



Effect of Job Satisfaction on Employee Retention in Kwara State Teaching Service Commission

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Abstract

The study investigates the “Effect of Job Satisfaction on Employee Retention” in Kwara State Teaching Service Commission. The study investigates the relationship between remuneration, training, working conditions, and job security on employee retention. Relevant theoretical and empirical literatures were reviewed. The study was anchored on the Hierarchy of Needs. A descriptive survey design was adopted. The study was carried out in Kwara State Teaching Service Commission. The study collected the data both from primary and secondary sources. The population of the study comprised both senior and junior staff, of which the total number is 246. RAOSOFT was used to determine the sample size extracted from the study population, 151. Data analysis was facilitated through the use of Statistical package for social sciences, simple percentage was used in answering research questions and Pearson correlation was used to test hypotheses. From the analysis, it was discovered that remuneration, training, working conditions and job security affect employee performance in Kwara State Teaching Service Commission. It was concluded that there is a significant relationship between remuneration, training, working conditions, and job security on employee performance in Kwara State Teaching Service Commission. The study recommended among others conducting a salary review to align compensation packages with employees' expectations. The Kwara State Teaching Service Commission should tailor training programs to specific jobs. The commission should focus on creating a positive and supportive work environment

Keywords: Job Satisfaction, Employee Retention, Kwara State Teaching Service Commission, Effect

Introduction

Job satisfaction is a critical factor in employee retention, and various studies have identified several reasons for dissatisfaction including Lack of opportunities for growth and development, poor management and leadership, unsatisfying work environment and culture, inadequate compensation and benefits, and work-life balance issues (Katz, Kotter and WHO, 2019; Gallup and Payscale, 2020). Employee retention has become a pressing concern for organizations worldwide, as a significant number of workers are dissatisfied with their jobs, leading to high turnover rates and substantial costs of organizations. According to a Gallup survey, only 34% of employees in the United States are engaged at work, while 13% are actively disengaged, resulting in an estimated \$450 billion in lost productivity annually (Gallup, 2020).

Job satisfaction has become a problem of the day for all organization in which they are struggling with employee retention. Dissatisfaction of employees lead to low productivity, poor work quality, and high turnover rates, causing employers to incur recruitment and training costs. This issue is prevalent in various professions, especially in industrial society, and is associated with alienating and dehumanizing work environments (Encyclopedia, 2020). Many employees feel dissatisfied with their jobs at one point or another. Some employees leave their jobs for better opportunities, while others choose to stay and remain unhappy.

Over the course of a lifetime, career changes happen, people resigning from or changing careers is normal in moderation. However, employees quitting their jobs in bulk is not a normal occurrence in the workforce. In September 2021, in United State of America a record high of 4.4 million people, or 3% of workers, quit their jobs and with the holiday season approaching, this causes a major hassle for businesses (CBS news, 2021). Employers are having to take drastic measures to make up for the lost employees (CNBC, 2021). On top of this, roughly 34.4 million workers have quit their jobs this year (Kaleb, 2021).

In the contemporary time, employees' satisfaction is becoming more and more challenging for organizations including the government ministries particularly at the state level as a result of different factors like paucity of fund for prompt salary payment to the staff, undue interference, lack of freedom of operation (these first three challenges are mostly peculiar to the government's ministries), employee – manager's relations, rivalry, dissimilarities in the employer-employee's levels of expectation, increase in the cost of hiring new talents, among others. (Emmanuel et. al, 2021). The widespread of absenteeism, lateness to work and abandonment at one's duty post prevail. Multifarious public servants are in the habit of abandoning their official duties post in pursuance of some private business (Annati and Umneifekwen, 2021).

Employee satisfaction is a reliable predictor of employee retention. When employers engage in practices that support good working relationships, employee satisfaction improves because workers tend to believe the company is using their skills and appreciating their service and commitment (Chron, 2020). Job satisfaction and employee retention have been discussed in many papers. Several studies concluded that job satisfaction has a significant relationship with employee retention. In other words, it is positively correlated to employee retention (Ali 2008; Das and Barua 2005; Koos and Kroodt 2005; Shakeel & But 2015; Neog & Barua 2015; Aniacik et al. 2012; Westlund & Hannon 2008; Hassan 2014; Khan & Aleem 2014, Sandhar and Verma 2012). However, it is unsure whether there has been any past empirical study that focused on Teaching Service Commission especially in Kwara State.

It is this gap that this study sets to fill. The scholars have failed to touch the relationship between the elements of job satisfaction (such as trainings, remuneration and benefits, working condition and job security) and employee retention which are critical elements to achieve good performance and employee retention in the organization especially in Kwara State Teaching Service

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Commission (TESCOM). It is in view of this study that wants to explore the effect of job satisfaction on employee retention of Kwara State Teaching Service Commission.

Research Questions

The study intends to answer the following research question:

1. Does training influence employee retention in Kwara State Teaching Service Commission?
2. Does remuneration influence employee retention in Kwara State Teaching Service Commission?
3. Does working condition influence employee retention in Kwara State Teaching Service Commission?
4. Does job security influence employee retention in Kwara State Teaching Service Commission?

Research Objectives

The major goal of this study of this study is to ascertain how employee retention in Kwara State Teaching Service Commission is influenced by job satisfaction. Specifically, the study seeks to:

- Determine the effect of training on employee retention in Kwara State Teaching Service Commission.
- Examine the effect of remuneration on employee retention in Kwara State Teaching Service Commission.
- Assess the effect of working condition on employee retention in Kwara State Teaching Service Commission.
- Evaluate the effect of job security on employee retention in Kwara State Teaching Service Commission.

Research Hypotheses

H_{0.1} There is no significant relationship between training and employee retention in Kwara State Teaching Service Commission.

H_{0.2} There is no significant relationship between remuneration and employee retention in Kwara State Teaching Service Commission.

H_{0.3} There is no significant relationship between working condition and employee retention in Kwara State Teaching Service Commission.

H_{0.4} There is no significant relationship between job security and employee retention in Kwara State Teaching Service Commission.

Concept of job satisfaction

Job satisfaction is one of the most attractive topics in recent times mostly by management and social scientist, as it depicts how contented an employee is devoting his energy in achieving the organizational goals and objectives. Job satisfaction can be defined as a sense of employee

achievements and successes. It is generally believed that it is directly related to productivity and work performance, as well as to personal well-being. Job satisfaction means doing the work one likes, doing it well and being rewarded for own efforts (Kaliski, 2007; Aziri, 2011). People can also have different approach to various aspects of their work, such as the type of work they are doing, colleagues, superiors or subordinates and their salary (George and Jones, 2018). Different motivation style and leadership style can work in different way on every employee, resulting in increased work performance and job satisfaction.

Therefore, job satisfaction is an essential element motivating employees and encouraging them to achieve better results (Raziq and Maulabakhsh, 2015). Ostroff (2020) says that employee satisfaction is of great importance not only for employees but also for the entire organization. Because satisfied employees are usually happy and motivated to work, consequently the organization can get amazing results from their work, from the other side, those dissatisfied employees will not be encouraged and will be disturbed by their work routine, they will run away from responsibility and even avoid work (sick leave, days off etc.) (Judge, et al., 2018). Job satisfaction is considered as one of the main factors of the effectiveness and efficiency of organizations. In fact, the new managerial paradigm, which insists that employees should be treated primarily as someone who has their own needs and personal desires, is a very good indicator of the importance of job satisfaction in modern enterprises. Analyzing job satisfaction, it can be concluded that a satisfied employee is a happy employee and a happy employee is successful employee (Aziri, 2011).

Remuneration

Remuneration is a part of reward received by employees as a result of their task in the organization, including gifts, awards or promotions. Performance cannot be achieved optimally if remuneration is not given proportionally. In addition, the individual's attachment to work is the key to the success and profitability of the organization. The use of remuneration in return for educators in the university environment as well as being a form of independence is also the responsibility of the leadership in improving job satisfaction and work motivation. Basically, the existence of these benefits has fulfilled the expectations of the teaching staff at work. Rivai, et al (2014) explained that someone can act something (in an effort to achieve goals and fulfill responsibilities) that tends to be due to the expectation of the results to be obtained.

Sofa (2008) found that remuneration is a reward, or remuneration is given to workers or employees as a result of the achievements that have been given in order to achieve organizational goals. Organizations in giving responsibility to employees to generate contributions in achieving goals must be balanced with reward. Providing rewards is the obligation of the organization to provide services to employees who have carried out their duties or responsibilities. Giving rewards in practice uses 3 determining indicators, namely giving based on performance (Pay for performance), giving based on position or position (Pay for position) and giving based on individuals (pay for person). Remuneration System has a remunerate base word which means

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paying or can also be called payroll (Echols and Shadily in Roberia, 2009). In practice, remuneration is given to employees on the basis of an employment relationship, where when a job has been completed, remuneration can be received. In general, there are many opinions that judge that remuneration has similarities with compensation.

Training

Training can be defined as an “efficient process of getting knowledge, abilities, skills and the behaviour to meet the requirements of the job” (Athar and Shah, 2015). Training is an organized activity aimed at imparting information and/or instructions to improve the recipient’s performance or to help him or her attain a required level of knowledge or skill (web dictionary). Employee training helps to enhance the efficiency of an organization and to boost their performance in an efficient manner (Zoughaib, et al., 2021). Some employees lack skills, abilities, knowledge and competencies and thus, failed to accomplish task on timely basis (Athar and Shah, 2015; Habibu and Mohamed, 2020). Most of the time the less capable employees prefer to leave the job because they have lack of ability to understand the technicalities of the given task (Sahinidis and Bouris, 2008).

Training can do wonders by improving employee knowledge, skills and behavior. It enhances performance, increases productivity and multiplies profits. Today's competitive environment is more intense than ever before. Significant and rapid changes are affecting the business environment. There have been remarkable changes in technology, political boundaries and treaties, population demographics and consumer preferences in the last decade. These changes have led to turbulent business environment and in this environment to sustain; the organization needs to evolve continuously its strategy, mechanism, structure, system, processes and people. For competitive edge training is most preferred option (Peter, 2022).

Working Condition

Working conditions according to Gerber, et al. (1998) include psychological work conditions and the physical layouts of the job. However, Greenslade and Paddock (2007) believe that working conditions generally encompasses a range of issues from work load and scheduling to systems-wide issues like professional identity to scope of practice. For the purpose of this study, working conditions should be seen in the light of facilities that aid employees while at work for their convenience and comfort on their job performance.

Many organizations are losing to understand the essentiality of the working conditions or working environment for employee job satisfaction and thus facing lots of difficulties during their work. Such organizations are internally weak therefore, unable to introduce innovative services to the public to outshine their competitors (Aiken et al., 2002). Employees need a working environment that allows them to work freely without problems to meet the standards of organization, a fact that may restrain them from performing up to the level of their full

potential. According to Spector (1997) observed that most organizations ignore the working environment within their organization resulting in an adverse effect on the performance of their employees.

Job Security

Job security is employees' expectation of continuity in a job situation. It is an essential factor in employees' engagement. Mohd et al. (2015) defined job security as the degree to which an employee could expect to stay in the job for over an extended period. Studies show that job security is negatively related to employees' intention to quit an organisation (Meyer and Smith, 2000; Allen et al., 2003). Samuel and Chipunza (2009) found job security as a significant contributing measure in employee retention in public and private organizations. Same authors reveal that job security is a reflection of the organization's commitment to employees, which enhances employees' commitment to the organisation in return (Meyer & Smith, 2000, Fadeyi et al., 2019). Lucky et al. (2013) argued that the higher the level of job security for an employee, the less intention it is for employee to quit.

It is an important issue for most employees in many organizations. According to Dhanapal et al. (2013) Low job security in an organisation increases employees' intention to quit. Masri, (2009) points out that job security is a significant factor that influences job satisfaction and takes the turnover intentions away from employees' minds. McKnight et al. (2009) argued that the relationship between job security and employee intentions is mediated by job satisfaction. Cross & Travaglione (2004) stated that employees who feel secure at their jobs would have less absenteeism and turnover intentions. Das & Baruah (2013) in their study, revealed that job security is significantly related to employee retention. In other words, for the employee to perform at an optimal level as required by the employer, job security plays a significant role.

Concept of Employee's Retention

Employee retention problems are merging as the most critical workforce management challenges of the immediate future. Dutta and Banerjee (2017) posit that in near future, triumphant organizations will be those which adapt the organizational behaviour to the realities of the current work environment where longevity and success depend upon creativity, and flexibility. Therefore, the retention of talented employees is critical to the long-term health and success of an organization. Retaining the talented employees assures employee satisfaction, contented coworkers and reporting authority, effective progression planning and profoundly embedded organizational knowledge and learning (Shakeel & But, 2015).

Employee retention is "a systematic endeavour by management to create and foster a workplace that encourages current employees to remain employed by having policies and practices in place that address their distinct needs" (Adegoke, 2013). Das and Baruah (2017)

has viewed retention as a procedure in which the employees are animated to remain with organization for the maximum period of time. Haider et al. (2015) were of the view that “employee retention consists of processes through which employees are encouraged to become part of the organization for a longer period of time until he/she gets retired or until the project gets completed”. Healthfield (2018) stated that gifted and estimable employees are assets of an organization and that they are highly essential for the long-term growth and success of the organization. Thus, it is necessary to retain the skilled employees not because of the costs incurred on them by employers, but because of the knowledge and skills of talented employee.

Relationship between Job Satisfaction and Employee Retention

Job satisfaction causes a series of influences on various aspects of employees’ organizational life. Some of them such as the influence of job satisfaction on employee productivity, loyalty and absenteeism are analysed as part of this text. The preponderance of study evidence indicates that there is no strong linkage between satisfaction and productivity. There are many possible moderating variables, the most important of which seems to be rewards. If people receive rewards, they feel equitable and satisfied and this is likely to result in greater performance effort. Also, recent study evidence indicates that satisfaction may not necessarily lead to individual performance improvement but does lead to departmental and organisational level improvements. Finally, there are still considerable debate weather satisfaction leads to performance or performance leads to satisfaction (Mendis, 2017; Cronley & Kim, 2017).

A study conducted by Cronley & Kim (2017) during which they surveyed 100 professionals in the information services for five months showed a strong relation between job satisfaction and employee loyalty. Their study proved that the higher the degree of job satisfaction the higher is the level of employee loyalty. Employee absenteeism causes serious additional costs for organization; therefore managers are in permanent pursue of ways how to decrease and reduce it to its minimum. Probably, the best way to reduce employee absenteeism would be through an increase in the level of employee satisfaction. The main idea behind this approach is that the higher the degree of job satisfaction is the lower employee absenteeism should be likewise it will be equivalent to high level of employee retention. Therefore, satisfaction is worth paying attention to, especially since it is potentially under one’s control, unlike some of the other causes of absenteeism (e.g. illness, accidents).

Methodology

The study employed descriptive survey research design. The population of the study comprised all the staff of Kwara State Teaching Service Commission (TESCOM). The targeted population of this study covers staff from Kwara State Teaching Service Commission (TESCOM) with a total 246 workers (Kwara TESCOM Gazette, 2023). The sample size of 156 was drawn from the

246 lecturers of university of Ilorin in kwara, staff of Kwara State Teaching Service Commission (TESCOM). The sample size was obtained using RAOSOFT mechanism in determining sample size. Simple random sampling was used for the selection of the sample size of 156 staff of Kwara State Teaching Service Commission (TESCOM) for the study. Simple random sampling technique was adopted because it ensures fair representation of the respondents. The instrument used for the study was questionnaire titled: Effect of Job Satisfaction on Employee Retention (EJSER) with four-point likert scale of strongly agree, agree, undecided, disagree and strongly disagree adapted from a study in which modifications were made to suit the study. The instrument was face and content validated through critical appraisal of three experts and a logical consensus of the experts gave 0.89 index of rational validity. Reliability of the instrument was established using test-retest method of estimating coefficient of stability consistency. The reliability coefficient of 0.82 was obtained which is considered appropriate for the study. The instrument was administered by the researcher with the aid of three research assistants using direct (face to face) approach to ensure complete return of the administered questionnaires. Research questions were answered using frequency counts and simple percentages statistics while the research hypotheses were tested using Pearson correlation analysis. The SPSS was used to run the analysis.

Results

Table1: Research Question 1: Does training influence employee retention in Kwara State Teaching Service Commission?

S/N	Questions	Mean	Remark
1	The training programs provided by the Kwara State Teaching Service Commission are effective in enhancing my job skills.	3.67	Strongly Agreed
2	I receive adequate training to perform my job efficiently.	3.45	Agreed
3	Training opportunities at Kwara State Teaching Service Commission are readily available to all employees.	3.33	Agreed
4	The training I receive helps me stay updated with new modus operandi and technologies.	3.29	Agreed
5	Continuous training opportunities contribute to my desire to stay with the Kwara State Teaching Service Commission.	3.44	Agreed
Total		3.44	Agreed

Source: Field Survey, 2024

The findings from Table 4.2.1 indicate that the training programs provided by the Kwara State Teaching Service Commission are perceived as effective in enhancing job skills, with a mean score of 3.67 on the Likert scale. Additionally, respondents agreed that the training helps them stay updated with new methods and technologies (mean score of 3.45 and 3.33, respectively) and that continuous training opportunities contribute to their desire to remain with the organization (mean scores of 3.29 and 3.44). The implication of this finding is that the

training initiatives are positively influencing employee retention by improving skills and keeping employees engaged with ongoing professional development.

Table 2: Does remuneration influence employee retention in Kwara State Teaching Service Commission?

S/N	Questions	Mean	Remark
1	My salary is competitive compared to other various positions in the region.	3.47	Agreed
2	The remuneration package offered by the Kwara State Teaching Service Commission meets my financial needs.	3.27	Agreed
3	Regular salary increments are provided based on performance.	3.48	Agreed
4	I am satisfied with the allowances and benefits provided alongside my salary.	3.24	Agreed
5	Fair remuneration positively influences my decision to remain with the Kwara State Teaching Service Commission.	3.13	Agreed
Total		3.34	Agreed

Source: Field Survey, 2024

The findings from Table 4.2.2 reveal that the respondents perceive the remuneration at the Kwara State Teaching Service Commission to be competitive and satisfactory. Specifically, the respondents agreed that their salary is competitive (mean score of 3.47), meets their financial needs (mean score of 3.27), and that regular salary increments are provided based on performance (mean score of 3.48). Additionally, with mean scores of 3.24 and 3.13, respondents expressed satisfaction with the allowances and benefits, and agreed that fair remuneration positively influences their decision to remain with the organization. The implication is that competitive and fair remuneration packages are key factors in employee retention at the Kwara State Teaching Service Commission. Hence, fair and competitive remuneration enhances job satisfaction and loyalty, reducing turnover rates and promoting a stable workforce within the commission.

Table 3: Research Question 3 Does working condition influence employee retention in Kwara State Teaching Service Commission?

S/N	Questions	Mean	Remark
1	The working environment at Kwara State Teaching Commission is conducive to my productivity.	3.22	Agreed
2	The facilities and resources available are sufficient for me to perform my duties effectively.	3.43	Agreed
3	I feel safe and comfortable in my workplace.	2.78	Agreed
4	The Kwara State Teaching Service Commission provides a healthy work-life balance	2.45	Disagreed
5	Good working conditions are a significant factor in my decision to stay with the Kwara State Teaching Service Commission.	2.43	Disagreed
Total		2.95	Agreed

Source: Field Survey, 2024

The findings from Table 4.2.3 indicate that job security factors have a mixed impact on employee retention at the Kwara State Teaching Service Commission. Respondents agreed that the working environment is conducive to productivity (mean score of 3.22) and that the available facilities and resources are sufficient for effective job performance (mean score of 3.43). Additionally, respondents feel safe and comfortable in their workplace. However, they disagreed that the commission provides a healthy work-life balance and cited good working conditions as a significant factor in their decision to stay, with mean scores of 2.45 and 2.43, respectively. This finding suggests that while physical and safety conditions are adequate, improvements in work-life balance and overall working conditions are necessary to enhance employee retention further.

Table 4: Research Question 4: Does job security influence employee retention in Kwara State Teaching Service Commission?

S/N	Questions	Mean	Remarks
1	I feel secured in my current job.	3.98	Strongly Agreed
2	The policies of the Kwara State Teaching Service Commission ensure job stability.	3.56	Strongly Agreed
3	I am confident that my job will not be terminated without a valid reason.	3.43	Agreed
4	The commission's efforts to maintain job security make me more likely to stay.	3.29	Agreed
5	Job security is a major factor in my commitment to the Kwara State Teaching Service Commission.	3.57	Strongly agreed
Total		3.57	Strongly Agreed

Source: Field Survey, 2024

The findings from Table 4.2.4 indicate that job security is a significant factor in employee retention at the Kwara State Teaching Service Commission. Respondents strongly agreed that they feel secure in their current jobs (mean score of 3.98) and that the policies of the commission ensure job stability (mean score of 3.56). Additionally, respondents expressed confidence that their jobs would not be terminated without a valid reason (mean score of 3.43) and acknowledged that the commission's efforts to maintain job security increase their likelihood of staying (mean score of 3.209). Lastly, respondents strongly agreed that job security is a major factor in their commitment to the commissioner. These findings suggest that the perception of job security plays a crucial role in fostering employee loyalty and reducing turnover because employees who feel secure in their jobs are more likely to remain committed to their organization.

Hypothesis One

H₀₁: There is no significant relationship between training and employee retention in Kwara State Teaching Service Commission.

Table 5: Correlation for Hypothesis One

Correlation		
Probability	Employee Retention	Training
Employee Retention	1.000000 -----	
Training	0.6064 0.0221	1.000000 -----

Table 5 shows that correlation value were positive and significant at (5%) significant level, as such, we reject the null hypotheses one that there is no significant relationship between training and employee retention, thus, we agreed that there is significant relationship between training and employee retention.

Hypothesis Two

There is no significant relationship between remuneration and employee retention in Kwara State Teaching Service Commission.

Table 6: Correlation for Hypothesis Two

Correlation		
Probability	Employee Retention	Remuneration
Employee Retention	1.000000 -----	
Remuneration	0.8231 0.0125	1.000000 -----

Table 6 shows that correlation values were positive and significant at (5%) significant level, as such, we reject the null hypotheses one that there is no significant relationship between remuneration and employee retention, thus, we agreed that there is significant relationship between remuneration and employee retention.

Hypothesis Three

There is no significant relationship between working condition and employee retention in Kwara State Teaching Service Commission.

Table 7: Correlation for Hypothesis Three

Correlation		
Probability	Employee Retention	Working Condition
Employee Retention	1.000000 -----	
Working Condition	0.8712 0.0361	1.000000 -----

Table 7 shows that correlation values were positive and significant at (5%) significant level, as such, we reject the null hypotheses one that there is no significant relationship between working condition and employee retention, thus, we agreed that there is significant relationship between working condition and employee retention.

Hypothesis Four

H₀₄: There is no significant relationship between job security and employee retention in Kwara State Teaching Service Commission.

Table 8: Correlation for Hypothesis Four

Correlation	Employee Retention	Job Security
Probability		
Employee Retention	1.000000 -----	
Job Security	0.8942 0.0111	1.000000 -----

Table 8 shows that correlation values were positive and significant at (5%) significant level, as such, we reject the null hypotheses one that there is no significant relationship between job security and employee retention, thus, we agreed that there is significant relationship between remuneration and employee retention.

Discussion of Findings

From the findings, it reveals crucial factors influencing employee retention at the Kwara State Teaching Service Commission. Firstly, there is a significant relationship between training and employee retention, highlighting the importance of well-structured training programmes. Cuong Nguyen (2020) agreed with this finding because it found that training and development positively affect employee retention, a finding that mirrors the result indicating that effective training programs enhance job skills and update employees on new technologies, contributing significantly to their retention. The study also agreed with the finding of Ramlawat et al. (2021) which revealed that job satisfaction significantly affects turnover intention, aligning with this study results where good remuneration and job security positively influence employees' decisions to stay.

Job security also plays a significant role in employee retention. Employees who feel secure in their positions are more likely to remain with the organization. This study agreed with the findings of Chiemeké et al. (2022) which found that competitive remuneration, a conducive work environment, and job security foster employee retention.

The findings of the study finally revealed that working conditions significantly impact employee retention. A positive work environment, including adequate facilities, resources, and a good work-life balance, is crucial for retaining staff. Improving these aspects can lead to higher job satisfaction and loyalty. Tharindu and Dodanwala (2022) findings agreed with this

study finding because it was found that job satisfaction mediates the relationship between work role stressors and job stress, which aligns with these study findings that conducive working conditions and sufficient resources enhance job satisfaction and reduce turnover.

Conclusion

The findings as to ascertain how employee retention in Kwara State Teaching Service Commission is influenced by job satisfaction, it leads to the conclusion that there is significant relationship between training and employee retention. More so, it was also concluded that there is significant relationship between remuneration and employee retention. Lastly, it was also concluded that there is significant relationship between job security and employee retention and there is significant relationship between working condition and employee retention

Recommendations

The following recommendations were provided:

- i. The Kwara State Teaching Service Commission should invest in comprehensive training and development programmes. These programmes should be designed to enhance job skills, keep employees updated with new technologies and methods, and provide continuous learning opportunities.
- ii. The commission should regularly review and adjust remuneration packages to ensure they are competitive with those in similar positions in the region. This includes not only salaries but also allowances, benefits, and opportunities for financial growth. Offering regular salary increments based on performance and ensuring that remuneration packages meet the financial needs of employees can significantly enhance job satisfaction and retention.
- iii. The Kwara State Teaching Service Commission should establish and maintain clear and fair employment policies that ensure job security for its employees. This can include transparent communication about job stability, fair and consistent application of job termination policies, and efforts to create a secure and predictable work environment.
- iv. The commission should focus on creating a positive and supportive work environment. This includes ensuring that facilities are well-maintained, resources are adequate for employees to perform their duties effectively, and that there is a healthy work-life balance. Addressing any issues related to the work environment can improve job satisfaction and help retain employees.

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