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Role of Job Satisfaction in Turnover Intentions in a Private Security Company

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Abstract

Employee turnover is a significant challenge for many companies, and understanding the causes and consequences of this phenomenon is crucial for ensuring long-term organizational stability and success. In this context, a study was conducted to explore the relationship between job satisfaction and employees' intention to leave in a private security company. To address this issue, an empirical study was carried out with a non-experimental design, using a comprehensive approach that included descriptive, correlational, exploratory, and confirmatory analyses, all framed within the hypothetical-deductive paradigm and applying Structural Equation Modeling (SEM) methodology. The study sample consisted of 620 workers from Duxon, a private security company located in the Boca del Río metropolitan area, Veracruz, México. The research findings revealed that job satisfaction has a negative relationship with the intention to resign from the job. In this case, it was observed that employees report being satisfied with the variety of tasks they perform at work and feel comfortable and secure in their work environment. As a result, this variable does not significantly impact their intention to leave.

Keywords: Employee Retention, Organization, Productivity, Satisfaction, Turnover.

1. Introduction

Employee turnover is a global challenge influenced by factors such as salary, professional development, recognition, and innovation. Understanding the underlying causes of turnover is crucial for addressing internal issues like organizational culture and team dynamics, as well as for implementing effective strategies to retain talent. Employee turnover has been linked to job satisfaction and organizational justice. Addai et al. (2018) found that turnover intentions were negatively correlated with job satisfaction and organizational justice, with salary and distributive and procedural justice being the key factors. Interestingly, gender had no significant effect on turnover intentions. Despite poor working conditions, many employees remain in their positions. According to Adusei et al. (2016), intrinsic motivation affects job performance, but extrinsic factors – such as reduced stress and increased autonomy – are more crucial for teacher retention. In this context, "Duxon Seguridad", a nationally established company, faces the challenge of understanding the factors contributing to its high employee turnover rate, ranging between 60 % and 70 % monthly over the past five years. Therefore, the purpose of this study is to identify the underlying causes of employees' intention to leave, with the aim of providing practical

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recommendations that could help the company reduce this high turnover rate and improve workforce stability. Nagpaul et al. (2022) propose that when individuals are dissatisfied with their working conditions, they are more likely to consider leaving their jobs. This is because people typically seek optimal consistency and balance between their personal and professional lives. In this sense, a lack of job satisfaction can significantly increase the likelihood of turnover. Due to the attitudinal nature of job satisfaction, individuals tend to stay in jobs they find satisfactory and leave those they consider unsatisfactory (Basińska, Rozkwitalska, 2020). Consequently, ensuring high job satisfaction becomes essential for retaining talent and optimizing business outcomes. Evaluating job satisfaction and other influencing factors is crucial, as Lee et al. (2022) highlight that satisfaction significantly impacts employees' intention to leave.

Various authors have explored job dissatisfaction as a factor contributing to turnover. Nurtjahjono et al. (2023) found that job satisfaction positively and significantly impacts employees' intention to leave, based on a quantitative study of 113 employees at PT. Bank Pembangunan Daerah Jawa Timur in Malang. The study concluded that a higher level of job satisfaction is associated with a decreased intention to leave the company. On the other hand, Gómez and Jiménez (2022) demonstrated a correlation between motivation, decision-making, and teamwork, emphasizing that promoting optimal working conditions to enhance job satisfaction is crucial for increasing productivity. When employees do not find purpose in their work, they are more likely to seek opportunities elsewhere due to job dissatisfaction.

According to Charles-Leija et al. (2023), having a meaningful job and feeling valued by colleagues are crucial factors for job satisfaction. Their research, which examined the relationship between job significance and turnover intentions, concluded that activities contributing to long-term goals and enjoyment of daily tasks are important predictors of job happiness. This satisfaction, in turn, directly impacts employees' intention to leave.

In this context, a key question arises for the present research: Is job satisfaction associated with the intention to leave? To address this, the study aims to test the following main hypothesis: H1 – Job satisfaction negatively influences the intention to leave. Therefore, the research's objective is to explore the relationship between job satisfaction and the intention to leave.

2. Literature Review

Employee turnover is a global challenge driven by factors such as salary, professional development, recognition, and innovation. Understanding the underlying causes of turnover is crucial for addressing internal issues such as organizational culture and team dynamics, as well as for implementing effective talent retention strategies. Below, a review of the specialized literature on the topic is presented, with the aim of grounding the research question and establishing a point of comparison between existing theory and the findings of this study. This will contribute to the existing body of evidence on the factors that influence employees' turnover intentions.

In this regard, Guilding et al. (2014) highlight that the causes of employee turnover have profound economic implications for companies, including the significant costs associated with hiring and training new staff, which represent a substantial financial burden for organizations across all sectors (Bryant, 2018). In addition to these direct costs, voluntary employee turnover has consequences that affect individuals and organizations, as Aranibar et al. (2017) demonstrated. Furthermore, Chakraborty et al. (2021) argue that employee turnover is one of the most significant challenges in human resources. Organizations often invest considerable time and money in recruiting and retaining staff with the expectation of gaining added value. However, when an employee leaves, opportunity costs arise for the organization, including the time needed to recruit and select a replacement.

Al-Suraihi et al. (2021) identify several factors driving employee turnover, including work stress, job satisfaction and security, work environment, motivation, and compensation. Employee turnover significantly impacts organizations, as associated costs can deteriorate productivity, sustainability, competitiveness, and profitability. Therefore, it is crucial for companies to understand their employees' needs to implement strategies that optimize performance and minimize turnover. To achieve success, organizations must focus on their employees' needs and adopt effective retention strategies. Various theories have been developed to understand employee turnover and job satisfaction. Domínguez Olaya (2015) provides empirical evidence showing that employee turnover is closely linked to factors such as salary, growth opportunities, recognition,

innovation, and interdepartmental cooperation. Voluntary employee departures often occur when employees evaluate their relationship with the company for personal or professional reasons.

On the other hand, Sabarete et al. (2018) apply Herzberg's theory to identify a direct relationship between employees' job satisfaction and their working conditions, such as sector, organizational structure, and type of contract. Their data indicate that job satisfaction is high based on intrinsic factors, although promotion opportunities are a notable exception. Significant variables leading to dissatisfaction and turnover were not identified, as most external factors, except for salaries, are close to a high average. Workers particularly value assigned responsibility, the opportunity to use interpersonal skills, and job stability. Djoemadi et al. (2019) argue that job satisfaction directly influences employees' commitment to their work.

Factors such as job security, the comfort of the work environment, stress levels, working hours, and management policies are fundamental to ensuring that employees feel satisfied and, consequently, committed to the organization. Navarro and Quijano (2003) present a theory of work motivation that integrates three key variables in the scientific literature: motives, self-efficacy, and perceptions of instrumentality. This theory also examines how workers' knowledge and skills, as well as their perception of fairness, influence individual motivation within the work environment, directly affecting their level of satisfaction. This theoretical approach helps understand how job satisfaction, derived from optimal working conditions and recognition of employee capabilities, can reduce turnover and improve organizational commitment.

Job satisfaction is the degree to which employees are content with various aspects of their job, including salary, company policies, work environment, development opportunities, and sense of achievement. This satisfaction is deeply linked to a perception of security and financial stability, which is generally associated with positive motivational and hygiene factors in the work environment (Nagpaul et al., 2022). High levels of job satisfaction tend to decrease employees' intention to leave, as they are less inclined to leave the company when they are satisfied with their work.

In a study by Gan et al. (2020), the impact of job satisfaction and organizational commitment on the relationship between public service motivation (PSM) and turnover intention among public employees was investigated. Using Structural Equation Modeling (SEM) in AMOS 24, the researchers found that PSM did not directly affect turnover intention when job satisfaction and organizational commitment were considered together. The authors suggested that future research should focus on how individual changes in PSM might affect turnover intention and other work behaviors to provide a more comprehensive understanding of these phenomena. Romeo et al. (2020) conducted research on the impact of job satisfaction on the turnover intention of employees with disabilities. Using descriptive analysis and bivariate correlations with SPSS software, they found that fostering a work environment with positive interpersonal relationships between employees and managers could reduce turnover intention. The authors recommended that future research expand the sample to include employees with disabilities in common companies to obtain more comprehensive and representative results.

Salleh et al. (2020) studied the effect of career planning and job satisfaction on turnover intention in Jordan. Using SmartPLS software to analyze data from 412 employees in 25 banks, they found that both career planning and job satisfaction negatively affect turnover intention. The researchers suggested that future studies should extend this model to include additional variables related to organizational behaviors for a complete view of the phenomenon. Nguyen et al. (2020) indicated that both burnout and job satisfaction have a significant relationship with turnover intention. Their research focused on determining the influence of job demands, burnout, and job satisfaction on turnover intention among public administration employees in Vietnam. To enrich the findings, they recommended that future research consider a wider variety of cultural contexts, countries, and sample sizes.

2.1. Related Studies and Discussion

Turnover Intention

The role of work is essential for the development of companies, leading numerous researchers to explore the causes contributing to increased employee turnover. Flores (2021) examined the relationship between employee turnover and its underlying factors in a maquiladora company in Reynosa, Tamaulipas, where the weekly fluctuation of nearly 400 workers was significant. The research revealed that approximately 90 % of employees choose to terminate their

employment with the company. Using regression models and Probit binary response models, it was found that women have a higher turnover rate, mainly due to personal issues or circumstances. In line with other studies, it was suggested that to reduce turnover, it is crucial to define job evaluations to set appropriate salaries and compensations, conduct performance and environmental impact assessments, clarify promotion and demotion processes, and foster a harmonious organizational environment to improve job satisfaction.

Félix-Cabada (2022) conducted a descriptive, deductive, and non-experimental study aimed at identifying factors contributing to employee attrition and turnover in private higher education institutions (HEIs) in Tabasco. The research covered academic, administrative, and operational staff of HEIs in the 6 South region of the National Association of Accounting and Administration Faculties and Schools (ANFECA). The study used a 20-item survey with a 6-point Likert scale. The results revealed that 54 % of respondents were dissatisfied with their salary, which negatively affected their performance and caused job dissatisfaction. The study suggests that companies and organizations should prioritize employee job satisfaction, as dissatisfaction directly impacts institutional performance and productivity.

Various studies have shown that job satisfaction is crucial to employees' turnover intentions. Álvarez et al. (2023) conducted research focusing on job satisfaction levels in small and medium-sized enterprises (SMEs) in Tuxpan, Veracruz, Mexico. The study revealed that factors such as gender, age, job position, contract type, department, and job category significantly influence employees' satisfaction levels. The quality of hygiene factors in the work environment is crucial; a lack of satisfaction can cause problems in any organization, negatively impacting productivity and performance and increasing turnover intentions.

Organizational climate also plays a vital role in employees' decisions to leave their workplace. Villalobos et al. (2020) demonstrated in a government agency in Coatzacoalcos, Veracruz that a good organizational climate and high staff satisfaction are associated with a low turnover rate. In contrast, the study by Reyes et al. (2021) conducted at the Crowne Plaza Hotel Tuxpan, Veracruz, identified that unmet expectations and employee dissatisfaction are significant causes of turnover. These findings underline the importance of creating a work environment that promotes satisfaction and a positive organizational climate to reduce turnover and improve employee retention.

Job Satisfaction

Job satisfaction is essential for employee performance in a company, as it is closely linked to both organizational commitment and turnover intention. Nurtjahjono et al. (2023) emphasize that a high level of job satisfaction improves employee performance and decreases the likelihood of employees considering leaving the company. In contrast, high turnover, often due to job dissatisfaction, can have significant adverse effects on organizations. Nagpaul et al. (2022) highlight that job satisfaction is key to creating a positive work experience and reducing turnover. This underscores the importance of maintaining high satisfaction levels to minimize turnover-related costs and enhance organizational stability and performance.

Job satisfaction refers to employees' overall attitude towards their work, which can be either positive or negative. This attitude reflects how employees perceive both their tasks and the work environment in general. According to Londa and Permatasari (2021), when job satisfaction levels are high, companies have a greater capacity to retain their employees, who, in turn, contribute to organizational success through positive performance. Job satisfaction is crucial for managing employees' turnover intentions. Various studies have explored its definition and impact. Agustian and Rachmawati (2021) highlight that job satisfaction is crucial in managing turnover intentions. Fisher (2010, cited by Basińska and Rozkwitalska, 2020) defines job satisfaction as pleasurable judgments that include positive attitudes, emotions, and states of flow.

Employee commitment is fundamental for providing a competitive advantage to the organization, and this commitment is achieved mainly through job satisfaction. Satisfied employees tend to show loyalty and dedication, while those who feel disrespected or demotivated may experience decreased productivity and efficiency. If this dissatisfaction persists, such employees are likely to develop intentions to leave the organization, potentially leading to high turnover. Therefore, maintaining high levels of job satisfaction is vital to ensuring a committed workforce and reducing turnover. Suleman et al. (2022), from the perspective of Herzberg's two-

factor theory, state that organizations focusing on improving both motivating (intrinsic) factors and hygiene (extrinsic) factors will increase job satisfaction and reduce turnover intention. According to this theory, it is crucial for companies not only to ensure a suitable work environment (hygiene factors) but also to provide growth and recognition opportunities (motivating factors) to keep employees engaged and satisfied.

Complementarily, Lee and Lee (2022) highlight that job satisfaction is essential for employee retention. They argue that to increase employee retention, it is crucial to enhance the value and meaning of work, as well as to improve employees' ability to adapt to the work environment. This approach suggests that creating a positive work environment and fostering a sense of purpose and adaptability are key to reducing turnover and improving employee retention. To achieve high levels of job satisfaction, it is essential to provide employees with resources that act as motivators. According to Herzberg's theory (1987), these motivating resources include aspects such as effort, confidence, and growth opportunities, which are fundamental for fostering satisfaction.

On the other hand, personal dissatisfactions are linked to hygiene factors, which include interpersonal relationships, job conditions, and the work environment. Motivational factors are elements that drive personal development, potential, and commitment to work, directly contributing to satisfaction and a sense of accomplishment. In contrast, hygiene factors, such as the quality of communication between leaders and employees, prevention of workplace harassment, and the adequacy of the work environment, are more focused on preventing dissatisfaction. Thus, while motivational factors are crucial for improving satisfaction and employee commitment, hygiene factors are equally important for preventing dissatisfaction and, consequently, turnover.

3. Methods

Methodological design

This research employed a quantitative and descriptive methodological design, as it did not aim to manipulate the independent variables (X) to alter their effects on the dependent variables (Y). Instead, it used the Structural Equation Modeling (SEM) methodology, which facilitated the identification of relationships between variables and determined which ones acted as dependent or independent (Portillo et al., 2016). This methodology allowed for inferring the relationships between the studied variables and drawing conclusions about the impact of each factor on employee turnover intention.

Population and sample

This study will analyze turnover intention among employees of Duxon Seguridad, a company operating in the metropolitan area of Boca del Río, Veracruz. The sample includes participants with varying educational levels, from elementary to doctoral degrees, and encompasses both genders. Age ranges from 18 years to over 65 years. The sample also consists of employees in different administrative and operational positions, with various salaries based on their professional level within the company. Employee tenure is not considered, providing a comprehensive view of turnover intention across different segments within the organization.

Instrument

The instrument used in the research consists of 67 items derived from the scales developed by Akosile and Ekemen (2022) and Wilson and Holmvall (2013). This instrument is part of the doctoral research and is composed of the following sections: I. Demographic Data, including employment status, job position, and salary (5 items); II. Motivational and Hygienic Factors (18 items) from Akosile and Ekemen (2022); III. Salary and Compensation (4 items) from Akosile and Ekemen (2022); IV. Managerial Support (13 items) from Akosile and Ekemen (2022); V. Job Satisfaction (3 items) from Akosile and Ekemen (2022); VI. Turnover Intention (3 items) from Akosile and Ekemen (2022); VII. Customer Incivility (21 items) from Wilson and Holmvall (2013). For this work, the items corresponding to the sociodemographic data of the participants were used, and for hypothesis testing, items X36 to X41 were selected. The instrument was designed in electronic format and distributed via Google Forms.

4. Data Analysis

Reliability analysis

In the study, the reliability of the scales was assessed using Cronbach's alpha coefficient, yielding a value of 0.718 for the employee turnover intention scale. This value is considered

acceptable, as Cheung et al. (2023) state that the reliability of a scale should not be lower than 0.7. This indicates that the construct used has an adequate level of reliability. Furthermore, it must be ensured that the total error variance does not exceed 30% of the latent variable variance to maintain measurement accuracy. Descriptive statistics for the sociodemographic profile variables were then calculated to obtain a detailed view of the participants' characteristics in the study.

Description of the Sociodemographic Profile of the Study Population

The frequencies of the sociodemographic profile items of the participating workers in the private security company are described below based on the data obtained from the instrument's application.

Table 1 provides details on the distribution of the study participants. It is observed that 57.1 % (n = 354) of the participants are men, while 42.9 % (n = 266) are women. In terms of age range, the majority fall into the 35-44 years group (31.1 %, n = 193), followed by the 18-34 years group (28.7 %, n = 178). Regarding seniority, the largest group has 1-3 years of tenure (n = 257), followed by those with less than 1 year of tenure (n = 235). Additionally, participants primarily identified with the ASIPOALT assignments (18.9 %, n = 117) and ASIPOVER assignments (16.8 %, n = 104).

Table 1. Frequencies of profile indicators

Demographics	**Frequency**	**%**
Gender		
Female	266	42.9
Male	354	57.1
Age		
18 - 34	178	28.7
35 - 44	193	31.1
45 - 54	158	25.5
55 - 64	79	12.7
65+	12	1.9
Tenure		
Less 1 year	235	37.9
Between 1 – 3 years	257	41.5
Between 3 – 6 years	101	16.3
> 6 years	27	4.4
Educational level		
Primary School	13	2.1
Middle School	171	27.6
High School	272	43.9
Bachelor's degree	161	26.0
Master's degree/Doctorate or PhD	3	.5
Work location		
DG	10	1.6
CPT	12	1.9
AF	13	2.1
CT	18	2.9
CH	39	6.3
NOM	10	1.6
OP	40	6.5
GCC	7	1.1
REC	4	.6
BUUK	19	3.1
TRANSF	6	1.0
ANAM	6	1.0
INDEP	10	1.6
ASIPOEN	6	1.0
ASIPOALT	117	18.9

Demographics	Frequency	%
ASIPOVER	104	16.8
ASIPODB	4	.6
ASA	2	.3
ASIPODBCTV	8	1.3
BANOBRAS	2	.3
ASIPOVALL	40	6.5
CFE	6	1.0
ASIPOTAMP	7	1.1
ASIPOPRG	12	1.9
CIIT	12	1.9
KIEWIT	9	1.5
ICX	18	2.9
FYPA	4	.6
GNIETO	6	1.0
JDM	7	1.1
BKS	9	1.5
PGS	21	3.4
PHOME	14	2.3
BRD	18	2.9

Notes: For confidentiality reasons, the job assignments of the participants have been abbreviated.

Factorial analysis

For the exploratory factorial analysis, SPSS version 29 for Windows was used. The factorial structure of the questionnaire was assessed using the principal components method with Varimax rotation. Table 2 shows the polychoric correlation matrix for the 6 items of the scale used. Table 3 shows the results of Bartlett's test of sphericity along with the KMO index and the Chi-squared goodness-of-fit test with df and p-value, which evaluate the statistical significance of the data.

Table 2. Polychoric Correlation Matrix

	X36	X37	X38	X39	X40	X41	Measure Sampling Adequacy
X36	1.000	0.250	0.356	0.384	-0.230	-0.221	.823a
X37		1.000	0.361	0.511	-0.311	-0.345	.819a
X38			1.000	0.410	-0.244	-0.192	.797a
X39				1.000	-0.472	-0.487	.796a
X40					1.000	0.604	.746a
X41						1.000	.730a

Table 3. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.959
Bartlett's Test of Sphericity	Approx. Chi-Square	19861.552
	df	1891
	P-value	.000

As shown in Table 2, the polychoric correlation matrix shows acceptable correlations, indicating that it is not an identity matrix. The correlation values display significant variability among the items, and the determinant value close to zero provides significant evidence that the matrix is an acceptable correlation matrix according to theoretical criteria (Bartlett, 1950; Kaiser, 1974). Similarly, in Table 3, the obtained KMO value of 0.959 is acceptable, and the Chi-squared value of 19861.552 with 190 degrees of freedom (which is higher than the critical value in tables) and the statistical significance value of 0.00 supports the use of factor analysis (Timmerman, Lorenzo-Seva, 2011). This technique allows for the generation of theoretical model structures and the formulation of hypotheses that can be empirically tested (Portillo et al., 2016).

Therefore, this result allows us to reject the null hypothesis (H0), which asserts that the data matrix is an identity matrix with no correlation. On the contrary, it has been demonstrated to be a matrix with acceptable correlations, indicating that it is not an identity matrix. Once this requirement is met, it is possible to proceed with the factorial analysis. Table X shows the explained variance matrix, which displays two factors that account for the percentage of total variance, and Table Y shows the rotated factor matrix with the components that make up the obtained factorial solution, which is subsequently confirmed using the SEM methodology.

Table 4. Total explained variance

Component	Initial eigenvalues			Sum of squared charges of the extraction		
	Total	% variance	% accumulated	Total	% variance	% accumulated
1	2.825	47.075	47.075	2.825	47.075	47.075
2	1.030	17.162	64.237	1.030	17.162	64.237

Table 5. Rotated component matrix[a]

Items on Job Satisfaction vs. Turnover Intention	Component	
	Turnover intention 1	Job satisfaction 2
X41	.875	
X40	.846	
X39	-.584	.574
X38		.803
X36		.731
X37		.562
Composite Reliability (CR)	0.523	0.766
Average Variance Extracted (AVE)	0.608	0.456
Extraction method: principal component analysis. Rotation method: Varimax with Kaiser normalization. [a.] The rotation has converged in 3 iterations. *A composite reliability of 0.70 is recommender (Hair, 1999), Fornel and Larcker (1981) recommended a CR value of 0.60 or more. Fornell and Larcker (1981) recommended and AVE greater than 0.50		

To verify the hypothesis: Job satisfaction is related to employee turnover intention, the software AMOS v29 is used to evaluate the factorial solution through model fit, structural fit, and parsimony, as follows: Fit indices**:** These indices are used to assess the quality of the model in comparison to the observed data. This group of indices include measures such as Chi-square, RMSEA (Root Mean Square Error of Approximation), CFI (Comparative Fit Index), and TLI (Tucker-Lewis Index). A good fit is indicated by values close to 1 for CFI and TLI, and low values for RMSEA.

Structural fit: This reflects the model's ability to represent the relationships between variables. It is assessed by comparing different models to ensure that theoretical relationships align with empirical data. A strong structural fit indicates that the model is both valid and reliable. In addition, the Parsimony of this concept refers to the model's simplicity in relation to its capacity to explain the data. A parsimonious model achieves a good fit with the fewest parameters possible, thereby avoiding overfitting. It is evaluated based on the balance between the model's complexity and its fit. A parsimonious model is preferred because it is easier to interpret and apply.

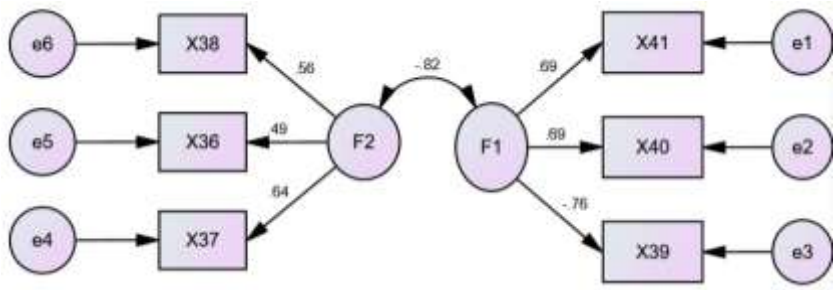

Fig. 1. Initial model of job satisfaction vs. turnover intention

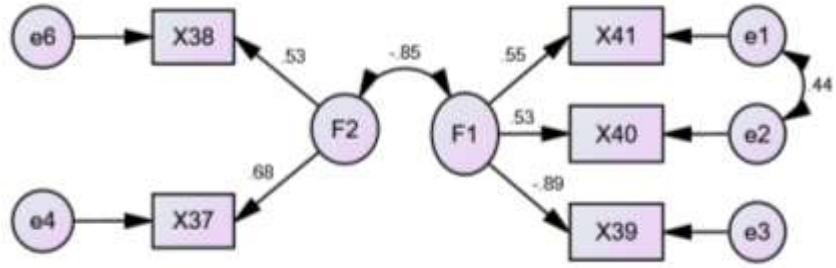

Fig. 2. Adjusted model of job satisfaction vs turnover intention

Table 6. Summary of fit indices, structural fit, and parsimony

Model	RMSEA		CMIN/DF		RMR	GFI	AGFI
Figure 1	.151		15.046		.059	.935	.829
Figure 2	.045		2.263		.015	.996	.978
Model	PGFI	TLI	CFI	PRATIO	PNFI	PCFI	
Figure 1	.356	.778	.882	.533	.467	.470	
Figure 2	.199	.985	.995	.300	.298	.299	

5. Discussion

The study addressed the research question, "Is job satisfaction associated with employee turnover intention?" by testing the hypothesis: "Job satisfaction is related to employee turnover intention". As shown in Figure 2, the relationship between the factor labeled "job satisfaction" and the factor labeled "employee turnover intention" is negative (r = -0.85). This suggests that job satisfaction does not significantly influence employees' intention to resign. Furthermore, the model fit, including both structural fit and parsimony, meets the established theoretical criteria. Fit indices such as the maximum likelihood ratio CMIN/DF (2.263) and the RMSEA (0.045) indicate a good fit for the model, as detailed in Table 6.

The data analysis reveals that job satisfaction exhibits a negative relationship with employees' turnover intentions. This suggests that, within the context of the studied company, the high job satisfaction experienced by employees does not significantly affect their desire to leave the organization. Employees report feeling comfortable with the variety of their tasks and believe that safety conditions align well with their functions. As a result, job satisfaction does not appear to be a driving factor for turnover intentions among the employees of this company. This finding contrasts with the perspective presented by Nagpaul et al. (2022), who found that dissatisfaction with working conditions might lead employees to consider leaving their positions. In the case of the company under study, the positive perception of the work environment and the conditions offered seem to act as a mitigating factor regarding turnover. On the other hand, this result aligns with the studies by Salleh et al. (2020), who argue that high job satisfaction has a negative effect on turnover intentions; that is, as employees become more satisfied, their inclination to leave the company decreases. This consensus reinforces the notion that improving working conditions and ensuring a positive work environment may be crucial for employee retention.

This analysis underscores the importance of addressing the objective conditions of work and employees' general satisfaction with their roles and work environment. Although job satisfaction may not be a decisive factor in turnover in this particular case, it remains essential for maintaining a committed and motivated workforce. Organizations must continue to pay attention to these factors to sustain the balance between satisfaction and personnel retention, adapting strategies that align with their employees' specific perceptions and needs.

6. Conclusion

As a final remark, the study's results indicate that, within the context of the analyzed company, job satisfaction does not significantly influence employees' turnover intention. With a correlation coefficient of -0.85, a negative relationship is established between job satisfaction and the intention to leave employment, suggesting that a high level of satisfaction does not correlate with an increased intent to remain. This contrasts with previous studies linking dissatisfaction with working conditions to a greater propensity to leave the position, highlighting the uniqueness of the company's work environment.

Furthermore, the model fit indices indicate good adequacy, supporting the validity of the findings. Although job satisfaction does not appear to be a decisive factor for employee turnover in this case, its relevance for maintaining a positive and motivating work environment is underscored. Therefore, organizations should continue to pay attention to employee satisfaction, adapting their strategies to their workforce's specific perceptions and needs to promote long-term retention and commitment. Improving working conditions and attending to the overall well-being of employees is fundamental to achieving a balance between satisfaction and employee retention.

7. Limitations and Strengths

At the beginning of the research, the number of surveys collected was very limited, making it difficult to obtain a representative and reliable sample. In response to this challenge, considerable efforts were made to increase the number of surveys, persistently encouraging participants to complete the data collection instrument. Throughout the process, continuous efforts were made to overcome barriers such as participants' distrust of the questionnaires, due to concerns about confidentiality or a lack of clarity regarding the study's purpose. Additionally, financial constraints hindered the ability to hire extra personnel or acquire necessary materials, further complicating the study's execution. The limited time available also affected the survey distribution, restricting the amount of data that could be collected within the given timeframe. However, once a more significant number of surveys were obtained, the research was strengthened by improving the representativeness of the sample, leading to more accurate and generalizable results. The increased volume of responses provided a more robust foundation for conducting detailed analyses and identifying patterns or trends, enriching the conclusions and offering a deeper understanding of the phenomenon being studied.

8. Implications for Future Research

Future studies could explore various aspects related to job satisfaction and turnover intention. For example, it would be useful to examine moderating factors such as leadership style and organizational culture, as they may significantly influence the relationship between job satisfaction and turnover. Leadership styles, particularly those focused on transformational or supportive leadership, could either enhance job satisfaction or mitigate turnover intention by fostering a positive and motivating work environment. Similarly, organizational culture, whether collaborative, hierarchical, or innovative, may shape employees' perceptions of their work experience, thereby affecting their likelihood to stay or leave. Additionally, conducting comparative studies across different sectors would help understand whether the effects of job satisfaction on turnover intention vary by industry. Different sectors often have unique characteristics, such as work demands, job roles, or economic pressures, that could influence how satisfaction impacts employees' decisions to stay or leave.

Specific working conditions, such as schedule flexibility and the physical work environment, could also be key factors to investigate. Flexible work hours or the option for remote work have become increasingly relevant in today's work environment and could significantly influence employee satisfaction and turnover rates. On the other hand, the physical work environment –

such as office layout, safety, or access to resources—can affect an employee's comfort and overall job satisfaction, thereby impacting their intention to stay with or leave an organization. A longitudinal study would be particularly valuable, allowing researchers to observe how changes in job satisfaction over time correlate with shifts in turnover intention. This type of study would enable a deeper understanding of the dynamic nature of job satisfaction and how fluctuations in this area might influence decisions regarding turnover in the long term.

Furthermore, qualitative analyses could provide rich insights into employees' lived experiences, offering an opportunity to identify the underlying reasons for their satisfaction or dissatisfaction. By gathering direct feedback through interviews or open-ended surveys, researchers could uncover nuanced factors, such as personal values, career aspirations, or interpersonal relationships, which quantitative studies might overlook. Evaluating organizational interventions, such as employee engagement programs, professional development opportunities, or wellness initiatives, would also be valuable. Understanding how these interventions impact job satisfaction and retention could offer actionable insights for organizations looking to reduce turnover and improve employee engagement.

Finally, exploring how job satisfaction is linked to job performance would be interesting. Satisfied employees are often more motivated, productive, and committed to their roles, so investigating this relationship could help organizations understand the broader effects of satisfaction on overall performance. Additionally, studying the effect of remote work on turnover intention could provide insights into how flexibility in work arrangements impacts employees' loyalty to their organizations. Lastly, the impact of diversity and inclusion initiatives in the workplace on satisfaction and retention should not be overlooked, as fostering an inclusive and supportive environment could be a crucial factor in reducing turnover and ensuring that employees feel valued and motivated to stay. By expanding research into these areas, organizations can better address the complex factors that contribute to job satisfaction and turnover, ultimately leading to improved retention rates and a more engaged workforce.

8. Declarations

Ethics approval and consent to participate

This study is carried out under the recommendations of the Code of Ethics of the UCC Business School at Cristóbal Colón University, which approved the protocol. Following the Declaration of Helsinki, all 620 Duxom workers consented to participate in the study.

Consent for publication

Not applicable.

Availability of data and materials

Data and materials associated with this study are available upon request.

Conflict of interest statement

The authors declare no conflict of interest.

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Authors' contributions

This document is the work of the authors as their intellectual contribution of the academic work, which they approved for publication. Conceptualisation: ARLH, MFB methodology, data curation, data analysis: ARLH, MFB, writing—original draft preparation, writing: ARLH, MFB and REN; writing – review and editing: ARLH, MFB and REN; writing—supervision: MFB and REN. All authors have read and agreed to the final version of the manuscript for publication.

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