

**EXPLORING THE FACTORS RELATED TO JOB TURNOVER IN LEARNING
ORGANIZATION: A CASE OF IT WORKERS IN
SOHAR UNIVERSITY OF OMAN**

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**EXPLORING THE FACTORS RELATED TO JOB TURNOVER IN LEARNING
ORGANIZATION: A CASE OF IT WORKERS IN
SOHAR UNIVERSITY OF OMAN**

**A Thesis Submitted to
College of Business Management
in partial fulfillment of the requirement for the Master's degree
MASTERS of Science (MANAGEMENT)**

by

Salam Saif Alhatmi

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ABSTRACT

This study examined the relationships of job satisfaction, organizational commitment, supervisory commitment, and job turnover among public sector engineers in Oman. Questionnaires were adopted, pilot-tested, and used in assessing job satisfaction, organizational commitment, supervisory commitment, and turnover intention. Pearson correlation and One-way ANOVA are conducted for the data analysis. Findings showed that the respondents were satisfied with their pay (mean=3.60), nature of work (mean=3.44), and supervision (mean=3.40). The result also revealed that turnover intention is significantly inversely associated with job satisfaction, organizational commitment and supervisory commitment. The overall job satisfaction had the highest negative significant correlation with turn over intention ($r = -0.473$); satisfaction with pay ($r = -0.179$; $p < 0.01$), with nature of work ($r = -0.170$) and with supervisor ($r = -0.160$; $p < 0.01$). It was also found out that statistically, organizational commitment was significantly and negatively correlated to turnover intention ($r = -0.182$; $p < 0.01$); and supervisory commitment is also negatively correlated to turnover intention ($r = -0.164$). This study provides guidelines for supervisors to better understand how to reduce employee turnover, increase job satisfaction, organizational commitment and supervisor commitment. Some implications of these results for practice and research are also discussed.

ABSTRAK

Kajian ini mengkaji hubungan antara kepuasan kerja, komitmen organisasi, komitmen penyelia, dan keinginan untuk bertukar kerja di kalangan jurutera sektor awam di Oman. Soal selidik telah diadaptasi, diuji dalam kajian rintis, dan digunakan untuk mengukur tahap kepuasan kerja, komitmen organisasi, komitmen penyelia, dan keinginan untuk bertukar kerja. Ujian korelasi Pearson dan ANOVA sehalu digunakan dalam penganalisaan data. Dapatan kajian menunjukkan bahawa responden berpuas hati dengan bayaran gaji (min=3.60), suasana tempat kerja (min=3.44), dan penyelia (min=3.40). Keputusan juga menunjukkan pembolehubah keinginan untuk bertukar kerja adalah berkaitan secara negatif dengan tahap kepuasan kerja, komitmen organisasi dan komitmen penyelia. Secara keseluruhan tahap kepuasan kerja memaparkan hubungan negatif yang sangat signifikan dengan keinginan untuk bertukar kerja ($r = -0.473$); kepuasan terhadap gaji ($r = -0.179$; $p < 0.01$); kepuasan terhadap suasana tempat kerja ($r = -0.170$); dan kepuasan terhadap penyelia ($r = -0.160$; $p < 0.01$). Hasil juga menunjukkan bahawa terdapat hubungan negatif yang signifikan di antara komitmen organisasi dan keinginan untuk bertukar kerja ($r = -0.182$; $p < 0.01$); dan komitmen penyelia juga berkaitan secara negatif dengan keinginan untuk bertukar kerja ($r = -0.164$). Kajian ini menyediakan garis panduan kepada penyelia dalam memahami bagaimana mengurangkan kadar lantik henti, meningkatkan kepuasan kerja, komitmen organisasi dan komitmen penyelia. Beberapa implikasi dari kajian bagi tujuan peramalan serta kajian lanjut juga dibincangkan.

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TABLE OF CONTENTS

	page
PERMISSION TO USE	i
DISCLAIMER	ii
ABSTRACT	iii
ABSTRACT	iv
ACKNOWLEDGMENT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	x
LIST OF FIGURE	xi

CHAPTER 1

INTRODUCTION	1
1.1 Introduction	1
1.2 Background	3
1.3 Problem Statement	10
1.4 Research Objective	14
1.5 Research Question	14
1.6 Definition of Key Terms	16

1.7	Significance of the Study	17
1.8	Summary	21

CHAPTER 2

	THEORETICAL FRAMEWORK	22
2.1	Introduction	22
2.2	Related Research Works	22
2.3	Theoretical Framework and Hypothesis	31
2.3.1	Job Turnover	31
2.3.2	Organizational Commitment	32
2.3.3	Supervisory Commitment	42
2.3.4	Group Commitment	44
2.3.5	Job Satisfaction	45
2.4	Summary	61

CHAPTER 3

RESEARCH METHODOLOGY	63
3.1 Introduction	63
3.2 Research design	63
3.3 Measures	64
3.4 Research sampling	64
3.5 Participants and Procedure	65
3.6 Data collection procedure	67
3.7 The model of the study	68
3.8 Scope of the study	69
3.9 Summary	69

CHAPTER 4

RESULTS	70
4.1 Introduction	70
4.2 Demographic	70
4.3 Correlation	71
4.4 Hypotheses Testing	74

4.5 Summary	76
-------------	----

CHAPTER 5

DISCUSSION AND CONCLUSION	77
---------------------------	----

5.1 Introduction	77
------------------	----

5.2 Discussion of results	77
---------------------------	----

5.3 limitation	78
----------------	----

5.4 Suggestion	79
----------------	----

5.5 Conclusion	80
----------------	----

APPENDIX I : The Research Questionnaire	88
--	----

APPENDIX II : Frequencies, Reliability Statistics, Correlations	94
--	----

APPENDIX III : Pearson's correlation matrix	99
--	----

APPENDIX IV : regression analysis	100
--	-----

List of Tables

Table 1.1	Key Terms	16
Table 4.1	Profile of the Respondents	71
Table 4.2	Summary of Pearson's Correlations Matrix	73
Table 4.3	Summary of results	75
Table 4.4	Regression analysis	76

List of Figure

Figure 1	The model of the study	68
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CHAPTER1

INTRODUCTION

1.1 INTRODUCTION

Previous studies have identified numerous variables that predict employee intention to leave. These variables fall into categories of employee characteristics (age and tenure) and commitments (organizational, supervisory and group commitment). Intentions to leave, organizational commitment and job satisfaction have been the focus of many industrial and organizational psychologists, management scientists and sociologists (Samad, 2006).

Empirical studies have reported that intention to leave can reduce the overall effectiveness of an organization (Smith & Brough, 2003). What actually determines employee turnover?

The answer to this question has great relevance to the individual who may be thinking about quitting job, for the manager who is faced with lack of employee continuity, the high costs involved in the induction and training new staff, and, not least, issues of organizational productivity (Mellor, Moore, Loquet, 2003).

In the light of present, start over engineers' intent to leave the profession is an importance topic. Compared to other professional groups,

engineers are likely to leave their jobs because they have other choice of jobs. In addition, demographic changes have led to a turn down the number of graduates entering the career, aging engineering workers, (Simon et al., 2007; Suleiman, 2006). As a consequence, most the Middle East countries are facing more or less grave engineer turnover intention (Clark & peacock, 2001; Kong, Chye, & Hian, 2006).

Engineering turnover intention has been associated with decreased standard of organization productivity and raised stress on individuals left in the employment (Long, 2005; Moore, 2002; Shaw, et al., 2002) and (Best & Thurston, 2003; Weesie & Spector, 2002). There is evidence that high engineer turnover intention in public professions is related to lower commitment and job satisfaction (Banerjee & Gaston, 2004). If this study has enough knowledge about this case, it will get better understanding of the elements and factors that influence negatively on engineers to leave their jobs. It is necessary if public organizations reach the needs of customers and engineers and try to improve their thinking about future (Pines & Aronson, 2002).

The purpose of this study was to explore the relationship between, job satisfaction, organization commitment, supervisory commitment, group commitment and job intent employment among employs working in organization setting.

Turnover of staff directly affects both the quality and cost of delivering care (Bonn, 1997; Contino, 2002). Both job stress and job satisfaction have been shown to influence turnover (Blegen, 1993; Gray-Toft & Anderson, 1981a). Understanding the relationship between job stress, job satisfaction and job intent employment will aid administrators seeking to attract and retain employs.

This chapter includes background, problem statement, research objective, research question then, definition of key terms, significant of the study and finally conclusions.

1.2 BACKGROUND

A study by Simmons (2005) showed that organizational commitment was associated with more favorable staff perceptions of organizational culture and greater job satisfaction. As cited by Simmons, a study by Mathieu & Zajac (1990) found that committed employees are less likely to quit than those who are not. In addition, the study also found a strong positive relationship between job satisfaction and organizational commitment.

Intention to leave is referred as an individual's estimated probability that they will stay in employing organization (Cotton and Tuttle, 1986). Therefore, the identification of factors that influence job turnover to leave is considered as important and to be effective in reducing actual turnover

(Maertz and Campion, 1998). As stated in Firth (2004), intentions are the most immediate determinants of actual behavior.

Among the factors that influence job intentions are job satisfaction, organizational commitment, supervisory commitment and group commitment.

Stress is a concept describing the interrelatedness of person and environment. It is the response by a person to stressors in the environment. Selye's General Adaptation Theory (Selye, 1976) described stress response as biophysiologic in nature. When the person is subjected to a stressor, a characteristic syndrome of physical reactions will occur.

The stress concept can also be seen as active in a holistic view of the person. The stress response can be physical, psychological, emotional or spiritual in nature and is usually a combination of these dimensions. Similarly, can arise from one or more dimensions and can be either internal or external. Satisfaction, and job Intent Lazarus and Folkman (1984) viewed reciprocal relationship between the person and environment.

In this theory, stressors can range from catastrophic events to irritating incidents. However, these stressors do not elicit a stress response in the individual until the person appraises it as exceeding the available resources. Stress and the negative outcomes of stress have been recognized as financially costly to any health care organization.

Negative outcomes of job stress among organization include illness, decline in overall quality of care, job dissatisfaction, absenteeism, and staff turnover (Schwab, 1996). Job describes the associated with the professional or work environment. Tension is created when the demands of the job or the job environment exceed the capacity of the person to respond effectively. Job varies with each work environment.

Various sources of job have been identified in the work `environment. Cohen-Mansfield (1995) divided work related stressors for employs into three categories: the institutional level, the unit level and the employs level. Leveck and Jones (1996) used four categories of stressors modeled after Hinshaw and Atwood's Job Stress Scale (JSS) (1983).

The JSS measures competence, physical work environment, staffing, and team respect. Other studies have identified heavy workload, urgency of work to be performed, dying and death of employees', role conflict, lack of autonomy in practice, lack of social support, poor job fit, insufficient knowledge base, unsafe workplace, and a rapidly changing health care environment employees' (Hemingway & Smith, 1999; Tovey & Adams, 1999; Van Servellen & Topf, 1994).

People in public organizations are important because they are central to service; employees' attitudes and behaviors play a vital role in the quality of service. Customer satisfaction and customers' perceptions of service quality are significantly influenced by the attitudes and behaviors of service

employees (Bitner, Booms, & Tetreault, 1990; Parasuraman, Zeithaml, & Berry, 1988; Schneider & Bowen, 1993).

The interaction between employees and customers in service delivery is essential to the satisfaction or dissatisfaction of customers (Bitner, Booms, & Tetreault, 1990).

In this regard, employees are primarily responsible for providing a sustainable competitive advantage for the organization. Therefore, success in the organization depends on managing and retaining employees (Woods, 1992). Employee turnover is particularly important in the organization due to the high levels of customer-employee contact.

Moreover, turnover is critical and costly (Bonn & Forbringer, 1992). For example, each incident of employee turnover in the organization is estimated to cost up to \$2,500 in direct costs, and \$1,600 in indirect costs (Hogan, 1992). Woods and MacCauley (1988) describe both the tangible and intangible costs of the turnover decision. In the organization, one of the most critical intangible costs is the loss of employees morale for those employees who choose to remain with the organization.

These results in the poor morale of employees who may be overworked, and can, in turn, effect the level of service provided to the customer. Therefore, it is imperative that management understand the specific

dimensions that help shape employees' attitudes toward their jobs (Rogers, Clow, & Kash, 1994).

Turnover intention leads to turnover in many Asian countries (MacLachlan, 1996). Similarly, employee turnover due to turnover intention is very prevalent in China, Taiwan and Singapore as well (MacLachlan, 1996). For example, the Taiwan hotel industry had an average annual turnover rate of 6.2% in 2005 with some hotels reporting two-digit annual turnover rates. Similarly, the average annual turnover rates in the retail industry have fluctuated between 34.4% and 40.4% over the three-year period between 1999 and 2005 (Cheng 2006). Cheng (2006) reported employee turnover intention ranging from 4 to 8 per cent in the Taiwan hotel industry.

According to this report, more than two-thirds of the organizations indicated that they had suffered a productivity loss of greater than 10% as a result of the high employee turnover intention in the Taiwan hotel industry (Cheng 2006). In addition to low productivity, the survey had reported that high rate of employment and minor value of products and services due to high turnover intention. Moreover, a higher rate turnover intention has been found to be the main cause of poor morale in many organizations while the organizations try to decrease intention to leave.

Employees in public organizations are important because they are central to service and their behaviors play a very important position in the value of service. Consumer satisfaction and customers' perceptions of service

value are influenced by the attitudes and behaviors of service employees (Podsakoff & MacKenzie, et al., 2003; Simon et al., 2007; Suleiman, 2006). The communication between consumers and employees in service deliverance is necessary to create a very important relationship between them (Simon et al., 2007; Suleiman, 2006). In this situation, employees are mainly responsible for providing a continual competitive advantage for the organizations of public sector. Therefore, achievement in the organizations of public sector depends on supervision and retaining employees (Simon et al., 2007; Suleiman, 2006).

Employee is mainly significant in the public sector due to the high levels of consumer-employee communication. However and without doubt turnover intention leads to turnover which causes the public sector to pay high amount of money (Podsakoff & MacKenzie, et al., 2003).

For example, each case of turnover employee costs the public sector in Canada to pay at least \$3, 00 in direct costs. On the other hand about \$1,500 is mainly paid for indirect costs (Clark & peacock, 2001).

Sullivan (2001) and Tang (2003) explained both direct and indirect costs. So they suggested that about \$4, 000 as a direct cost and about \$2, 000 indirect costs of the turnover employee due to turnover intention in South of United Stat of America. In the public sector, one of the most serious indirect costs is the loss of employee confidence for those employees who decide to stay on their work in the organization. According to this consequence in the

less confidence of employee may affect on the level of the quality of service provided to the consumer. Therefore, it is necessary that organization understands the specific dimensions that happens as a result of employees' attitudes to their jobs (Saylor & Wright, 1992) and (Smith & Brough, 2003).

Numerous studies have been conducted to explain the causes and effects of employee attitudes and behaviors. Topics have included: (1) the antecedents and consequences of job satisfaction (Babakus, Cravens, Johnston, & Moncrief, 1996; Brown & Peterson, 1993; Rogers, Clow, & Kash, 1994; Viswesvaran, Deshpande, & Joseph, 1998); (2) the antecedents, correlates, and consequences of organizational commitment (DeConinck & Bachmann, 1994; DeCotiis & Summers, 1987; Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989; Sommer, Bae, & Luthans, 1996; Werbel, Landau, & DeCarlo, 1996); (3) the antecedents and correlates of turnover intentions (Bashaw & Grant, 1994; Lum, Kervin, Clark, Reid, & Sirola, 1998; Peters, Bhagat, & O'Connor, 1981; Saks, Mudrack, & Ashforth, 1996).

For example, Babakus et al. (1996) suggest that there is a positive relationship between salespersons' perceptions of job/task characteristics such as training and job satisfaction in a large international services organization.

They also reveal that role conflict and role ambiguity have a negative impact on salespersons' perceptions of job satisfaction and job performance. Meyer et al. (1989) report that affective commitment (i.e., emotional

attachment to, identification with, and involvement in the organization) of employees in a food services organization is positively related to their measured job performance, whereas continuance commitment (i.e., perceived costs associated with leaving the company) is negatively related. According to Lum et al. (1998), pay satisfaction has both a direct and an indirect effect upon employee's turnover intentions.

These studies have investigated the role of job satisfaction and organizational commitment as potential mediators in the relationship between pay satisfaction and job intentions. Few efforts, however, have been made that concentrate on how employees perceive the characteristics of their organizations. Leigh, Lucas Jr., and Woodman (1988) report that employees look more to the broader organizational environment than to their role perceptions in attributing their job satisfaction.

This would imply the need for research concerning how employees perceive the fairness of organizational systems and how this issue of fairness affects employees' attitudes and behaviors (Dailey & Kirk, 1992). Greenberg (1990a) also reports that organizational justice, who refers to people's perceptions of the fairness of treatment received from organizations, is important as a basic requirement for the effective functioning of organizations.

1.3 PROBLEM STATEMENT

Job stressors and lack of job satisfaction are among the factors that contribute to people's intentions to quit their jobs. Intention to leave is facing so many countries, this issues is global issues. The purpose of these studies is to determine the relationship between job satisfaction, organizational commitment, supervisory commitment and group commitment with intention to leave.

When employees react to the way they are treated at work, their motivation to respond cannot be understood adequately without taking into account two separate notions of fairness: distributive justice and procedural justice (Folger & Konovsky, 1989; Greenberg, 1986a).

Adams (1965) conceptualized fairness by stating that employees determine whether they have been treated fairly at work by comparing their own payoff ratio of outcomes (such as pay or status) to inputs (such as effort or time) to the ratio of their co-workers.

This is called distributive justice, and it presents employees' perceptions about the fairness of managerial decisions relative to the distribution of outcomes such as pay, promotions, etc (Folger & Konovsky, 1989). In contrast, procedural justice focuses on the fairness of the manner in which the decision-making process is conducted (Folger & Konovsky, 1989).

In other words, the focus shifts from what was decided to how the decision was made (Cropanzano & Folger, 1991b). Justice perceptions also have been linked to important outcome variables (Dailey & Kirk, 1992; Folger & Konovsky, 1989; Martin & Bennett, 1996; McFarlin & Sweeney, 1992). For instance, perceptions of procedural justice are negatively related to intentions to quit (Dailey & Kirk, 1992), significantly correlate with organizational commitment (Folger & Konovsky, 1989; Martin & Bennett, 1996), and produce high subordinates' evaluation of supervisors (McFarlin & Sweeney, 1992). In other words, if employees perceive that the decision-making process is fair, they are less likely to form an intention to quit.

On the other hand, distributive justice perceptions are associated with pay raise satisfaction (Folger & Konovsky, 1989), and tend to be a strong predictor of job satisfaction (Martin & Bennett, 1996; McFarlin & Sweeney, 1992). Although a great deal of research has addressed the issue of organizational justice, little empirical research has been conducted to examine the relationships among distributive justice, procedural justice, job satisfaction, organizational commitment, and job intentions in the organization.

In addition, previous research on organizational justice has been conducted predominantly in laboratory settings and has overlooked how contextual elements influence the behavior of individuals within an organizational setting (Capelli & Sherer, 1991). Greenberg (1990a) argues that aspects of work environments are likely to influence employees' perceptions of fairness.

Identifying the factors contributing to justice perceptions in an organizational context could provide additional insight into the area of organizational justice. A number of studies have examined the contextual antecedents of organizational justice.

For example, Kidwell and Bennet (1993) identify task characteristics and work group interaction in a study of individual motivation in groups. Goodman (1986) reports the importance of examining how the task and the context affect the behavior of individuals in groups.

The findings of these studies show that how tasks are assigned and how the individual gets along with other members of the organization are both important in the formation of employee attitudes and perceptions.

Moreover, past research has noted that when people are asked to report what constitutes unfair treatment, their responses have focused on interpersonal rather than structural factors (Greenberg, 1993). Bies and Moag (1986), and Tyler (1986) argue that the quality of the interpersonal treatment one receives constitutes another source of perceived fairness, one that is not immediately recognized by the prevailing emphasis on the structural aspects of outcome distributions and procedures.

The key to understanding group effectiveness is found in the on-going interaction FCVBGn process which takes place between individuals while they are working on a task. Thus, research is needed to explore how

organizational justice relates to employees' attitudes and behavior. Research is also required to examine the antecedents of organizational justice perceptions in the hospitality industry.

To more discussion the next, it will be the problem statement of the study.

1.4 RESEARCH OBJECTIVE

In highly labor-intensive organization, people are the most valuable assets. Human capital is among the key source of competitive advantage that can drive organizations to compete in the global economy. As such, retention of valuable and productive human capital in an organization needs to be given high consideration. The objectives of this study are to identify the predictors of intention leave. In particular the objectives are:

- 1. To examine whether there is a relationship between job satisfactions and job turnover.*
- 2. To examine whether there is a relationship between organizational commitment and job turnover.*
- 3. To examine whether there is relationship between supervisory commitment and job turnover.*
- 4. To examine whether there is relationship between group commitments and job turnover.*

1.5 RESEARCH QUESTION

This study is to examine whether there are relationship between job satisfaction, organizational commitment, supervisory commitment and group commitment with job turnover. In order to achieve the objective, this study will examine:

1. *To identify whether there is a relationship between job satisfactions with job turnover?*
2. *To identify whether there is a relationship between organizational commitments with job turnover?*
3. *To identify whether there is a relationship between supervisory commitments with job turnover?*
4. *To identify whether there is a relationship between group commitments with job turnover?*

1.6 DEFINITION OF KEY TERM

Table 1.1 defines several key variables' terms that are used in this paper.

Table 1.1 Key Terms

Job satisfaction	<p>Is a contribution of cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared with what he or she actually receives (Cranny et. al, 1992).</p> <p>The variable job satisfaction, which serves as both dependent variable in hypothesis one and independent variable in hypothesis three, denotes the degree of satisfaction individual nurses feel toward their employment (Price & Mueller, 1981).</p> <p>A pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976, p.1300).</p>
Organizational commitment	<p>A bond of the individual to the organization.(Mobley, 1997).</p> <p>The relative strength of an individual's identification with, and involvement in, a particular organization (Mowday, Steers, & Porter, 1979, p.226).</p>
Supervisory Commitment	<p>A bond of the individual to the supervisor.(Cranny, 1992).</p> <p>Supervisory Commitment is conceptualized as a strong belief in and acceptance of an organization's goals and values, and a willingness to exert considerable effort on behalf of the organization team (Numerof & Abrams, 1984).</p>
Group Commitment	<p>As an individual's identification and sense of cohesiveness with other members of the organization (Randall & Cote, 1991).</p> <p>is conceptualized as both the extent to which an individual is satisfied overall with his or her job, and the extent to which the individual is satisfied with the pay that he or she receives and with promotional opportunities. Overall Group Commitment Hoppock (1935) .</p>
Job intention	<p>Defined as termination of an individual's employment with a given economy.(Bolon, 1997).</p> <p>The dependent variable of job intent employment is an internal perception of the probability that the nurse will terminate employment with the organization (Price & Mueller, 1981).</p>

1.7 SIGNIFICANCE OF THE STUDY

From the study, management would be able to know and realize the significant internal factors that influence employees to leave the firm. Study by Abbasi and Hollman (2000) showed that employee intention leave is one of the most significant causes of declining productivity and sagging morale in both public and private sectors.

These factors can make companies to be less profitable. In addition, companies also may lose their competitive advantage. From the management perspective, reducing turnover behavior by reducing job turnover can help to reduce the brain drain that negatively affects innovation and causes major delays in the delivery of services and introduction of new programs.

Staff turnover is potentially a reducible expense in a cost-conscious environment. While the problem appears to be pervasive in many different types of providers, this study will focus on employees in units of organization.

Organizational justice refers to people's perceptions of fairness in organizations. This construct has received a great deal of interest by human resources management and organizational behavior researchers in recent years.

This study is conducted to enhance our understanding of organizational as identified in the organizational behavior literature. Moreover,

this study examines leader-member exchange as an antecedent of organizational and the impact of organizational on employees' attitudes and behavior.

This study will contribute to the organization in several theoretical and managerial ways. First, this study will enhance our understanding of the antecedents of organizational. The results of this study will reveal the importance and impact of leader-member exchange in order to understand employees' perceptions of fairness in organizations. An enhanced understanding of the antecedents of organizational will translate into an increased understanding of the organizational factors fundamental to work-related outcomes such as job satisfaction, organizational commitment, and job intentions.

Second, despite the volume of empirical research that has investigated organizational, most of the past literature has mainly focused on pay; Greenberg(1980) calls for future studies to investigate variables other than pay. Research that broadens the application of the concept in organizations beyond pay has the potential to capture an array of previously unexamined effects.

The results of this study may contribute to the literature concerning work-related outcome variables such as job satisfaction, organizational commitment, and job intentions.

In addition, these work related outcome variables are very important to organizations because of their significant relationship to employee intention. Third, Greenberg (1990a) reports that much of the research concerning organizational variable that predicts a variety of attitudinal outcomes. Given this trend, there is a need for research in the field of organizational that addresses behavioral outcomes.

The present study uses job intentions as an indicator of job withdrawal behavior. Fourth, much of the research on organizational has been conducted in controlled laboratory settings that are far removed from the organizational context (Bagarozzi, 1982; Barling & Phillips, 1992; Conlon, 1993; Conlon & Fasolo, 1990; Greenberg, 1983, 1987a; Musante, Gilbert, & Thibaut, 1983; Skitka, 1992).

Thus, the validity of the results of these laboratory experiments may be questioned (Greenberg, 1987a). To address this concern, this study will be conducted within the context of the organization. Fifth, as previously noted, employees in organizations are particularly significant because they are the very core service, and their attitudes and behaviors are essential to the quality of service and the success of organizations.

Greenberg (1990a) reports that organizational is important as a basic requirement for the effective functioning of organizations. Employees look more to the broader organizational environment than to their role perceptions in attributing their job satisfaction (Leigh et al, 1988). This would imply the need for research concerning how employees perceive the characteristics of

their organizations. However, there has been little evidence of theoretical or empirical research in the organization concerning . which may have important impacts on employees' attitudes and behavior.

Therefore, this study will be conducted in the context of organizations. Finally, the current study is designed to provide organization managers with insights into the formations of employees perceptions, and with insights into how to manage employees using organization to draw positive attitudinal and behavioral reactions from employees.

The present study will help managers better understand how to retain valuable employees, increase employees' commitment to and satisfaction with their work, reduce employee turnover, and improve the quality of service and customer satisfaction. In addition, the results of this study will help managers make better decisions concerning the importance of supervisory behaviors by giving them information about how leader-member exchange influences employees' perceptions and work-related outcomes.

1.8 SUMMARY

The objective of this study is: to examine the relationships between job turnover and factors to test whether gender moderates the proposed relationship.

In highly labor-intensive organization, people are the most valuable assets. Human capital is among the key source of competitive advantage that can drive organizations to compete in the global economy.

Job stressors and lack of job satisfaction are among the factors that contribute to people's intentions to quit their jobs. Intention to leave is facing so many countries, this issues is global issues.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This study including comprehensive reading from various books, journals, periodicals and many other publications. This chapter also clarifies and describes definition, related concept and theories of demographic factors, leadership behavior, and its relationship with job turnover.

2.2 RELATED RESEARCH WORKS

Intention to leave is defined as a conscious and deliberate willingness of an employee to leave their job. Mobley (1997) stated that intention leave often constitute the last sequence of withdrawal cognition in which an employee actively considers quitting and searching for alternative employment. Intention to quit also refers to individual perceived probability of staying in an employing organization or ending their service.

Therefore, the identification of factors that influence intention to leave is considered as important and to be effective in reducing actual turnover (Maertz and Campion, 1998).

Among the factors that predict intentions to leave are job satisfaction, organizational commitment, supervisory commitment and group commitment. Job satisfaction is a contribution of cognitive and affective reactions to the

differential perceptions of what an employee wants to receive compared with what he or she actually receives (Cranny, 1992).

There are a number of job satisfaction theories in organizational studies. Among the most popular theory that has always been referred in organizational behavior studies is Herzberg's two factors theory (1973). Herzberg's theory is based on two basis type of needs; 1) the need for psychological growth or motivating factors and 2) the need to avoid pain or hygiene factors.

Some of the factors that are included in motivational factors are work itself, achievement, possibility for growth, responsibility, advancement and recognition for achievement. Hygiene factor includes status, relationship with supervisor, relationship with peers, quality of supervision, policy and administration, job security, working condition and salary (Samad, 2006).

Meanwhile, organizational commitment has been defined and measured in several different ways due to diverse definitions and measures in the scholarly literature (Samad, 2006). The most referred concept of commitment is the three scales of commitment developed by Meyer and Allen (1991) that measures commitment in terms of affective, continuance and normative commitment.

Affective commitment is defined as "positive feelings of identification with, attachment to, and involvement in, the work organization (Meyer and Allen, 1984). Continuance commitment is defined as "the extent to which

employees feel committed to their organizations by virtue of the costs that they feel are associated with leaving” (Meyer and Allen, 1984).

Normative commitment manifests a feeling of obligation to continue employment. Employees with the high level of normative commitment feel that they ought to remain with organization (Bolon, 1997). Koslowky (1991) revealed that both organizational commitment and job satisfaction predicted intention to leave over time. A study conducted among MIS employees indicated that job satisfaction and organizational commitment were the most direct influences on the intention to leave (Igharia and Greenhaus, 1992).

Several reviews reveal consistent negative correlations between organizational commitment and turnover (Allen and Meyer, 1997 and Mathieu and Zajac, 1990). Studies have reported that the correlations are stronger for affective commitment and intention to leave and significant relationship are found for all the three components of commitments (Meyer and Allen, 1997).

Previous research on antecedents of affective commitment suggests that the experiences of the employee in the work environment and, to some extent, organizational and personal characteristics, are associated with affective commitment (Allen and Meyer, 1990).

Specific aspects of the work environment that have been examined include job scope, characteristics of the employee’s role in the organization, and the relationship between the employee and supervisor, job challenge,

degree of autonomy, and the variety of skills utilized by the employee (Dunham et al., 1994).

Recent research has emphasized on identifying the different types of commitment that influences work outcome. As stated in Cohen (2000), the notion of a multidimensional perspective of the concept of commitment, proposes group commitment as one of the important dimensions to be considered in such a conceptualization.

Group commitment is defined as an individual's identification and sense of cohesiveness with other members of the organization (Randall & Cote, 1991). A study by Zaccaro and Dobbins (1989) focuses on the differences between group and organizational commitment.

The major correlates of group commitment were found to be group level variables such as cohesiveness, while organizational commitment was correlated more with variables such as role conflict and met expectations. They conclude that a conceptual distinction exists between group and organizational commitment.

The Randall and Cote model proposes the following interrelationships among commitment foci: job involvement is the key commitment focus; it mediates the relationship between the exogenous variables, group commitment and work involvement, and the dependent variables, organizational commitment and career commitment.

According to Roznowski and Hulin (1992), well-constructed and validated scales of job satisfaction are the most informative source of organizational psychology for predicting organizational relevant behavior in individual. Dissatisfied employees may cause undesirable job outcomes by stealing, moonlighting and demonstrating high rate of absenteeism. Apart from this, dissatisfied employees tend to practice behavioral withdrawal from the job such as in turnover.

Intention to turnover refers to an individual's perceived probability of staying or leaving an employing organization (Cotton & Tuttle, 1986). Similarly, Hom and Griffeth (1991) defined turnover intentions as the strength of an individual's intent toward voluntary permanent withdrawal from the organization.

Tett and Meyer (1993), on the other hand, referred to turnover intentions as a conscious and deliberate willfulness to leave the organization. Such intentions are typically measured along a subjective-probability dimension that associated a person to a certain action within a specific time interval.

Studies on turnover have demonstrated that turnover intention is the best immediate predictor of voluntary turnover (Griffeth, Hom, & Gaetner, 2000; Price, 2001). Equally consistent is the finding that turnover intention is the strongest precursor of turnover (Allen et al., 2003; Lum, Kervin, Clark,

Reid, & Sirola, 1998). Hence, the utilization of the turnover intention construct in explaining actual turnover is deemed appropriate.

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job or job experience (Locke, 1976). This positive feeling results from the perception of one's job as fulfilling or allowing the fulfillment of one's important job values, provided these values are compatible with one's needs (Locke, 1976). Given that values refer to what one desires or seeks to attain (Locke, 1976), job satisfaction can be considered as reflecting a person's value judgment regarding work-related rewards.

Locke and Henne (1986) defined job satisfaction as the pleasurable emotional state resulting from the achievement of one's job values in the work situation. According to William and Hazer (1986), job satisfaction is an individual's affective response to specific aspects of one's job.

Similarly, Mottaz (1988) regarded job satisfaction as an affective response resulting from an evaluation of the work situation. Glick (1992) viewed job satisfaction as an affective response by individuals resulting from an appraisal of their roles in the job that they presently hold.

In sum, the job satisfaction construct can be considered as an employee's affective response concerning his or her particular job that results from the employee's comparison of actual rewards or outcomes with those

that are expected, needed, valued, wanted, or perceived to be fair (Spector, 1996).

The relative importance of the various rewards for determining job satisfaction depends on the individual's work values. Work values refer to what the workers wants, desires, or seeks to attain from work (Locke, 1976). According to Loscocco (1989), every working person has a certain order of priorities with regard to what he or she seeks from work.

It is generally assumed that individuals' value economic (extrinsic) as well as intrinsic job reward. Some workers may strongly emphasize both types of rewards, some may place little value on either, and others may emphasize one type and deemphasize the other. Nevertheless, both forms of rewards contribute to job satisfaction (O'Reilly & Caldwell, 1980). A job that entails high pay, high security, greater promotional opportunities, interesting work, and fair and friendly supervision, all of which is judged as a way to achieve work and non-work goals, should lead to positive feelings of well-being.

Therefore, the greater the perceived congruence between work rewards and work values, the higher the job satisfaction. According to Kovach (1980, 1987), both extrinsic elements (including good wages, job security, career growth, conducive working conditions), and intrinsic factors (such as interesting work, employers' loyalty to their employees, tactful discipline, recognition of work well done, sympathetic help with personal

problems), represent work rewards that are perceived to be important in enhancing employees' job satisfaction.

Although a number of studies have investigated the role of gender as a moderator in the relationship between workers' attitudes (job satisfaction) and behavioral intentions (turnover intentions), their findings have been somewhat divided.

For instance, some studies have reported that female employees were more likely to leave their jobs than male employees (Cotton & Tuttle, 1986; Iverson, 1999). On the other hand, several studies (Babin & Boles, 1998; Iverson & Deery, 1997; Khatri et al., 2001) discovered that male workers experience stronger intention to leave compared to female workers.

Additionally, some researchers (for example, Dole & Schroeder, 2001; Griffeth et al., 2000) failed to find any significant differences in the job satisfaction-turnover intentions linkage between men and women.

A meta-analysis undertaken by Cotton and Tuttle (1986) revealed that women are more likely to leave their professions than men especially within the context of white-collar occupations. This finding is consistent with the findings made by later researchers (such as Iverson, 1999; Hackett, Lippierre, & Hausdorf, 2001; Rambur, Palumbo, McIntosh, & Mongeon, 2003).

One main reason why women tend to leave their jobs may be associated with family responsibility particularly the need to care for their children (Porter & Steers, 1973; Price & Mueller, 1986). Extrinsic job dissatisfaction did not have much impact on turnover intentions among women.

For female workers, satisfaction with one's job entails supportive and cooperative interactions with others rather than the challenges associated with the job itself (Babin & Boles, 1998; Weisberg & Kirshenbaum, 1993). Similarly, a study by Wong, Siu, and Tsang (1999) on hotel employees in Hong Kong reported that female employees focused more on intrinsic motivators like interesting work, feelings of involvement, and appreciation of work well done as compared to male employees.

Recent studies, however, showed that male employees have greater inclination to leave their jobs as opposed to female employees (Hom & Griffeth, 1995). This phenomenon is also prevalent within the hospitality industry (for instance, Babin & Boles, 1998; Iverson & Deery, 1997; Khatri et al., 2001; Lum et al., 1998). The former's reasons for leaving their jobs relates to extrinsic factors. Babin and Boles's (1998) investigation on food service employees reported that job satisfaction affects quitting intention differently among male and female service providers. Although the relationship is significant and negative for both genders, the path estimates suggest a stronger relationship for men than for women.

The study concluded that male service providers leave their jobs due to instrumental reasons particularly dissatisfaction with monetary rewards. Similarly, Khatri et al.'s (2001) study among workers in Singapore found that men have greater turnover intention compared to women. According to Khatri et al. (2001), male employees tend to leave their present jobs in favor of a more attractive one when their expectations are not met.

Another study by Iverson and Deery (1997) on turnover intentions among workers within the Australian hospitality industry indicated that men were more likely to engage in job-hopping attitude than women. On the basis of the above-mentioned arguments, it is plausible that gender do play a role in moderating the relationship between job satisfaction and turnover intentions.

2.3 THEORETICAL FRAMEWORK AND HYPOTHESIS

There are some variable in this study and the next part has discussed these variables.

2.3.1 Job Turnover

Intentions are the most immediate determinants of actual behavior. Theory of Reasoned Action states that an individual's intention to perform a specific behavior is the immediate determinant of the behavior (Fishbein & Ajzen, 1975). This model tries to identify several intervening variables that mediate the effect of job satisfaction on resignation.

It gives a conceptual basis for a path from emotional dissonance, to job satisfaction, to intention to quit. Mobley suggested that employees estimate the utility of searches with simultaneous evaluations of job availability,

comparison of alternatives, and costs of search, which would then link to the turnover intention. Due to the implications that intention to leave has for the organization and employee; many researches are actually interested in identifying the predictors of intention to leave.

2.3.2 Organizational Commitment

Investment model is based on interdependence theory. It is characterized by structural elements like satisfaction and dependence (Kelley and Thibaut 1978). Satisfaction is derived from the rewards and costs that are associated with a certain relationship.

Dependence, on the other hand, refers to degree to which the needs that are satisfied in a certain relationship cannot be gratified elsewhere. In 1980, Rusbult extended these notions with an exchange-theoretical concept. Farrell and Rusbult (1981) have applied the resulting investment model successfully to the work situation in order to predict job turnover.

The model predicts that commitment to the job will be high, and job turnover will be low, to the extent that satisfaction is high, alternatives are poor, and investment is great. Farrell and Rusbult obtained evidence for the model's predictions concerning commitment and job turnover in both a laboratory and a field setting.

Elangovan (2001) study addresses the confusion prevailing over the nature of the relationship between satisfaction and commitment in regard to employee intention to leave, and examines the causal pattern of relationships among stress, satisfaction, commitment, and intentions to leave by employing a structural equations analysis approach. The results indicate that there are strong causal links between satisfaction and commitment (lower satisfaction leads to lower commitment), and a reciprocal relationship between commitment and intentions to leave (lower commitment leads to greater intentions to quit which, in turn, further lowers commitment).

Some researchers like Farrell & Rustbult (1981) have argued for a casual relationship from satisfaction to commitment. Others like Bateman & Strasser (1984) have claimed that the direction of this relationship is reversed.

A meta-analysis by Tett & Meyer (1993) found that commitment was more strongly related to intention to leave behavior, whereas satisfaction was most strongly related intention to leave cognitions. In the context of organizational behavior, organizational commitment has been positively associated with many outcomes.

The nature of the relationship between job satisfaction and organizational commitment is debatable. Although study of Mathieu & Zajac (1990) found that job satisfaction causes organizational commitment, other study like Vandenberg & Lance (1992) found that organizational commitment causes job satisfaction.

Overall, however Mathieu & Zajac (1990) argued that there is more evidence that shows that job satisfaction causes organizational commitment. In a study by Elzbieta Sikorska-Simmons (2005) on organizational commitment among staff in assisted living, the findings shows that organizational culture, job satisfaction, and education were strong predictors of commitment, together explaining 58% of the total variance in the dependent variable.

Organizational culture was the strongest predictor of commitment, followed by job satisfaction at the second level and education at the third level. Other than education, sociodemographic characteristics like age, gender marital status, religiosity and organizational tenure failed to account for a significant amount of variance in organizational commitment. These results are consistent with other studies that show that work environment characteristics are more influential in explaining commitment than employee characteristics (Mathieu & Zajac, 1990).

Organizational commitment is extend to which persons recognize with organizations that are prepared to make an attempt on their behalf (Coleman, Irving, & Cooper, 2006) and (Williams, & Anderson,2005). These persons are willing to work harder on behalf of the organization and also desire to remain with the organization as long as they can (Panndey & Kummar, 2002). Similarly, Booth, Burton, and Mumford; (2005) indicated that commitment is an issue of process of recognition. When an individual commits to an

organization, they believe in and follow the organization's objectives, principles, and mission.

Meyer and Allen (1997) highlighted the importance of studying organization commitment. First, organizations continue to exist in the world. Some become smaller, some become larger. Regardless of organizational size, organizational commitment still plays a key role in an organization's development.

Second, organizational commitment is the reason why organizations can vie with each other. For example, with high organizational commitment, employees in an organization achieve their jobs well. This organization can retain the high quality employees it wants to keep. This organization will be able to improve its facility to vie with other organizations. This is especially necessary when an organization spends a huge contract of money to educate its employees to learn or increase new abilities, knowledge or skills. Those employees will become highly marketable. If these employees do not have enough organizational commitment to continue with the organization, the organization will not only lose the ability to compete with other organizations, but also its investment in employee training.

Third, commitments develop of course. Chris and Bonnie (2006) and Clark and Subich (2002) reported that people need to commit to something and that disaffection is the opposite of commitment. Such disaffection is "harmful." When a person feels a low level of organizational commitment, the person may change organizations. In a volunteer context, a more serious risk

is that person may leave the volunteer area entirely, in order to follow another vocation or hobby.

Mowday, Porter and Steers (1982) suggested that employees who have strong organizational commitment the following value and behaviors will be:

- 1- They strongly consider in and recognize the organization's values and goals.
- 2- They are prepared to more effort on the organization's behalf.
- 3- They have a strong need to keep relationship in the organization Where they work in.

Organization commitment instability has been exposed to have a high level of high turnover intention. Indications are that people are more likely to stay when there is associate versa and a banal work environment (Fishbein & Ajzen, 1975) and (Metcalf, Rolfe, Stevens & Weale 2005). In organizations where there was a high degree of inefficiency there was also a high level of employee turnover intention (Bolon, 1997; Mobley (1997) and (Locke 1976). Therefore, in states where organizations are not stable staffs tend to leave and look for stable organizations because with stable organizations they would be able to expect their vocation progression.

The obligation of a quantitative approach to managing the employees led to dissatisfaction of staff and hence it leads to turnover intention. Therefore organization should not use quantitative approach in managing its employees.

Adopting cost leaning approach to employment costs increases turnover intention (Sagie & Tziner, 2002) and, (Sagie & Tziner, 2002). All these approaches may be avoided if managers want to reduce employee turnover intention and increase organizational commitment in this situation of globalization.

Employees have a strong need to be informed. Organization with strong communication systems led to strong organization commitment and enjoyed lower turnover intention of staff Steinhaus and Perry (2004) and (Courville & Thompson 2001). As a result employees feel comfortable to stay longer, in positions where they are involved in some level of strong commitment with their organization.

That is employees should fully recognize about issues that influence their working feeling (Deconinck & Bachmann, 2002) and (Deconinck & Bachmann, 2002). But in the lack openness' in sharing information, employee empowerment the chances of continuity of employees are minimal. Billingsley and Carlson (2004) and Klein (2003) position out that a high turnover intention may mean poor employee commitment related to organization. Organizations commitment factor provide to high employee turnover intention the intelligence that there is no right management performs and decides to quit. Meyer and Allen, (1997) noted that organization commitment variable have a modest effect on turnover intention as a direct way.

Some categories called "forerunner of organizational commitment" effect organizational commitment on turnover intention (Fogarty & Machlin 2005).

First of all individual factors: adult and more tenured employees have usually senior organizational commitment. Females lean to have higher level of organizational commitment than do males. Less educated employees also tend to have higher organizational commitment than do highly educated employees.

Second, role-related characteristics: People who have improved jobs and low levels of role difference and imprecision tend to have a stronger organizational commitment.

Third, structural individuality: People who work in decentralized organizations, have more power to make decisions, and work cooperatively tend to have higher organizational commitment.

Fourth, work experiences: People who have positive and happy working experiences tend to have stronger organizational commitment.

To more understand organizational commitment, two instruments used to measure organizational commitment are discussed. In the Organizational Commitment Questionnaire, (McHargue, et al; 2003) and Skoglund (2007) defined organizational commitment as the relative strength of an individual's

identification with and involvement in a particular organization. Three components of organizational commitment also were defined:

First of all, a strong belief in and acceptance of the organization's goals and values, then, a readiness to apply substantial effort on conviction of the organization; and a strong desire to continue membership in the organization (Swaziland; & Wilson 2005) and Cozlin, (2004). The Organizational Commitment Questionnaire, was a 15 item questionnaire using a five-point Likert scale with these anchors: (1) strongly disagree, (2) moderately disagree, (3) neither disagree nor agree, (4) moderately agree, and (6) strongly agree Kalliath and Beck (2001).

A total 384 employees in eight different organizations tested the Organizational Commitment Questionnaire. Coefficient alphas were used to test interior reliability. The coefficient alphas ranged from .78 to .86. The coefficients of reliability of test-retest ranged from .55 to .77 over 2, 3, or 4 month periods. Factor analysis showed that 16 items were loaded in a single factor (Recently, Nabil & Ayman 2004). Factor analysis showed that the Organizational Commitment Questionnaire had strong construct validity (Recently, Nabil & Ayman 2004).

Another organizational commitment measurement was developed by (Jacobson 2006) and (Podsakoff & MacKenzie, et al 2003). Jacobson 2006 and (Podsakoff & MacKenzie, et al 2003) viewed organizational commitment as a emotional state that characterizes the employee's relationship with the

organization, and has suggestion for the decision to continue connection in the organization. First, they gathered important of organizational commitment from other studies. Three major components of organizational commitment compose the definitions. The three components are: affective commitment (affective orientation), continuance commitment (cost-based), and normative commitment (obligation or moral responsibility).

Another organizational commitment measurement was developed by (Skoglund, 2007) and (Moore, Newman & Turnbull (2003). they suggested that it is important to study effect of organization commitment in overall to job turnover, because the relationship between organization commitment and job turnover an indirect way is still unclear.

Rosalba and Bonnie (2006) and Skoglund (2007) argued that the indirect influence between organization commitment and job turnover has not been investigated. Podsakoff and MacKenzie, et al., (2003) suggested the indirect effect between organization commitments is still not indefinite. According to those previous studies the indirect effect between organization commitment and job turnover is still vague. Therefore, this current study will test indirect effect between organization commitment and job turnover by crossing organization satisfaction as the mediating variable.

Although job satisfaction and organizational commitment are related to each other Kline (2004) and Wilson (2005) believe that two attitudes can be treated individually.

Furthermore, both attitudes have found a negative direct affect on job turnover (Bodsakoff, & Orrgen, 2007). Also they suggest that these findings of job satisfaction and organizational commitment should include in the job turnover model as important factors which influence job turnover. Thus, the first hypothesis for this study is:

H1. There is a significant negative relationship between job satisfaction and job turnover.

Organizational commitment is included in this research because of its predictor strength of job turnover. Many researchers have suggested that high levels of organizational commitment are negatively related to job turnover ($r=-0.23$) (Osipow, 2001) and ($r=-0.25$), (Bodsakoff, & Orrgen, 2007).

A meta-analysis by Lindsay and Hulin (2006) found that organization commitment was strongly related to job turnover. Courville and Thompson (2001) found that organizational commitment was negative correlation with job turnover in their sample of clerical employees in the organization industry. Thus, the second hypothesis for this study is:

H2. There is a relationship between organizational commitment and job turnover.

2.3.3 Supervisory Commitment

In addition to job satisfaction, supervisor's support was one of the best predictors of organizational commitment of law enforcement officers (Jaramillo, Nixon and Sams, 2005).

This study also indicates a significant relationship between organizational commitment and intention to leave. That is, the more satisfied individuals are with the job, the more committed they will be to the organization. Emotional support from managers mediated the impact of stressors on stress reactions, job satisfaction, organizational commitment and intention to leave (Firth, 2004). In another word the perceptions of supervisors' support acted to reduce intention to quit.

A study by Moore (2002) found that social support from supervisors reduced the level of nurses' intention to leave, indirectly through reduced levels of burnout. A similar study by Kalliath and Beck (2001) reported that supervisory support reduced not only those symptoms of burnout but also directly and indirectly nurses' intention to quit.

Another study by Munn et al. (1996) on American child life specialists, found lack of supervisor support was the best predictor of job dissatisfaction and intention to leave a job. However, as reported by Firth (2004), some studies failed to find a moderating effect for social support in the relationship

between job stressors and intention to quit (example Rahim and Psenicka, 1996) A study by Moore (2002) found that social support from supervisors reduced the level of engineers' turnover intention indirectly through reduced levels of burnout. A similar study by Kalliath and Beck (2001) reported that supervisory support reduced not only those symptoms of burnout but also directly and indirectly on nurses' turnover intention.

Russ, Chiang, Rylance and Bongers (2001) examined the influence of supervisor commitment and organization commitment on turnover intention. The result of this study is reported that a negative effect between supervisor commitment and turnover intention ($r=0-.18$), but organization commitment did not have a significant influence on supervisory commitment (Russ, Chiang. Rylanc, and Bongers 2001). In another study by Long (2005) on American child life specialists found that lack of supervisor support was the best predictor of job dissatisfaction and intention to leave a job.

Most studies done in college and university dining services have focused on the direct influence between supervisory commitment and turnover intention, but they don not consider the indirect influence between supervisory commitment and turnover intention. Previous studies found that supervisory commitment negatively related to employee intention to leave ($r=0-.21$) (Moore, Newman & Turnbull 2003). Thus, employees who have higher supervisory commitment may stay in the organizational compared those who have lower supervisory commitment (Moore, Newman & Turnbull 2003). Hoyle's (2004) showed that employee supervisory commitment has a

negative effective with turnover intention ($r=0.14$). Other studies for example, Jacobson, (2006) and Podsakoff and MacKenzie, et al., (2003) reported that a significant negative influence between supervisory commitment and intention to leave organization. Thus, the third hypothesis for this study is:

H₃. There is a significant negative relationship between supervisory commitment and job turnover.

2.3.4 Group Commitment

As stated in Vandenberghe, Bentein and Stinglhamber (2002), a study by Meyer and Herscovitch (2001) defined workplace commitment as a mindset that binds an individual to a course of action that is of relevance to a particular target.

The study found that commitment directed at a specific target was a better predictor of behavior relevant to that target than was the more general organizational commitment. In line with this, a study by Vandenberghe, Bentein and Stinglhamber (2002) looked into the three commitment foci, which were: the global organization, the supervisor and the work group.

These affective commitments were looked into to identify if these specific foci could be distinguished from one another and whether they related differently to the antecedent variables in the theory. The result of the study on 316 Alumni from a Belgian university shows that affective organizational commitment exerted the strongest direct effect on intention to leave than

supervisory commitment and work group commitment Vandenberghe, Bentein and Stinglhamber (2002).

H4. There is a relationship between group commitment and job turnover.

2.3.5 Job Satisfaction

Job satisfaction is one of the most widely studied and measured constructs in the organizational behavior and management literature. For example Locke (1976) and Sagie and Tziner (2002) reported that overall of job satisfaction effect on employee behavior and it was studied by more than 200 times. One of the important studies by Steinhaus and Perry (2004) and Bodsakoff and Orrgen (2007) reported that job satisfaction is one of the important factors which effect on employee behavior in work environment.

Another study by Courville and Thompson (2001) suggested that job satisfaction is important for researcher who study employees behavior because it effect their behavior directly either negatively or positively. Therefore, job satisfaction is one part of employee's emotion that can force the employee to stay in or leave the organization (Igharia & Greenhaus, 1992).

The limitation of those studies is that they studied job satisfaction in overall. However, not many studies are focused on the parts of job satisfaction such as payment and nature of work which can effect on employee behavior. The present study includes job satisfaction with enough

payment and nature of work which may effect on employee behavior in their work environment.

Interest in job satisfaction proceeds from it is relations to other significant organizational outcomes together with absenteeism, organizational commitment, turnover intention, and performance. Moreover, the present situation with its really unstable organizational changes, which is affecting most industries, includes the public organization industry. It is creating a very important for understanding how to remain employees productive and their committed at work, and thus calls for the study of job satisfaction and related factors Sullivan (2001) and Tang (2003).

The theoretical definition of job satisfaction contacts evaluation of job environment or expectancy components. For example, Graen and Uhl-Bien, (2005) Fogarty and Machlin (2005) defined job satisfaction as a satisfying emotional situation resulting from the evaluation of individual's job or job knowledge. Saylor and Wright (1992) and Johnson (2002) and Kong, Chye, and Hian (2006) reported that job satisfaction as an emotional reaction resulting from an evaluation of the work state. It is generally accepted that job satisfaction is a role of work-related values and prizes (Williams, & Anderson, (2005).

The majority approaches to job satisfaction are based on the implicit theory of turnover intention and attitudes in the direction of work developed by Reich (2000) hypothesized that every human there exists needs, which is emotional needs. The implicit theory of employee turnover intention suggests

that although no need is always fully satisfied, an important gratify need no longer motivates. Thus, it is serious that an organization understands what level of satisfaction of employees is needed to reach the level of motivation (Steinhaus & Perry (2004). The motivation of job satisfaction may be stronger together with organization satisfaction that influence on employee and of course reduce turnover intention.

Steinhaus and Perry (2004) suggested that the implicit theory of employee turnover intention proposes that there are factors which affect the individual's satisfaction or dissatisfaction with work. According to this theory, intrinsic factor such as employees' opportunity for nature of work is related to job satisfaction. Conversely, extrinsic factors such as enough payment which is associated with job dissatisfaction. Bodsakoff, and Orrgen, (2007) suggested that implicit theory of employee turnover intention has also influenced the development of the performance and rewards, and satisfaction of personal goals (Robbins, 1993).

Many studies have supported job redesign as a means of enhancing job satisfaction by making jobs more interesting in work environment by (Yin & Yang, 2002) and (Mackenzie & Buchan, 2003 and (Moore, Newman & Turnbull, 2003). This is done by changing the personality of a person's job and missions. Job personality refers to the satisfied and nature of job tasks themselves (Moore, Newman & Turnbull, 2003).

The implicit theory of employee turnover intention focuses on employee behavior which is the most influential theory of how emotional of job satisfaction can affect people behavior in the work environment. The basis of this theory is that people can be motivated by the intrinsic satisfaction they find in doing job tasks. When they find their work to be meaningful, people will like their jobs and will be motivated to perform their jobs well. According to this theory, there are two core characteristics that can be applied to any job: job satisfaction with payment and nature of work. The two core characteristics are thought to lead to leave the organization if they are not leading to satisfied.

Nature of work and enough payment lead to feelings of responsibility. Feedback results in knowledge of the results of the products of work. The two psychological states in turn contribute to critical outcomes of job satisfaction and employee motivation (Fishbein & Ajzen, 1975) and (Metcalf, Rolfe, Stevens & Weale, 2005). In other words, the more often these emotional states are current; the better will be the employee's motivation and satisfaction.

In terms of measurement, job satisfaction can be measured as an overall feeling or emotion about the job or as a related constellation of attitude or behavior about different facets of the job. The overall approach is used when the overall behavior or attitude is one of interest. On the other hand, the facet approach is used when one needs to find out which parts of the job produce satisfaction or dissatisfaction. The facet approach can be useful in that it can give organizations a chance to identify areas of dissatisfaction that

they can improve upon (Horn & Kinichi, 2001) and (Podsakoff & MacKenzie, et al., 2003). A job satisfaction facet can be related to any aspect of a job, including nature of work, enough payment in the organizational.

According Lindsay (2006) reported that the facet approach can provide a more complete picture of a personnel's job satisfaction than the overall approach, because a person can have different emotional or feelings about the different facets of the job. For example, he or she might like nature of work and dislike pay.

Many researchers have studied the influence between caseworkers' turnover intention and their reported job satisfaction levels. Lum, Kervin and Sirola (2000) defined job satisfaction as satisfaction with nature of work and pay. In a similar manner, Igharia and Greenhaus (1992) defined job satisfaction as the degree of satisfaction with nature of work and pay. . Simon et al, (2007) also defined job satisfaction as an individual's satisfaction with nature of work and pay. Sagie and Tziner, (2002) more broadly defined job satisfaction as one's affective attachment to the job, viewed either in its entirety or with regard to one particular aspect. Based on the emotional evaluation model of satisfaction satisfying Sagie and Tziner, (2002) defined job satisfaction as the consequence of the worker's evaluation of the extent to which the work environment fulfills the person's needs.

In addition, there are many theories explained the relation between job satisfaction and outcome or turnover, but they don't consider on effect of job satisfaction on turnover intention. For example, Herzberg, Mauser, Peterson,

and Capwell (1957) identified individuality of work that contributed to the psychological well being of employees. Based on this individuality, the authors determined that some regular factors recognized to job satisfaction.

These ten (10) factors were divided into five motivational factors (achievement, recognition, the work itself, responsibility, and advancement) and five hygiene factors. The five hygiene factors, which are specifically related to physical conditions at work, include: (a) company policy and administration, (b) supervision, (c) salary, (d) interpersonal relations, and (e) working conditions. Through a synthesis of these characteristics, Herzberg, Mauser, and Snyderman (1959) developed the Motivational- Hygiene Theory.

The Motivational- Hygiene Theory was found to be a credible means of assessing work satisfaction throughout the 1960s (e.g., Herzberg & Hamlin, 1963). While the attendance of motivational factors usually leads to satisfaction, the lack of motivational factors indicates a neutral condition rather than dissatisfaction. However, the lack of hygiene factors does, in fact, lead to dissatisfaction while the attendance of these factors leads to a neutral condition. Another difference between the two factors is the factor of manage. Motivational factors are usually under managed of the person employee while hygiene factors are influenced by the organization. Although the general use of Motivational- Hygiene Theory, there are two particular limitations that must be addressed (Monfardini, Rosalba & Bonnie, 2006) and Deconinck and Bachmann (2002).

The first limitation of the theory is that it does not take into description the various ways in which employees may respond to their jobs and the different criteria for which employees develop job satisfaction (Monfardini, Rosalba & Bonnie, 2006) and Deconinck and Bachmann (2002). A second and highly significant limitation to the Motivational- Hygiene Theory is that it believes people performing the same job will knowledge similar levels of job satisfaction (Monfardini, Rosalba & Bonnie, 2006) and Deconinck and Bachmann (2002).

From the above discussion no theory of turnover intention is able to explain more about job satisfaction in the work environment. The implicit theory of employee turnover intention explains more information about job satisfaction on the work as well as on turnover intention. The implicit theory of employee turnover intention started to focus extra on the influence between job satisfaction and turnover intention.

Jzeena and Geshbein (1980) proposed implicit theory of turnover intention. This theory posits that if employees receive outcomes that competition what was expected, that employees will experience job satisfaction (Jzeena & Geshbein, 1980). Employee's expectancy is based in the emotional internal sources. However, if the organization dos not organize employee belief then that employee will experience low job satisfaction. Moreover, if employee satisfy with his/her organization then he/she will more likely to stay in the organization than those who are not satisfy with their work (Jzeena & Geshbein, 1980).

Jzeena and Geshbein suggested that theory focuses mainly on factors which can effect on turnover intention such as job satisfaction with pay and nature of work. Hence, an organization may place more emphasis on the nature of work as opposed to the other elements (Brelip, 2001). Employees that value practical will experience a lower level of job satisfaction if their organization focuses solely on satisfaction (Elangovan, 2001).

In addition, implicit theory of employee turnover intention hypostases that job satisfaction has been considerable work conducted in regard to employee need fulfillment (e.g., Tett & Meyer, 1993). The basis of this theory is that when employees' needs are not arrange by the organization they are less expected to experience job satisfaction (Mackenzie & Buchan 2003). In contrast to the other theories mentioned, implicit theory of employee turnover intention assumes that employees have diverse emotional needs and employees performing the similar tasks may practice various levels of job satisfaction either nature of work or enough payment (Mackenzie & Buchan 2003).

Regarding to the implicit theory of employee turnover intention Jzeena and Geshbein (1980) suggested that employees leave satisfy on positive job turnover intention. Thus, employee's base satisfaction on anecdotal criteria such as the value placed on the diverse job turnover intention which includes pay and nurture of work. This theory posits that job satisfaction is based on the degree to which job dissatisfactions effect employee to leave the

organization. As opposed to other theories of job satisfaction which focus solely on overall of job satisfaction, implicit theory of turnover intention measured job turnover intention related to payment and nature of work.

In time, the thrust of Jzeena and Geshbein (1980) research regarding job satisfaction became on how to decide the individuality of a good job and develop a standard measure of job satisfaction. Through their work, Jzeena and Geshbein (1980) devised a guide to measure the following two specific facets of job satisfaction: (a) nature of work, and (b) payment.

Consistent with these facets, an employee may be satisfied with his or her nature of work, but he/she dissatisfied with pay. Therefore, a chance for discrepancy in measurement with the facet approach still exists. For example, measuring only specific facets might or may not provide an accurate measure of overall job satisfaction.

Thus, (Mackenzie & Buchan, 2003) and (Long, 2005). added the overall job satisfaction which is more of a global measure of job satisfaction and donated to the beginning of measuring both facet specific and overall satisfaction. A benefit of measuring facet specific of job satisfaction is the conflicting nature of time. Long (2005) suggested that facet specific measures are more focused on job satisfaction evaluations than overall measures of job satisfaction. Therefore, employees that have lately received an unattractive work assignment may indicate a lower level of satisfaction with the facet of work content.

Conversely, that same employee might be or might be not satisfied with the overall job and the history of prior content of work assignments from the organization. This conflicting long and short term feelings motivation Balzer et al.'s suggestion for using both specific and global measures of job satisfaction.

Furthermore, the more motivation the organization, the better the probability a particular effect will be realized. Because of the negative correlation between job satisfaction and turnover intention (e.g., Kalliath & Beck, 2001) and (Kevin & Gordon, 2001), it is relevant for organization to understand the consequences of motivation behavior. Moreover, increased support will positively influence work attitudes such as job satisfaction.

Although Clark and Peacock, (2001) and Shaw, Gupta and Delery, (2005) stated that organizational motivation and job satisfaction are highly related but distinct constructs, these results must be taken in context. For example, if an organization does not have the financial resources to suitably reward its employees this will most likely not reduce turnover intention, but may decrease job satisfaction.

On the other hand, nondiscretionary actions taken by the organization to reward employees and improve facilities may increase job satisfaction but may not be accompanied by decreased turnover intention. Furthermore, negatively actions on the part of the organization are active in establishing turnover intention and related consequences such as job satisfaction (Shaw,

Gupta & Delery, 2005). Therefore, if employees believe negatively organizational decisions emerge from negatively actions, as opposed to external constraints or regulations; there will be a greater contribution to turnover intention (Simon et al., 2007). This is consistent with the subsequent notion put forth in this study that turnover intention will be negatively related to job satisfaction.

Satisfaction, an affective reaction to various elements of work, is indirectly effected on turnover intention (Arnold & Feldman,1982). The intricate facets involved in the makeup of job responsibility must be hold up by the management for both employees and organizations to experience and reap the benefits of job satisfaction.

Employees suppose their needs to be satisfied and when those needs are not dissatisfied both the employees and the organization will experience the detrimental effects of decreased job satisfaction. In addition, this may depend on individual differences; employees those who find their job to be more satisfying and will be less likely to leave their job from the organization. Unfortunately, the eventual result of employees' lack of satisfaction is withdrawal or turnover from the organization. This consequence and the role of job satisfaction in the turnover intention are more discussed in the following section.

Shaw, Gupta and Delery, (2005) was randomly chosen the sample of 182 public workers in Canada, and 964 questionnaires were returned (around

81 % return rate). Between the respondents were 99 full time employees' public workers. This study was conceptualized in the frame of job satisfaction, but the authors did not define job satisfaction. The authors used a single test Job satisfaction which was: "How satisfied would you say you are with your job?" A single question was also to measure turnover: "Taking everything into consideration, how likely is it that you will make a genuine effort to find a new job with another employer within the next year?". In terms of these measurements, they did not describe the reliability and validity. Shaw, Gupta and Delery, (2005) found that there was a negative correlation ($r=-0.25$) between job satisfaction and intention to leave by using correlations analyses.

A significant study of public engineer's worker may be relevant to job satisfaction. For example, public organization engineers work with other employee but in a different context of job satisfaction such as payment and nature of work (Lydon & Chevalier, 2002) and Bluedorn (1982). In a large study Lydon and Chevalier (2002) and Bluedorn (1982) examined the relationship between job satisfaction and engineer's turnover intention in senior and junior organization in Canada. He collected organizational performance data for 79 organizations in 23 Canada on the basis of randomized sampling and analyzed the data from 456 engineers within the public service. He found negative correlation between job satisfaction with pay and nature of work ($r=-0.26$). Lee and Mowday (1987) found that inventory of job satisfaction with a Chronbach's alpha of 0.80 was used.

In organizational performance, he assessed five areas of students' academic achievement: student behavior, engineers' satisfaction, engineers' turnover intention, and an evaluation of various aspects of the school's administrative team. More specifically, Clark and peacock, (2001) and Weesie and Spector (2002) used hierarchical regression analyses, they found that job satisfaction with pay and nature of work relation has a negative effect with turnover intention (Beta= -0.27). They suggested that job satisfaction should include in a study of turnover intention. Because job satisfaction with pay and nature of work is important factor which effect on turnover intention.

Pines and Aronson (2002) reviewed the research literature beginning with studies of employee service workers published after 1979. They aggregated correlations from 15 studies and analyzed the data from 234 public services employees.

Through approved correlations and their difference for sampling and measurement errors, they analyzed the data from 22 previous studies articles. They established the concept of turnover intention that “explain[s] dissatisfaction into acceptance according to a particular fundamental flow; feelings of quitting lead to look for decisions which lead to quit intentions” (Wilson, 2005) and Skoglund, 2007) were using regression analysis, the authors verified a causal flow link (dissatisfaction, which led to turnover intention, which then led to turnover) that the implicit theory of employee turnover intention endorse.

In another regression analysis of public service workers, Banerjee and Gaston (2004) found that job satisfaction with pay and nature of work contributes individually to turnover intention. They defined job satisfaction as one's affective connection to the job either in its whole or with regard to one particular aspect. With regard to turnover intention, they considered it as to be a cognizant and deliberate determination to quit the organization.

Bolon (1997) surveyed the 73 engineers in public workers in a large city on the West Coast in a convenience sampling in the United State of America. To examine the concept of job satisfaction, they asked the following questions: "How satisfied are you with the work itself or your occupation?"; "How satisfied are you with your work?", and "How satisfied are you with the pay?" (Graen & Uhl-Bien 2005). The Cronbach's alpha score of this measurement was 0.78. (Graen & Uhl-Bien, 2005) defined turnover intention solely as decision to leave organization. Although Weesie and Spector (2002) find job satisfaction as a critical factor in relation to the workers' intentions to leave were related to their job satisfaction with pay and nature of work (Aandall, Tedor, & Longenecker, 2004). Engineers in a public sector seemed to leave their job due to withdrawal job dissatisfaction with pay and nature of work, and burnout Bodsakoff, and Orrgen, (2007) suggested that job satisfaction can be considered a crucial factor related to an individual's work, resulting in public employee workers' intentions to leave.

During the past century, a variety of theoretical models for turnover intention have been developed. While these models have various origins from

a large dress of controls, several studies have theorized that job satisfaction with pay and nature of work is a key predecessor of employee turnover intention commitment (Kong, Chye, and Hian, 2006). Steinhaus and Perry (2004) contended that job satisfaction with pay and nature of work are the most educational data a director or researcher can have for predicting employee behavior such intention to leave.

In additional, it has been theorized that high levels of job dissatisfaction of payment and nature of work lead to employee turnover intention. Furthermore, research has shown negative influence between job satisfaction and turnover intention (Kchultz,,Viedge & Werner 2002). As a result of weak to diffident scale, Jzeena and Geshbein (1980) proposed that the relationship between job satisfaction with pay and nature of work and turnover is moderated by organizational satisfaction, and most researchers now accept the premise that intention to stay or leave a job with a particular employer is the final perceptive and emotional step in the decision to leave organization due to higher turnover intention (Reyes, 1999). As a result, job satisfaction intention has been included in most employee turnover intention models developed in the past 20 years.

The influence of job satisfaction with pay and nature of work on turnover intention, however, is only a part of the equation. It is similarly important to explore, and understand the key background of job satisfaction. Identifying factors that effect job satisfaction supply leaders and managers with required, important information to make intelligent decisions about

interference aimed at rising employee job satisfaction (Iverson & Pullman, 2000).

Moreover, rather than treating job satisfaction as either an exclusive exogenous variable or the final endogenous variable, it is important to look at both the causes and effects of job satisfaction. Therefore, it is necessary to develop comprehensive models for complex human behavior that take into account both the direct and indirect effects (Williams, & Anderson, 2005). There are two universal categories of elements that are believed to effect employee job satisfaction: pay and work environment factor. In turn, job satisfaction negatively effect on turnover intention. In addition, turnover intent directly impacts voluntary turnover. Based upon past the implicit theory of employee turnover intention and empirical work, leading measures for both job satisfaction with pay and nature of work factors were selected for inclusion in this study.

In summary, Job satisfaction refers to a gratifying or positive behavior orientation based on the results of an evaluation of one's job or job experience that meet or exceed the employee's outlook (Shaw, Gupta & Delery, 2005). Prior snidest in organizational behavior tended to concentrate on job satisfaction as the core attitude in relation to turnover (McHargue, et al; 2003).

A practical study has dealt with the relationship between job satisfaction with pay and with nature of work and turnover intention. These two types of job satisfaction appeared to be linked with turnover intention

Podsakoff and MacKenzie, et al (2003). Studies of job satisfaction also have reported significant association between turnover intention and satisfaction with pay ($r=-0.26$) and with nature of work ($r=-0.25$) (Cozlins, 2004) and (Cozlins, 2004) and Summers and Hendrix (1991) indicated that job satisfaction was inversely linked with one's intention to leave a particular job.

Recently, Elaine (1997) and (Elaine, 1997). Suggested that the opposite effect between job satisfaction with pay and with nature of work and turnover intention has been strongly supported by employees psychology research. Specifically, employees who are more satisfied with their jobs are less prone to leave their jobs than those who are less satisfied.

With respect to Oman public service employees who hold the high level of job satisfaction with pay and with nature of work, it is proposed that,

H1. There is a significant negative relationship between job satisfaction and job turnover.

2.4 SUMMARY

Leading individuals in an organization is not only an important task but a challenging one. Being a leader and possessing leadership qualities and abilities is what most would say is needed and ideal for an organization of any size or structure to operate both sufficiently and productively. There are different types of leaders with different leadership skills, behavior and approaches to leading other.

Past research indicates that employees who experience more satisfaction with their supervision are more likely to stay on the job and be productive. While employee who experience job dissatisfaction, is directly related to absenteeism, grievances, and turnover and is very costly to the organization.

Some prominent of the past studies and relevant literature concerning the independent and dependent variable has been made. Job satisfaction is firmly rooted on theories of content and process. There is no universal definition for job satisfaction but nevertheless they generally agree that it is a combination of psychological, physiological and environmental effects. It is importance to acknowledge since it affects employee behavior. Study shows if employee's job satisfaction is high, employee performance better and organization runs effectively.

In short, initiating structure reflects the degree to which the leader structures own role and subordinates' role towards accomplishing the group's goals. Such structuring can occur through scheduling work, assigning employees to tasks, and maintaining standards of performance. Rahim and Psenicka, 1996) refers to consideration as the degree to which the leaders emphasize individuals' needs through two-way communication, respect of subordinates and their feelings. There appears to be much evidence that consideration and initiating structure can each correlate positively, negatively, both positively and negatively and only weakly if at all with effectiveness and moral indices.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The objective of this chapter is to explain the research design and document the methodology used in this study. The processes involved are identification of population and sampling as well as procedures for collecting measuring and analyzing data.

3.2 RESEARCH DESIGN

This is a descriptive research study, as its major purpose was to gain a better understanding of job turnover their job as employees in Sohar University of Oman. Survey-based methods will be used to collect detailed information regarding the characteristics of the student in their respective faculty.

The survey design is selected because it is the best method to describe existing characteristics of a large group of people. A survey is a way of obtaining self reported information about the attitudes, beliefs, opinions, behaviors or other characteristics of a population.

3.3 MEASURES

For all variables, a 5-point Likert-type scale was used for measuring respondents' level of agreement with each statement (1, strongly disagree; 5, strongly agree). The questionnaire that used in this study will measure independent variables (job satisfaction, organizational commitment, supervisory commitment, group commitment) and dependent variable (job turnover).

3.4 RESEARCH SAMPLING

In this study, probability sampling was used because the elements in the population have some known chance or probability of being selected as sample subjects. The sampling method used in this study was random sampling. According to Sekaran (2000), this sampling design, which is the most efficient, is a good choice when differentiated information is needed regarding various strata within the population known to differ in their parameters.

Therefore the sample will use is 361 employees of International at Sohar University of Oman.

3.5 PARTICIPANTS AND PROCEDURE

This study was carried out on the International employees in Sohar University in Oman. The data for this study was collected in Oman. It was conducted using two versions of questionnaires. The first version was to be answered by the subordinate while the second version was to be answered by the subordinate's current immediate supervisor.

This means that the subordinates will each rate their immediate supervisor. In return, the supervisor will rate each of the subordinates. Each supervisor was allowed to rate at least two subordinates but not more than five subordinates. All the respondents were from supervisory to middle levels of management. Participation in this research was done on voluntary basis and anonymity of the responses was guaranteed completely.

A random sample of 361 students of data was collected from all colleges in Sohar University. The data collected consists of 361 subordinate's data and their 122 current immediate supervisor's data. Respondents' demographic profiles are attached as reference in Appendix I.

The sample consists of 173 female and 188 male subordinates, with a mean age of 29.39 years ($SD = 6.05$). 48 subordinates are Pakistani, 142 are Omani, 169 are Indian and the remaining 2 are from other ethnic group. As for their supervisors, there were 188 male and 173 female. 117 of them are

Pakistani, 201 are Europeans, 37 are Indian and the remaining 7 are from other ethnic group.

The education level of the subordinates varied from high school or below to completing a doctorate. 28 percent of the subordinates had a level of education of high school and below while the 70.6 percent had tertiary education. In terms of years the hierarchical level, almost 70 percent of the subordinates are from the management level. 74.5 percent of the subordinate have worked with the current organization for five years or less, 20.4 percent have worked for six to ten years and the remaining 5.1 percent have worked for more than ten years.

As for the tenure with the supervisor, 46.3 percent have worked with the current immediate supervisor for two years and less, 42.1 percent have worked for three to four years and the remaining 11.6 percent have worked for five years and above. 30.5 percent of the subordinates' salary is below OR1500, 48.5 percent is from OR 1501 to OR 3000 and 16.3 percent is from OR 3001 to OR 4500 and the remaining 4.7 percent have salary above OR 4501.

Almost half of the companies in the survey are from United States. Another 33 percent are local companies. In terms of sectors breakdown, 32 percent of the companies are from semiconductor sector, 25 percent are from computer sector, 14 percent from electrical sector, 2 percent from IT sector and the remaining 27 percent are from other sectors.

3.6 DATA COLLECTION PROCEDURES

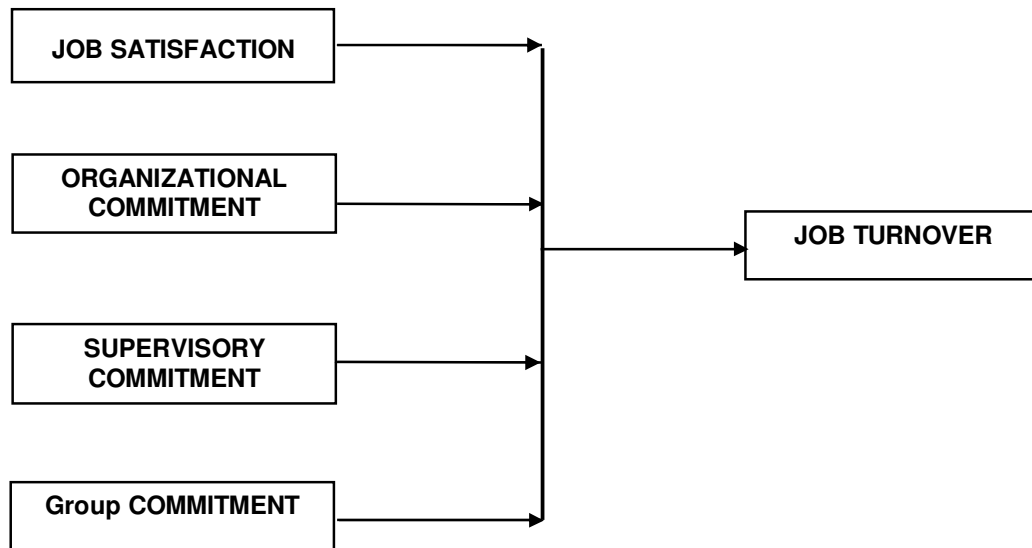
In this study, questionnaire is used as primary data collection method. Explanations will be given to students on how to complete the questionnaire. The questionnaires will be distributed to students randomly. A total of 361 sets will be distributed. Data collection was carried in Oman.

A questionnaire booklet containing three sections (Section A, B, C). Each envelope contained a questionnaire booklet and a letter from the researcher, seeking their co-operation in responding to the questionnaire. Respondents were asked to respond to all questions by circling answers that are most applicable to them. The researcher also reiterated to the respondents that the survey was confidential.

1. Age	percentage
a. 25 and below	2.7
b. 26 – 35	6.3
c. 36 – 45	75.7
d. 46 – 53	13.7
Gender	
Male	6.0
Female	4.0
Education	
High school and below	79.2
Diploma	11.8
Bachelors	8.6
Masters	79.2
Doctorate	11.8

3.7 THE MODEL OF THE STUDY

From the discussion above, the model of the study has been developed.



INDEPENDENT VARIABLES

DEPENDENT VARIABLE

(FIGURE 3.1: THE MODEL OF THE STUDY)

Source: (Cotton, J & Tuttle, J. 1986).

Hypothesis

Hypothesis 1: There is a relationship between job satisfaction and job turnover.

Hypothesis 2: There is a relationship between organizational commitment and job turnover.

Hypothesis 3: There is a relationship between supervisory

commitment and job turnover.

*Hypothesis 4: There is a relationship between group
commitment and job turnover.*

3.8 SCOPE OF THE STUDY

This research covers how job satisfaction, organizational commitment, and supervisory commitment would relate to turnover intention. There may be a number of other factors that have bearing on turnover intention but this research explores only the preceding factors.

In addition, this study involves only International employees in Sohar University of Oman who participated in the survey between June and July 2009, the time frame allocated for data collection.

Moreover, this research involves only descriptive statistics like means, frequencies, and percentages as well as inferential statistics such as Pearson r, ANOVA, and regression analysis.

3.9 SUMMARY

This chapter has detailed the method of this research which include theoretical framework, hypotheses, research population and sample, description of sampling technique, data collection technique, instruments and data analysis.

CHAPTER 4

RESULTS

4.1 INTRODUCTION

This section presents the results of statistical analysis that covers the relationship between the dependent variable (job turnover) and the three demographics characteristics (such as member age, member organizational tenure and member monthly salary).

Analyses of the relationship between the dependent variable and the continuous independent variables (such as supervisory commitment, organizational commitment, job satisfaction and group commitment) and hypothesis testing will be covered in the last section of this chapter.

The frequencies of the variable in terms of their central tendencies are attached in Appendix II for reference. Intention to Leave has a mean of 3.51 while job satisfaction has a mean of 4.93. The mean for group commitment, organizational commitment and supervisory commitment are 4.85, 4.77 and 4.87, respectively.

4.2 DEMOGRAPHIC

The population of this study consisted of 361 International employees in the Sohar University in Oman. In the total number of colleges, 261 International employees sampled to participate in this study.

Table 4.1 summarizes the profile of the respondents.

As shown, majority (75.7%) of the participants was between 25 and below and 26-35 years of age, while a few others (6.3%) were 36-45 years of age. Sixteen percent of them were in the age range of 26-35, and 2.7% of them were relatively young (25 and below) and also a few others (1.6%) who were over 55 years. Almost all of the respondents were males (188 or 6.0%) an Note. **Correlation is significant at the 0.01 level (2-tailed). (D the balance173 female or 4.0%).

Table 4.1: Profile of the Respondents (N = 361)

Demographics	Categories	Frequency(n)	Percent(%)
Age	25 and below	193	2.7
	26 - 35	35	6.3
	36 - 45	118	75.7
	46 - 53	7	13.7
	Over 55	11	1.6
Gender	Male	188	6.0
	Female	173	4.0
	Bachelor degree	289	79.2
Education		42	11.8
	Master's degree	30	8.6
	Doctorate		

The education level of the International employees varied from Bachelor's degree to a doctorate. As shown in Table 4.1, majority (79.2%) of

the subordinates had possessed Bachelor's degrees, while the 11.8 percent had Master's degrees, and 8.6% had doctoral degrees.

4.3 CORRELATION

We begin this section by examining the different relationships among the variables. The Pearson's correlations matrix in Appendix III is summarized in Table 4.2. The three demographic variables, namely as member age, member organizational tenure and member monthly salary do not have any significant relationship with job turnover. As such, we have dropped these variables in the rest of our analysis. However, there is statistical evidence of the significant relationship that exists between intention to Leave and all the independent variables (such as supervisory commitment, organizational commitment, and job satisfaction and group commitment).

Among the independent variables that showed significant relationship, group commitment has the highest negative correlation with job turnover at - 0.503. This means that intention to Leave is low among those respondents with high group commitments.

Similarly, it can be concluded that intention to Leave are low among those with high job satisfaction, organizational commitment and supervisory commitment. Table 4.1 shows that supervisory commitment has the lowest correlations among the four independent variables.

Table 4.2: Summary of Pearson's Correlations Matrix

	Turnover Intentions	Member Age	Supervisory Commitment	Organizational Commitment	Job Satisfaction	Group Commitment
Turnover Intentions	1					
Age	-0.061	1				
Supervisory Commitment	-0.391**	-0.007	1			
Organizational Commitment	-0.467**	0.050	0.522**	1		
Job Satisfaction	-0.452**	0.009	0.428**	0.570**	1	
Group Commitment	-0.503**	-0.017	0.569**	0.694**	0.547**	1

Note. **Correlation is significant at the 0.01 level (2-tailed).

It was found out that statistically, organizational commitment was significantly and negatively correlated to turnover intention ($r = -0.182$; $p < 0.01$). This finding implies that those who had lower organizational commitment tend to have a higher turnover intention.

Moreover, the analyses showed that statistically, supervisory commitment was significantly and negatively correlated to turnover intention ($r = -0.164$). This means that turnover intentions are low among those respondents with high supervisory commitments. Similarly, it can be argued that job turnover are low among those with high job satisfaction and organizational commitment.

4.4 HYPOTHESES TESTING

In this section, a linear regression analysis was carried out to test the following hypotheses. Stepwise regression model was used, where all the independent variables were entered at once. (1982), Savery (1994), Kylie and Brett (2000), and Danvish (2000) reported a positive correlation between leadership behavior and job satisfaction.

Kylie and Brett (2000) in their research regarding leadership and job satisfaction among aviation fire fighters in Australia indicated significant positive correlation between co-worker satisfaction, supervision satisfaction, and leadership behavior.

Based on the coefficients table in the regression output, it was noted that organizational commitment, job satisfaction and group commitment are significantly different from zero at the significant level of 0.05. Supervisory commitment failed to meet the selection criteria in the stepwise regression. A comparison of the standardized coefficients shows that group commitment has the highest importance in explaining turnover intentions, followed by job satisfaction and organizational commitment.

As shown in Appendix IV, Durbin Watson's value of 1.855 shows that there is no serious autocorrelation problem and within an acceptable Durbin Watson Index ranges of 1.5 to 2.5.

Table 4.3: Summary Of Results

Hypotheses	Standardized Beta	p-value	Results	
Hypothesis 1	There is a negative relationship between job satisfaction and job intentions.	-0.214	0.000	Supported
Hypothesis 2	There is a negative relationship between organizational commitment and job turnover.	-0.148	0.023	Supported
Hypothesis 3	There is a negative relationship between supervisory commitment and job turnover.	(Variable were removed from selection criteria)	Not supported	
Hypothesis 4	There is a negative relationship between group commitment and job turnover.	-0.283	0.000	Supported

Based on the results in Table 4.3, the independent variables that was significant and negatively related to turnover to leave are group commitment (Beta = -0.283, $p < 0.05$) , job satisfaction (Beta = -0.214, $p < 0.05$) and organizational commitment (Beta = -0.148, $p < 0.05$). No significant association was found for the relationship between supervisory commitment and turnover intentions.

Our analysis shows that all three independent variables together (such as group commitment, job satisfaction and organizational commitment explained 30.9% of the variance in the job turnover. Group commitment alone explained 25.3% of the variance in the intention to leave.

Table 4.4 Regression analysis

HYPOTHESES	ANALYZES	RESULTS
H1: There is significant correlation between Job turnover and job satisfaction.	$r = .577, p < 0.01$	Accepted
H2: There is significant correlation between Group commitment and Job turnover.	$r = .540, p < 0.01$	Accepted
H3: There is significant correlation between Organization commitment and Job turnover.	$r = .526, p < 0.01$	Accepted
H4: There is a significant difference between Supervisory commitment and job turnover.	$F = .173, p > 0.05$	Rejected

This table explains the relationships between independent variables and dependent variable. These relationships among different variables are accepted in some variables and are not in others. For example, the relationship between job satisfaction and turnover to leave is accepted and the relationship between supervisory commitment and job turnover is rejected.

4.5 SUMMARY

Overall, Chapter 4 discusses on respondents demographic distribution, and relationship between leadership behavior and job satisfaction beside correlation between job satisfaction and demographic factors. Statistical Package for Social Science (SPSS) Version 12.0 was used to analyze the hypotheses in the study.

CHAPTER 5

DISCUSSIONS AND CONCLUSION

5.1 INTRODUCTION

This chapter will discuss on the findings of the study based on the analysis in the previous chapter. This section will also cover conclusions and limitations of this study.

5.2 DISCUSSION OF RESULTS

Past studies have identified various variables that may predict employee intention to leave. In addition, the variables vary considerably across situations. As stated by Fields, Dingman, Roman and Blum (2005) higher external unemployment could limit an employee's options if things did not work out well.

It is also possible that a higher unemployment rate was viewed as a sign of economic uncertainty during which an employee's chances of survival might be lower with short tenure in a new job.

As hypothesized, a negative and significant relationship was found between the job satisfaction, group commitment and organizational commitment with intentions to leave.

Theory of Planned Behavior, which was developed by Fishbein and Ajzen (1975), contains three basic predictors of behavioral intentions, i.e., the attitudes toward the act, the subjective norm, and the perceived behavioral control. They state that attitude to behaviors are better predictors of behavior than attitudes to the object towards which the behavior is directed.

The findings from this study state that organizational commitment did not make a unique contribution to the explanation of intentions. Behavioral intentions were found to be the single best predictor of actual resignation.

The results from this study conclude that group commitment contributed the highest variance in intentions to leave among respondents. Gregerson's (1993) argued that group is closer to the employee than her/his career, work or organization.

As such, the argument was that one will develop stronger personal attachment to one's group than to one's career or work because the group is a proximal target in one's immediate work unit, while the career, work, and even the organization, for example, are more distant targets.

5.3 LIMITATION

There are several limitations that have been identified in this study. The data were collected in manufacturing sectors, thus limiting the general inability of current findings. Furthermore, the accuracy and honesty of the respondents answering the items in the questionnaires were based on their knowledge and present experienced. Time constraint was another limitation factor.

The limitation of the study is used to study the variables in general.

Other limitation of the study, the study focuses only on the international students in Oman.

5.3 SUGGESTION

From the managerial point of view, the findings from this research suggest that the relevant public sector authorities concerned with reducing turnover intentions among their employees need to focus their attention on providing a conducive work environment, good leadership, and adequate support to their employees.

Managers should be competent and consistent in leading their subordinates through clear guidelines as well as need to show their sensitivity and concern for the welfare of their subordinates via social rewards such as praises and approvals in order to increase the latter's attachment with the organization. Such feelings of bondage, in turn, will reduce employees' likelihood of quitting the organization.

The first limitation of this study relates to the sample, which was derived from one particular industry. Thus, the findings obtained may not be generalized to other samples across different industries. The use of a larger sample from other sectors would improve the generalizability of the findings.

Second, this study is limited in scope, and given that there may be other individual, job, organizational, and environmental factors that affect

turnover intentions, researchers interested in this area should try to explore these elements in future.

5.4 CONCLUSION

There are several important conclusions from this study. Firstly, among the four independent variables, group commitment showed a negative significant relationship with turnover intentions.

One possible conclusion is that formation of teams or work-groups are common in the manufacturing sectors, especially among the Multinational Companies. Group work could be a vital aspect in employees' job scope, thus will have some influenced on their intentions to leave.

The result from this study shows a large portion of the respondents is from lower level (48 percent) and middle level (20 percent) management. These are the possible groups that are involved in self-directed teams within their organizations.

Another findings in this study found that supervisory commitment has the lowest correlation with intentions to leave. One possible influence could be due to majority of the respondents' tenure with present supervisor. Substantial 47 percent of the respondents have been with their present supervisor for one to two years and 42 percent for three to four years.

Based on this study, it can be concluded that intention to leave is largely influenced by lack of commitment towards group and organization and by job dissatisfaction.

Organization who is concerned about the impact of intention to leave and possible turnover may want to have some control over these variables and other predictor variables.

Mellor et al. (2004) stated that given the importance of intentions to quit, managers need to monitor both the extrinsic and intrinsic sources of job satisfaction available to employees. This in turn may reduce intention to quit and subsequent turnover, thereby saving organization the considerable financial cost and effort involved in the recruitment, induction and training.

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APPENDIX I

THE RESEARCH QUESTIONNAIRE

INSTRUCTIONS

This questionnaire is prepared by Mr. Salam Saif Alhatmi as part of his thesis for the MSc Management program, College of Business, Universiti Utara Malaysia.

This study expects to learn which factors affect their turnover and to help the companies develop programs to attract them.

Almost all questions or items need a simple check mark (/). Your cooperation would be much appreciated. All information will be highly confidential so your name is not required.

Please return the completed questionnaire in the enclosed envelope. Thank you for your participation and your time.

1. Age
a. 25 and below
b. 26 - 35
c. 36 - 45
d. 46 - 53
Gender
Male
Female
Ethnicity
Omani
Pakistani
Indian
Others
Education
High school and below
Diploma
Bachelors
Masters
Doctorate

PART 2. JOB SATISFACTION

No.	Item	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
7	Considering what it costs to live in this area, my pay is inadequate					
8	For the job I do, I feel that the amount of money I make is good					
9	The way pay is handled around here make it worthwhile for a person to work especially hard ,It definitely					
10	The chance to try my own methods of doing the job is satisfied					
11	The chance to do something that makes use of my abilities is very satisfied					

PART 3. ORGANIZATIONAL COMMITMENT

No.	Item	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
12	I am willing to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful					
13	I talk about this organization to my friends as a great organization to work for					
14	I find that my values and the organization's values are very similar					
15	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined					

PART 4. SUPERVISORY COMMITMENT

No.	Item	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
16	I usually know how satisfied my supervisor is with what I do					
17	My supervisor understands my job problems and needs					
18	My supervisor recognizes my potential					

PART 5. Group commitment

No.	Item	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
19	I ever have the feeling I would be better off working under different supervision					
20	The supervision I receive is the kind that greatly discourages me from giving extra effort					

PART 6. GOB TURNOVER

No.	Item	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
22	I will likely actively look for a new job in the next year					
23	I often think about quitting					
24	I will probably look for a new job in the next year					

APPENDIX II – RESPONDENT PROFILE

Age	Percentage (%)
25 and below	28
26 – 35	57.8
36 – 45	11.9
46 – 53	2.3
Gender	
Male	52.51
Female	47.49
Ethnicity	
Omani	39.55
Pakistani	45.96
Indian	13.37
Others	1.12
Education	
High school and below	28.37
Diploma	20.22
Bachelors	46.63
Masters	4.5

APPENDIX II

FREQUENCIES, RELIABILITY STATISTICS, CORRELATIONS

FREQUENCY ANALYSIS

Frequencies

		Statistics				
		Turnover Intentions	Organizational Commitment	Group Commitment	Job Satisfaction	Supervisory Commitment
N	Valid	361	360	361	361	361
	Missing	0	1	0	0	0
Mean		3.5069	4.7789	4.8473	4.9280	4.8693
Std. Deviation		1.34911	.91999	.94262	1.12932	.84793

Frequency Table

Turnover Intentions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	24	6.6	6.6	6.6
	1.50	14	3.9	3.9	10.5
	2.00	35	9.7	9.7	20.2
	2.50	35	9.7	9.7	29.9
	3.00	33	9.1	9.1	39.1
	3.50	30	8.3	8.3	47.4
	4.00	114	31.6	31.6	78.9
	4.50	26	7.2	7.2	86.1
	5.00	18	5.0	5.0	91.1
	5.50	8	2.2	2.2	93.4
	6.00	14	3.9	3.9	97.2
	6.50	3	.8	.8	98.1
	7.00	7	1.9	1.9	100.0
	Total	361	100.0	100.0	

Job Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	.3	.3	.3
	1.50	1	.3	.3	.6
	2.00	3	.8	.8	1.4
	2.50	8	2.2	2.2	3.6
	3.00	18	5.0	5.0	8.6
	3.50	20	5.5	5.5	14.1
	4.00	49	13.6	13.6	27.7
	4.50	43	11.9	11.9	39.6
	5.00	74	20.5	20.5	60.1
	5.50	38	10.5	10.5	70.6
	6.00	79	21.9	21.9	92.5
	6.50	10	2.8	2.8	95.3
	7.00	17	4.7	4.7	100.0
	Total	361	100.0	100.0	

Organizational Commitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	.3	.3	.3
	1.83	1	.3	.3	.6
	2.00	2	.6	.6	1.1
	2.33	2	.6	.6	1.7
	2.67	1	.3	.3	1.9
	2.83	3	.8	.8	2.8
	3.00	3	.8	.8	3.6
	3.17	3	.8	.8	4.4
	3.33	7	1.9	1.9	6.4
	3.50	9	2.5	2.5	8.9
	3.67	13	3.6	3.6	12.5
	3.80	1	.3	.3	12.8
	3.83	8	2.2	2.2	15.0
	4.00	29	8.0	8.1	23.1
	4.17	17	4.7	4.7	27.8
	4.33	18	5.0	5.0	32.8
	4.40	1	.3	.3	33.1
	4.50	18	5.0	5.0	38.1
	4.67	35	9.7	9.7	47.8
	4.83	24	6.6	6.7	54.4
	5.00	24	6.6	6.7	61.1
	5.17	23	6.4	6.4	67.5
	5.20	1	.3	.3	67.8
	5.33	29	8.0	8.1	75.8
	5.50	16	4.4	4.4	80.3
	5.67	20	5.5	5.6	85.8
	5.83	17	4.7	4.7	90.6
	6.00	16	4.4	4.4	95.0
	6.17	4	1.1	1.1	96.1
	6.33	5	1.4	1.4	97.5
	6.50	1	.3	.3	97.8
	6.67	3	.8	.8	98.6
	6.83	2	.6	.6	99.2
	7.00	3	.8	.8	100.0
	Total	360	99.7	100.0	
Missing	System	1	.3		
Total		361	100.0		

Group Commitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	.3	.3	.3
	2.00	1	.3	.3	.6
	2.17	1	.3	.3	.8
	2.50	1	.3	.3	1.1
	2.67	1	.3	.3	1.4
	2.83	5	1.4	1.4	2.8
	3.00	6	1.7	1.7	4.4
	3.17	2	.6	.6	5.0
	3.33	5	1.4	1.4	6.4
	3.40	1	.3	.3	6.6
	3.50	9	2.5	2.5	9.1
	3.67	7	1.9	1.9	11.1
	3.83	13	3.6	3.6	14.7
	4.00	27	7.5	7.5	22.2
	4.17	16	4.4	4.4	26.6
	4.33	20	5.5	5.5	32.1
	4.50	20	5.5	5.5	37.7
	4.67	26	7.2	7.2	44.9
	4.83	15	4.2	4.2	49.0
	5.00	30	8.3	8.3	57.3
	5.17	18	5.0	5.0	62.3
	5.20	1	.3	.3	62.6
	5.33	28	7.8	7.8	70.4
	5.50	28	7.8	7.8	78.1
	5.60	1	.3	.3	78.4
	5.67	18	5.0	5.0	83.4
	5.83	9	2.5	2.5	85.9
	6.00	34	9.4	9.4	95.3
	6.17	1	.3	.3	95.6
	6.33	2	.6	.6	96.1
	6.50	6	1.7	1.7	97.8
	6.67	2	.6	.6	98.3
	7.00	6	1.7	1.7	100.0
	Total	361	100.0	100.0	

Supervisory Commitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.67	1	.3	.3	.3
	2.17	1	.3	.3	.6
	2.33	1	.3	.3	.8
	2.67	1	.3	.3	1.1
	2.83	2	.6	.6	1.7
	3.00	5	1.4	1.4	3.0
	3.17	2	.6	.6	3.6
	3.33	3	.8	.8	4.4
	3.50	4	1.1	1.1	5.5
	3.60	1	.3	.3	5.8
	3.67	6	1.7	1.7	7.5
	3.80	1	.3	.3	7.8
	3.83	8	2.2	2.2	10.0
	4.00	25	6.9	6.9	16.9
	4.17	14	3.9	3.9	20.8
	4.33	23	6.4	6.4	27.1
	4.50	27	7.5	7.5	34.6
	4.67	40	11.1	11.1	45.7
	4.83	25	6.9	6.9	52.6
	5.00	28	7.8	7.8	60.4
	5.17	33	9.1	9.1	69.5
	5.33	22	6.1	6.1	75.6
	5.40	2	.6	.6	76.2
	5.50	18	5.0	5.0	81.2
	5.67	16	4.4	4.4	85.6
	5.80	1	.3	.3	85.9
	5.83	11	3.0	3.0	88.9
	6.00	18	5.0	5.0	93.9
	6.17	2	.6	.6	94.5
	6.33	8	2.2	2.2	96.7
	6.50	2	.6	.6	97.2
	6.67	3	.8	.8	98.1
	6.83	2	.6	.6	98.6
	7.00	5	1.4	1.4	100.0
	Total	361	100.0	100.0	

APPENDIX III – PEARSON'S CORRELATION MATRIX

Correlations

		Turnover Intentions	Member Age	Member Organizational Tenure	Member Monthly Salary	Supervisory Commitment	Organizational Commitment	Job Satisfaction	Group Commitment
Turnover Intentions	Pearson Correlation	1	-.061	-.063	.005	-.391**	-.467**	-.452**	-.503**
	Sig. (2-tailed)	.	.252	.239	.936	.000	.000	.000	.000
	N	361	353	353	233	361	360	361	361
Member Age	Pearson Correlation	-.061	1	.678**	.276**	-.007	.050	.009	-.017
	Sig. (2-tailed)	.252	.	.000	.000	.895	.354	.862	.753
	N	353	353	348	231	353	352	353	353
Member Organizational Tenu	Pearson Correlation	-.063	.678**	1	.046	-.038	.025	.027	-.023
	Sig. (2-tailed)	.239	.000	.	.480	.473	.643	.607	.665
	N	353	348	353	233	353	352	353	353
Member Monthly Sal	Pearson Correlation	.005	.276**	.046	1	.043	-.008	-.001	.033
	Sig. (2-tailed)	.936	.000	.480	.	.515	.909	.989	.621
	N	233	231	233	233	233	232	233	233
Supervisory Commitment	Pearson Correlation	-.391**	-.007	-.038	.043	1	.522**	.428**	.569**
	Sig. (2-tailed)	.000	.895	.473	.515	.	.000	.000	.000
	N	361	353	353	233	361	360	361	361
Organizational Commitment	Pearson Correlation	-.467**	.050	.025	-.008	.522**	1	.570**	.694**
	Sig. (2-tailed)	.000	.354	.643	.909	.000	.	.000	.000
	N	360	352	352	232	360	360	360	360
Job Satisfaction	Pearson Correlation	-.452**	.009	.027	-.001	.428**	.570**	1	.547**
	Sig. (2-tailed)	.000	.862	.607	.989	.000	.000	.	.000
	N	361	353	353	233	361	360	361	361
Group Commitment	Pearson Correlation	-.503**	-.017	-.023	.033	.569**	.694**	.547**	1
	Sig. (2-tailed)	.000	.753	.665	.621	.000	.000	.000	.
	N	361	353	353	233	361	360	361	361

** Correlation is significant at the 0.01 level (2-tailed).

APPENDIX IV : REGRESSION ANALYSIS

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Group Commitment	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100)
2	Job Satisfaction	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100)
3	Organizational Commitment	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100)

a. Dependent Variable: Turnover Intentions

Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.503 ^a	.253	.251	1.16878	.253	121.474	1	358	.000	1.855
2	.546 ^b	.299	.295	1.13441	.045	23.024	1	357	.000	
3	.556 ^c	.309	.303	1.12775	.010	5.232	1	356	.023	

a. Predictors: (Constant), Group Commitment

b. Predictors: (Constant), Group Commitment, Job Satisfaction

c. Predictors: (Constant), Group Commitment, Job Satisfaction, Organizational Commitment

d. Dependent Variable: Turnover Intentions

ANOVA^d

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	165.940	1	165.940	121.474	.000 ^a
	Residual	489.049	358	1.366		
	Total	654.989	359			
2	Regression	195.570	2	97.785	75.986	.000 ^b
	Residual	459.419	357	1.287		
	Total	654.989	359			
3	Regression	202.224	3	67.408	53.002	.000 ^c
	Residual	452.765	356	1.272		
	Total	654.989	359			

a. Predictors: (Constant), Group Commitment

b. Predictors: (Constant), Group Commitment, Job Satisfaction

c. Predictors: (Constant), Group Commitment, Job Satisfaction, Organizational Commitment

d. Dependent Variable: Turnover Intentions

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.997	.323		21.680	.000
	Group Commitment	-.720	.065	-.503	-11.022	.000
2	(Constant)	7.528	.332		22.661	.000
	Group Commitment	-.521	.076	-.364	-6.864	.000
	Job Satisfaction	-.304	.063	-.254	-4.798	.000
3	(Constant)	7.769	.347		22.411	.000
	Group Commitment	-.405	.091	-.283	-4.471	.000
	Job Satisfaction	-.256	.066	-.214	-3.860	.000
	Organizational Commitment	-.217	.095	-.148	-2.287	.023

a. Dependent Variable: Turnover Intentions