



How Salary and Supervision Affects Turnover Intention Through Job Satisfaction the Case of Industrial Zone Located in Ethiopia

Mulugeta Girma Dibiku

ABSTRACT

Purpose – Industrial parks face shortage experts, and it is important to examine the factors that influence turnover intention among experts working in the industrial parks. Low salary and supervision may lead to employee dissatisfaction and a significant inverse relationship between job satisfaction, including subsequent effects on turnover among employees working in the industrial parks. However, little or no study was done on the mediating role of job satisfaction and turnover intention among industrial park workers in Ethiopia industrial parks considering supervision and salary as independent variables.

Aim - This study examine the mediating effects of job satisfaction on turnover intention among employee of industrial parks located in the eastern part of Ethiopia

Design/methodology/approach – A cross-sectional survey design employed by including 400 sample in the study. SEM based PLS were used to examine the mediating effect of job satisfaction between salary, supervision and employee turnover intention.

Findings: This study showed that job satisfaction significantly mediated the relationship between salary, supervision and turnover intention. 19.4 percent of the variance in turnover intention explained by salary whereas, 66.6 percent of the variance caused by supervision. The mediation pathway accounted for 41.6 percent of the variance between the independent and dependent variables. Significant relationship between pay, supervision and job satisfaction of workers at the industrial park. It is imperative to state unequivocally that, satisfied workers perform more efficiently, are more committed, and desire to work with their respective. Organizations for a lifetime. Efforts should therefore be made to enhance the workers' satisfaction with their job.

Implications for nursing management - This study provides industrial park administrators with a resource to build a supportive environment to increase employees job satisfaction and to decrease turnover that affects overall productivity of the sector at regional level

KEY WORDS

job satisfaction, salary supervision, turnover intention

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1 INTRODUCTION

In the era of globalization, it has been considered a crucial concern to pact with employee turnover for any business organization (Al Mamun & Hasan, 2017; Widodo, Widiyanti, Hidayati, & Situmorang, 2019). Turnover is a serious issue, particularly in the area of human resource management (Yusefi, Sharifi, Nasabi, Rezabeigi Davarani, & Bastani, 2022). To fulfill the basic needs and provide a good working environment, good pay and other benefits in an economic approach is quite multifaceted and burdensome to an organization (Lin, Huang, Li, Chang, & Hsu, 2022; Kim, Vaiman, & Sanders, 2022). Every business desires to increase the productivity and lessen turnover, thereby leading to be profitable. Employee turnover supervision is an obligation to attain organizational goals effectively (Ravichandran, Phelan, Kirby, Singh,, & Ghosh, 2022).

High turnover would bring devastation to the business in the form of both direct and indirect costs (Al Mamun & Hasan, 2017; Amankwaa & Anku-Tsedo, 2015). Moreover, high employee turnover will put at risk on reaching the organizational goal (Miiri & Othman, 2021). To combat the challenges in the cutthroat business world, management has considered employee turnover as a major concern and initiated some measures to retain them in the organizations (Sergio & Rylova, 2018). Several studies have been conducted on this topic of turnover, most of the researchers focus on the causes of employee turnover but little has been done on the examining the sources of employee turnover and effects (Lin & Huang, 2021; Lee, Fernandez, & Lee, 2021; Amankwaa & Anku-Tsedo, 2015; Desrochers & Kirshstein, 2014). High employee turnover rate has increasingly been an issue of interest to both practitioners and academicians, not just in developed countries but also in the developing countries (Nejati, Brown, Shafaei, & Seet, 2021).

Replacing a full-time, private-sector worker may likely to cost 25% of his or her total annual compensation (Huang, et al., 2021; Desrochers & Kirshstein, 2014). Second, employee turnover may disrupt company's productivity and thus performance, especially when it involves critical positions in organizations (Priya & Sundaram, 2016; Beuren, dos Santos, & Theiss, 2022). High turnover also fosters a sense of discontinuity in the workplace hence unsettling managers and employees. Companies that are not able to reduce their employee turnover figure will likely lose their competitiveness in the end (Beuren, dos Santos, & Theiss, 2022). Similar to turnover, researchers devoted their time around job satisfaction and how it relates to turnover of the employees. The business world's number one problem concern is how to motivate employees (Amankwaa & Anku-Tsedo, 2015). Technological revolution, demographic changes in workplace and globalization stimulate the need to search for novel ways to motivate the workforce (Al Mamun & Hasan, 2017; Otache & Inekwe, 2022; Akosile & Ekemen, 2022).

Several studies have been made to examine pay satisfaction, job satisfaction and turnover intention in different contexts (Chan & Ao, 2019; Akinyemi, George, & Ogundele, 2022; Jamil, Sabah, Gardi, & Adnan, 2022; Wan & Duffy, 2022). Employees in public sector have greater degree of pay satisfaction compared to private sector employee. Pay satisfaction affect turnover intention differently and that job satisfaction will add incrementally to the explained variance in the pay satisfaction-turnover relationship (Al Mamun & Hasan, 2017; Chan & Ao, 2019). Studies concluded that reasons for pay variations could result in drastically different outcomes (Al Mamun & Hasan, 2017). It has believed that certain amount of turnover is acceptable by most organizations to bring new blood to the workforce (Al Mamun & Hasan, 2017; Desrochers & Kirshstein, 2014). However, Employee turnover intention has been a concern for all businesses, especially in the 21st century as replacement costs range from 90 - 100% of an employee's annual salary (Lee & Ha-Brookshire, 2017; Urrutia Pereira, de Lara Machado, & Ziebell de Oliveira, 2022). The current paper examine salary, employee satisfaction and rate of turnover in the manufacturing industries targeting industrial parks located in Ethiopia.

2 LITERATURES REVIEW

2.1 EMPLOYEE TURNOVER INTENTION

Employees' turnover is a much-studied phenomenon (Garg, Mahipalan, & Sharma, 2023). However, there is no standard reason why people leave organization. Employee turnover is the rotation of workers around the labor market; between firms, jobs and occupations; and between the states of employment and unemployment (Cortes & Forsythe, 2023). At the macro level, researchers have demonstrated the relationship between turnover rates and the aggregate level of economic activity, employment levels, and vacancy levels (Singh, 2023). At the micro level, behavioral research has established a consistent, although generally weak, correlation between job dissatisfaction and turnover (Autor, Dube, & McGrew, 2023). While the economic and job dissatisfaction contributions to turnover are well established by these authors, they are conceptually simplistic and empirically deficient bases for understanding the employee turnover process and are confined to limited determinant factors (Murphy & Turner, 2023; Das, 2023).

"Unfolding model" of voluntary turnover represents a divergence from traditional thinking by focusing more on the decisional aspect of employee turnover, in other words, showing instances of voluntary turnover as decisions to quit (Yeasin, 2023; Lee, Yang, & Lee, 2023). Indeed, the model is based on a theory

of decision-making, image theory (Lee, Yang, & Lee, 2023). The image theory describes the process of how individuals process information during decision-making (Autor, Dube, & McGrew, 2023). The underlying premise of the model is that people leave organizations after they have analyzed the reasons for quitting (Chan & Ao, 2019).

There are several reasons why people quit from one organization to another or why people leave organization that, this study will also reveal some of the reasons (Agarwal & Sajid, 2017). Employees quit from organization due economic reasons (Lin, Huang, Li, Chang, & Hsu, 2022). Many studies report a consistent and negative relationship between job satisfaction and turnover, as dissatisfied employees are more likely to leave an organization than satisfied ones (Akosile & Ekemen, 2022). The major predictor for intention to leave a job is dissatisfaction and the major predictor of job satisfaction is psychological empowerment (Lee, Yang, & Lee, 2023).

Salary levels are often a factor for employees leaving in order to improve their leaving standard, career development, the wish to move into new areas of work, which there are better opportunities elsewhere, and the chance to work with particular people. Satisfaction with the job, the quality of management, perceived opportunities for advancement and the adequacy of pay, training and performance appraisal are the reasons for employee turnover (Akosile & Ekemen, 2022). Work satisfaction can reduce absence and employee turnover reduce the rate of accidents. However, the work dissatisfaction in the longer term, adverse effects such as loss of trained employees, unrealized productivity, and lowered morale often translate into lower financial gains than anticipated (Al Mamun & Hasan, 2017; Alfes, Shantz, Truss, & Soane, 2013).

Alfes, Shantz, Truss, and Soane, (2013) claimed that engaged employees who perceive they have low organizational support were less likely to stay with the organization. Studies show Salary or wages as measures of pay level influence pay satisfaction, employee turnover, turnover intention and its relationships to pay satisfaction and organizational commitment is a topic of global interest (Akosile & Ekemen, 2022; Al Mamun & Hasan, 2017; Jamil, Sabah, Gardi, & Adnan, 2022). job satisfaction, employee engagement and an organization's ability to attract talented people for job vacancies has the largest direct effect on turnover intent (Lee, Yang, & Lee, 2023).

2.2 EMPLOYEE TURNOVER

Turnover creates monetary and structural stress on the organization it occurs within, especially voluntary turnover (Al Mamun & Hasan, 2017). As previously demonstrated, there is some debate about the level, which staff turnover rates have to reach in order to inflict measurable damage on an employer (Al Mamun & Hasan, 2017). The answer varies from organization to organization. In some industries, it is possible to sustain highly successful businesses with turnover rates that would make it impossible to function in other sectors (Alfes, Shantz, Truss, & Soane, 2013). In a professional services organization, where the personal relationships established between employees and clients are central to ongoing success, a turnover rate in excess of 10 per cent is likely to cause damage to the business (Agarwal & Sajid, 2017). Losing employees that are poor performers or negative influences on workplace morale can have positive effects, however, unplanned and frequent employee turnover is generally regarded as bad for business.

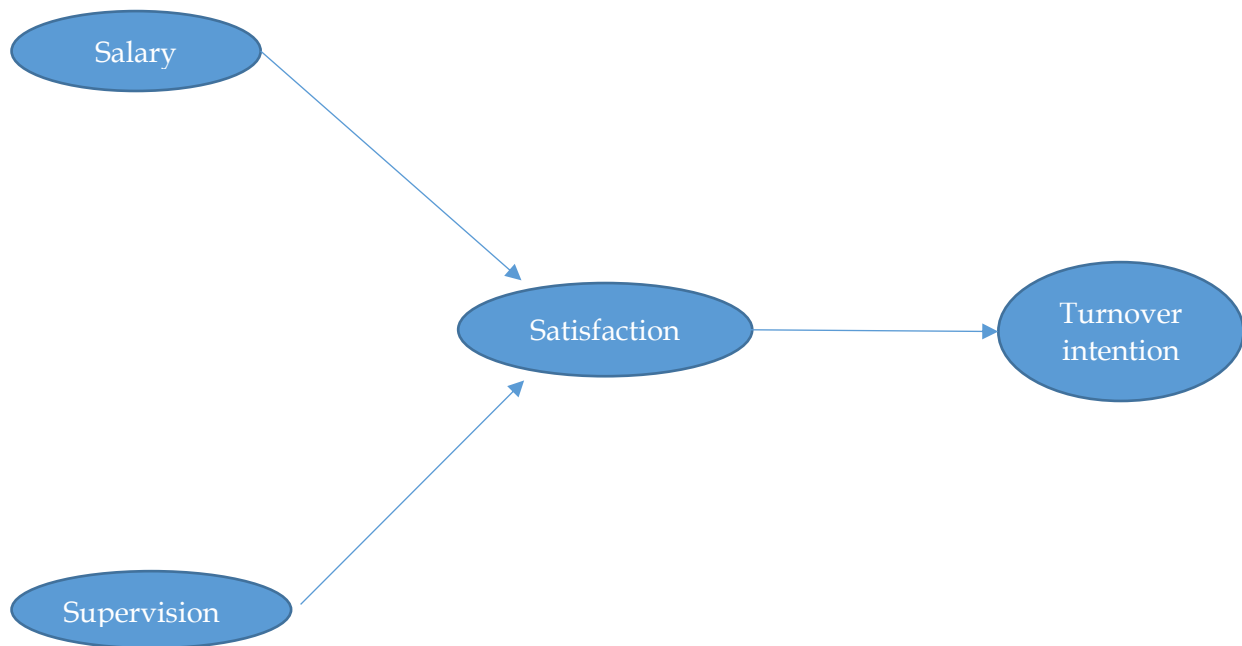
2.3 MANAGING EMPLOYEE TURNOVER

The quality of service delivery of any organization depends on the presence of committed and talented employees. Employees are main sources for organizations in meeting objectives in both public and private sector organizations. Therefore, giving emphasis for employees become a big issue particularly in public sector organizations because professional employees turnover in public sector organizations is more common than other organizations (Akinyemi, George, & Ogundele, 2022). The critical issue in analyzing turnover is not how many employees leave but rather the performance and replace ability of those who leave versus those who stay (Al Mamun & Hasan, 2017). Organization must try to ensure that good performers want to stay with the organization (Lin, Huang, Li, Chang, & Hsu, 2022).

2.4 JOB SATISFACTION

Job satisfaction is a person's evaluation of his or her job and work context (Akosile & Ekemen, 2022). One feels positively or negatively about the intrinsic and/or extrinsic aspects of one's job to an extent. Spector (1994) suggested that satisfied employees are time-effective at work, likely to minimize their sick leave and have lower turnover intentions. Other scholars have discussed as job satisfaction is also relates to employees personal evaluation of jobs against those issues that are essentially considerable to them (Otache & Inekwe, 2022). As emotions and feelings are involved in such assessments, employees' levels of job satisfaction may influence significantly on their personal, social and work lives, and as such influence their behavior at work, (Garg, Mahipalan, & Sharma, 2023). Job satisfaction not only attributes to humanistic needs to improve the quality of work life but also its ultimate overall impacts on the desired outcomes as required by the company e.g. productivity and turnover (Chan & Ao, 2019).

Fig 1. Conceptual framework



source: Authors' work

3 MATERIAL AND METHOD

The data for this study were collected using survey method. The target population of the survey were manufacturing firms that operate in industrial parks located in Ethiopia. Given, the years of operating in those industrial parks, textile; shoes, detergent and soap manufacturing were selected and approached in person. Based on the human resource director of respective center 1500 Employees were working. After allocating the sample for each selected manufacturing unit using proportional method, to approached respondents, lottery method were used taking their payroll list as benchmark.

Given the 10 times rule and maximum predictors on a single construct being six, and with a considerable effect size of 80 per cent for social science research as recommended by Cohen (1992), the minimum sample size required for the study's framework is 250. 400 questionnaires were distributed in person with the assistance of supervisors and worker union in the park (Cohen, 1992). 381 usable questionnaires were collected which is equivalent to 95.6 per cent response rate. The response rate is of substantial amount surpassing the 40 minimum sample size requirements.

A "five-point" standardized Likert- scale type ranging from one to five was used to measure each item. The questionnaire was pretested by an expert panel consisting of five university lecturers in the field management and seven industrial practitioners or experts in the human resources if measurement missing local contexts. Analysis for the current study were conducted using Smarts 3.91.

4 ANALYSIS AND INTERPRETATION

4.1 MEASUREMENT MODEL ANALYSIS RESULTS

Smart-PLS was used to examine the mediating effect of job satisfaction between salary, supervision and turnover intention using structural model (Ringle, Da Silva, & Bido, 2015; Sarstedt & Cheah, 2019). The measurement model were evaluated using average variance extracted (AVE), composite reliability (CR) and discriminant validity. The findings of the current study were compared its result against the threshold suggested by early authors. Hence, AVE for salary, turnover intention, supervision, job satisfaction were greater than 0.5 (Richter, Cepeda, Roldán, & Ringle, 2015; Kamis, et al., 2020). Besides, the construct s composite reliably of the current study were compared with threshold of CR, the result shows the entire construct CR were greater than 0.7 hence, it is possible to conclude that internal consistent reliability and convergent validity criteria are fulfilled for job satisfaction, salary, supervision and turnover intention.

Table 1. Outer loading, t value, discriminant reliability and validity

	OL	T -value	P-value	Cr.α	rho_A	CR	AVE
Salary				0.960	0.963	0.966	0.738
SALA1	0.908	51.585	0.000				
SALA10	0.936	81.175	0.000				
SALA2	0.928	49.038	0.000				
SALA3	0.835	42.493	0.000				
SALA4	0.811	27.333	0.000				
SALA5	0.821	32.732	0.000				
SALA6	0.850	43.506	0.000				
SALA7	0.765	14.869	0.000				
SALA8	0.864	44.968	0.000				
SALA9	0.857	36.933	0.000				
Supervision				0.937	0.946	0.947	0.621
SWN1	0.633	12.456	0.000				
SWN10	0.735	14.934	0.000				
SWN11	0.642	9.280	0.000				
SWN2	0.811	20.920	0.000				
SWN3	0.880	42.084	0.000				
SWN4	0.697	11.350	0.000				
SWN5	0.813	23.513	0.000				
SWN6	0.903	43.580	0.000				
SWN7	0.758	20.776	0.000				
SWN8	0.849	35.936	0.000				
SWN9	0.890	50.480	0.000				
Job satisfaction				0.952	0.955	0.959	0.679
SWS1	0.859	35.380	0.000				
SWS10	0.899	51.389	0.000				
SWS11	0.777	21.131	0.000				
SWS2	0.846	34.142	0.000				
SWS3	0.775	22.313	0.000				
SWS4	0.863	33.286	0.000				
SWS5	0.767	20.790	0.000				
SWS6	0.873	31.969	0.000				
SWS7	0.708	14.920	0.000				

SWS8	0.877	23.833	0.000				
SWS9	0.800	25.142	0.000				
Turnover intention				0.949	0.951	0.959	0.797
TI1	0.905	41.936	0.000				
TI2	0.880	45.216	0.000				
TI3	0.897	63.547	0.000				
TI4	0.904	34.353	0.000				
TI5	0.899	37.463	0.000				
TI6	0.870	42.682	0.000				

Sources: Filed Survey 2023

4.2 QUALITY CRITERIA

The R² value shows salary, supervision and satisfaction explained 81 percent variance on turnover intention and 79 percent of the variance in turnover intention was the result of employee’s job satisfaction as it shown in the model. Beside, to study whether a specified exogenous construct changes in R² values constructs had effect on the model or not, the effect size (f²) was conducted the result shows the path SU -> JS had large impact on endogenous constructs (f²=1.693) however, the rest construct had a medium effect showing the removal of the contract could have a substantive impact on the endogenous constructs (SA --> TI f²=0.163, SA --> JS, f²=0.143, JS -> TI f²=0.193, SU -> TI f²=0.295). According to Cohen (2002) effect sizes of the relationships are small if the f² = 0.02, medium if f² = 0.15, and large when f² = 0.35.

Table 2. Measurement of Quality criteria

	R Square	R Square Adjusted	Path	f Square
TI	0.817	0.811	SA -> TI	0.163
JS	0.796	0.792	SA -> JS	0.143
			JS -> TI	0.193
			SU -> TI	0.295
			SU -> JS	1.693

Sources: Filed Survey 2023

4.2.1 DISCRIMINANT VALIDITY

A contemporary approach in testing discriminant validity were used following short fail of cross loading and Fornell-Larcker criterion. Hence, Heterotrait-Monotrait ratio of correlations (HTMT) was conducted and compared with the thresholds. The result shows values amongst the constructs, i.e., salary, turnover intention, job satisfaction and supervision are lower than the stricter value of HTMT0.85. Therefore, it indicates that discriminant validity of this measurement model is ascertained and proves of no concern.

Table 3. Heterotrait-Monotrait Ratio (HTMT)

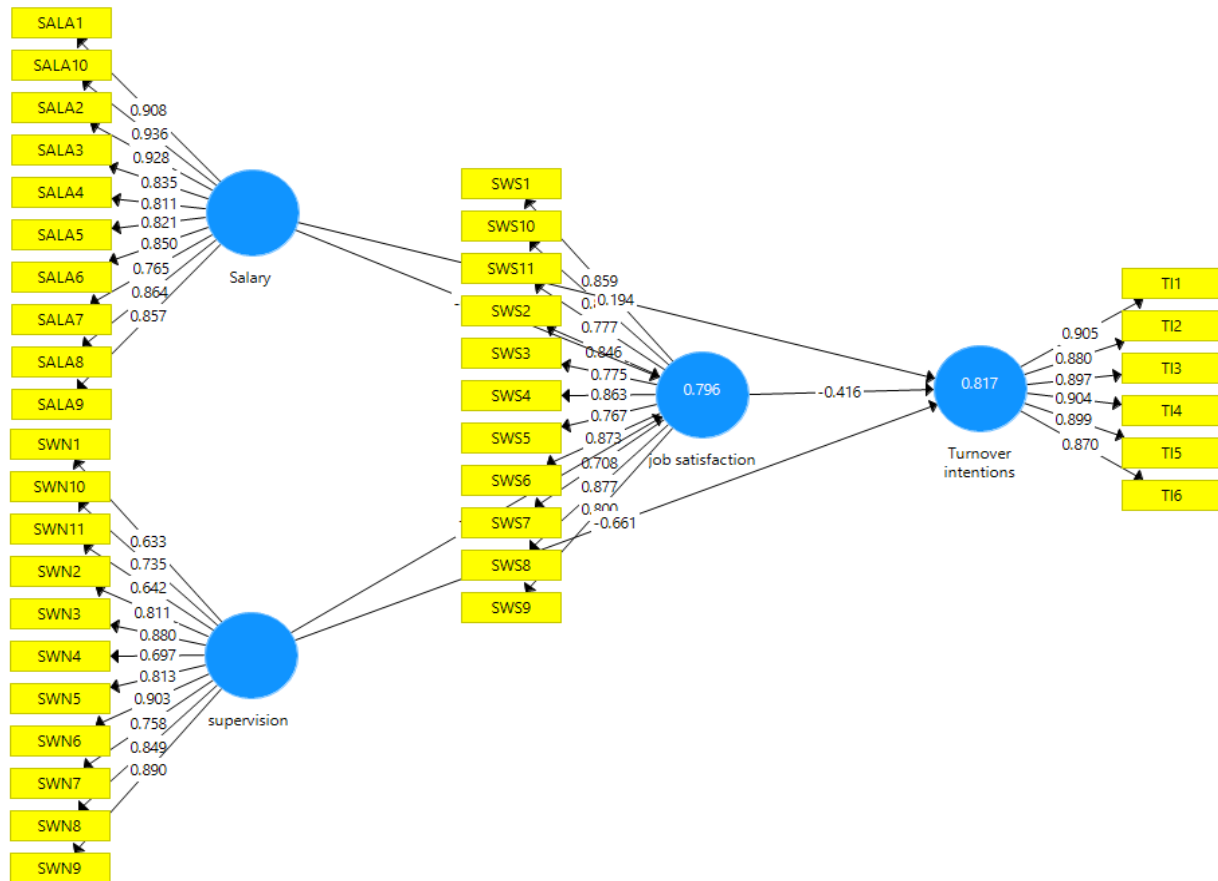
	SA	TI	JS
SA			
TI	0.649		
JS	0.701	0.849	
SU	0.733	0.888	0.749

Sources: Filed Survey 2023

4.3. STRUCTURAL MODEL ANALYSIS RESULTS

By performing a bootstrapping procedure with a resample of 5,000 as suggested by Hair et al. (2016) the structural model was tested. The result as presented in Figure 2 and 3 and Table 3 indicate salary significantly influence employees turnover intention ($\beta = 0.262$, $t\text{-value}=2.612$, $p < 0.01$) hence, H1 is supported. Beside, salary significantly and positively affects job satisfaction ($\beta= 0.162$, $T\text{ value}= 2.00$, $P < 0.05$). Although the finding shows, job satisfaction and turnover intention had inverse relationship ($\beta=-0.416$, $t\text{-value} =2.095$, $p<0.05$) showing as employee job satisfaction increase, turnover intention will decline. Employees strong supervision significantly influence, job satisfaction ($\beta=1.020$, $t\text{-value} =13.640$, $p < 0.01$). On the contrary, supervision and employees turnover intention was inversely related ($\beta = 0.661$, $t\text{-value}= 2.872$, $p < 0.05$) reflecting supervision reduce employee turnover intention.

Fig 2. Path Coefficient Using Outer Loading



Sources: Filed Survey 2023

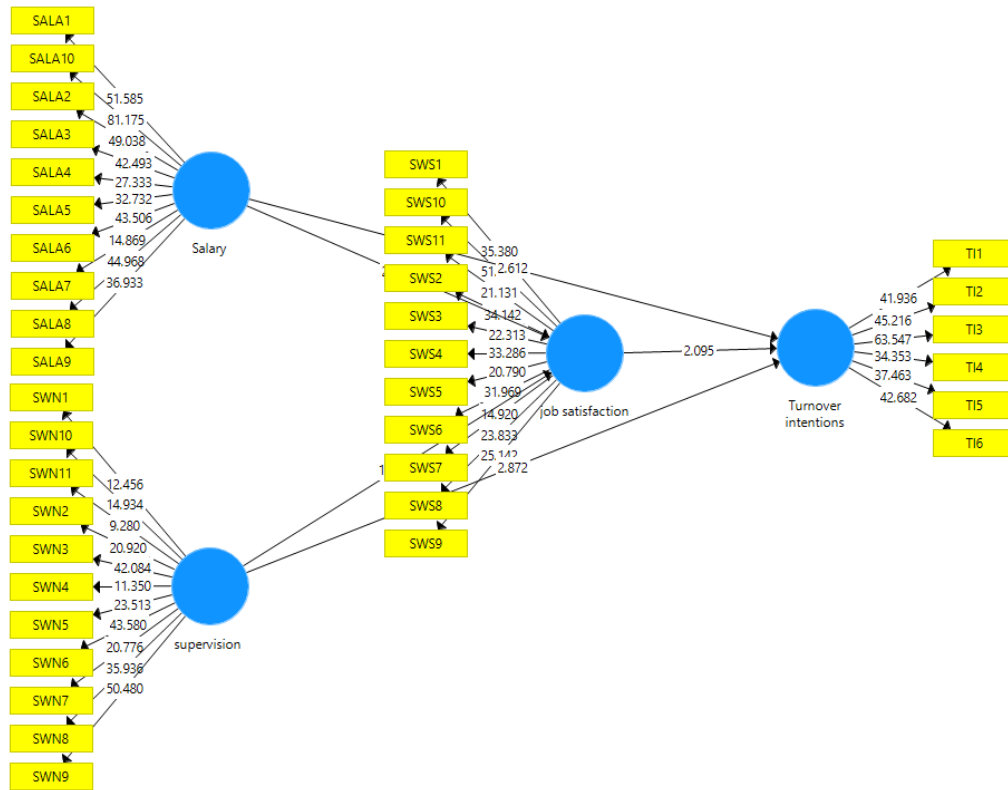
Table 4. Mean, STDEV, T-Values, P-Values

		B	Original Sample μ	STDEV	T Statistics	P Values
Indirect effect	SA-> JS->TI	0.068	0.068	0.045	1.505	0.033
Direct effect	SA-> TI	0.262	0.194	0.074	2.612	0.009
	SA-> JS	0.162	0.162	0.081	2.000	0.046
	JS -> TI	-0.416	-0.416	0.198	2.095	0.037
Indirect effect	SU -> JS->TI	-0.424	-0.424	0.197	2.149	0.032
Direct effect	SU -> TI	-0.661	-0.661	0.230	2.872	0.004
	SU -> JS	1.020	1.020	0.075	13.640	0.000

Sources: Filed Survey 2023

To test the indirect effect between SA -----> JS----->TI, bootstrapping was used. The result of the analysis revealed job satisfaction mediates between salary and employee turnover intention ($\beta=-0.068$, t-value =1.505, $p <0.05$). Besides, the indirect effect among SU-----> JS----->TI shows that the job satisfaction had a mediation effect on the relationship between supervision and employees turnover and is statistically significant intention ($\beta=-0.424$, t-value =2.149, $p <0.05$).

Fig 3. Path Coefficient Using T-test



Sources: Filed Survey 2023

5 DISCUSSION

The current finding indicated that employee are least satisfied with salary and benefits the finding is consistent with (Kuo, Lin, & Li, 2014; Situmorang & Wardhani, 2022) . Salary was the dominant factor for determining the level of job satisfaction, intention to leave and consideration of returning (Mawardi, 2022; Pratama, Suwarni, & Handayani, 2022; Chavadi, Sirothiya, & MR, 2022). Current study showed that the supervision was also affect job satisfaction. Although satisfaction with pay and benefits influenced turnover intention in addition to supervision (Situmorang & Wardhani, 2022). The results of this study confirmed the results of previous studies that have consistently shown a relationship between job satisfaction and their intention to leave their current workplace (Pratama, Suwarni, & Handayani, 2022). Indicating that job satisfaction mediates among salary and benefit, supervision and turnover intention.

5.1 CONCLUSION

The results of this study demonstrate that salary and supervision affects job satisfaction. Beside, salary and supervision had indirect effects on turnover intention when mediated by job satisfaction. Turnover intention significantly influenced by job satisfaction as the result clearly demonstrated turnover intentions among manufacturing firms in the eastern industrial parks in Ethiopia. It is important for industrial managers to focus on adjusting salaries and establishing reasonable work content and supervision. In addition, both supervisor and salary modifications may increase job satisfaction and reducing turnover intentions among employee of manufacturing plants in the industrial parks.

5.2 LIMITATIONS

Due to the cross-sectional design of the study, no definitive conclusions can be drawn about a causal relationship between salary supervision, job satisfaction and turnover intentions. Limitations to the generalizability of these findings are due to the sample size, the type of data collected and the collection of data only from industrial parks found in eastern cluster focusing on shoes, textile; soap and detergent located in Eastern Ethiopia. The finding of this study cannot be applied to other industrial parks and industries settings in other cities in Ethiopia.

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Contact address:

* Dr. Mulugeta Girma Dibiku, Dire Dawa University College of Business and Economics, Department of Marketing and Management, e-mail: mulugeta.girma@ddu.edu.et