the high rate of employee turnover

in an organization adversely affects the motivation of existing personnel, increases the workload and makes work planning difficult. Thus, the resignation of skilled employees who are considered as human capital is an important issue that has a negative impact on the efficiency, effectiveness and general performance of an organization Belete (2018).

However, it's important to understand why employees had intention to leave in order to prevent it from happening and reduces its impact on the organization. Previous studies have proven that turnover intention is a good surrogate indicator of actual turnover (Kumar *et al.*, 2018; Santhanam & Srinivas, 2019 & Cohen *et al.*, 2016). Consequently, if an organization faces a situation in which it needs to decrease employees' intention to quit; it needs to manage and understand the factors affecting employee commitment. Turnover intention is a serious issue especially today in which employee leaves the organization or organization fires them.

Furthermore, Windon *et al.* (2019) used Herzberg's motivational-hygiene theory to identify factors that influence extension workers turnover intention and their job performance. They indicated that motivational factors such as overall job satisfaction, employee professional development programmes, mentoring programmes, vocation and supportive environment in the workplace. Comparatively, hygiene factors included inadequate salary, poor pay to workload ratio, financial opportunities outside extension work, heavy time obligations, unbalanced personal and professional life, and work-related stress. The plethora of contemporary literature on voluntary turnover clearly shows that it is a growing concern for organizations as it usually signals the loss of skilled and the most talented employees. In fact, De Winne *et al.* (2019) claimed that high levels of turnover are destructive and detrimental to both the organization and the employee.

Equally, Zhang (2016) has pointed that turnover disrupts teamwork and causes serious delays for important projects in situations where it involves members who are playing a key role within a project team. Turnover is a critical human resource issue in all sectors of the economy which affects productivity, product and service quality, and profitability (Mehreza & Bakria, 2019). Skilled extension officers are hopping from job to job taking with them the client-related knowledge and technical expertise of the agricultural sector largely due to salary increase along with their benefits and bonuses (Harder *et al.*, 2015).

However, most of the researchers are restricted by limited scope of study whose studies only focus in certain organization. They focused their studies in organizations such as the banking industry, tourism sector, construction companies etc. Studies on turnover intention in agricultural sector are lacking most especially extension service delivery organizations in Nigeria. Therefore, more in-depth studies regarding factors influencing turnover intention and their effect on job performance of extension officers in Ondo State, Nigeria is appreciated. This study addresses the following relevant questions: What is the level of turnover intention factors and job performance of extension officers? Are there significant relationship between selected turnover intention factors and job performance? What are the turnover intention factors contributing to extension officers' job performance? Thus, this study was carried out to determine the influence of turnover intention factors on extension officers' job performance in Ondo State, Nigeria. Specifically, the objectives to be achieved are as follows:

1. To examine the level of turnover intention factors and extension officers' job performance in Ondo State, Nigeria.
2. To determine the relationships between turnover intention factors and extension officers' job performance in Ondo State, Nigeria.

3. To identify the most important turnover intention factors that contributes to the job performance in Ondo State, Nigeria.

Research Framework

The research framework, as proposed in Figure 1, is composed of the independent variable (turnover intention factors) and the dependent variable (job performance). A direct relationship exists between turnover intention factors and job performance. Based on the proposition of Herzberg's Two-Factor Motivation-Hygiene theory, overall job performance starts to be negatively affected when an employee begins to respond to his or her turnover intention appeals (Yusoff et al., 2013; Ngo-Henha, 2017). In line with the proposition of Herzberg's Two-Factor Motivation-Hygiene theory, the research framework suggests that turnover intention factors such as job satisfaction, Leadership member exchange, emotional intelligence and organizational commitment primary influence the level of job performance.

Figure 1 Research Framework of the Relationship between Turnover Intention Factors and Job Performance

Theoretical Background

Herzberg's Two-Factor Motivation-Hygiene theory was used in this study as the basis for research framework design. Research has revealed that there are two sets of factors in organizations that contribute to job satisfaction (motivation factors) and job dissatisfaction (Hygiene factors) (Ngo-Henha, 2017). The theory of Herzberg's Two-Factor Motivation-Hygiene introduced by Herzberg (1966) asserts that an employee starts to respond to his or her turnover intention appeals when the factors; job satisfaction (pay and job stability), leadership member exchange (relations with others and quality of supervision), emotional intelligence (opportunity for personal growth and achievement) and organizational commitment (recognition) that are contributing to one's overall job performance start to be negatively affected (Alshammari *et al.*, 2016 & Yan *et al.*, 2021). This is for example the case when an employee starts to believe that their job is no more stimulating in terms of career growth and advancement, if their job is no more interesting or if they do not receive enough recognition it start affecting their level of job performance by showing little commitment to their job. Therefore, retention strategies should seek to optimize motivation and hygiene factors in order to inhibit employees' turnover intentions which will have negative effect on the organization performance.

METHODOLOGY

The sample for this study consisted of extension agents of the Agricultural Development Projects (ADP) in the 4 zones of Ondo State, Nigeria. There are a total of 96 extension officers in Ondo State. Therefore, the population for the study was 96 officers that covered the 4 zones. In this study, the method of Krejcie and Morgan (1970) was followed, at a reliability

of 0.95, along with a margin of error of 0.5, to determine the sample size for research. The sample size formula is as follows;

$$S = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

Where,

S = sample size required

X^2 = chi squared table value for 1 d.f (degree of freedom) at the confidence level as desired (3.841)

N = population size

P = proportion of population (for attaining maximum sample size it was assumed 0.05)

d^2 = the degree of accuracy expressed in proportion (0.05)

$$\begin{aligned} S &= \frac{1.96^2 (100) * (0.5) (0.5)}{(0.05)^2 (100) + 1.96^2 (0.5) (0.5)} \\ &= \frac{3.84 * 100 * 0.25}{0.0025 * 100 + 3.84 * 0.25} \\ &= \frac{96}{1.2} \\ &= 80 \end{aligned}$$

Based on the table of Krejcie and Morgan, a representative sample of 96 is 80. Thus, descriptive, bivariate correlation and multiple regression were used to analyze the data to determine the level of turnover intention factors and job performance, relationships between turnover intention factors and job performance and the most important factor contributing to job performance. The study used stratified sampling technique to meet the 80 respondents from 4 zones of ADP in Ondo State, and this was carried out by using a well-structured 5-point likert scale questionnaire that was reviewed and pre-tested for validity and reliability. Moreover, in order to assess the responses of the extension officers, a 5-point likert scale, ranging from strongly disagree to strongly agree was used to measure all the variables, apart from their socio-economic characteristics. The 6-part questionnaire included: socio-economic characteristics of respondents, job satisfaction (7 statement items), leadership member exchange (7 statement items), emotional intelligence (8 statement items), organizational commitment (8 statement items) and job performance (8 statement items). The researcher employed IBM SPSS version 23 software for analyzing the data of this study. The respondents were to indicate their perceptions based on the effect of turnover intention factors on their job performance through responses to all declarative statement items, which were rated on a 5-point likert scale and were scored with 5 points for Strongly Agree (SA), 4 points for Agree (A), 3 points for Neutral (N), 2 point for Disagree (D), and 1 point for Strongly Disagree, as used by Saeed et al. (2014), and which were modified to suit the research purpose.

RESULTS AND DISCUSSION

Socio-Economic Characteristics

The findings from the study, according to Table 1, indicated that majority 73.7% of the extension officers were between 31 and 50 years old, which revealed that the highest numbers of the officers are in their middle age and still very active in service. Out of 80 respondents, the study found that more than half were males, with 49, equivalent to 62.1%, with majority (97.5%) married. More so, 46, equivalent to 57.5%, earned between ₦50,000 (\$121) and

₦100,000 (\$243) in a month, with 53.7% having their specializations in Agricultural Extension. Also, 55.0% of the extension officers had between 6 and 20 years of experience on the job with 25.0% having less than 5 years. Furthermore, majority of the respondents (83.8%) were appointed on permanent basis and the descriptive analysis of educational level of the respondents indicated that 44 (55.0%) had Bachelor Degree, 8 (10.0%) had Masters Degree, and only 20 (25.0%), 7 (8.7%), and 1 (1.3%) had qualifications lower than Bachelor, Postgraduate diploma and PhD respectively.

Table 1
Socio-Economic Characteristics of the Respondents

Variables	Frequency (n=80)	Percentage
Extension agents' age		
<30	5	6.3
31-40	30	37.5
41-50	29	36.2
>50	16	20.0
Gender		
Male	49	61.2
Female	31	38.8
Marital status		
Single	2	2.5
Married	78	97.5
Educational level		
NCE	5	6.3
OND	15	18.7
B.Sc.	44	55.0
PGD	7	8.7
M.Sc.	8	10.0
PhD	1	1.3
Job experience		
1-5 years	20	25.0
6-10 years	12	15.0
11-15 years	15	18.7
16-20 years	17	21.3
>21 years	16	20.0
Area of degree specialization		
General Agriculture	21	26.3
Agricultural Extension	43	53.7
Agricultural Economics	3	3.8
Agronomy	11	13.7
Forestry	2	2.5
Monthly income		
< 50,000	14	17.5
50,001-100,000	46	57.5
100,001-150,000	16	20.0
150,001-200,000	4	5.0
Nature of employment		
Permanent	67	83.8
Temporary	13	16.2

Source: Computed from a field survey, 2021

Level of Job Performance

The descriptive statistics of the job performance of extension officers are presented in Table 2. The mean scores and standard deviations of the level of agreement were determined based on the range of (1-2.339) as low, (2.34-3.67) as moderate, and (3.68-5.00) as high as indications of measurement for the levels on a 5-point likert scale of 5.00. From Table 2, the level of job performance was low ($M = 2.13$; $SD = 0.60$).

Table 2

Level of Job performance

Level	Mean	SD
Job performance	2.13	0.60

Source: Computed from a field survey, 2021

Levels of Job Satisfaction, Leadership Member Exchange, Emotional Intelligence and Organizational Commitment

The descriptive statistics of the effects of turnover intention factors on extension officers' job performance are presented in Table 3. The mean scores and standard deviations of the level of agreement were determined based on the range of (1-2.339) as low, (2.34-3.67) as moderate, and (3.68-5.00) as high as indications of measurement for the levels on a 5-point likert scale of 5.00. As indicated in Table 3, the mean scores ranged from 2.31 to 3.46, and the standard deviation also ranged from 0.62 to 0.76. From Table 3, leadership member exchange (M=2.34; SD=0.69) and job satisfaction (M=2.31; SD=0.76) showed low mean scores. Also, emotional intelligence (M=3.46; SD=0.65) and organizational commitment (M=3.44; SD=0.63) showed moderate mean scores; meanwhile lowest was job satisfaction (M=2.31; SD=0.76) and emotional intelligence (M=3.46; SD=0.62) being the highest score.

Table 3

Levels of Job Satisfaction, Leadership Member Exchange, Emotional Intelligence and Organizational Commitment

Levels	Mean	SD
Job satisfaction	2.31	0.76
Leadership member exchange	2.34	0.69
Emotional intelligence	3.46	0.65
Organizational commitment	3.44	0.63

Source: Computed from a field survey, 2021

Influence of Job Satisfaction, Leadership Member Exchange, Emotional Intelligence and Organizational Commitment on Job Performance

The relationships between job satisfaction, leadership member exchange, emotional intelligence and organizational commitment on job performance were determined using Pearson correlation coefficients. Exploratory analysis was carried out to ensure non-violation of normality and linearity assumption. Bivariate correlation analysis results showed that all the turnover intention factors were significant and correlated. As shown in Table 4, the relationship between emotional intelligence and job performance was the strongest and, at same time, had a linear relationship ($r=0.860$; $p<0.01$). The results also showed significant and positive correlation between organizational commitment ($r=0.646$; $p<0.01$), leadership member exchange ($r=0.619$; $p<0.01$), job satisfaction ($r=0.598$; $p<0.01$) and job performance. Based on the findings of the study, hypotheses H1, H2, H3 and H4 were supported, and reject null hypothesis.

Table 4

Bivariate Correlation Coefficients Among Job Satisfaction, Leadership Member Exchange, Emotional Intelligence and Organizational Commitment on Job Performance

	Variables	JP	JS	LME	EI	OC
JP	Job performance	1				
JS	Job satisfaction	0.598**	1			
LME	Leadership member exchange	0.619**	0.261*	1		
EI	Emotional intelligence	0.860**	0.272*	0.443**	1	
OC	Organizational commitment	0.646**	0.823**	0.482**	.959**	1

**Significant at $p < 0.01$; *Significant at 0.05.

Source: Computed from a field survey, 2021

Effect of Turnover Intention Factors On Job Performance Among Extension Officers

In order to identify the effect of the turnover intention factors on job performance, Table 5 presents the results of the regression analysis, based on the contribution of all independent variables to job performance. Three (3) independent variables were supported and were statistically significant; the results showed that emotional intelligence ($\beta=0.734$; $p<0.01$) was the most important contributing factor that explained job performance compared to job satisfaction ($\beta=0.684$; $p<0.01$) and leadership member exchange ($\beta=0.285$; $p<0.01$). H1, H2, and H3 were supported, as they were positive and significantly contributed to job performance, while H4 was not supported as it has not contribution to job performance as shown by the result of the analysis. The summary statistics of the regression analysis show the variables for which the coefficients are statistically significant with R^2 of 0.731. Job performances were attributed to the three turnover intention factors, with a combined contribution of 73.1% to variance of job performance. Hence, the results indicated that organizational commitment did not support hypothesis 4 since it has not significantly contributed to job performance among extension officers in Ondo State, it therefore fail to reject null hypothesis.

Table 5

Linear Multiple Regression of Job Satisfaction, Leadership Member Exchange, Emotional Intelligence and Organizational Commitment on Job Performance

Turnover Intention Factors	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Constant	.042	.103		4.615	.000
Job satisfaction	.633	.054	.684	11.731	.000
Leadership member exchange	.205	.073	.285	2.801	.006
Emotional intelligence	.513	.073	.734	7.041	.000
Organizational commitment	.056	.051	.062	1.095	.277

Significant; * $p<0.05$, $R=0.765$, $R^2=0.731$, Adj. $R^2=0.728$, Std. Error of the estimate=0.16244

The results revealed that there were significant associations between turnover intention factors (job satisfaction, leadership member exchange, emotional intelligence and organizational commitment) and job performance. They indicated that combining the two groups of motivation and hygiene factors as one set of turnover intention determinants. The remodeling of two-factor theory should be used to determine employees' turnover intention factors in order to maximize their job performance (Yusoff *et al.*, 2013; Amzat *et al.*, 2017).

The earlier proposed hypotheses in the study was that job satisfaction, leadership member exchange, emotional intelligence and organizational commitment will influence job performance, and that they might act together to predict low levels of job performance. The hypotheses were supported. The results for all 4 factors of turnover intention were consistent with past research (Molla, 2020; Laosebikan *et al.*, 2018; Xie *et al.*, 2020; Parveen, 2019) in which it was also found that employees job performance is influenced by job satisfaction, leadership member exchange, emotional intelligence and organizational commitment.

The results of the regression analysis revealed in Table 5, indicated that the 3 variables contributed significantly to job performance. The model indicated the significance of the 3 turnover intention factors with $p<0.05$. Emotional intelligence ($\beta=0.734$; $p<0.05$) had the highest Beta value at 0.734. The R^2 value of 0.731 implies that the 3 predictors explained about 73.1% of the variation in extension officers' job performance. This was confirmed by Liberty & Kida (2017), in which emotional intelligence was the most effective turnover

intention factors to establish a good relationship with the performance of extension officers, as it put more drive into any accomplishment including corporate performance than any monetary reward or status.

Conclusion, Limitation and Policy Implication

The limitation of this study emanated from the usage of the sample meant to be representative of the whole population. Even though there is a positive relationship between dependent and independent variables, job performance variance of 73.1% explain three significant independent variables. The used of just 80 respondents from Agricultural Development Project of Ondo State also serves as a limitation in this study since it may not be a representative sample of other extension officers from other States and geopolitical zones of Nigeria. There is a need for more diverse samples for future research. The implication of the findings from this study is focusing on the need to introduce Herzberg's Two-Factor Motivation-Hygiene theory to reduce turnover intention appeals from the extension officers so as to give full concentration to their job for enhanced performance of extension service delivery. Given the importance of the factors that cause's turnover intention among extension officers necessitated the capacity and potential development of the extension officers by many extension service providers working with farmers in Nigeria, these factors should be introduced and entrenched in the activities of the agricultural extension service agencies to enhance sustainable delivery of extension services.

References

- Abiona, B. G., Adeogun, S. O., & Oladipupo, P. O. (2017). Implications of decision making process on agricultural employees' turnover in institute of agricultural research and training Ibadan, Oyo state, Nigeria. *Agro-Science*, 16(1), 36-41.
- Al Mamun, C. A., & Hasan, M. N. (2017). Factors affecting employee turnover and sound retention strategies in business organization: A conceptual view. *Problems and Perspectives in Management*, 15(1), 63-71.
- Amzat, I. H., Don, Y., Fauzee, S. O., Hussin, F., & Raman, A. (2017). Determining motivators and hygiene factors among excellent teachers in Malaysia: An experience of confirmatory factor analysis. *International Journal of Educational Management*, 31(2).
- Alshammari, M. A., Al Qaied, B. A., Al-Mawali, H., & Matalqa, M. (2016). What drives employee's involvement and turnover intentions: empirical investigation of factors influencing employee involvement and turnover intentions?. *International Review of Management and Marketing*, 6(2), 298-306.
- Belete, A. (2018). Turnover intention influencing factors of employees: an empirical work review. *Journal of Entrepreneurship & Organization Management*, 7(3), 1-7.
- Cohen, G., Blake, R. S., & Goodman, D. (2016). Does turnover intention matter? Evaluating the usefulness of turnover intention rate as a predictor of actual turnover rate, *Review of Public Personnel Administration*, 36(3), 240-263.
- Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086.
- De Winne, S., Marescaux, E., Sels, L., Van Beveren, I., & Vanormelingen, S. (2019). The impact of employee turnover and turnover volatility on labor productivity: a flexible non-linear approach. *The International Journal of Human Resource Management*, 30(21), 3049-3079.

- Hasford, B., Mensah-Attah, E., & Alijina, L. (2018). Labor Turnover in Selected Hotels in The Sunyani Municipality. *Researchjournalali's Journal of Hospitality Tourism*, 5(3), 1-12.
- Harder, A., Gouldthorpe, J., & Goodwin, J. (2015). Exploring organizational factors related to Extension employee burnout. *Journal of extension*, 53(2), 53.
- Herzberg, F. I. (1966). Work and the Nature of Man.
- Hussain, S., & Xian, S. H. (2019). Factors Affecting Employees' Turnover Intention in Construction Companies in Klang, Selangor. *KnE Social Sciences*, 108-131.
- Laosebikan, J. O., Odepidan, M. A., Adetunji, A. V., & Aderinto, C. O. (2018). Impact of Job Satisfaction on Employees Performance in Selected Microfinance Banks in Osogbo Metropolis, Osun State, Nigeria. *International Journal of Social Sciences and Management Research*, 4(8), 22-46.
- Luz, C. M. D. R., de Paula, S. L., & de Oliveira, L. M. B. (2018). Organizational commitment, job satisfaction and their possible influences on intent to turnover. *Revista de Gestão*.
- Mehreza, A., & Bakria, A. (2019). The impact of human resource practices on job satisfaction and intention to stay in emerging economies: Model development and empirical investigation among high caliber governmental employees in Qatar. *Management Science Letters*, 9, 425-442.
- Molla, F. (2020). The Effect of Emotional Intelligence on Employee's Performance (Doctoral dissertation).
- Ngo-Henha, P. E. (2017). A review of existing turnover intention theories. *International Journal of Economics and Management Engineering*, 11(11), 2760-2767.
- Nhema, N., & Mutenheri, E. (2016). Factors that Influence the turnover intentions of employees in the tourism sector in Zimbabwe. *International Journal of Management Sciences and Business Research*, 5(12), 158-165.
- Oosthuizen, R. M., Coetzee, M., & Munro, Z. (2016). Work-life balance, job satisfaction and turnover intention amongst information technology employees. *Southern African Business Review*, 20(1), 446-467.
- Parveen, S. (2019). Exploring the Impact of Organizational Commitment on Employees Performance. *IOSR Journal of Business and Management*, 21(12), 47-56.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610.
- Kumar, M., Jauhari, H., Rastogi, A., & Sivakumar, S. (2018). Managerial support for development and turnover intention: Roles of organizational support, work engagement and job satisfaction. *Journal of Organizational Change Management*, 31(1), 135-153.
- Saeed, I., Waseem, M., Sikander, S., & Rizwan, M. (2014). The relationship of turnover intention with job satisfaction, job performance, leader member exchange, emotional intelligence and organizational commitment. *International Journal of Learning and Development*, 4(2), 242-256.
- Santhanam, N., & Srinivas, S. (2019). Modeling the impact of employee engagement and happiness on burnout and turnover intention among blue-collar workers at a manufacturing company. *Benchmarking: An International Journal*, 27(2), 499-516.
- Sheppard, G. (2016). *Work-life balance programs to improve employee performance* (Doctoral dissertation, Walden University).

- Skelton, A. R., Nattress, D., & Dwyer, R. J. (2019). Predicting manufacturing employee turnover intentions. *Journal of Economics, Finance and Administrative Science*, 25(49), 101-117.
- Tolulope, A., & Joshua, S. (2016). Manpower Training and Employee Performance in Public Organizations: A Study of Ogun State Property and Investment Corporation (OPIC). *Revista de Administratie Publica si Politici Sociale*, 17(2), 19-37.
- Tulangow, M. J., Saerang, D. P., & Rumokoy, F. S. (2018). The effect of job stress, work environment and workload on employee turnover intention (case study at pt. wika realty manado). *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 6(1), 474 - 482.
- Windon, S. R. (2017). *Examining Ohio State University Extension program assistants' turnover intention through job satisfaction, satisfaction with supervisor, and organizational commitment* (Doctoral dissertation, The Ohio State University).
- Windon, S. R., Cochran, G. R., Scheer, S. D., & Rodriguez, M. T. (2019). Factors Affecting Turnover Intention of Ohio State University Extension Program Assistants. *Journal of Agricultural Education*, 60(3), 109-127.
- Xie, Z., Wu, N., Yue, T., Jie, J., Hou, G., & Fu, A. (2020). How leader-member exchange affects creative performance: an examination from the perspective of self-determination theory. *Frontiers in Psychology*, 11, 2977.
- Yan, Z., Mansor, Z. D., Choo, W. C., & Abdullah, A. R. (2021). How to Reduce Employees' Turnover Intention from the Psychological Perspective: A Mediated Moderation Model. *Psychology Research and Behavior Management*, 14, 185–197.
- Yusoff, W. F. W., Kian, T. S., & Idris, M. T. M. (2013). Herzberg's two factors theory on work motivation: does its work for today's environment. *Global journal of commerce and Management*, 2(5), 18-22.
- Zhang, Y. (2016) A review of employee turnover influence factor and countermeasure, *Journal of Human Resource and Sustainability Studies*, 4, 85-91.