
THE IMPACT OF JOB RESOURCES ON TURNOVER INTENTIONS IN THE FOOD AND BEVERAGES MANUFACTURING MICRO AND SMALL ENTERPRISES (MSEs) IN TANZANIA

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ABSTRACT

This study examines the effects of job resources on turnover intention among employees in the Food and Beverages Manufacturing Sector in Micro and Small Enterprises (MSEs) in Tanzania. The current study aimed to examine the extent of job resources manifested by autonomy, skill variety, and performance feedback, which were considered a predictor of turnover intention. This study was anchored on the Job Demands Resources Model. The quantitative research was applied using a cross-sectional research design. A structured questionnaire was used to collect data from a sample size of 387 from food and beverage manufacturing MSEs in Dar es Salaam. Simple random sampling was used to select respondents. The collected data were analysed using IBM SPSS version 26 and the structural equation modeling partial least square (SEM PLS) technique was used to test the study hypothesis. The measures were statistically tested and Cronbach alpha and composite reliability were confirmed to be above 0.7. This study found a negative and insignificant relationship between autonomy and turnover intentions and a positively insignificant relationship between performance feedback on turnover intentions. However, skill variety and turnover intentions were positively and significantly associated. This study's results will serve as practical implications for the organization's owner-manager to improve job resources to reduce turnover intention.

Keywords: Autonomy, Job Resources, Skill variety, Performance feedback, Turnover Intentions, MSEs.

1. INTRODUCTION

Turnover intention is a serious problem facing many organisations worldwide (Basnyat, & Clarence Lao, (2020; Kachi, Inoue, Eguchi, Kawakami, Shimazu, and Tsutsumi, 2020). Turnover intention negatively affects organisations due to increasing hiring costs (Skelton, Nattress, & Dwyer, 220). The high turnover intention causes Micro-small enterprises (MSEs) manufacturing organisations to experience high operational issues. Turnover intention leads to organizations'

difficulty in surviving the current economic climate and gaining a productivity edge over their competitors. Human resource skills, knowledge, and talents in the production process are critical to the survival of manufacturing MSEs (Endris & Kasseg, 2022; Ngwa et al., 2019; Sherman & Roberto, 2020). Since technology and natural resources can be hired or replaced, human resources are regarded as the most valuable organisational unique resources because they help the organisation achieve its goals (Bandyopadhyay & Jadhav, 2021; Contu, 2020 Jauhari, & Yuliant, 2020; Putra, & Cho, 2019).

The Job Demand-Resources (JD-R) model demonstrates how an employee's intention to leave is influenced by both job resources and job demands. It was established by scholars such as Demerouti, Bakker, Nachreiner, & Schaufeli, (2001). The JD-R model detailed job resources, personal resources, and job expectations. Job resources are defined as the social and psychological components of a job that promote individual growth, help achieve work-related objectives, and reduce workplace pressures and associated psychological and physiological costs (Xanthopoulou, Bakker, Demerouti, and Schaufeli, 2007). According to Demerouti & Bakker, (2011), job resources such as autonomy, skill variety and performance feedback are the instruments used to assign particular tasks to employees. Autonomy is the degree of discretion, independence and freedom which are provided to the individual for scheduling tasks and achieving them (Kwok, 2020). Skills variety refers to “the degree to which a job requires a variety of different activities in carrying out the work, which involves the use of several different skills and talents of the person” (Hackman & Oldham, 1975). Performance feedback refers to “the degree to which carrying out the work activities required by the job results in the individual obtaining direct and clear information about the effectiveness of his or her performance” (Hackman & Oldham, 1975).

Several studies have been done to look at the connection between job resources and intent to leave a company (Kim et al., 2019; Miano, 2020 Shin & Jeung, 2019). However, practically all of the research that has already been done has been from high-income nations rather than emerging economies like Tanzania. Furthermore, the research primarily concentrated on large organisations, which differ significantly from small and micro business settings, and only examined the general business setup. It is unclear whether the results of this research would hold in other nations, especially when it comes to the production of MSEs in developing nations like Tanzania. The disparate findings suggested that additional study was required to confirm the relevance of job resources on turnover intentions at the same time while taking contextual factors in small and micro organisations into account. Furthermore, the few studies that have been conducted on this topic have all been conducted in developed nations (Kotzé, 2018; Chen, 2022, Aljohani et al., 2023), and no research has been done on workers in the manufacturing sector specifically in emerging economies nations like Tanzania. Moreover, there is a paucity of empirical research linking turnover intentions in manufacturing MSEs to job resources. This suggests that the topic has not been sufficiently explored in Africa. This leads to the conclusion that research in this area has been done insufficiently. This study will be the first of its kind in Tanzania, addressing this gap by exploring the relationship between these factors. Therefore, to understand this phenomenon within the manufacturing industry, this study looked at the relationships between job resources and turnover intentions to bridge the aforementioned gap.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Job resources and employee turnover intentions have been the subject of research (Jauhari & Yulianti, 2020; Kim, 2017; Aljohani et al., 2023; Schaufeli & Bakker, 2004; Schaufeli, Bakker, & Van Rhenen, 2009). Previous studies discovered that job resources have negatively and directly correlated with employee turnover intentions and also can forecast such intentions. Moreover, several investigations came from countries outside Tanzania (in developed countries in Europe and USA) and were done in large organisations and come with different conclusions (Jauhari and Yulianti, 2020; Aljohani et al, 2023; Schaufeli & Bakker, 2004; Schaufeli, Bakker, & Van Rhenen, 2009) which create a contextual and context gap in the emerging economy in sub-Saharan regions like Tanzania MSEs. This study aims to investigate the relationship between job resources and turnover intentions in the manufacturing sector, specifically in Tanzanian MSEs that produce food and drinks. The three job resource constructs that were the subject of this study were performance feedback, skill variety, and autonomy. Using PLS-SEM the direct negative effect would be analysed. The schematic model of this study was presented in Figure 1 which illustrates the relationships between the research variables of job resources and turnover intention.

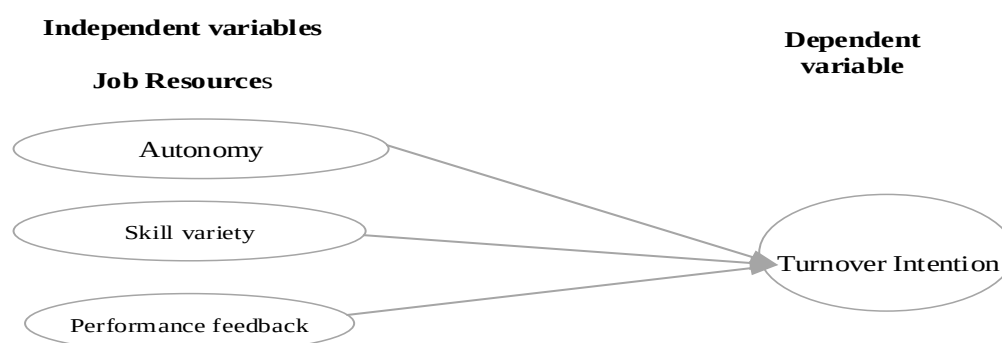


Figure. 1: Conceptual Model

Source: Author (2024)

Job resources such as autonomy, skill variety, and performance feedback could minimize turnover intention. The strong negative relationship between job resources and turnover intentions has been revealed by previous literature (Jauhari & Yulianti, 2020; Kim, 2017; Aljohani et al., 2023). The empirical proof from the literature shows that employees with higher job resources will have less intention to quit the work organizations. Based on the literature review, we anticipate a negative link between job resources and turnover intention because, according to the examined literature, job resources foster personal growth. Therefore, this study suggested that a higher level of autonomy, skill variety, and performance feedback are related to lower turnover intention. Thus, it can be hypothesized that

H₁: Autonomy has a direct negative impact on turnover intention

H₂: Skill variety has a direct negative impact on turnover intention

H₃: Performance feedback has a direct negative impact on turnover intention

3. MATERIALS AND METHODS

In this study, the positivist paradigm was applied. A quantitative approach was used to ascertain

linkages between job resources and turnover intentions. An explanatory research design was employed in this investigation. The study also employed a cross-sectional survey design and an analytical approach to determine whether a cause-and-effect relationship existed between the research variables (Creswell, 2012; Saunders, et al., 2009; Simon, 2011). Closed-ended questionnaires were utilized in this study to determine the association between the variables. To obtain data from a broad population, a survey technique was employed (Saunders, et al., 2012). The study area was Tanzania's Mainland and industries were taken from the Dar es Salaam region. The selection of region is due to several reasons among them is that Dar es Salaam is the largest commercial city in Tanzania and is the business hub of the country where all kinds of business are undertaken (Bhuzohera, 2024, Todd, Msuya, Levira, & Moshi, 2019, Malauri, Mpogole, & Wiketye 2021)

Simple random sampling was used in selecting respondents from the MSEs list (Kothari, 2009; Saunders et. al., 2009). A sample size of 384 employees was chosen from various employee categories based on the target demographic of the chosen MSEs. IBM SPSS version 26 was used for the analysis of descriptive statistics besides, and Partial Least Squares-Structural Equation Modelling (PLS-SEM) was used to evaluate the construct specification of the measurement model of this study and structural path model for an empirical test of conceptual model hypotheses.

The purpose of the study was to investigate the effects of job resources on turnover intention in manufacturing MSEs in Tanzania. The model generated using PLS-SEM was extracted from the theory of JD-R model constructs. The evaluation using PLS-SEM was done by linking indicators of the study variables. The measurement model was extracted from the validated instrument from previous studies to be customized in the Tanzanian context as shown in Table 1. The structural model of the study consisting of autonomy, performance feedback and skill variety was hypothesised using the computed path coefficients by PLS-SEM.

The independent variables in this scenario are job resources. Three aspects of job resources autonomy, skill variety, and performance feedback were measured using Hackman and Oldham, (1980) measurement. Nine-word statements and brief questions measure nine (9) separate items three (3) from autonomy, three (3) from skill variety, and three (3) from performance feedback. Table 1 provides a summary of the study's dimensions and their measurements.

Table 1: Measurement of job resources

Study	Dimension	Code	Measure	Type of	Source
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Variable				Data	
Job Resources		JR		Interval	Hackman and Oldham, (1980)
	Autonomy	AU	3 items- Aggregated index of 1-7 Likert-like scale	Interval	Hackman and Oldham, (1980)
	Skills Variety	SV	3 items- Aggregated index of 1-7 Likert-like scale	Interval	Hackman and Oldham, (1980)
	Performance Feedback	PF	3 items- Aggregated index of 1-7 Likert-like scale	Interval	Hackman and Oldham, (1980)

Source Literature Review, (2023)

The turnover intention was assessed by 6 criteria developed by Bothma & Roodt (2013). Numerous studies have employed the turnover intention scale to gauge how likely it is for employees to leave the company (Kim, 2017; Saks, 2006; Shuck, 2011). Compared to the turnover intention measured with TIS-1 and TIS-4, the scale TIS-6 exhibits greater internal consistency. The turnover intention was assessed using a six-item, reduced version of the TIS-6, first created by Roodt (2004). Bothma & Roodt (2013) verified the TIS-6, finding that its Cronbach's alpha was 0.80. Previous empirical research has measured turnover intention using the TIS-6 and has been proven in many countries with adequacy reliability and validity (Anjum, Shahzadi, & Wazir, 2022; Dwivedi, 2015; Ofefi, Poku, Paarima, Barnes, & Kwashie, 2023; Nashwan, Abujaber, Villar, Nazarene, Al-Jabry, & Fradelos, 2021; Németh, Deák, Szűcs, Makai, & Hock, 2024). Table 2 displays the dependent variable's measurement.

Table 2: Turnover Intentions Measurement

Study Variable	Measure	Type of Data	Source
Turnover intention	6 items Aggregated index of 1-5 Likert-like scale	Interval	Bothma & Roodt (2013).

Source: Literature review, (2024)

4. RESULTS

The data screening was carried out to check outliers, missing data, and normalcy to make sure the data satisfied statistical assumptions because the data were analyzed using PLS-SEM (Hair et al., 2018). Descriptive statistics expressed through data tables and figures were used to summarize the opinions of the sample respondents about job resources and intention to leave.

Respondent's Demographic characteristics

The demographic profile of the study's respondents (n=378) is based on Table 3, which was created using the descriptive data collected from the targeted respondents. This study used a worker working in food and beverage manufacturing MSEs as the unit of analysis. Gender, age, degree of education acquired, tenure, industry, position, experience, number of years worked in the F&B

business, position, and kind of job were among the demographic characteristics of the responder. The results of the gender composition males are 59.3 per cent while females are 40.7 per cent. The majority are male which relatively outnumbers their female counterparts. Most employees in food and beverage were aged between 20 and 29 with representation at 34.1 per cent followed by age between 30 and 39 at 22.8 per cent. Moreover, results show that most F&B employees are educated at the secondary school level 65.9 per cent. Also, results show that of most F&B employees 48.8 percent had tenures of under three years and 29.6 percent had tenures of four to five years. The produced data shows that most of the respondents were working in food processing with representation at 69.6 percent while 30.4 per cent were working in the beverage sector. The produced data represented four different departments based on specialization. Most F&B employees were working in manufacturing with the representation of 52.4 percent. Also, results show that 63.2 percent represent the employees who are working in F&B as normal employees (staff). Furthermore, results show that 39.4 percent of F&B employees have experience in the food and beverage sector for less than one year.

Table 3: Demographic characteristics of the respondents

Demographic Variable (s)	Category	Frequency	Percentage (%)
Gender	Male	224	59.3
	Female	154	40.7
Age (years)	Below 20	74	19.6
	20-29	129	34.1
	30-39	86	22.8
	40-49	54	14.3
	50 -59	29	7.7
	60 and above	6	1.6
Highest level of Education	Never attended school	2	.5
	Primary school	85	22.5
	O-Level	164	43.4
	A-Level	89	23.5
	Ordinary diploma	16	4.2
	Advanced Diploma or Degree	17	4.5
	Masters' degree	5	1.3
Type of Industry	Food processing	263	69.6
	Beverage	115	30.4
Current Job position	Staff	239	63.2
	Manager	65	17.2
	Executive	74	19.6
Job category	Research & Development	34	9.0
	Marketing/Sales	111	29.4
	Manufacturing	198	52.4
	Information Technology	9	2.4

	Other	26	6.9
Years in this firm	0-1 year	94	24.9
	2-3 years	94	24.9
	4-5 years	112	29.6
	6-10 years	47	12.4
	11-15 years	24	6.3
	Above 15years	7	1.9
Experience in the F&B industry	0-1 year	149	39.4
	2-3 years	106	28.0
	4-5 years	67	17.7
	6-10 years	21	5.6
	11-15 years	30	7.9
	Above 15years	5	1.3

Source: Researcher, (2024)

Evaluation of the Outer Measurement Model

Reflective constructs were evaluated by assessing the internal consistency, discriminant validity, and convergent validity (Hair et al., 2018). The internal consistency validity was assessed using Cronbach's Alpha (α) and Composite Reliability. The outer loading of the indicators was used to evaluate the convergent validity; the indicators' statistical significance was found to be greater than 0.7, and the AVE value was found to be higher than 0.5. The findings presented in Figure 2 verify the convergent validity by demonstrating that all indicator loading was over the 0.7 threshold value and statistically significant with $p < 0.001$.

Construct Reliability

Constructs Reliability or the internal consistency of the study variables was evaluated by applying the composite reliability (cp). The findings in Table 4 show that Cronbach's Alpha (α) and Composite reliability for all constructs (job resources 0.933, turnover intention 0.876) is above the recommended criterion of 0.700 (Avkiran, 2018; Nunnally, 1978). The composite reliability was confirmed, therefore, demonstrating high internal consistency of the scales.

Convergent Validity

Convergent validity was evaluated by individual indicators whereby indicators of outer loading were considered. The rule of thumb for constructing inductors of outer loadings is above 0.700 (Hair et al., 2017). In this investigation, construct indicators with outer loadings greater than 0.7 were kept, while those with loadings less than 0.7 were taken out. All outside loading indicators were rated higher than the suggested cut-off value of 0.7, according to the data shown in Table 4, therefore, the reflective measurement model of the convergent validity was maintained. According to Hair et al. (2017), Table 4 shows that the latent variables of the reflective measurement models had Average Variance Extracted (AVE) values that were higher than the necessary value criterion of 0.500. This shows that each variable in the reflective measurement model had excellent and proven convergent validity. Therefore, the results conclude that all indicators used in this study fulfilled the convergent validity.

Discriminant validity

In this investigation, construct indicators with outer loadings greater than 0.7 were kept, while those with loadings less than 0.7 were taken out. All outside loading indicators were rated higher than the suggested cut-off value of 0.7, according to the data shown in Table 4, maintaining the reflective measurement model's discriminant validity. Therefore, it can be concluded that discriminant validity was obtained from indicators of job resources and turnover intentions variables due to their higher loading for each other variable.

Table 4: Summary of the Reflective Measurement Model Assessment- Reliability and Validity

Latent Variable		Indicators	No. of Items	Internal Reliability	Consistent	Convergent Validity	
				Composite Reliability (pc) 0.60-0.90	Cronbach's Alpha (α) >0.70	Outer Loadings >0.70	AVE >0.50
Job Resources	Autonomy	AU1	3	0.905	0.843	0.817	0.762
		AU2				0.862	
		AU3				0.936	
	Skills Variety	SV1	3	0.918	0.866	0.895	0.788
		SV2				0.907	
		SV3				0.861	
	Performance Feedback	PF1	3	0.878	0.790	0.904	0.742
		PF2				0.868	
		PF3				0.742	
Turnover intention		TI1	6	0.894	0.856	0.802	0.585
		TI2				0.701	
		TI3				0.783	
		TI4				0.870	
		TI5				0.710	
		TI6				0.711	

Source: Researcher, (2024)

Fornell-Larcker's Discriminant Validity Criterion

The Fornell-Lacker criterion was used to evaluate the discriminant validity. Table 5 presents the findings of the Fornell-Lacker criterion-based discriminant validity assessment. It indicates that the correlation between all reflective variables as measured by the square root of AVE is stronger than that of the other construct (Hair et al., 2018).

Table 5: Fornell-Larcker's Criterion Analysis for Checking Discriminant Validity

Variables	AU	PF	SV	TI
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AU	0.873			
PF	0.708	0.841		
SV	0.678	0.771	0.888	
TI	0.362	0.471	0.569	0.765

Source: Researcher, (2024)

Keynote: Square roof of the AVE on a diagonal

Key: AU = Autonomy, PF = Performance feedback, SV = Skill variety, TI= Turnover intention

The Heterotrait-Mono-trait Ratio (HTMT)

The discriminant validity was assessed by PLS-SEM by using the Heterotrait-Mono-trait Ratio (HTMT) proposed by Henseler, Ringle, and Sarstedr (2015). The result in Table 6 revealed that all HTMT values were less between the threshold value of 0.85 - 0.9 (Teo, Lee, & Chai, (2008) hence the discriminant validity was confirmed.

Table 6: Heterotrait-Mono-trait Ratio (HTMT)

	AU	PF	SV	TI
AU				
PF	0.820			
SV	0.787	0.828		
TI	0.410	0.580	0.659	

Source: Researcher, (2024)

Evaluation of the Structural Model

The structural model was assessed by path coefficients (β -values), t-statistics, p-values, model fit, the coefficient of determination R^2 , and predictive of the relevance of the Q^2 criteria.

Measurement of Coefficients Determination (R^2 Value)

The effect size and predictive accuracy for the estimated structural path model are measured by the coefficients of determination (R^2 Value), which quantify the extent to which the exogenous (independent) components explained variance in the structural model (Hair et al., 2017, 2018). The R^2 values range from 0 to 1, with a greater level denoting a higher predictive accuracy, according to Hair et al., 2014. For dependent variables, the suggested R^2 value limits are 0.190 weaker, 0.333 moderate, and 0.670 considerable (Chin, 1998, Ringle 2004). Moreover, Hair *et al.*, (2014) cautioned on the threshold values of R^2 subjective to interpretation particularly relative to social sciences. In the current study, the coefficients of determination (R^2 Value) of 0.416 for turnover intention are presented in Table 7. These results show that the structural model estimated for dependent variables of turnover intention (R^2 Value 0.416) has predictive significant accuracy. This finding was consistent with other studies which also tested the effects of job resources on turnover intention (Bailey et al., 2017; Bhatnagar, 2012; Kim, 2017; Karatepe et al., 2018). Based on the findings of the prior studies, the obtained R^2 Values are also common in the behavioural sciences.

Table 7: R² Values in the Structural Model

	R²	R² Adjusted
Turnover Intention	0.416	0.414

Source: Researcher, (2024)

Evaluation of Predictive Relevance (Q² Value)

The calculated structural route model's predictive value was assessed using Stone-Geisser's Q² value (Geisser, 1974, Stone 1974). Using a preset omission D, the blindfolding approach was used to calculate the Q² value (Hair et al., 2017). The blindfolding technique, according to Hair et al. (2017), is applied to dependent variables that stand in for the specifications of the measurement model. Q² values of 0.000 or less imply that there is no predictive relevance for the exogenous constructs, but values bigger than zero indicate that the exogenous constructions have predictive importance for the endogenous construct (Hair et al., 2018; Urbach and Ahlemann, 2010). The Q² value for the endogenous dimensions of turnover intention was calculated in this study. A technique based on cross-validation redundancy was used to compute Q² values. This method approximated the data in the measurement model's reflective dependent variables. Using independent factors that were obtained using the PLS-SEM algorithm, the data in the structural model were utilized to predict the scores of dependent variables. Table 8 presents the results of Q² values of turnover intention. Results show that the Q² values of dependent variables of turnover intention (0.226) are above zero which denotes that there is clear support for the model's predictive relevance on the endogenous latent variables.

Table 8: Q² Value in the Structural Model

Dependent (Criterion) Variable	Q² Values
Turnover intention	0.226

Keynote: Q² values > 0.0 - meaningful;

Q² values < 0.25 - < 0.50 – medium; Q² value > 0.5 - large predictive relevance

Source: Researcher, (2024)

Evaluation of the Model Fitness

The model fit assessment was done based on PLS-SEM measures such as standardized root mean square residual (SRMR) and normed fit index (NFI). For the current study as shown in Table 9, the SRMR value is 0.070 which indicates a good fit as the threshold value should be less than 0.08 (Hair et al, 2028). Moreover, the NFI value is 0.819 indicating the fit is moderate, as the value threshold is 0.9 (Byrne, 2013).

Table 9: Model Fit Summary

	Saturated Model	Estimated Model
SRMR	0.070	0.070
d_ ULS	0.507	0.507
d_ G	0.265	0.265
Chi-Square	578.620	578.620
NFI	0.819	0.819

Evaluation of the Effect Size (f²)

When the exogenous construct is removed from the structural model, the effect on the endogenous

construct is quantified using the effect size f^2 (Hair et al., 2018).

The formula to calculate the f^2 effect size is

$$f^2 = \frac{R^2_{\text{included}} - R^2_{\text{excluded}}}{1 - R^2_{\text{excluded}}}$$

According to Haier et al. (2017), the dependent variable's R^2 values are determined by whether a certain independent variable is included in the path model or not. The R^2 calculated the effect of the independent variable's exclusion on the dependent variable to Haier et al. (2014). According to Cohen's (1988) recommendation, the interpretation of f^2 values based on thresholds of 0.02 to 0.15, 0.15 to 0.35, and above 0.35 represent the independent criterion of a small, medium, and larger effect on the dependent variable. The effect size f^2 of the estimated structural route model is shown in Table 10 which indicates that autonomy and performance feedback had a small effect (0.004, 0.001) while skill variety had a medium effect (0.232) on turnover intention.

Evaluation of Structural Path Model

The hypotheses were examined using the structural mode, the full model was run with the bootstrapping procedure. Figure 2 presents an examination of the relationships between autonomy, performance feedback and skill variety on turnover intentions. The structural model was assessed to look at how the model's prediction powers related to the research constructs (Hair et al., 2018). The path coefficients' significance and relevance, collinearities, the degree of R^2 values, the f^2 impact size, and the predictive relevance Q^2 value are the primary evaluation criteria (Hair et al., 2018).

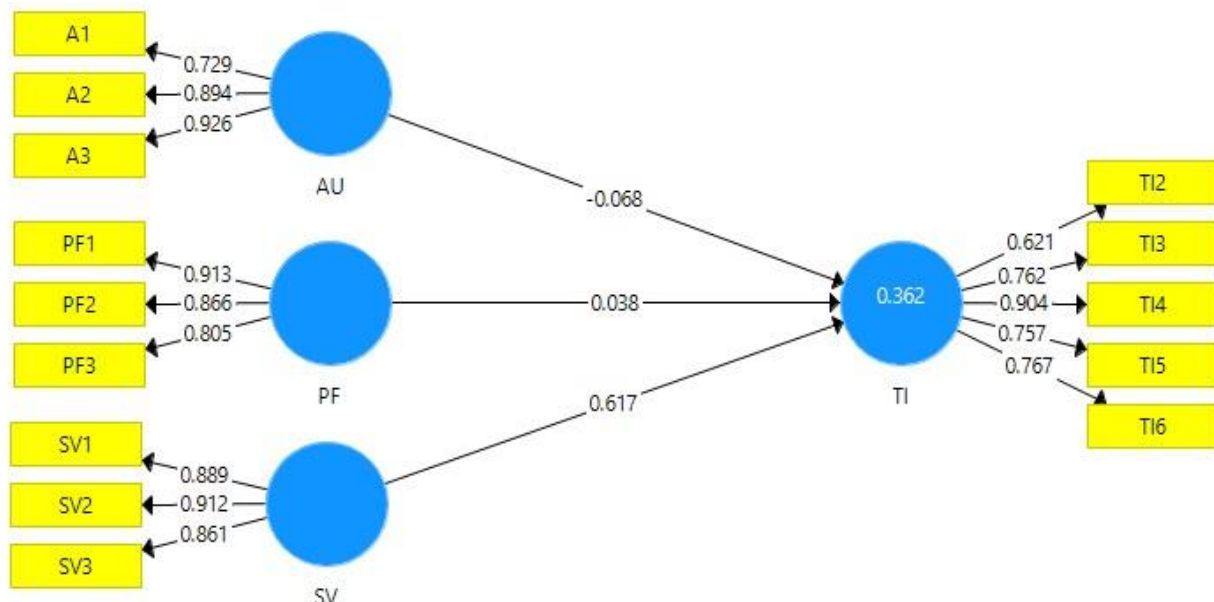


Figure. 2: Results of H_1 to H_3

Hypotheses Testing: Direct Relationships

Table 10 presents the hypothesized direct relationship. It includes the path coefficients, T-values,

the corresponding significance levels, the effect size, and the confidence interval.

Table10: Summary of the Structural Path Model

Hypotheses and corresponding paths	Path coefficients	T-statistics	f ²	95% confidence interval	P Values
AU → TI	-0.068	1.119	0.004	0.061	0.263
PF → TI	0.038	0.520	0.001	0.180	0.603
SV → TI	0.617	9.187	0.232	0.742	0.000

Keynote: f² value <0.02 - <0.15 – small; f² value 0.15 - <0.35 – medium; and f² value >0.35 – large effect size

Source: Researcher, (2024)

Autonomy and Turnover Intention

Hypothesis 1 examined the relationship between autonomy and turnover intention. It was hypothesized that there would be a negative relationship between autonomy and turnover intention. Table 10 results revealed that there is a tinny effect size (f²) of 0.004 and a negative and insignificant path from autonomy to turnover intention (t=1.119, β= -0.068, p value=0.263) therefore, results demonstrate that hypothesis 1 was not supported.

Skill variety and Turnover Intention

Hypothesis 2 examined the relationship between skill variety and turnover intention. It was hypothesized that there would be a negative relationship between skill variety and turnover intention. According to Table 10 data, there is a tinny impact size (f²) of 0.001, and a positive and insignificant path from skill variety to turnover intention (t= 0.520, β= 0.038, p value=0.603) the findings demonstrate that hypothesis 2 was unsupported.

Performance feedback and Turnover Intention

Hypothesis 3 examined the relationship between performance feedback and turnover intention. It was hypothesized that there would be a negative relationship between performance feedback and turnover intention. The results in Table 10 data, there is a medium impact size (f²) of 0.232, and a positive and significant path from performance feedback to turnover intention (t= 9.187, β= 0.617, p value=0.000) the results prove that hypothesis 3 was supported.

5. DISCUSSION

The study aimed to examine the effects of job resources on employee turnover intention at work. Based on the motivational process of the JD-R model, we examined the three job resources of autonomy, performance feedback and skill variety on turnover intention. The study hypothesised that autonomy and performance feedback negatively affect employee turnover intention. The examined variables prove that the coefficients of job resources manifested by autonomy and performance feedback are not significantly concerning turnover intention. Therefore, it be argued that autonomy and performance feedback have no direct effect on turnover intention, hence the first and second hypotheses are not confirmed. Therefore, there is no sufficient evidence to show that job resources negatively influence turnover intention. This means that a higher level of autonomy and performance feedback does not decrease turnover intention. This result is contrary

to the findings of Chelangat, Were, & Odhiambo, (2018) and Jauhari, & Yuliant, (2020), which stated that when there are higher job resources, the turnover intention will be decreased. Furthermore, the result is congruent with the previous studies of Bakker, and Albrecht, (2018); Lestari and Margarethaa, (2021); Skaalvik, and Skaalvik, (2018) which found a positive relationship between job resources and employee turnover intention. On the other hand, the study hypothesized that there would be a negative relationship between skill variety and turnover intention. The findings show that job resources like skill variety are significantly associated with turnover intention, therefore the third hypothesis is supported. This result means that workers with greater skill variety have lessened the likelihood of turnover intention. The results are supported by previous studies by Chelangat, Were, & Odhiambo, (2018) and Jauhari, & Yuliant, (2020) which found a negative significant relationship between job resources and employee turnover intention means that job resources decrease turnover intention. This result in line with the JD-R model demonstrates how an employee's intention to leave is influenced by job resources (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; Schaufeli & Bakker, 2004). This study supports the proposition of the JD-R model and validates it as a useful theoretical framework for understanding the factors which reduce employees quitting work. Thus, employees with higher job resources specifically skill variety perceive the worth of the work and lessen the intention to quit the work.

6. CONCLUSION AND RECOMMENDATIONS

Conclusion

Following the motivational process of the JD-R model, we can conclude that there is a negative relationship between skill variety and turnover intention proving positively significant. On the other hand, autonomy and performance feedback are positively related to turnover intention. Moreover, job resources contribute to meaningful work that can make employees stay at work and be less likely to quit the work. These findings present an understanding of the model that explains why employees decide to remain at the company. Turnover intention is a crucial concern for organisations, thus human resources management may come up with strategies to retain talented employees. The present results of the hypothesized model are consistent with the previous empirical evidence and the JD-R model.

Recommendations

Despite the contribution of the findings of this study to the human resources literature and practice, it has some limitations such as the data being taken from a single country which limits the generalizability of the findings. The study recommends that future studies should include samples from different countries for results validation. Second, it considers limited variables of job resources (autonomy, performance feedback and skill variety), further research still needs to consider other factors of job resources such as manager behaviour and leadership that influence turnover intention and also factors which influence employee retention. Future studies may consider longitudinal design which links job resources and turnover intention. Also, future studies could consider mediating variables of gender and age in the relationship between job resources and employee turnover intention.

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All authors have read and agreed to publish the final version of the manuscript.

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