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**THE INFLUENCE OF JOB SATISFACTION AND ORGANIZATIONAL  
COMMITMENT ON TURNOVER INTENTION**



**MASTER OF SCIENCE MANAGEMENT**

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**THE INFLUENCE OF JOB SATISFACTION AND ORGANIZATIONAL  
COMMITMENT ON TURNOVER INTENTION**

**BY**

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Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
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in Partial Fulfillment of the Requirement for the Master of Sciences (Management)



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## **Abstract**

Employees turnover is an endless issue and has been studied many years ago and found that turnover intention is the predictor to actual turnover. There are many factors that could influence employee's intention to leave their organization. Although many researches have been conducted studies on turnover intention, job satisfaction as well as organizational commitment, but there is still insufficient data related to relationship between turnover intention, job satisfaction and organizational commitment particularly in the context of retail industry. Thus, the purpose of this study is to determine the relationship between job satisfaction and turnover intention as well as organizational commitment and turnover intention among retail employees. A convenience sampling technique was used for data collection, questionnaire were conveniently distributed to several retail stores located in Kota Kinabalu, Sabah. The total no of 227 retail employee responded and return their answer. Distributed questionnaire consist of three instruments, turnover intention question which consist of 3 question, Minnesota Satisfaction Questionnaire (MSQ) used to measured job satisfaction the last instrument to measured organizational commitment of the employees. There are several analyses been used in this study include descriptive analysis used for respondent's profile, Pearson Correlation analysis used to determine the relationship between job satisfaction with turnover intention and organization commitment with turnover intention. Whereas Multiple Regression analysis used to examine whether job satisfaction. Organizational commitment influence turnover intention. Wishfully, the present study can provide more understanding on turnover intention, job satisfaction and organizational commitment particularly done in retail industry.

**Keywords:** Turnover Intention, Job Satisfaction, Organizational Commitment

## Abstrak

Lantik henti kerja adalah isu yang tiada penghujung dan telah di kaji bertahun-tahun dahulu dan telah di dapati bahawa niat lantik henti adalah ramalan kepada lantik henti sebenar. Terdapat banyak faktor yang mempengaruhi niat pekerja untuk meninggalkan organisasi. Walau terdapat banyak kajian terhadap niat lantik henti, kepuasan kerja pekerja dan komitmen organisasi tetapi terdapat kekurangan data yang berkaitan dengan hubungan niat lantik henti, kepuasan kerja pekerja dan komitmen organisasi terutamanya di dalam bidang industri peruncitan. Oleh itu, kajian ini bertujuan untuk mengenal pasti hubungan di antara niat lantik henti pekerja, kepuasan kerja dan komitmen organisasi di kalangan pekerja runcit. Teknik persampelan mudah telah digunakan untuk pengumpulan data, boring soal selidik telah di edarkan secara mudah ke beberapa buah kedai runcit di sekita Kota Kinabalu, Sabah. Terdapat sejumlah 227 pekerja runcit yang memberi maklum balas terhadap kajian ini. Borang soal selidik yang telah di edarkan mempunyai tiga set instrument iaitu, soalan yang berkaitan dengan niat lantik henti yang mempunyai tiga soalan, *Minnesota Satisfaction Questionnaire (MSQ)* untuk mengukur kepuasan kerja pekerja dan instrument yang terakhir iaitu soalan yang berkaitan dengan komitmen organisasi. Terdapat beberapa analisis di gunakan di dalam kajian ini, analisis deskriptif digunakan untuk profil responden, Kolerasi Pearson digunakan untuk mengkaji hubung kait di antara kedua pemboleh ubah bebas dan pemboleh ubah sandar manakala regresi pelbagai digunakan untuk menguji sama ada kepuasan kerja dan komitmen organisasi mempengaruhi niat lantik henti. Oleh yang demikian, kajian ini berharap dapat menyumbangkan lagi ilmu pengetahuan tentang niat lantik henti pekerja, kepuasan kerja dan komitmen organisasi.

Keywords: Niat lantik henti, Kepuasan Kerja dan komitmen organisasi

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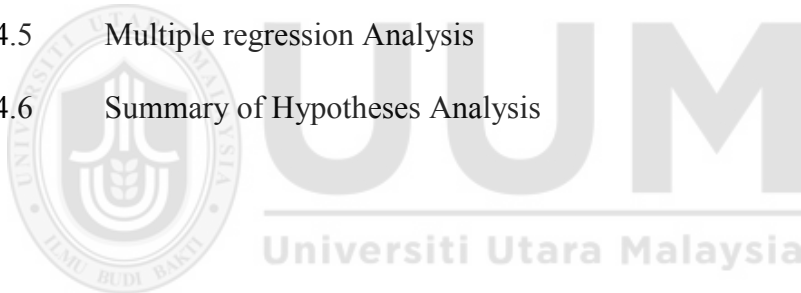
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## LIST OF ABBREVIATIONS

JS	Job Satisfaction
MSQ	Minnesota Survey Questionnaire
OC	Organizational Commitment
TI	Turnover Intention



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Introduction

Employee is a person who give attitude express and consistency in carrying daily activities despite the fact that they are the one who represent the brand of the organization. A lot of the manager believe that their employees is their most valuable asset in competitive capabilities (Fawcett, Rhoads & Burnah, 2004). Employees' play important roles in shaping the solid based for the organization to endure the difficulties in the challenging market. In order for employees to give their most excellent services they first need to feel their workstation in the very best position. A group of employees is a key to optimizing the actions of specific brand that will ultimately speak louder than a word. Focusing only at the strategies on right marketing and advertising will not help much if the group of the employees fall flat the actions. For that reasons, retaining the proficient employees as well as understanding their attitude and behaviour will be the utmost key indicators in achieving the competitive advantage along with enhancing the productivity of the organization.

Moreover, feeling appreciated and properly guided as well as being supported for their effort could lead to greatest performance. The intensifying in the competition and financial performance in business environment nowadays forces the organization to strive in order to stay longer in the market as well as to retain the best talent in their organization. Organization also play important role to ensure the future of the business as well as to ensure the employees satisfaction. According to Hashim, Ali and Fawzi (2005), to produced higher level of productivity and enhance innovative

activity , organization need to pay attention on training and development, widen recruitment and selection, work security, incentive reward as well as sharing skills is the human resource practices which influence the productivity as well as innovative activity in the organization.

## **1.2 Background of the study**

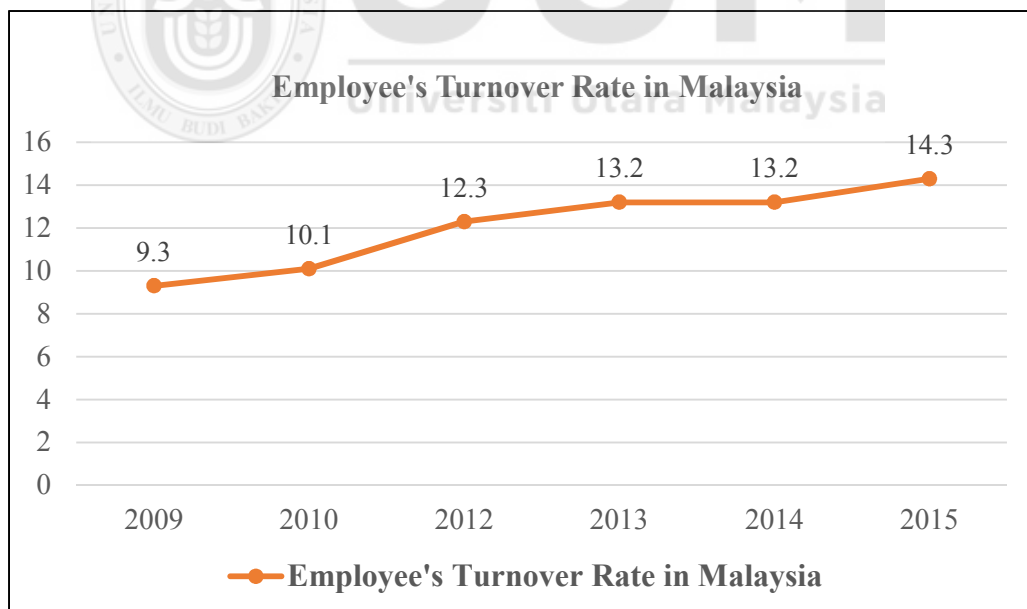
In today's business environment, there are number of employees exchange their current job for improving their life turn out to be a trend and has no longer seen as something that disagreeable because employees has the right to search for benefits to accomplish their goals along with their career achievement (Nawaz, 2016). As the result, intent behaviour of the employee leave the existing job for self-betterment. The intention to turnover among employees has turn out to be most crucial topic that needs special attention by the organization since it can affect workplace environment and jeopardize the overall organization performance.

The issue of employee turnover is no longer a new issue and has been studied a long time ago, but employee turnover rate keep on increasing year by year. Thus, this matter remained significant focus of concern by the researcher to investigate. Therefore, ever since turnover intention leads to actual turnover, it is crucial for each of the organization to find way out and determine the most important predictor that influence the employee turnover intention in their organization. To begin with, this chapter will focus on the purpose to study the relationship of job satisfaction as well as organizational commitment on turnover intention among retail employees in Kota Kinabalu.



### 1.3 Problem Statement

The problem of turnover in Malaysia started as early 1991 and keep on increasing year by year as it give tremendous impact to the long-term plan and sustainability of the organization (Keni, Muthuveloo, Ping & Rahman, 2013). As per figure 1.1, According to Hewitt Associates Total Compensation Management Survey, Malaysia turnover rate experienced an increasing trend from 9.3 percent in year 2009 and 10.1 percent in 2010. Moreover, General Industry Total Rewards Survey 2013 reported that, the employee turnover rate in Malaysia general industry undergone an increment from 12.3 percent in 2012 to 13.2 percent in 2013 (Tower Watson, 2015). Nevertheless, the turnover rate among employees in Malaysia increase by 1.1 percent from year 2014 to year 2015.



**Figure 1.1**

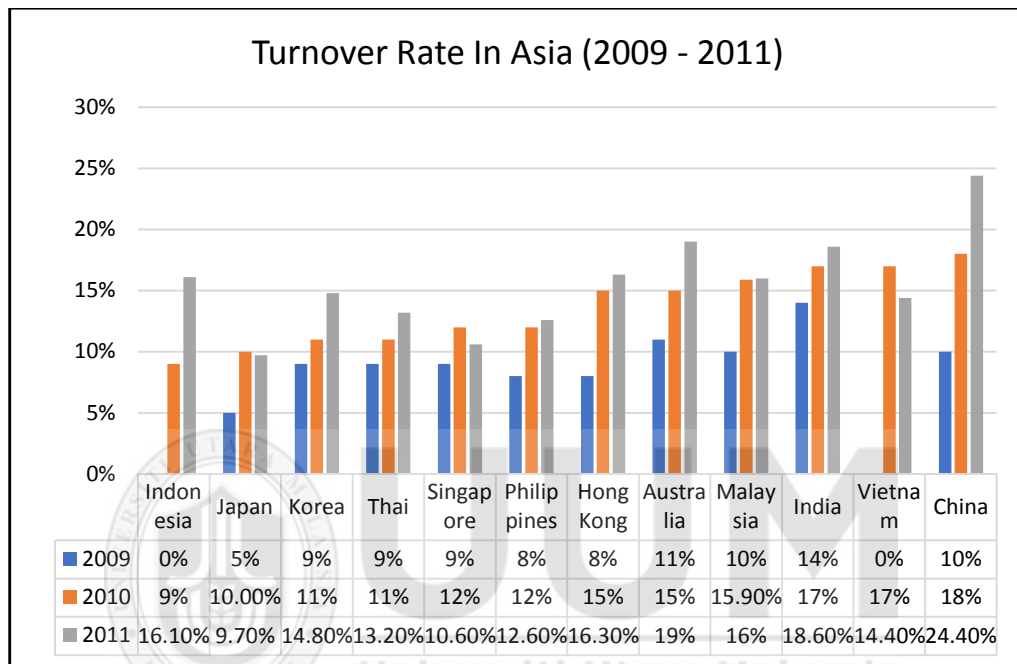
*Employee's Turnover Rate in Malaysia*

Sources: Hewitt Associates Total Compensation Management Survey, Tower Watson and Mystaljob.

According to Salleh, Nair and Harun (2012) the famous topic of organization such as turnover employees have been reviewed for 30 years and which has remained until today and it became the matter of concern for the organization not only in develop countries but also in developing countries like Malaysia. Analyzing the whys and wherefores of turnover may become essential act for retaining better talents (Luz, Paula & Oliveira, 2018). As an outcome of globalization, phenomena of employee turnover issue is getting harder to handle and push the companies to compete with other companies in retaining the best talent (Rajan, 2013) and in United State, this issue has been as national workplace crisis (Salleh, Nair & Harun, 2012). Employee intention report by Michael Page (2015) found that the main reasons employees would leave their present company in Malaysia is because of lack of career development which contribute to 52 percent intention to leave and 43 percent due to seeking out new challenge.

Moreover, other reason Malaysian employees would leave their existing company with 25 percent rate is caused by feeling undervalued, there is why improving the rewards and recognition programmes is crucial. Hence, through the employee intention report the employee retention issue become significant concern by the employer as 44 percent of experts have the audacity to leave their current position in the next 12 months and additional 40 percent consider themselves unchanged role for the next one to three years (Michael Page, 2015). As per figure 1.2 , showed that in 2009 the highest turnover rate among Asian country is India by 14 percent followed by Australia is 11 percent, however, Malaysia is the third Asian county with high turnover rate by 10 percent higher compared to neighbour country such Indonesia which stated zero percent for that year (Malila, 2011). Employee turnover issues

occurred in various industry, retail industry continuously faced with the issue of employee turnover where the turnover rate is high in both sales and management employees where it impact productivity and income of the organization (Salleh, Nair & Harun, 2012).

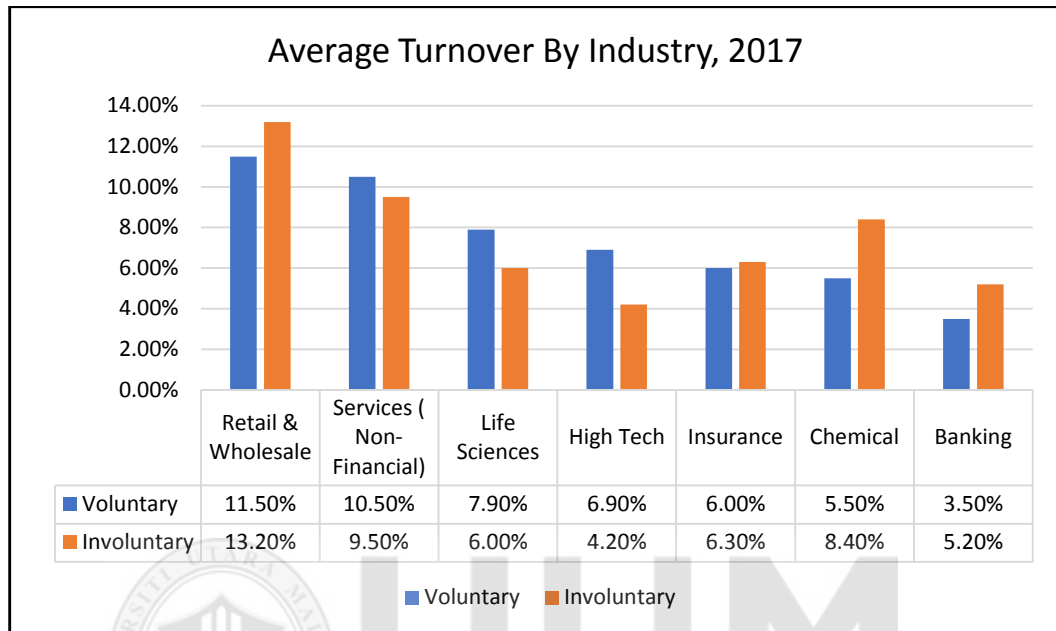


**Figure 1.2**  
*Turnover rate in Asia (2009-2011)*

Sources: Malila, J. (2011). Managing Rewards in Asia. Global Benefits Outsourcing Conference, 1-20.

In Malaysia, the retail industry growing and moving on the right track where it contribute to the economic growth. The current situation force the organization to move forward to E-commerce. According to Abdullah, Hilman, Gorondutse, Ramanchandram and Yahman (2017), to achieve organization objective, understanding the concept of E- strategy is crucial due to the ability of the organization to react to the business opportunity in the suitable way. According to Malaysia’s Retail Industry (MRA), the growth rate in retail sales is 2.1 percent in 2017 and estimated 6.0 percent growth rate in 2018 additionally 6.3 percent growth

rate estimated by the Retail Group Malaysia. Nevertheless, the insider reported that foreign tourist spent more than 2 billion US Dollar on shopping in Malaysia and it keep on increasing yearly.



**Figure 1.3**

*Average turnover by industry, 2017*

Sources: Workforce turnover around the world, 2018 Mercer LCC.

According to Mercer (2018) in the workforce turnover around the world report, as per figure 1.3, the retail and wholesale industry reported to be the highest voluntary turnover and involuntary turnover rate among other industries. In the year of 2017, the voluntary turnover rate for retail & wholesale industry is 11.5 percent, however the involuntary turnover rate is 13.2 percent which is the highest rate among other industries. Most of the industries in the world encounter the issue of employee turnover, there are several factors have been identified to cause turnover intention. Availability of career development and promotion, the expectation of greater salary, colleagues, company policies and personal reason as some of the factor influence the employees' intention to leave (Martin, 2010). Turnover intention leads to actual

turnover and many studies have found that employees' job satisfaction affects employee's intent behaviour to leave the organization (Keng, Nor & Ching, 2018). Nevertheless, someone who perceived low organizational commitment they did not motivate to do more on their job. According to Siddiqui, Syed and Hassan (2012) higher turnover rate also increase the cost of recruitment and wastage of the time, advertisement, selection, orientation and training of the upcoming candidates. Despite the fact, many studies have investigated on this matter, but employee turnover rate has not showed any positive outcome (Rizwan, Arshad, Munir, Iqbal & Hussain, 2014). Turnover occurs when employees leave their job after they have intention to do so (Alam, 2012). According to Tett and Mayer (1993), employees' intention to withdraw from organization as referred to behavioural intention to quit the organization.

Nearly all past research and theories discovered employees' job satisfaction is the main predictor in expecting the association with employees' turnover intention (Hassan, 2014). Motivation, salary, supervision, working condition, career opportunity as well as promotion are the element that take place in evaluation satisfaction of the job and could encouragement someone to feel happy (Robbins & Judge, 2011). Furthermore, Spector (1997) mentioned that employees' job satisfaction related to the employee's perception, thinking and perceived work. Job satisfaction is emotional state that is ensured by assessing the work and work experience (Locke, 1976). For the most part, the aim and purposed of employees choose to remain longer in organization is due to their employment opportunities, learning and development in consequence of that allowing them to reach job satisfaction (Hay, 2002). According to Ali, ZhongBin, JianPing, Ali and Sultan

(2018) job satisfaction as significant effects on employee's productivity, in retaining employees as well as to lower intention to leave. Countless studies has conducted in the direction to find relationship between employee's job satisfactions with turnover intention.

One of the studies which done by Alias, Rohmanan, Ismail, Koe and Othman (2018) found job satisfaction and turnover intention has significant and negative relationship which this finding indicate if the employees dissatisfied, turnover intention among employees will increase. Satisfaction with job and commitment towards organization also captured as key variable which may influence the employee's intention to stay. According to Azeem and Akhtar (2014), the organizational commitment are far and wide distinguished as beneficial to employees and organization because they enhance job safety, a sense of belonging, improved pay, career development and greater internal compensation. Organizational commitment impact the future of the organization where higher organization commitment will have higher motivation (O'Reilly & Chatman, 1986).

According to Meyer and Allen (1993), the organizational commitment categorized by three elements include affective commitment where it signifies the sense of belonging which they feel attached to the organization. Second component model is continuance commitment refer to the recognition of cost that related when their withdraw from their organization while the last component are normative commitment where this commitment happen when employer invest to the development of the employees. Therefore, the problem address for the study is to

examine the relationship between employee's job satisfaction, the organizational commitment with the employees' turnover intention specifically in retail industry.

#### **1.4 Research Question**

Based on the problem statement, the research question of the study are:

- i. Is there any significant relationship between job satisfaction and turnover intention for retail employees?
- ii. Is there any significant relationship between organizational commitment and turnover intention for retail employees?

#### **1.5 Research Objective**

Below show the objectives used as guideline in conducting the study. The objectives of this study are:

- i. To examine the relationship of job satisfaction and turnover intention for retail employees.
- ii. To examine relationship of organizational commitment and turnover intention for retail employees.

#### **1.6 Significance of The Study**

This study provide some beneficial information to numerous stakeholders include:

##### **1.6.1 Contribution to the knowledge**

The significance of this research towards the contribution to the knowledge in way of understanding the relationship of job satisfaction with turnover intention and the important of the organizational commitment towards the employee intention to quit. This research will also help to understand the perception of satisfaction of job of employees as well as the intention to leave by employees from various background. Other than that, the significance of the research is where the outcome may help the Human Resource researcher and academicians as well to gain the significant from this research to the strategic relevance organizational strategy and outcomes the basic decision.

### **1.6.2 Contribution to the practitioner**

Employee turnover is costly to any organization, ever since this matter identifying well the factors that may lead employees' intention to stay will give advantage to the organization in categorizing the types of employees that might stay or leave the organization. With the understanding on the satisfaction of job within employees as well as their intention to quit from organization, this approach may at least give some expectation to capture the hint of the turnover decision. The satisfaction and commitment level of the employees may be different from one to another, from this study it might give information how to retain the employees and element that contribute the highest reason to withdraw from organization.

### **1.7 Scope of The Study**



This study mainly focusing on the employee who work in retail industry based in Kota Kinabalu. Hence, the researcher will study on the relationship between job satisfaction, organizational commitment on employee's intention to turnover.

### **1.8 Definition of A Key Term**

This segment will explain dependent variable also the independent variables. Turnover intention is the dependent variable for this study however independent variable is job satisfaction as well as organizational commitment. The description of each of a key term used to explained are adapted from previous studies.

#### **1.8.1 Turnover Intention**

Turnover intention describe as an aspect contribute to the final stage of thinking in making decision of staying or leaving an employing organization while searching another alternative of employment ( Tett and Meyer, 1993)

#### **1.8.2 Job Satisfaction**

Job satisfaction best expressed as the satisfying emotional situation which is derive from job experience with positive attitudes and feeling towards the job (Osbourne, 2016).

#### **1.8.3 Organizational Commitment**

Organizational commitment describes as individual's strong spiritual and psychological affection to the achieve objective of organization as its value strong desire to continue relationship in the organization while focusing on reaching the organizational objective (Hunt & Morgan, 1994).

## **1.9 Organization of the Study**

There are five chapter consist in this study include chapter one for overview of the overall study, chapter two for literature review, while chapter three for research methodology and analysis of data, next chapter explained about the result and discussion and the last chapter will be conclusion of overall study include the research limitation as well as suggestion then recommendation intended for future study.

### **1.9.1 Chapter One: Introduction**

Chapter one is the introductory overview of general idea of the study. This chapter consist of background of study, problem statement, research question, research objectives, significant of the study, scope of the study as well as definition of the key terms.

### **1.9.2 Chapter Two: Literature Review**

Chapter one is the introductory overview of general idea of the study. This chapter consist of overview of study, statement of problem, research question and objectives, significant and scope of the study as well as description of the key terms. In this

chapter consist of compilation of literature, findings and past research in which related to the study as well as a for basic understanding in conducting the study. The fundamental discussion of the literature is based variable which include turnover intention as dependent variable as well as job satisfaction then organizational commitment as independent variables. Literature review will be gathered from various sources include journal, books, articles, other internet sources and will be used as reference for this study.

### **1.9.3 Chapter Three: Research Methodology**

This chapter explain about the method and technique use by the researcher in interpreting the data obtain which comprises of research design, hypothesis, framework, variables, data collection, sampling, measurement as well as data analysis technique. The primary data that has been obtained through web-based survey, where it consists of four section that need to be answered by the respondent. Section A covers demographical data. Section B, Section C and Section D covers variables include in this study using an interval scale of 4-point Likert scale , the scale indicate (1) is strongly disagree to (4) strongly agree.

### **1.9.4 Chapter Four: Finding and Analysis of result**

Result and discussion of the study fall under chapter four which this chapter covers the summary of findings and discussion in the study. Apparently, findings expected to answer research question which describe in first chapter. Results include the response rate, reliability test, demographic analysis, descriptive statistics, intercorrelation matrix as well as hypothesis testing.

### **1.9.5 Chapter Five: Discussion**

This is the last chapter in that include the overall conclusion along with recommendation and suggestion for upcoming research. Nonetheless, implication and limitation in this study also presented in this chapter.

### **1.10 Summary**

Employees play a vital role in achieving organizational goals were them could shape the outcome and overall performance of the organization. Employee's turnover among industries is not a new issue and it happened around the world. As the outcome of globalization, it is very difficult to retain the best talent since employees have the right to find another organization in achieving their own individual target such as career development, job satisfaction, high salary and positive environment. Turnover intention known as predictor to actual turnover. Numerous aspects could manipulate employee intention to withdraw from organization. Current study examined relationship of job satisfaction and organizational commitment on turnover intention among retail employees in Kota Kinabalu.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter will begin by reviewing the relevant literature correlated with variables of this study, focusing on turnover intention, job satisfaction and also organizational commitment. Understanding and analysing of a journal, publications along with book and articles that related to this study through comprehensive reading are comprise in the literature review. The chapter also present the definition of variables, consequences, sources, models, theories as well as the past studies which is used as the foundation of this study.

#### **2.2 Turnover Intention**

##### **2.2.1 Definition**

Researchers constantly viewed on employee's intention to leave is the influential predictor of employee turnover. (Bigliardi, Petroni, & Dormio, 2005). Turnover of employees can be best described where voluntary and involuntary permanent

retraction as of an organization and involves the loss of people that the organization concern (Robbins, Judge & Sanghi, 2008). According to Ali, Amin and Hamid (2016) turnover intention could be best explained as the voluntary intention of employees to withdraw from organization. Intentions propound a valuable explanation of turnover because it incorporate between perception and judgment (Chiu & Francesco 2003). According to Cotton, John and Turtle, 1986 (as cited in Ali, Amin & Hamid, 2016) turnover intention related to a person's observation of probability in staying or leaving a current organization. As for Zeffane 1994 (as cited in Kurniawaty, Ramly & Ramlawati, 2019) turnover intention is the propensity or intention of employees to withdraw voluntarily from their current jobs at their own choice. Nevertheless, Aydogdu & Asikgil (2011) stated that turnover intention refers to behaviour to quit from employing organization, whereas turnover describe the actual act in separating oneself from organization. According to Saeed, Waseem, Sikander and Rizwan (2014) every organization faces turnover of employees, some of them leaves the organization voluntarily while the others were dismissed by the organization. Turnover intention can give negative consequence as mentioned for instant the employer may loss the competitive advantage. Psychological factors deals with employee's emotions, attitude or perception are founded to be factors that influence on turnover intention (Mueller & Price, 1990). A study by Bluedorn (1982) found that someone who have intention to quit may become actual turnover behaviour.

Moreover, study by Jeen (2014) found that the turnover intention showed expression of employee to withdraw from business environment where it difficult to measured sufficiently until actual turnover occurs. Substituting employees might be costly in terms of employing and training employees acquire continuous performance with

higher than satisfactory levels (Collins & Smith, 2006). According to Perez (2008), turnover intention have impact on organizational cost which is called vacancy cost, and this is increased due to unoccupied position, someone need to be hired in order to complete the task. Additionally, he stated that turnover intention conceivably will affect and will discourage member of the organization as well as disrupt the operational of the organization.

According to Staw 1980 (as cited in Perez, 2008) multitasking skills of employees or personnel may resolve the dilemma of turnover due to higher level of vacant position may have greater impact on operation disruptions of that organization. Operational interruption occurs when extremely interdependence and specialized of work roles inside the company exists and could influence capability and ability with the remaining employees on the way to perform the task (Perez, 2008). Hence, employee need to be trained so that they able to perform multitask of work role in order to lower the interdependency.

On the other hand, the low of motivation among consequences to turnover towards attitude and emotion and effect the member who still in the organization which it may provoke the employees that stay in the organization by questioning they motivation to remain in organization (Perez, 2008). Organizational dimension such as motivation, pay and supervision may force to discouragement. Turnover intention is a practical indicator for actual turnover and serves as creation variables (Mobley,1977; Steel & Ovalle,1984 as cited in Thakre 2015). Turnover intention with actual turnover consistently related to the employee turnover behaviour signifies with the age, job satisfaction, job image, organizational commitment and expectation (Randhawa, 2007). However, study by Barak, Mor, Nissly and Levin (2001)

assessment of antecedent to turnover claimed that several studied use intentions to leave compared to actual turnover as the outcome of the variable.

Numerous reasons could influence the intention to quit which may cause neither by internal nor external factors. The issue of employee turnover is not only focusing in financial losses but also the emotional state of the remaining employees and also impact the possibility from absence of continuity in the personnel (Thakre, 2015). Out of 14 empirical studies, 13 empirical studies are found the actual turnover behaviour greatly extremely associated with turnover intention (Bluedorn 1982 as cited in Arshad & Puteh, 2015). Through the past research finding, it help to identify the factors or antecedents of turnover intention.

The employee turnover may interrupt the company's productivity as well as the performance especially when involving the highest rank in the company. Reducing the turnover rate in the company may help the company to boost their competitive advantage in the market. Intention to leave among employees which significant behaviour and attitude that must be recognized by organizations exclusively to the Human Resource Managers. Hence, turnover intention is a crucial variable that need a comprehensive study since it will cause the actual turnover among employees in the organization.

### **2.2.2 Sources of Turnover Intention**

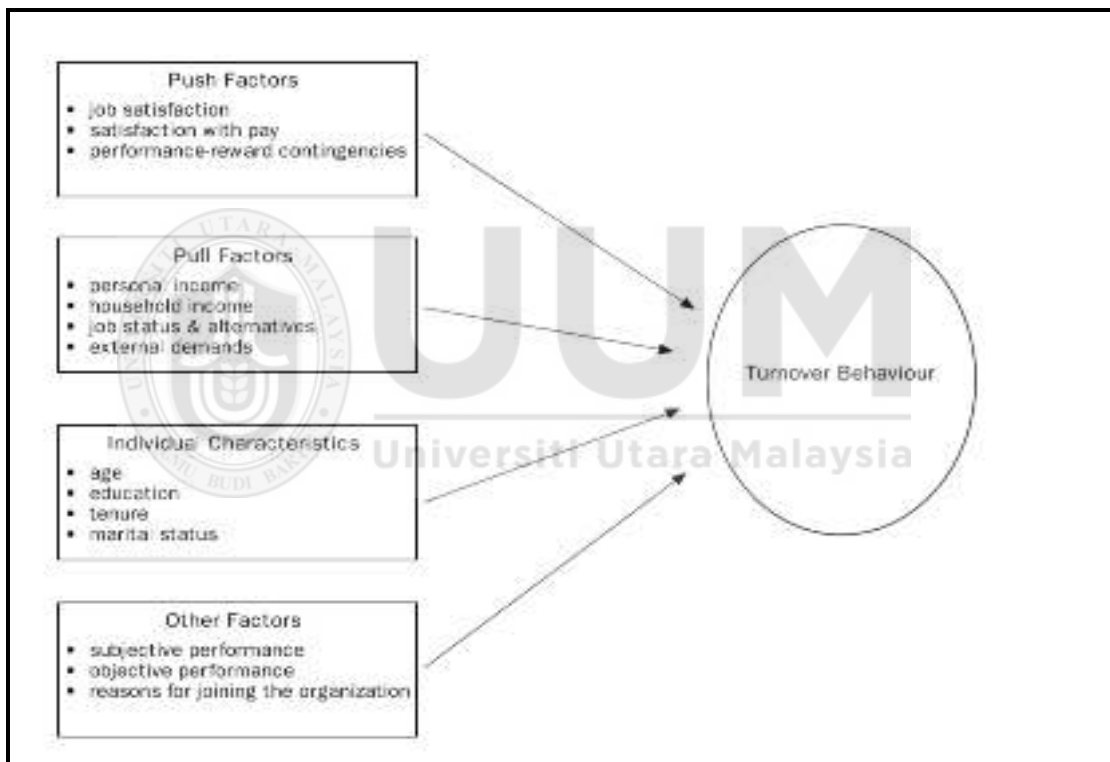
There are four extensive categories that could influence the turnover behaviour based on McBey and Karakowsky (2001) which are:

- a) Work-related attitudes (push factors)



- b) External environment factors (pull factors)
- c) Individual characteristic factors, and
- d) Job performance factors

McBey and Karakowsky (2001) has demonstrates all above aspects may influence intention to leave which could contribute to the actual turnover.



**Figure 2.1**  
*Factors that influence the turnover behaviour*  
 Sources: McBey and Karakowsky, 2001

Based on figure 2.1 The characteristics of push factors or also known as work-related factor is the aspect which could push a person into voluntarily withdraw form employing organization. The push factor are linked with the types of the organization culture which include significant factors like satisfaction with pay as well as reward eventualities. Many studies found negative relationship happen between job

satisfaction with turnover intention (Arnold & Feldman, 1982). Negative relationship show that, as soon as the level of job satisfaction is high, level of turnover behaviour expected to be lower. Moreover, study done by Dreher (1982) discovered that performance-reward contingencies encouragement employee's intention to quit which is best understand as without high performance-reward contingencies expect to increase the level of turnover. Nevertheless, perception of work experience was also discovered to have important connection to turnover intention (Spencer & Steers, 1980).

External factors or pull factors such as family commitment, job alternative, income and status could influence the employee out of the current employment and become the cause of turnover. It been suggested that, those who a main household wage earner are lower tendency of turnover intention due to greater responsibility for the financial sustainability, less freedom and flexibility to explore job alternative rather than the secondary wage earner which have high tendency to quit the current job due to less responsibility financial household. (McBey & Karakowsky, 2001).

Other factor that may influence the turnover behaviour among employees are individual characteristics. There are wide range of studies conducted by the researcher to determine relationship concerning on individual characteristic and turnover intention. Study conducted by Lee and Mowday (1987) also contributed to the topic discovered the consequences of demographic factors as the predictor to turnover intention. Marital Status, level of Education, length of services and age are among characteristic which frequently examined. The education level and employee turnover positively correlated which supported in study conducted by Arnold and Feldman (1982). However, age and turnover stated to have significant and negative

relationship, where old worker are predictably more satisfied than the younger worker (Greenberger & Steinberg, 1996).

Nevertheless, a study by Steers (1977) discovered turnover and tenure to have a negative relationship, which indicate when level of organization is higher lower the tendency to quit. Additionally, study by Hellman (1997) stated, the higher the tenure among employees, lower tendency to withdraw from the current organization due to fear of losing their benefits. Then again, many researchers' employees who already married have lower tendency to leave the company rather than employees who did not yet marry (McBey & Karakowsky, 2001). The last factor recognized as a crucial cause of influence the employee turnover intention is individual performance. According to Jackofsky (1984) the individual performance with turnover. He further emphasized the important of performance-reward contingencies on the person's intention to remain or withdraw from organization. There are also study been to observe the sources of turnover intention within employees. According to Ajzen and Fishbein (1980) intentions to leave is e the greatest important elements of actual behaviour. On the other hand, study by Frith, Mellor, Moore and Loquet (1992) identify the determinants of intention to quit among employees. There are some variables discovered consistently correlate with intention to quit according to Frith, Mellor, Moore and Loquet (1992) are:

- a) The experience of job-related stress (job stress)
- b) The range of factors that lead to job-related stress (stressors)
- c) Lack of commitment to the organization, and
- d) Job dissatisfaction

Study on manager in large international manufacturer found that there are negative effect found between job stressors and job satisfaction, which lower the commitment to the organization and increase the intention to quit (Wunder, Dougherty & Welsh, 1982). Need of supervisor support was obtained to be the greatest predictor of job satisfaction with intention to withdraw from current job (Munn, Barber & Fritz, 1996). It been supported by Igarria and Greenhaus (1992) stated that the most important aspect that influence employee intention to quit are job satisfaction also commitment to organization. Previous studied, indicate that lower job satisfaction and lower commitment to organization may increase the employee turnover intention.

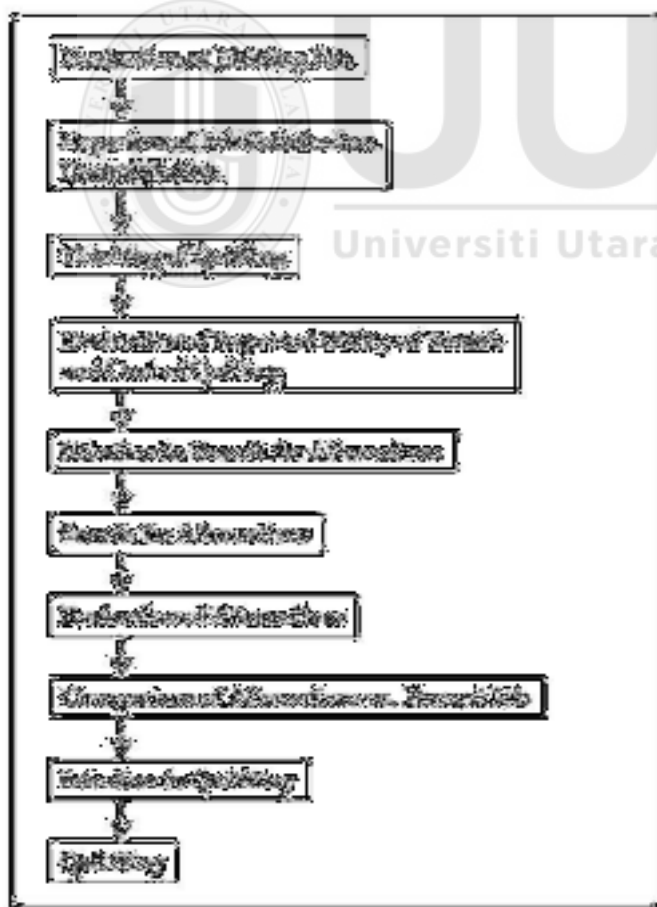
Nevertheless, satisfaction with bosses and satisfaction with colleagues are significant correlated to turnover intention (Luz, Paula & Oliveira, 2018). According to Feyerabend, Herd and Choi (2018) job satisfaction play important roles in association between emotional intelligent and turnover intention, where emotional intelligent has significant indirect outcome with turnover intention via job satisfaction.

### **2.2.3 Turnover Intention process model**

Previously, there are more than a few studies conducted to concentrate in developing as well as accessing a causal model point to aspects the voluntary turnover. According to Barak, Nissly and Levin (2001) stated that, the turnover behaviour comprise of multi-level of procedure that comprise of behavioural, personal attitude or feeling and decisional elements. Two turnover models are presented below which are Mobley's model along with Price and Mueller model.

### 2.2.3.1 Mobley's Employee Turnover Decision Process Model

Figure 2.2 shows employee turnover decision process model develop by Mobley's. The model develop by Mobley indicate the main method for converting disappointment to real turnover is grounded on 3 turnover cognitions. First, thinking of quitting it can be explained as an employee think through of leaving the organization. Second perception is intention to search can be best describe as a member of organization determine to search for a new career outside the organization and the last is intention to quit where employee chooses to quit and end the membership of the organization.



**Figure 2.2**  
*Mobley's Employee Turnover Decision Process Model*  
Sources: Mobley (1977) extracted from Perez (2008)

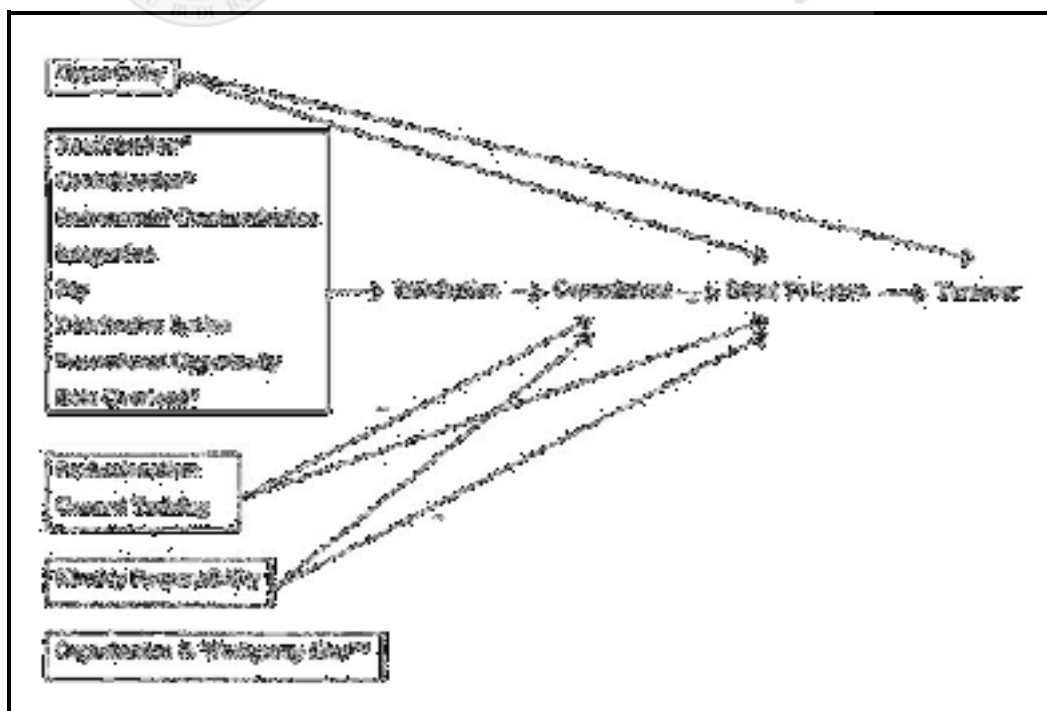
Mobley's model showed the aspect of termination or withdrawal behaviour decision process linked in a sequence of cognitive stage. The first stage in the decision process begin with evaluating or assessing the present job go along with emotional phase of dissatisfaction or satisfaction about the job. The third stage is the thought of quitting begin when only dissatisfaction occur.

The next step in the Mobley's model is evaluation of value and cost of quitting. When value of quitting is high, which is giving more benefits to leave, the possibility of intention to search for alternative is presented then followed by actual search. Only when the alternative exist, then the evaluation of alternatives take place. Later, comparison between the alternatives and present job will happen and if the comparison support the alternative, then it will stimulate the behaviour of intention to quit but if the comparison favour the present job, then it will stimulate the behaviour of intention to stay. Finally, the last step is final decision of that person either to stay or to quit (Mobley, 1977 as cited in Perez, 2008). According to Hom and Griffeth (1991), Mobley's model characteristics found to be weak and lack of empirical evidence among his descriptive construct in conceptual differentiation.

Mobley's model been extended in later studies together with another variable for instance, organizational commitment (Kim, Price, Mueller & Watson, 1996) and other study by Price and Mueller (1981) investigate aspects that influence job satisfaction. On the other hand, the following model increase Mobley's construct (Perez, 2008). However, in their findings, there are still a major distinction appears but then slightly presented a comparable conceivable middle step in the turnover process and caused that the intention to search are after the intention to quit (Perez, 2008)

Figure 2.3 is the Price and Mueller's causal model. According to Morrell, Loan-Clarke and Wikinson (2001) Price and Mueller's model 1986 examined the underlying determinant of turnover. Turnover is a quick reflection of a decision process (Perez, 2008). Price and Mueller's model offer more comprehensive explanation on the list of determinants like common factor such job satisfaction. After conducting 33 studies, author such as James Price, Charles Muller and other author have developed models that analyze the causal determinant of voluntary turnover and work organization.

### 2.2.3.2 Price and Mueller's Causal Model

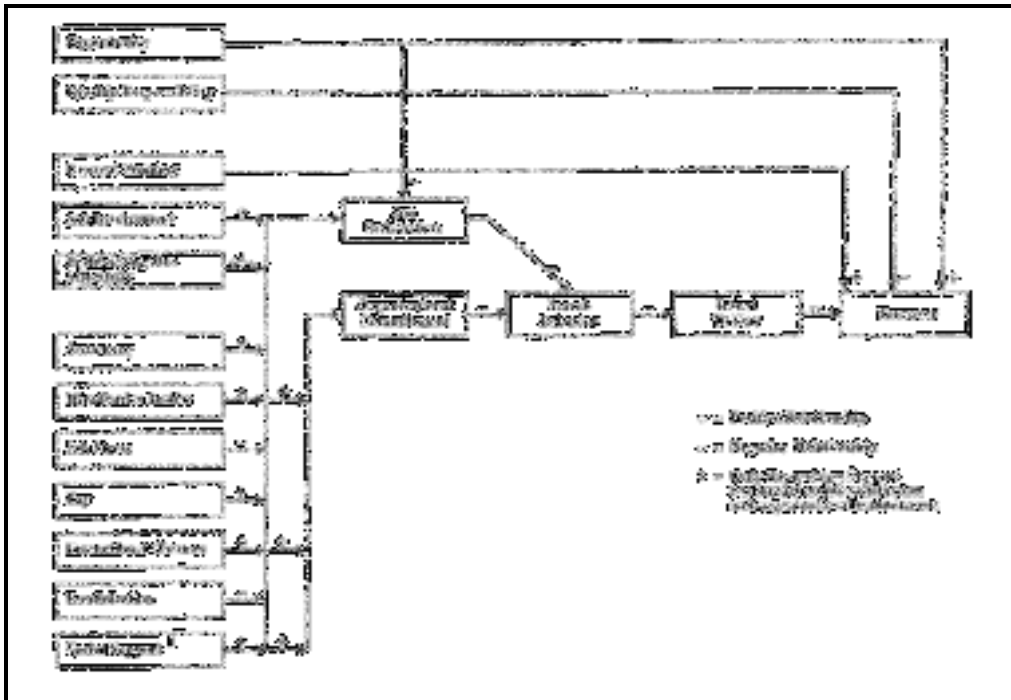


**Figure 2.3**  
*Price and Mueller's Causal Model*

Source: Price and Mueller (1986) extracted from Perez (2008)

Price and Mueller's causal model is a consideration on elements of employees' voluntary turnover (Long, Ajagbe, Nor & Suleiman, 2012). According to the causal model of turnover, Price and Mueller divided the causal elements into two which are the exogenous variable and endogenous variables. The exogeneous are segmented into environment, individual and structural categories which are independent from other variables in the model. However, variable that more dominant is considered as the endogenous variable in the Price and Mueller causal model such as job satisfaction, organizational commitment and intention to leave, which value of these variable are determinant by other variables (Perez, 2008). Figure 2.4 in Price and Mueller modified causal model, there are two environment variable which include association responsibility and opportunity. Accessibility of replacement is call opportunity is the accessibility of replacement of a current job in career environment (Price, 2001 as cited in Long et al., 2012). Studied found positive relationship with opportunity and turnover intention which explained as higher the opportunity the greater intention to leave the current job due to accessibility for replacement is greater and available on their job field.





**Figure 2.4**

*Modified causal model of turnover*

Sources: Price (2001) extracted from Long et. al (2012)

Evaluation process include a cost, benefits, risk of the alternate job will take place and when the alternate job give more advantage than their present job it will generate the feeling of dissatisfaction and enhance the intent to leave. According to Boyar et al. (2012) other than opportunity, kinship responsibility also fall under environment factors. Kinship responsibility is commitment towards relatives whom staying inside the cycle of local society. This second variable discovered to have a straight negative relationship to turnover behaviour. It can be understood that, when relative staying nearby the employees working area, it will automatically create the sense of responsibility and this feeling can be simply satisfied by staying in their present job (Long at el. 2012). It can be also interpreted as when the kinship responsibility is higher, the intention of leaving the job is lower (Hom & Griffeth, 1991; Allen& Shanock, 2012; Samad & Yusuf, 2012).

There are four individual exogenous variables that been identified by Price (2001) in the turnover modified causal model. The four individual exogenous variables include negative and positive affectivity, job involvement, general training (Long et al. 2012). These four variables of individual exogenous found to have direct impact on turnover intention. Study found, general training significantly positive relationship towards turnover intention and deemed to have higher turnover behaviour when higher in general training (Price, 2001).

## **2.2.4 Theories of Turnover Intention**

### **2.2.4.1 Social Exchange Theory**

The Social Exchange Theory develop by Homans (1958), Blau (1964) and Emerson (1976). The main principle of Social Exchange Theory is the relationship between two social parties which are depends on the understanding and respect of social rules and norms of exchange indirectly and openly where both parties agreed on it (Cropanzano & Mitchell, 2005). The social exchange theory is exchange process result where it created on the conception of social behaviour (Perez, 2008). Rationale behind this social exchange theory is to maximize profit as well as minimizing the costs. According to Homan (1958), the potential benefits and risk of social relationship must be balance and equal and when the risk are greater than the benefits, people will leave and dismiss that relationship. In the theory of social exchange, individuals can be regards as potential benefits and cost of social relationship (Perez,2008). Additionally, this theory indicate that all human relationship are formed through the subjective reward and cost along with alternative comparison.

According to Homan (1961), the measurable and non-measurable possession such symbol of approval or respect approved upon this social exchange theory. According to Farmer and Fedor (1999), someone will end or abandon the relationship shortly after realizing the disadvantages (cost) outweigh the advantages (benefits). Benefits and cost or rewards and risk should outweigh other principles and values. The social exchange theory developed based on principle of exchange which it explained idea of a person acknowledgement towards one's life situations and aware of desire of one another. The rules of reciprocity supported that person should be treated as equal as on how their treated others (Homan,1958;Blau,1964; & Emerson,1976 as cited in Cropanzano & Mitchell,2005).

The value of the social relationship include some attribute such trust, loyalty, commitment, love, status as well as information. In general, money, goods and services attract people to build a relationship. Hence, this theory claimed that norms of exchange such group gain, status consistency and competition as well as social rules comprehend the rules of reciprocity and other explicitly negotiated rules (Ngo-Henna, 2017). According to Holtom et al. (2008), the theory of social exchange stated employees whom attached by a system will build a strong relationship where it can influence and manipulate employees' intent to leave or stay with their current jobs. Therefore, the turnover intention is significant of breach of rules and obligation as well as disrespectful towards social exchange rules that upon agreed by the organization and by colleagues might influence employees' intention to withdraw from current position and possibility of voluntary turnover occur is high (Ngo-Henna, 2017). Strengthen the implicitly or explicitly to the participating parties

might considered to be the effort of the organization to retain the talented and skilful employees.

#### **2.2.4.2 Organizational Equilibrium Theory**

The theory of organizational equilibrium (TOE) that introduced by Barnard 1938 and March and Simon 1958 required the employees' contribution and incentive to be equals at all level in the organization (Holtom, Mitchell, Lee & Eberly, 2008). The theory of organizational equilibrium is believed to be as the first formal theory on turnover intention (Holtom et al.2008). According to Mano (1994), Barnard argued that the equilibrium of an organization can be describes as the capacity of the organization to maintain efficiency. Barnard presented a systematic framework and debated that organizational equilibrium is the human motivations that include in the decision to belong. Based on Barnard's Organizational Equilibrium Theory, people acquired cooperative system in order to fulfil and satisfied their needs. He further stated that, due to several forms of human limitation lead to dissatisfaction where needs and motive discontented, cooperative system is needed in order to overcome the limitations as well as to create extra satisfaction (Mano, 1994).

The structure of cooperative system according to Barnard is comprise of four subsystems which include a physical system, a personal system, a social system and the organization. The organization is the heart of the overall subsystems which the main purpose is to construct, convert and to exchange services in order to fulfil and satisfied the needs of the people inside the cooperative system. The effectiveness of the cooperative system is influence by the function of the organization and it will demolish if the individual leaving the organization and dismiss his or her

contribution to the organization due to the feeling of dissatisfaction is greater than value their received (Mano, 1994). According to Barnard (1938) as cited in Perez (2008) if the personal contribution is higher than the inducement, the individual will leave the organization and withdraw his or her contribution. He further stated that, balancing the burden and incentive and offer equitable inducement will increase the level of satisfaction which result in continuance.

On the other hand, Simon's theory of organization equilibrium added that people are willing to participate to the organizational events or activities and willing to accept organization membership if it benefits and helps them to achieve their personal goal either directly or indirectly. According to Theory of Organizational Equilibrium, ease of movement and desirability of movement are two main factors that been predicted could influence employees' equilibrium as well as determine job satisfaction which give greater impact on turnover intention. According to Holtom et al. (2008), by sustaining equilibrium between contribution and organizational inducement will overcome the problem of employees' turnover intention as theory of organizational equilibrium claimed that perceived desirability of movement and perceived ease of movement have influence on employee turnover.

## **2.3 Job Satisfaction**

### **2.3.1 Definition**

According to Tripathy and Sahoo (2018), job satisfaction is value received and feeling that someone has towards his or her present job. Satisfying emotional situation consequence from perception of the jobs fit their need and fulfilling one of the important job values (Locke, 1976). However according to Smith (1974) stated that the result from the employee's experience on job in related to his or her value such what they want or what they expect from it. Someone's levels of job satisfaction either extremally satisfied or extremely dissatisfied which is influence positively nor negatively on the job given (Tripathy & Sahoo, 2018). Hence, job satisfaction is the sources that could cause and influence many aspects of organizational life.

The combination of psychological aspect, physiological aspect and environment condition influence someone's satisfaction on their job cause them to say honestly that there are satisfied with their job (Hoppock, 1935). Job satisfaction is over the influence of many external factors that cause the feeling of satisfaction or dissatisfaction. According to Vroom (1964) job satisfaction best described as responsive direction on the individual concerning their work roles which they are currently employing. Furthermore, in defining the concept of job satisfaction his concentration is on the responsibility of employee in the organization.

According to Aziri (2011) job satisfaction is a feeling of someone which react from the feeling that appears towards the jobs as well their perception that job meets their psychological needs and physiological needs. On the other hand, according to George et al. (2008) as cited in (Tripathy & Sahoo, 2018) Job satisfaction consist of the compilation of attitude and believe towards their current jobs. People behaviours and attitude on job aspect depends on the surrounding such as the work condition, co-worker, supervisors as well as pay (George et al., 2008). However, according to

Aziri (2008) job satisfaction is considered as a feeling which reflection emerges from the results of the perceptions which allows the material and psychological needs to be achieved. According to Spector (1997) job satisfaction is a way people express their feeling toward their job whichever they like or dislike the job to certain degree where include numerous aspects on it. He further stated job satisfaction signifies a mixture between positive and negative feeling employees has concerning the job. Job satisfaction indicate someone's feeling and attitude about their job.

Job satisfaction intently related to individual's attitude and behaviour at workplaces (Davis et al. 1985). Additionally, Mullins (2005) describe job satisfaction as a complicated and complex ideas which is the outcomes may vary from one person to another. He also discovered job satisfaction commonly associated with motivation, but he later discovered that the relationship is not clear meanwhile he stated that satisfaction is very different from motivation. Nevertheless, job satisfaction is associated with the feeling of achievement either qualitative or quantitative which is more to someone's attitude and internal state (Mullins, 2005) Job satisfaction can be best described as positive feelings towards the jobs which reflect form the valuation of its characteristics (Robbins & Judge, 2009) .

Hence, they further stated that, someone who has greater level of job satisfaction carried a positive feeling while those who has lower satisfaction may carried negative feeling. These feeling may influence the employee's performance which also impact the overall outcome of the organization. Meanwhile, Leap and Crino (1993) describe job satisfaction as the employees' attitude towards the jobs, social, rewards received, physical aspects and organizational environment at were the work being performed. Aziri (2011), job satisfaction influence the efficiency and

effectiveness of business organization. He further stated that, employee whom satisfied is a happy employee which also reflect as successful employees. Nevertheless, the best indicator to enhance job satisfaction among the employees is to be considered while threat the basic need of human such personal desires, wants as well as needs. Furthermore, according to Armstrong (2006) as cited in (Tripathy & Sahoo,2018) job satisfaction are reflection of positive and favourable attitude such optimistic, confident concerning the job, however the unfavourable attitude and negative behaviour about the job is the sign of job dissatisfaction.

According to Francis and Milbourn (1980), they conclude the numerous explanations of job satisfaction where job satisfaction are results reflected on individual's perceptions on what is received and needed from various dimension of work conditions. They further stated that, when what employees received near to what their expect, the higher the job satisfaction. Nevertheless, according to Aziri (2011) the frequently refer to definition of job satisfaction are from Spector, which stated job satisfaction are positive reaction of people towards their present jobs and it can be influence through many aspects and to some extent show the behaviour of people either like or dislike the job. Work condition may emerge the feeling of job satisfaction and job dissatisfaction which effect overall performance. Job satisfaction signifies on the positive or negative feeling by the employees towards their jobs (Aziri, 2011) .

According to Kaliski (2007) job satisfaction plays important elements that leads to a feeling of completion, recognition, promotion, rewards, positive behaviours as well as achievement of other goals. Meanwhile, Davis et al.(1985) found job satisfaction



is directly correlated with someone's behaviour in the workplace. He also stated that, job satisfaction is reflection on the rewards received closely to what they expect. Employees who dismiss their relationship with the organization will bring along the needs, experience, desires as well as their expectation to the new organization (Aziri, 2011). According to Bakotić and Babić (2013), scientists indicate that job satisfaction has countless consequences towards organizational behaviour.

However, according to Daniels (2001), job satisfaction definitely influences other factors to produce different outcomes. Nevertheless, job satisfaction commonly associates with personal wellbeing as well as productivity which shows the sense of successfulness and accomplishment on the job (Aziri, 2011). According to (Statt as cited in Aziri, 2011) job satisfaction can be best described as fulfilment of intrinsic motivation which consists of rewards that employees receive out of their job.

Consequently, according to Bakotić and Babić (2013) job satisfaction is influenced by numerous characteristics such as salary, working conditions, co-workers, nature of the work, superiors, working hours and other factors. They further stated that, the issue of job satisfaction can appear from either an individual standpoint or an organization standpoint. It has been consistently confirmed by previous research that, no amount of money will interpret job satisfaction's level or motivation. The reasons why managers put countless efforts to satisfy employees' needs by enhancing other alternatives such as incentive programmes (Toloposky, 2000).

Understanding satisfaction of employees is important due to enhance the overall performance but that is not an easy task for managers to identify. Meanwhile, Cockburn and Haydn (2004) stated that in the workplace managers had difficulties to

verify employees experience on job satisfaction due to the highest problem such employees do not discuss or talk about how they feel on their job and do not admit that they might not happy with their job. As the above definition, job satisfaction described individual behaviour and attitude towards on jobs and it is the reflection form their perception on their present jobs which it beneficial for both individual and organization.

### **2.3.2 Importance of Job Satisfaction**

Job satisfaction crucial equally both employers and employees. The importance of job satisfaction significant to business organizational and industrial psychology since most of the studied found that job satisfaction influence the overall job performance, commitment, motivation, productivity as well as turnover. According to Clark (1998), employees' decision whether to stay to work to accept to withdraw or to stay is based on their personal evaluation towards their work which associated with job satisfaction. Previous studied found the impact of job satisfaction or dissatisfaction showed a sign of unsatisfied employees dismiss their relationship with the organization while satisfied employees are healthier and show positive behaviour.

Job satisfaction is important in any business environment, in any sector such retail, manufacturing, education as all members play crucial roles in ensuring the positive outcome from it. Job satisfaction may enhance the workers' productivity, effectiveness and efficiency, lower turnover intention, increase motivation as well as lesser absenteeism (Mottaz, 1985). Other factors that could influence job satisfaction among employees is Growth need strength. Study done by Sarkawi, Jaafar, Shamsuddin and Rahim (2017) found that growth need strength is the predictor to

strong internal motivation, which it is help the employee to act positively to any challenging and complicated situation appear regardless of personal life and satisfaction of the job. They further stated that, growth need strength is the vital aspect to develop high job satisfaction. It is also support by previous study done by Griffin (2004), employees who are satisfied demonstrate less job stress, absent less as well as contribute to positive outcome for the organization.

Nevertheless, employees who are satisfied show positive behaviour and more productive in delivering their task compared to dissatisfied employees show negative behaviour, less productive as well as higher intention to leave the organization (Sarker, Crossman & Chinmeteepituck, 2003). Additionally, employee satisfaction found to have a positive relationship with productivity (King, 1970). According to Agho, Price and Mueller (1992) satisfied employees show more commitment towards their job and reflect on the good image of the organization.

Furthermore, job satisfaction associated with positive work value, greater employee motivation, lower turnover intention, high job performance as well as reduce absenteeism (Ngo, 2009). According to Robbins (1996), when someone is happy and pleasure with their job may generate positive attitude and behaviour which influence personal life. Job satisfaction is not a new issue been discussed over the past decades and been subject of interest due to the impact of job satisfaction. Significantly, organization with greater level of performance consist of extremely satisfied, devoted, flexible and high stress tolerant employee than organization with less satisfied, less devoted, less flexible and low stress tolerant shown lower level of organization performance (Ostroff, 1992). Employer should enhance job satisfaction among workers in achieving organizational goals.

Hence, satisfied employee more productive, imaginative as well as loyal and committed to the organization. More importantly, satisfied worker have tendency to be retain with the organization for a longer period compared to dissatisfied employee which high propensity to leave (Sarkar et al. 2003). Employee satisfaction is positively associated with employee behaviour (Dawson, 2005). The level job satisfaction of employees are different depending on the perception, needs, desired of the employees as well as the types of work they faced on.

Satisfied employees generate positive behaviour and it may influence overall performance by providing excellent service to customer which also build customer satisfaction and enhance opportunity to organization stay longer in the arena. Nevertheless, dissatisfied employee may generate negative attitude that may jeopardize the image and performance of the organization. As the research finding shown that there are correlation between turnover intention, job satisfaction and organizational commitment.

### **2.3.3 Dimension of Job Satisfaction**

According to McCormick and Ilgen (1985) stated that picture of job satisfaction are very complicated and multifaceted and due to that matters, different dimension of job satisfaction identified. Job satisfaction dimension came from numerous characteristics of the job such as supervisors, co-worker, pay, reward, promotion opportunities (Ivancevich & Matteson, 2005; Toposky, 2000). Additionally, according to Wealleans (2003) dimension such as working condition, organization policies and procedures, fringe benefits as well as work group affiliation were found to be part of the five core dimensions. He further stated that, fringe benefits are

considered under working condition and pay which are also connected with job while work group affiliation dynamics are expected to be part of co-worker. The dimension presented by Locke (1976) are:

- a) Work itself
- b) Pay,
- c) Promotion,
- d) Working Condition
- e) Supervision and
- f) Co-worker

The core dimension of job satisfaction that seem to be consensus could determine and influence significantly the employee's job satisfaction which has been summarize and presented by Locke (1976) where it represent the facets related with job satisfaction. Moreover, the dimension presented by Locked need to put into critical consideration by the organization to sustain high level of job satisfaction.

### **The Work Itself**

Level of job satisfaction influence significantly by nature of work performance done by employees. According to Luthans (1992) employees satisfaction develop from task that are challenging or interesting as well as job can offers position. It is also supported by Landy (1989) which stated that employee's job satisfaction are usually derived from work exciting to employees in personally. In the same way, research done by Eby and Freeman (1999) suggest that rotation of work and variety of task could stimulate job satisfaction. Hence, according to Ting (1997) stated that, multiskills employees are found to be more satisfied with their jobs due to greater changes they received, and it is also found variety of skill has positive effect towards

job satisfaction indicating employees who has variety of skill are able to deliver their task more efficient as well as effective compared to employees who has lack of skills. According to Sharma and Bhaskar (1991), nature of work play vital role in defining the someone's experience on job satisfaction over job that been assigned by the organization.

The employees claimed to experience greater job satisfaction is when the task involves challenge, discretion and variety which employees can use and test their own abilities and skills to perform better. According to Khaleque and Choudhary (1984), study on manager in India found that the nature of works play important roles in determining their job satisfaction while manager at the bottom found to be focus on job security as the most prominent factors determine their job satisfaction. Work that give and provide opportunity to growth and to learn as well as stimulate task variety will experience greater job satisfaction due to greater chances to have more initiative for their work (Salisu et al. 2015) Furthermore, study found a strong relationship between work itself and job satisfaction it also found work it create job satisfaction also dissatisfaction (Oshagbemi, 1997 & 2000).

## **Pay**

Pay signified to sum of financial compensation that someone gains, and equitable compensation provided. Earnings along with remuneration is complicated and wide issues on job satisfaction. Pay not only can support the basic need of people but pay also indicators in satisfying the greater level of need of someone (Luthan,1998) Pay satisfaction and organizational performance is associated to pay level which can be explained as the impact of job satisfaction or job dissatisfaction towards the

differential outcomes of individual behaviour. Hence, personal characteristics of employees associated with pay level which came from the mixture of numerous benefits and pay level (Heneman, III & Schwab, 1985). According to two factor theory developed by Herzberg's (1966) the level of employee's job satisfaction reliant on pay, when pay a reasonable to employee, level of satisfaction might greater than previous. Perceived equity of pay indicate employee's consciousness towards payment requirement by company to be fulfilled. Monetary compensation are important variables in understanding and clarifying issue of job satisfaction (Voydanoff, 1980).

Nevertheless, the perspective of pay satisfaction and the actual pay level are the probability of inconsistency of perceive pay level in what amount should their received and believe they should be (William et al.2006; Lawler, 1991; Till & Karren, 2011; Heneman III & Schwab, 1985). Based on the study done by Taylor and West (1992) found level of pay have significant correlation with employees' job satisfaction but then discovered employees who work with government experience lower job satisfaction. Meanwhile, other study also suggested that employees should receive the fairness between task and pay, which pay may enhance the level of job satisfaction (Armstrong ,1993).

According to Johns (1992) one of the dimensions of job satisfaction is pay which refer to equality and amount of pay received by the employees. He further described that job satisfaction and pay have a positive relationship but to some extent, he also mention and notified that not everyone wish for money, others may accept and looking for less responsibility, less task, less working hours with lower pay.

Overtime is the employee's reflection on satisfaction, where pay is the desirable aspects for employees to enhance job satisfaction level (Herzberg, 1966). There are two kind of group of employees normally seen in most organization which one group of employees who are eager and enthusiastically to earn extra income by doing overtime and the other group who are eagerly evade overtime (John, 1992) This is showed that pay play important roles that can determine and enhance someone's satisfaction. Factors that can diminished overall job satisfaction is through the dimension of pay which it seem the lower the pay will lower job satisfaction, uncompetitive pay lead to dissatisfaction (Spector, 1997).

### **Promotion**

Several studied have proposed that job satisfaction has strong relationship promotion opportunity in organization (Pergamit & Veum,1999). According to Salisu et al. (2015) stated that public employee found to have high positive relationship between promotion opportunity and job satisfaction. It also supported by Bowen et al.(2008). Nevertheless, Keiner and Kinicki (2001) specify job satisfaction with promotion opportunities has significant relationship which reliant open what employees perceives as equity towards their employment such rewards.

Job satisfaction influence by factors such is more likely the aspect of promotion opportunities (Landy, 1989; Larwood, 1984; Moorhead & Griffen, 1992; Kinicki & Vecchio, 1994). According to Robbins (1998) promotion offer a good opportunity to growth, enhance social status as well as enhance responsibilities among employees. When people believe that their future in a good prediction, they tend to express their satisfaction experience into it. This indicator could change into greater chances for



career advancement in present employment but if they feel insufficient opportunities it will create dissatisfaction (Bull, 2005). On the other hand, MaComick and Ilgen (1985) also stated that promotion opportunities influence job satisfaction subjected to various aspect such opportunities to be promoted. Under some circumstances, employees will still stay in the same organization if they perceived desired to be promoted even if they feel that promotion policy as unfair.

Nevertheless, not all employees wish to be promoted due to several reasons which include greater responsibility as well as complicated task and considered themselves unprepared. Additionally, in organization there are two types of employees, one is more concerned regarding the promotions and the other less concerned. Being promoted is good but there are lot of factors that need to be considered such risk, high responsibility as well as their own capabilities to perform while for the individual whom do not willing to accept and unable to take the extra responsibility will less anxious with the fairness and opportunities will also impact job satisfaction (O'Malley, 2000). Meanwhile, promotion opportunities has significant positive correlation with job satisfaction which signifies as the collective predictor between job satisfaction, mental health community, family services as well as children welfare. These aspects associated with satisfaction (Staudt, 1997).

Promotion is one of the dimensions of job satisfaction which is refers to accessibility of opportunities with the purpose of enhancing career development although it not essentially connected with the ranked in the organization but contains chances to move and growth (George,2000; Cockburn & Haydn, 2004; Robbins et al, 2003). According to Toposky (2000), promotion opportunities is important contributor to job satisfaction as promotion hold values such self-respect. In order for promotion to

be valuable and fair for the rest of the organization, there are specific criteria need to be fulfilled such, the position offer must develop the needs for achievement, the promotion should make employees feel appreciated and recognized by organization as well as promotion prepared added responsibility and challenging that need to accept by employees (Johns ,1992;Vigoda-Gadot ,2003).

### **Working Condition**

According to Agbozo et al. (2017) stated that helpful and attractive work environment is significant to job satisfaction. They further stated that work environment have various assets that may affect both physical and mental wellbeing. In order to provide high quality of work, supportive work environment are needed critically in performing duties effectively and efficiently also make use of knowledge, competences of skills (Leshabari et al. 2008) The working condition also play crucial role in determining the job satisfaction of the employees which employees protest are usually associated with problem of working condition which either extremely good or extremely poor (Visser, 1990; Luthans, 1992; Vorster, 1992)

An addition, working condition is one of the factors that have moderate consequences on employees' job satisfaction, where people who work in friendly environment, clean, safe or spacious are found to have greater job satisfaction and comfortable in accomplish task while the opposite situation decrease job satisfaction and find it difficult to complete task (Luthans, 1992, 1998; Moorhead & Griffen, 1992). Work environment can be classified into three component which include physical work environment, psychological work environment and social work

environment (Agbozo et al. 2017). A good working environment determined by several characteristic which include equity and fairness they received, competitive wages, good relationship between workers, reasonable workload yet achievable goals, all these factors will make workstation more pleasurable with high level of satisfaction.

### **Supervision**

According to Robbins (2003), supervision is a presence of technical support as well as emotional support to teach and to guide employees in delivering their task. Some studied have purposed that supervision which include in dimension of job satisfaction could enhance employees job satisfaction as well as to encourage friendship, respect and mutual trust (Salisu et al. 2015). Meanwhile the relationship between employees and immediate supervisor is a phase on the way to employees' job satisfaction (Dupre and Day, 2007). Supervision is an indicator of employee's job satisfaction. When supervisor express their concern on wellbeing, feeling as well as contribution of his or her worker satisfaction of the employee could increase (McCormack et al. 2006). Some research findings indicate supervisor and subordinate has positive significant relationship which influence the overall job satisfaction. Hence, some research stated dissatisfaction with the supervision management is sign of job dissatisfaction.

Ting (1997) also stated the level of employees' job satisfaction could be high if supervisor offer supports and corporation with them implementing their task. According to Staudt (1997) found in general employee are probably more satisfied with their job, when they reported satisfaction to his or her supervisors. Contribute in

making decision will enhance higher level of employee's satisfaction, supervisors who give permission to employees to participate in the process of decision making may influence their jobs (Chieffo, 1991). In this dimension focus on the supervisor's capability to show some concern and interest about their employees (Lockburn & Terry, 2004). According to Herzberg (1966), this dimension is about the capability of competent supervisor to provide support and interest not only due to enhance job satisfaction but merely because to maintain the level of no dissatisfaction. Supervisors develop the series of taught , feeling and belief of employees towards their jobs. If supervisor do not act in this phase it will be a change of dissatisfied feeling appear by the employees (Carrell et al.1998; Dibble, 1999). Meanwhile, according to Ellison (1997), supervisors usually represent the organization and there is why subordinate perceived supervisor as organization. Hence, the feeling dissatisfaction towards superior could lead to dissatisfaction (Carrell et al. 1998; Dubinsky, 2004). As for that reasons, supervision is an indicator for employee's job satisfaction indicate higher their satisfaction towards the superior the higher satisfaction with the organization.

Additionally, it is very critical point for supervisor to play important role when the time of orientation. In order for the new employees perform and function well, supervisor are expected to supervise employees by providing all the necessary information. On the other hand, supervisor who are failed to listen and respond to employees' problem, unresponsive, insensitive, insensible, incompetent as well as unequal treatment by supervisors will have greater negative impacts on employees' job satisfaction(George, 2000). Supervision is one of the important dimensions that could influence job satisfaction as well as the organizational performance but there are plenty of negative feedback on issues associated with supervisory practice

(O'Malley, 2000; Smith, 1992; Warr, 1987). Anticipation of emotional, technical support, fair, helpful, competent as well as authorise source of information related to job by supervisor may enhance the job satisfaction among employees (Alexander, 2000).

### **Co-Worker**

Co-worker is dimensions of job satisfaction associated with relationship between employees and other employees which they are competent, supportive as well as friendly (Hakim, 1994; Johns, 1992). Workgroup normally drive to effectiveness and task become pleasurable. According to Luddy (2005), the result of positive relationship and friendship among employees related to enhancing job satisfaction, job involvement and organizational commitment, lower intention to leave. Hence, according to social network theory, encouragement, good relationship as well as understanding receive from co-workers are associated with job satisfaction (Bonache, 2005; Raabe & Beerhr, 2003 as cited in Salisu et al. 2015). Other researcher such Mowday and Sutton (1993), also suggested job satisfaction linked with the opportunities to communicate with peers regarding jobs.

The higher the level of relationship among employees the higher the level of job satisfaction (Wharton & Baron, 1991). In addition, appreciated and respected gain from co-worker influence the outcome of other individual which quality of relationship is essential to each employee. Therefore, supportive environment is needed for employees in order to improve their full potential as might as being satisfied (Ellison, 1997). Employees required responsive, easy going co-worker as well as good working environment in experience job satisfaction (Carrell et al, 1998;

Lemmer, 1996). According to Spector (1997) the need of affiliation in social relationship is found to be more important for lower level employees as their need more information as well as clear duties and boundaries. The propensity of others to helps other co-worker to delivered outstanding work possibly will affect the overall job satisfaction (Johns, 1992;Levine,1995;Reichheld,1996;Ellison,1997). Higher negative outcome on employees' job satisfaction are reportedly derived from lack of teamwork, interpersonal conflict, unhealthy relationship between co-worker as well conflict between supervisors and managers (Dubinsky, 2004).

### **2.3.4 Reference Theories explaining Job Satisfaction**

#### **2.3.4.1 Maslow's Hierarchy of Needs**

Abraham Maslow was a well-known psychologist that contributed importantly to the development and growth of human psychology (Aruma & Hanachor, 2017). Abraham Maslow proposed the human needs theory which is known as Maslow's hierarchy of needs. According to Robbins and Judge (2011) Need Hierarchy Theory is one of the popular theories of motivation which was develop by Abraham Maslow 1970. It is also supported by Sang and Chai (2012) stated that Need Hierarchy Theory is famous in motivational theories.

There are five level of needs, where the needs arrange from lower level needs which known as basic needs up to higher level needs which called self- actualization needs. The hierarchy of the needs theory by Maslow are arrange accordingly which include basic need such physiological, love and belongingness, safety, social-emotional, esteem, and intellectual according to Maslow, intellectual needs are not easy to fulfil

if the lower need are not met. The next level such as esteem needs and self-actualization become priority if the basic need such as feeling safe, sense of belonging are fulfilled and satisfied. According to Robbins and Judge (2011), the five levels of needs are:

**a) Physiological needs**

Physiological needs believed as important needs that must fulfil one's since it known as the physical necessities for human survival. Failed to meet the requirement will affect and ultimately fail the function of overall human body. The physiological needs include water, shelter, air, food, cloth and other physical needs.

**b) Safety Needs**

Safety needs deals with the security and survival form social disorder, chaotic condition, physical dangers as well as social disturbance in human situation (Aruma & Hanachor, 2017). When an individual's physiological needs comparatively satisfied, the second needs take place. When natural disaster, war, family violence, childhood abuse occur the physical safety is needed as people may experience stress disorder or posttraumatic from the danger situation. Job security, saving account, insurance policies, complaint procedures as well as disability accommodation is the safety needs required by people. Security needs and safety consist of financial and personal security, well-being, good health as well as insurance counter to accidents or illness.

**c) Love and belonging**

The third level is social affection that involved feelings and belongings. Absence within this human need may harmfully the individual ability to maintain and shape their emotion which the relationship in general include family, intimacy as well as friendship. Based on Maslow, acceptance between their social groups such as co-workers, clubs, religious groups, gangs, sport teams as well as professional organization and the sense of belonging are considered human need that should be fulfil. Other than that, human need love and be loved by both sexually and non-sexually. Social anxiety, depression, loneliness is the impact of lack social affection.

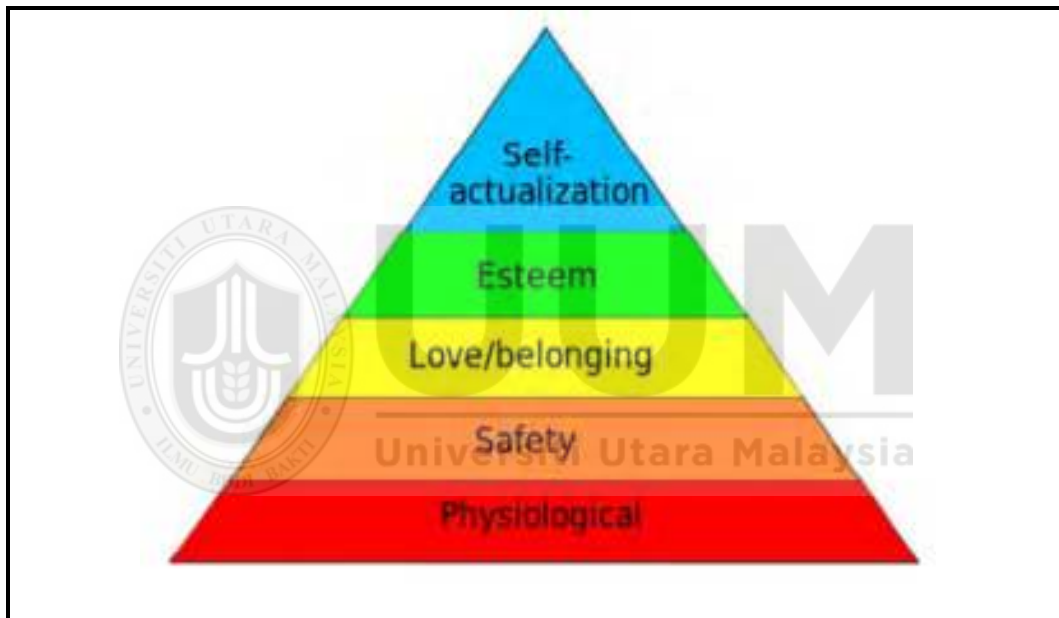
#### **d) Esteem**

Esteem is the fourth human need according to Maslow's theory. Esteem needs refers to human desired to be valued and to be accepted. People usually participate in professional group or interest to gain recognition which it give that individual sense of value or contribution. Every individual need to feel respected where it include internal factor such as self-esteem and self-respect. According to this theory, Maslow proposed two version of esteem, there are higher and lower version of self-esteem. Lower level of self-esteem frequently need respect from others which include recognition, status, attention, fame and prestige. However, higher version established itself for need of self-respect which include need for independence , self-confidence, strength as well as freedom. Absence of this human needs impact to inferior complex, helpless and weakness.

#### **e) Self-actualization**



Determination on what we are capable of where it consist of personal growth, personal achieving as well as personal potential and fulfilment. This level of needs mentions to what an individual's highest potential .In this level, Maslow mention explained as the desire to complete and achieved everything that individual can which perceived to be very specific. Maslow also stated that understanding this level of need the individual requirement not only accomplish the previous needs but master them.



**Figure 2.5**

*Maslow's Hierarchy of Needs*

Sources: Adapted from Abraham Maslow Father of Modern Management website (2012)

Theoretical of job satisfaction are contributed from various theories. Job satisfaction found to be associated with job performance, high level of employee motivation, positive work value as well as predictor to lower down the rate of turnover and absenteeism. When job and environment encounter the needs of individual, then it considered reach job satisfaction level(Maslow, 1954). Since job satisfaction is the important aspect that need to focus, important for managers alert with the level of

employee's job satisfaction in order to work organizable, effective, efficient as well as control and reduce dissatisfaction among employees (Spector, 2003). Individual who have high satisfaction of work determined by existent of problems that could influence and motivate the individual. According to Fumham (1992) stated that the concept of job satisfaction as well as motivation are frequently discussed together as it proven that there are significantly correlated with individual behaviour. The tendency to quit the organization could be lower if the organization offer and prepared the needs so that employees feel motivated and satisfied with their jobs. Thus, it is crucial to understand employees need as well as to identify satisfaction level and motivation among them as job satisfaction play important role to overall organizational performance, employees who perceived higher satisfaction and motivation tend to have lower intention to quit.

#### **2.3.4.2 Herzberg Two Factor Theory**

Herzberg's motivation-hygiene theory or also call the two-factor theory has been develop by Herzberg (1959). Hertzberg (1959) discovered motivation by proposing Two Factor Theory which consist of two groups such as Satisfier or motivators and the second group is Dissatisfies or known as hygiene. Positive feelings are usually related to job content which is motivators while negative feeling are related to job context which is hygiene factor ( Hong & Waheed, 2011). Achievement, recognition, advancement as well as responsibility are the satisfier or motivator whereas salary, supervision, interpersonal relationship are dissatisfaction or hygiene factors which it remove dissatisfaction (Herzberg, 1966 as cited in Hong & Waheed, 2011).

The Herzberg theory present the same framework form Maslow's hierarchy of need theory in which support the argument that employees' job satisfaction influence by

reward and recognition. The motivating or satisfier factors which is recognition are the reflection of self-esteem in Maslow's hierarchy theory. However, dissatisfier or hygiene factor which is physiological such salary reflex lower level need in Maslow's hierarchy theory. The motivator or motivators factor which accountable for motivating individual to perform better while the dissatisfier or hygiene factors are responsible in preventing the feeling of job satisfaction through expressing environment which is have lesser effect on job motivation (Armstrong, 1991). Intrinsic factors are motivators that has been recognized as the crucial factor determine motivation as well as job satisfaction (Furnham, Eracleous & Chamorro-Premizic, 2009). Nevertheless, motivators are categories as the intrinsic factors which includes self-growth and development, recognition, responsibility, advancement as well as personal achievement (Hertzberg, 2003 as cited in Robbins & Judge, 2011).

Meanwhile, Herzberg found that dissatisfaction is not the opposite of satisfaction and by removing the unpleasing or dissatisfying from job does not promise will make job satisfying. According to LaMotta (1995), the theory of organizational motivation will not work until the employees itself remove their dissatisfies. He further argued that, factor such as salary, working environment do not necessarily can motivate employees to some extent when these factors meet certain behaviour. Company policy, job security as well as interpersonal relationship are the other types of dissatisfier, or hygiene factors and employees will demotivate if these factors are not met appropriately. Herzberg's satisfier or motivator motivate employees to achieve the highest level of performance (LaMotta, 1995; Robbins, 1993; Schultz, 1982). Factors such nature of work, responsibility, opportunity of growth and personal

development, recognition as well as sense of achievement are the motivating factors that needed in shaping the employee's work behaviour.

According to Herzberg et al. (1959), argue that dissatisfied employees hardly to motivate until and except the employees given reward and recognition. He further stated that, organization must give attention to the dissatisfier or hygiene factors before offer or deal motivators factors in organization. Thus, motivators factors such recognition influence the intrinsic motivation of the employees while reward such salary are the hygiene factors that control the extrinsic motivation.

## **2.4 Organizational Commitment**

### **2.4.1 Definition**

The idea of the organizational commitment has been viewed by most of the researcher over a year as the important aspects which concerned with employees as well as organization (Al-Momami, 2017). Organizational commitment turn out to be multifaceted method ways to study the attitude of employees towards in achieving organizational aims along with membership's willingness (Meyer & Herscovitch, 2001). Organizational commitment is a spiritual and emotional state of the employees with organization which the central aim is to reduce the employee turnover as well as to lower the intention to quit (Allen & Meyer, 1990).

Nevertheless, finding of studies on effects of organizational commitment on productivity by Sumita (2004) discovered that the main objective of the organizational management is to increase efficiency and effectiveness of employees with greater productivity at the lower cost. Employees efficiency in doing task is

important because it could help to minimize mistake as well as minimum the cost. According to Elizur and Koslowsky (2001), explained organizational commitment as the trust and acceptance of employees towards the organizational goals and rules with intense to stay in the organization along with greater performance. On the other hand, according to Al- Momami (2017), the main significant concept of organizational commitment is factor related to continuity of the employees to serve quality work as efficient and effectiveness outcome as well as continuity to stay longer in the organization . According to Vigoda and Cohen (2003), organizational goals is the objectives and target need to achieve by the organization, however in organization there are more than the aims of organizational goals but there are also focusing on goal congruence which mainly focus on the unity of the goals as well as the employees' goal along with the organization goals. Thus, the act of employees depends on their personal goals which are also associate with organizational goals (Al-Momami, 2017).

Organizational commitment is a significant issue to be investigate due to the consequences for theory as well as practices (Emami et al. 2012). According to organizational commitment could contribute to valuable outcomes such as higher organizational citizenship behaviour, greater organizational support and higher motivation also lower the turnover outcomes (O'Reilly & Chatman, 1986) Further stated that, the word commitment consist of devotion, connection, attention to organization, feeling of sense of belonging as well as motivation, which commitment encourage individual's intention to stay and maintain their membership in the organization for a long time. The concept of organizational commitment consist of elements such needs, wishes and responsibilities which can be seen in the three components of organizational commitment (Meyer & Allen, 1991).

According to Mowday (1998), employees who have greater organizational commitment expected to stay longer in the organization, develop valuable relationship with other member in the organization as well as customer. He further stated that, employees who have better organizational commitment learn more effective and more efficient besides there have greater tolerant in changes. Additionally, according to Yusuf and Metiboba (2012), job commitment is psychological state that determined the association between employees and organization which resulted in decision to remain or leave the organization. Hence, organizational commitment has been observed as the constant behaviour of the employees which indicate the overall affective response to the entire organization.

#### **2.4.2 Types of Employee Commitment**

There are three essential organizational components there are affective commitment that correlate with positive experience such job satisfaction , other essential components is continuance commitment connected to the variable which signify the investment status such employment status while the other component is normative commitment. Consequently, employees who has strong sense of affective commitment will experience the overall job satisfaction which include intrinsic satisfaction and extrinsic satisfaction (Allen & Meyer, 1996). When employees are satisfied, they might not have feeling to withdraw from the organization and it also help to reduce the issue employee turnover.

According to Kang, Stewart and Kim (2011) found that there are positive relationship between employees who have high normative commitment with positive

behaviour such as performance, Organizational citizenship behaviour (OCB) as well as appearance in the workplace. According to Meyer et al. (1993) affective commitment along with normative commitment definitely associated with positive behaviour and negatively correlated with negative behaviour such as intention to leave, absenteeism as well as job neglect.

Continuance commitment also found to have negative relationship to intention to withdraw from organization which is not related to professional manner. Nevertheless, according Oludeyi (2015), when employees are devoted to the job and the organization because they “want to” and it involve the emotional state of the employees fall under the principle of affective commitment, hence, with continuance commitment employees committed to the job because they “have to” and it related to benefits and cost when leaving the organization and last component in organizational commitment is normative commitment is when the employees are committed to the job and organization because they “ought to” which also related to perceived obligation.

#### **2.4.2.1 Affective Commitment**

According Meyer and Allen (1997), the employee’s emotional state with reflect to association and participation in organization. Affective commitment has been found to be associated with positive work behaviour such as organizational citizenship behaviour (Meyer et al.2002). The important aspect in affective commitment is goal congruence which member’s intensity to relate his or her goals associated with the organizational goals (Aryee et al. 2005) It is to ensure that the satisfaction of the employees are fulfil along with the achievement of organizational goals. When there

are link between employees' goals with organizational goals, the possibility to get positive outcome a high. According to Al-Momami (2017), affective commitment connected with the desire of the employees to stay in the organization based on various reasons perceived by the employees themselves. Meyer and Allen (1991) indicate that affective commitment is the feeling of identification as a member of the organization as well as contribution to the organization. Affective commitment is about mechanism on how employees behave and think concerning their relationship with organization (Clugston, 2000 as cited in Tarigan & Ariani, 2015). Employees will react positively towards the organizational goals when they perceive high affective commitment. Nevertheless, affective commitment found to have a negative relationship with turnover cognitions and associated positively work-related behaviour (Al-Momami, 2017). According to Meyer, Allen and Smith (1993), stated that positive experience of work such job satisfaction as well as support and equality in perception could influence employee's affective commitment. They further indicate that, employees who have greater affective commitment will continuously work willingly and happy without hesitate, due to high sense of belonging.

Moreover, according to Cohen (1993), affective commitment refer to positive feeling which proud to be part of the organization as well as to perceived organizational goals. According to Tarigan and Ariani (2015) also supported that employees who have high affective commitment will stay longer in the organization due to their desirability to stay. Nevertheless, Shore and Tetrick (1991) indicate that when value of the employees and organization are comparable, it will create positive interaction among employees and organization and also reduce the intention to leave. Hence, affective commitment demonstrate the emotional connection which build by



employees with organization mainly through positive work experience (Oludeyi, 2015)

#### **2.4.2.2 Continuance Commitment**

Continuance commitment is mainly driven from assessment of the profit and losses or benefit and cost which is related to turnover, for this reason opportunity constraint will drive employee to remain in the organization (Momami,2017). The main principle of continuance commitment occurs is when there is a demand and needs to be achieved, alternative deficiency as well as cost related with withdrawal (Meyer et al.2002). He further stated that income insufficiency, incapability to transfer skills inclusive of education to different organization also the initial antecedents of continuance commitment. In addition, continuance commitment signifies the employee's awareness of the cost related when leaving the organization (Meyer et al.1993). The consequences of the transactions between employees and organization which related to benefits and cost are the factors that could influence continuance commitment ( Yang, 2008 as cited in Tarigan & Ariani, 2015). According to Nagar (2012), employees with greater continuance commitment hard to leave the organization due to concern of opportunity cost as well as inadequate alternate opportunities out of the organization.

Nevertheless, continuance commitment related to employees' experience within the organization and employee will stay and remain in the organization due to the inadequate job alternative or else not being accepted outside the organization also perceived cost when leaving (Tarigan & Ariani, 2015). Furthermore, continuance commitment is concern with the cost related when leaving the organization for

instance surrendering pension schemes or other allocation of profit (Ogaboh et al. 2010). According to Yusuf and Metiboba (2012), when economic and social cost higher than the benefits of leaving the organization, the employees will continue stay in the same organization, when economic cost such pension and social cost such relationship between co-worker incurred employee will stay in the same organization. While, according to Clugston (2000) employees with high continuance commitment will continued the membership in the organization due to the feeling of they need to and have to do. Hence, Employee will continue to stay in the same organization is when lack of alternative opportunity and perceived high cost related with leaving the organization then continuance commitment will take place (McMahon,2007).

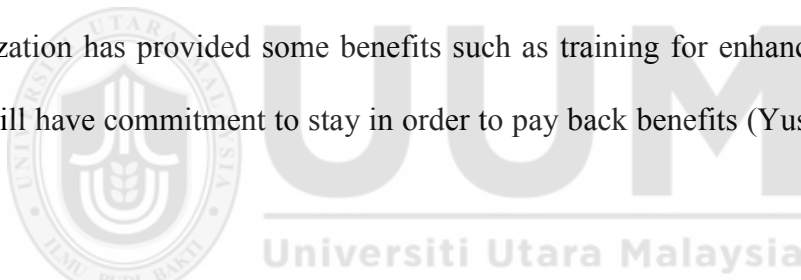
#### **2.4.2.3 Normative Commitment**

Normative commitment other component in organizational commitment derived from perceived obligation from employee's perspective (Oludeyi, 2015).The normative commitment happen is when someone feel appreciated and to maintain mutual benefits between organization and employees which it force them to be loyal and devoted with organization (Meyer & Allen, 1991). According to McMahon (2007), normative commitment may obtain from employees who receive rewards in advance for their actual works such as paying for their training fee to enhance their skills or other rewards such tuition fee being paid by the organization may have great impact to the employees which believe that staying in the organization will repay the advance reward.

However, according to Meyer and Allen (1997), normative commitment can be best described as employees feeling of moral obligation to persist their employment as the organization put effort by spending extra resources to groom and to enhance employee's skill. Due to that reason, sense of responsibility is high and influence employees to will stay and remain their membership in the organization while focusing to achieve its objectives. According to Momami (2017), normative commitment is different from other two model of organizational commitment which this model are more emotional and high sense of obligation to remain the membership of the organization. Normative commitment is when employees perceived themselves as indebted to the organization and force them to be loyal and put effort in achieving organizational objectives (Batt & Valcour, 2003).

On the other hand, high normative commitment among employees will lead to greater sense of responsibility to pay back benefits they received from the organization by putting more effort to struggle in achieving organizational goals (Meyer et al., 1993). Due to this reason, the level of intention to leave are lower. Normative commitment can be best described as a strong social that stress on the feeling of obligation of individuals (Yang,2008). Furthermore, normative commitment can be improved when employees feel owing a favour to the organization due to the time and resources invested to them. Employees with high normative commitment may have lower intention to quit the organization and high feeling obligation influence them to remain employed in organization for the reason that they feel that is the right thing to do by giving back to the organization (Tarigan & Ariani, 2015).

Nevertheless, in the normative commitment belief that obligation and sense of loyalty could motivate someone to stay and continue his or her membership within organization as they believe they have to do so (Clugston, 2000). According to Meyer and Allen (1997), the sense of responsibility as well as sense of loyalty based on the feeling owe to the organization will influence the normative commitment to happen on moral obligation that also impact the social practice of the employees. Someone who committed may do the right things and not focusing only things benefited to them, since they believe that the consequences of the action is morally right attitude which is consider to be critical norms which can derive someone to be loyal and remain at the same organization (Oludeyi, 2015). Normative commitment is related to employees' moral commitment towards their organization after the organization has provided some benefits such as training for enhancing employee's skill will have commitment to stay in order to pay back benefits (Yusuf & Metiboba, 2012).



## **2.5 Empirical Studies of Turnover Intention, Job Satisfaction and Organizational Commitment**

### **2.5.1 Empirical studies between Job Satisfaction and Turnover Intention**

Previous studied discovered that there is a negative relationship between job satisfaction and turnover intention (Waters et al.1976 & Hom et al. 1979) . Study done by Ali et al. (2018) also found the same finding with previous studies where job satisfaction has negative relationship with turnover intention. Consequently, employees who are motivated and have high satisfaction will have lower tendency to leave their organization. It can be considered through the expectation that job

satisfaction could be the important predictor to lower the employee intention to leave.

Saeed et al.(2014) discovered there is negative relationship between job satisfaction and turnover intention. Authors studied the relationship of turnover intention with organizational commitment, job satisfaction, , emotional intelligent job performance, leader member exchange and with 200 sample of employees were took in that survey.

Egan, Yang and Bartlett (2004) and Silverthorne (2004) found that job satisfaction has positive effect on employee productivity but has negatively correlated with turnover intention. There have been various studies on the relationship between job satisfaction and turnover intention but generally found in western studies but insufficient studies in Eastern context. Many western studies found that, there is a negative relationship between job satisfaction and turnover. In Malaysia context, study done by Tnay et al., (2013) found that the job satisfaction with the dimension of satisfaction with pay and supervisory support perceived low and negative relationship on employees' turnover intention. Nevertheless, previous study also found that there is negative relationship concerning job satisfaction and organizational commitment (Masri ,2009 & Ganesan , 2010) On the other hand, study done by Chin (2018) found that, there is no significant relationship between the factor of nature of work for job satisfaction and employee turnover intention but discovered career development has significant relationship with employee turnover intention.

### **2.5.2 Empirical Studies between Organizational Commitment and Turnover Intention**

Study done by Ali et al.(2018) found there is a negative relationship between organization commitment and turnover intention. The authors studied the relationship between job satisfaction, organizational commitment and turnover intention among the manufacturing sector of Pakistan with 178 respondents. On the other hand, study done by Al-Momami (2017) found there is a significant relationship between affective commitment, continuance commitment, normative commitment with turnover intention.

The author studied, the mediating effect of organizational commitment on the relationship between work life balance and intention to leave among working women in Jordan. Nevertheless, the study conducted by Tnay et al. (2013) is merely focused on the influences of job satisfaction and organizational commitment on turnover intention at the chosen organization. The study found that, there is no significant relationship between organizational commitment and turnover intention.

### **2.5.3 Empirical studies between Job Satisfaction, Organizational Commitment and Turnover Intention**

In Malaysia contexts, study done by Salleh et al.(2012) is to determines the levels of job satisfaction, organizational commitment and employees' turnover intention among retail employees. The study found that, they have average commitment level and moderate satisfaction with jobs among the respondent which significantly had greater intention to leave the organization. The study also found all job satisfaction

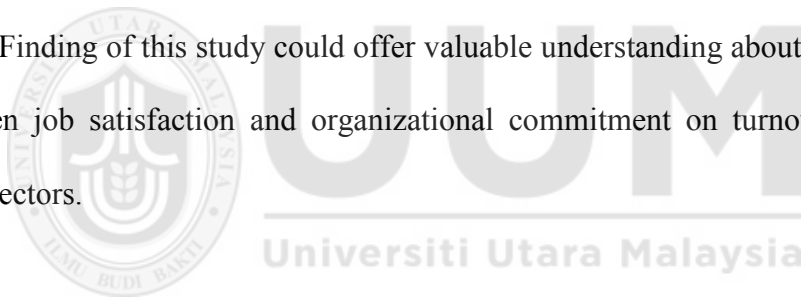
except for co-worker and organizational commitment were negatively significant to turnover intention. Tarigan and Ariani (2015) found that job satisfaction and organizational commitment showed negative and significant relationship towards turnover intention. Additionally, organizational commitment has found to be the greater predictor for turnover intention than job satisfaction. From the findings, it can be understood that, when someone perceived higher commitment may lead to lower turnover intention.



## **2.6 Summary**

The literature review is based on the research objective which were to establish whether there is a significant relationship between job satisfaction and turnover intention as well as to establish there is a significant relationship between organizational commitment and turnover intention. The literature review is based on

the variable of the study such as turnover intention which is the dependent variable and other variables are job satisfaction and organizational commitment. Findings from literature review discovered that there is a negative relationship between job satisfaction and turnover intention which it indicate that the higher job satisfaction will lower the tendency of leaving the organization. Some of the study found that organizational commitment also has direct negative impact on turnover intention and other study found that organizational commitment has no significant relationship. All that variable been discussed so many times and have different research finding due to the sample and as well as the location of the study. There also have several theories that lead to the satisfaction such as the Maslow's theory, the Two factors theory, the X and Y theory, all of this theory may relate to the problem solving of the issued study. Finding of this study could offer valuable understanding about the relationship between job satisfaction and organizational commitment on turnover intention in retail sectors.



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter explained more on the method used in this study which the main objective is to determine the relationship between job satisfaction and organizational commitment towards turnover intention. The quantitative research technique been

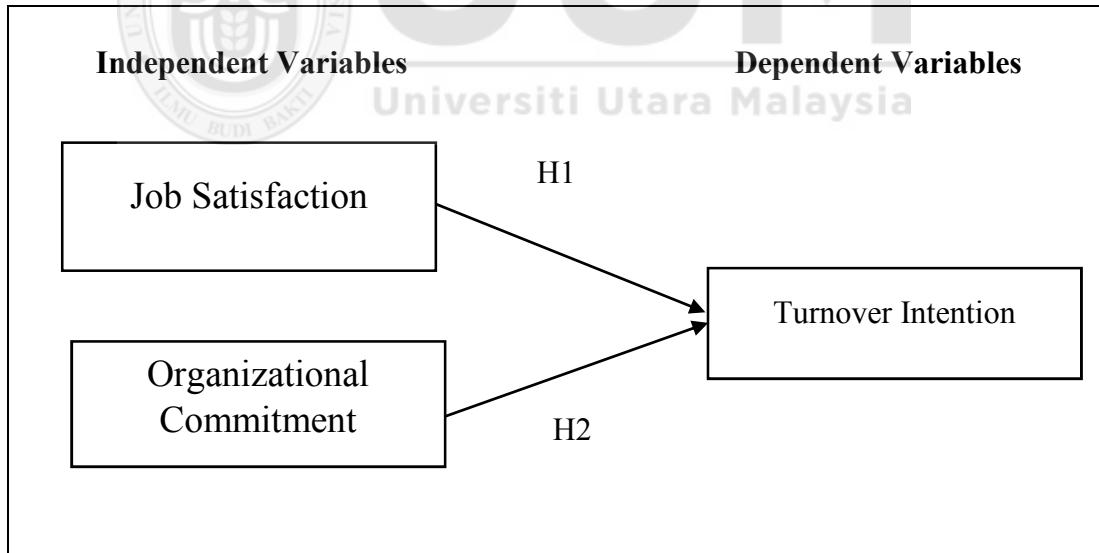


used in this study which to investigate the relationship among the variables. This chapter comprises of theoretical framework, hypotheses development, research design, operational definition, measurement of variable, data collection, sampling method as well as data analysis technique.

### 3.2 Theoretical Framework

**Figure 3.1**  
*Theoretical Framework*

The theoretical framework as shown in figure 3.1 above is to examine the relationship between Job Satisfaction, Organizational Commitment and Turnover Intention. The framework is divided into two parts which include dependent variable



is turnover intention and the independent variables which are job satisfaction and organizational commitment.

### 3.3 Hypotheses Development

The following hypotheses are developed based on the constructed theoretical framework. Hypotheses are formulated in order to comprehend the relationship between dependent variables and independent variable as well as to answer the research question in this study. The previous research findings are shown as the support for the formulated hypotheses. Kurniawaty, Ramly and Ramlawati (2019) conducted a study on the effect of job satisfaction on employee turnover intention and consequently found that job satisfaction has a negative and significant effect on turnover intention. Another study done by Keng, Nor and Ching (2018) further stated, lower job satisfaction enhances the intention to quit. Hence, based on the previous research findings, the hypothesis was formulated as below:

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

A number of previous studies had found that there are negative relationships between job satisfaction and turnover intention. Saeed et al. (2014) conducted a study on the relationship of turnover intention with job satisfaction. The study was conducted in Pakistan with a number of 200 respondents from upper and lower level employees, where the instrument for turnover intention was adapted from Dress and Shaw (2011) and Jeffery (2007) which consist of three items, while job satisfaction questionnaire was adapted from Blau (1987) and Susskind et al. (2000). The results indicate that there are negative relationships between job satisfaction and turnover intention. Other studies conducted by Ali et al. (2018) in examining the relationship between job satisfaction, organizational commitment and turnover intention among 178 respondents in the manufacturing sector of Pakistan. The instrument for job satisfaction was adapted from Rahman et al. (2012) which consist of eleven items

scale while the instrument for turnover intention comprise of three item scale purposed by Cammann et al. (1979).

The result of the study found that, there was a negative relationship between job satisfaction and turnover intention and showed that a motivated and very satisfied employees has lower intensity to leave their current work and organization. Therefore, based on the finding of previous research above, it can be concluded as there are negative relationship between job satisfaction and turnover intention. Thus, from the above conclusion it suggest to another hypothesis development which determine the relationship between organizational commitment on turnover intention.

H2: There are significant relationship between organizational commitment and turnover intention.

Study done by Ali et al. (2018) found that, there is a negative relationship between organization commitment and turnover intention. The authors studied the relationship between job satisfaction, organizational commitment and turnover intention among the manufacturing sector of Pakistan with 178 respondents. The instrument for organizational commitment was adapted from Allen and Meyer (1990) which consist of six-item scale. Additionally, study done by Momami (2017) found that, there is a significant relationship between continuance commitment , affective commitment, , normative commitment with turnover intention. The study was conducted in Jordon and the target population is 200 female employees working in KUAH. The survey instrument for organizational commitment in this study was adapted from Meyer et al. (1993) which consist of 18 item scale.

However, study conducted by Tnay et al., (2013) found that, there is no significant relationship between organizational commitment and turnover intention. In this study 100 questionnaires were distributed among management and non-management employees. The instrument for this study was adapted from Allen and Meyer (1990) and Porter et al. (1974) for organizational commitment section meanwhile the instrument for turnover intention was adapted from Michigan Organizational Assessment Questionnaire (Cammann et al. 1979) which consist of three item scale.

### **3.4 Research Design**

The purpose of this study is to examine the relationship between job satisfaction, organizational commitment and turnover intention which job satisfaction and organizational commitment as the independent variables while turnover intention is the dependent variable. This study applied quantitative research approach where data gathered from respondent using questionnaire which is include three different instruments with four section. Questionnaire was distributed among employees who work in retail sector particularly in Kota Kinabalu. All the information are collected through descriptive approach will later be examine using the Statistical for Package Social Science (SPSS) version 22.0.

### **3.5 Operational Definition**

Table 3.1 below showed the definition of Dependent variable, Independent Variable and measurement used in this study.

**Table 3.1**  
*Operational Definition of measured variables*

<b>Variable</b>	<b>Definition</b>	<b>Operation definition</b>
<b>Turnover Intention</b>	Turnover Intention is the propensity or intention of employees to withdraw voluntarily from their current jobs at their own choice (Zeffane, 1994 as cited in Kurniawaty et al. 2019)	3 item scale is adapted from Lam, Chen & Takeuchi (2009)
<b>Job Satisfaction</b>	Job satisfaction is set of feeling, beliefs and values that someone have towards their present job (Tripathy & Sahoo, 2018).	20 item scale adapted from Minnesota Satisfaction Questionnaire (MSQ) short version (Weiss et al. 1967)
<b>Organizational Commitment</b>	Organizational commitment is factor related to continuity of the employees to serve quality work as efficient and effectiveness outcome and continuity to stay in the organization (Momami, 2017).	20 items scale is adapted from Allen & Meyer (1990)

### 3.6 Measurement of variables

To conduct an outstanding research as well as to achieve the most reliable and accurate result, the details of procedures is needed. For the purposes of this study, the primary data was obtained via quantitative research method. The questionnaire was divided into four section with three instruments to study the variables in determining the relationship between job satisfaction, organizational commitment on turnover intention mainly focus on retail employees who particularly work in Kota Kinabalu, Sabah.

**Table 3.2**  
*Layout of the Questionnaire*

Section		Item
A	Demographic	8
	<ul style="list-style-type: none"> <li>▪ Gender</li> <li>▪ Marital Status</li> <li>▪ Age</li> <li>▪ Ethic Group</li> <li>▪ Educational Level</li> <li>▪ Length of services</li> <li>▪ Job Categories</li> </ul>	
B	Job Satisfaction	20
C	Organizational Commitment	20
D	Turnover Intention	3

Section A of the questionnaire consist of demographical background of the respondents. The questionnaire covers details such as gender, ethnicity, marital status, educational level, monthly income, length of service in the current company and also the job categories of the respondent. While section B, C and D of the questionnaire are the crucial part where the instrument were aimed to test related variables and the answer are collected using 4-point Likert scale type survey which (1) is strongly disagree to (4) is strongly agree. Section B of the questionnaire are aimed to measure the Independent variable which is Job Satisfaction among employees. Hence, section C of the questionnaire seek to measure the other independent variable which is Organizational Commitment. Nevertheless, section D of the questionnaire are aimed to measure the other dependent variable which is Turnover Intention among employees.

**Table 3.3**

### *Measurement Items*

<b>Variables</b>	<b>Total No. of Items</b>	<b>Scales</b>	<b>Sources</b>
Job satisfaction	20	4 Point Likert Scales (1-4)	MSQ Weiss et al. (1967)
Organizational Commitment	20	4 Point Likert Scales (1-4)	Allen & Meyer (1990)
Turnover Intention	3	4 Point Likert Scales (1-4)	Lam, Chen & Takeuchi (2009)

#### **3.6.1 Turnover Intention**

Table 3.3 above showed that, the measurement used to measure turnover intention was adapted from Lam, Chen and Takeuchi (2009) which consist of 3 items and were modified to suit the objective of this study Four-point Likert scale ranging from 1=Very Dissatisfied, 2=Dissatisfied, 3=Satisfied and 4=Very Satisfied are used in the questionnaire.

#### **3.6.2 Job satisfaction**

Table 3.3 above showed that the job satisfaction variable was measured using the Minnesota Questionnaire Survey (MQS) short version develop by Weiss et al.,1967 and comprise of 20 items which indicate 12 items focused on intrinsic and another 8 items focused on extrinsic. This scale has been extensively used in literature known as the constant instrument to measure job satisfaction with outstanding coefficient alpha between 0.77 to 0.90 (Jewell et al. 1990). Four-point Likert scale ranging from

1=Very Dissatisfied, 2=Dissatisfied, 3=Satisfied and 4=Very Satisfied are used in the questionnaire.

### **3.6.3 Organizational Commitment**

Table 3.3 above showed that Organizational Commitment was measured using by 20 items scales develop by Allen and Meyer (1990). There are three components in organizational commitment, the questionnaire will answer all of the three components consist of affective commitment ( 7 items), continuance commitment (7 items) and normative commitment (6 items). Four-point Likert scale ranging from 1=Very Dissatisfied, 2=Dissatisfied, 3=Satisfied and 4=Very Satisfied are used in the questionnaire.

### **3.7 Data Collection**

In this study, the primary data was collected using structured questionnaire which comprised of 43 items. The questionnaire was distributed to respondent who work in retail sector around Kota Kinabalu. Other than primary data, a secondary data was gathered through past literature review that correlated with the independent variable as well dependent variable in order to expand the knowledge and understanding on turnover intention, job satisfaction as well as organizational commitment.

### **3.8 Sampling Method**

A study of the whole population is needed in order to conduct a meaningful research and to obtain the most accurate and reliable result for the study. However, due time and financial constraint as well as limited resources available it is impracticable for the researcher to conduct the study among the whole population. This study used



non- probability sampling technique which is known as convenience sampling. The questionnaire was given conveniently to the respective respondent from retail sector in Kota Kinabalu Sabah. The researcher chooses the industry based on availability of data and resources as well as accessibility to conduct the research.

### **3.9 Pilot Study**

A pilot test was conducted for this study to check the goodness of measure. A 30 respondents were selected to participate in this pilot test in order to test effectiveness of the instrument used. A set of 30 questions were conveniently distributed among workers who work in Varsity Mall to carried out a pilot study.

The purpose of the pilot study is to get respond on the simplicity and understanding of the instrument and be able to catch and erase faulty items based on the feedback given by the respondent. The final questionnaire that had been corrected contain of 43 questions, 7 question are form demographic profile, 20 question for job satisfaction and 20 question for organizational commitment. The Cronbach's Alpha Coefficient been used to test the reliability of the instruments used. The preferably the Cronbach's Alpha coefficient should be above 7 (Nunally, 1978)

### **3.10 Data Collection Procedures**

According to Sekaran and Bougie (2013), the procedure of the primary data collection will be used in order to get the information needed where the data will be gathered by distributing a self-administered questionnaire to the respondent of the study. In this study, a copy of 300 questionnaires was distributed to the respective

respondent. The respondent of this study are the employees who work in retail sector within the area of Kota Kinabalu, Sabah. The copy of 60 questionnaires was distributed in two different shopping malls in one day. Researcher walked in into retail store to distribute the questionnaire and took five conservative day in order to fully allocate the questionnaire to reach respondent.

Researcher asked permission to them to fill up the questionnaire. Due to company policies and privacy, some of the respondent are unwilling to give their cooperation but later they decided to give full cooperation after listen to the explanation given by researcher where the result of this study will not be used in other purposes except for academic purpose. The questionnaire was left at the store just to give time for the employees to fill up the questionnaire, but the questionnaire were collected in the same day.

The questionnaire was sorting out by the researcher since not all of the questionnaire are useable. Out of 300 questionnaires allocated, only 291 respondents are agreed to answer and give back the questionnaires but yet only 227 questionnaires were completed and useable. All data captured then had been entered in SPSS software. The researchers used SPSS version 22.0 to analyzed and interpreted for the final result of the study.

### **3.11 Data Analysis Technique**

The software used was SPSS 22.0 due to its effortlessness of use and simplify of output. Only appropriate and complete questionnaire was to be used. After the sorting of the data was completed, coding of the data was done in the statistical

software. The data gathered was analyzed using mean which was a measure of central tendency. The Cronbach's Alpha Coefficient been used to test the reliability and validity of the instruments used it is to ensure the consistency of the measurement without error and bias. In this study, the researcher used data analysis techniques included frequency, percentage standard deviation. The study also adopted multiple linear regression and Pearson correlation analysis to create the relationship between variables of interest.

### **3.11.1 Reliability Test**

Generally, Cronbach's alpha is a statistic cited by authors to validate that tests and scales that have been constructed or adopted to fit the research projects (Taber, 2016). According to Sekaran (2006), the result from Cronbach's alpha is the highly accepted reliability test tools applied by most researcher. The closer Cronbach's Alpha to 1.0, the higher the reliability and if the Cronbach's Alpha far from 1.0 indicate lower internal consistency (Cronbach, 1946). In this study, Cronbach's Alpha for all of the variable are more than 0.7 which are acceptable.

### **3.11.2 Pearson Correlation**

Pearson Correlation analysis used to determine the significant relationship between the relationship among the two variables which were measure at an interval or ratio level. Davies (1971) proposed a scale model in order to explain the relationship among the variable. The scale model are shown below:

**Table 3.4**  
*Coefficient Correlation Interpretation*

<b>Coefficient Correlation (r)</b>	<b>Interpretation</b>
0.01-0.09	Very low relationship
0.10-0.29	Low relationship
0.30-0.49	Moderate relationship
0.50-0.69	Strong relationship
> 0.7	Very strong relationship

Sources: Adapted from Davies (1971)

Table 3.4 above showed the interpretation of coefficient correlation. In this study, in order to determine the relationship between job satisfaction and turnover intention as well as to determine the relationship between organizational commitment with turnover intention are by using coefficient correlation analysis.

### **3.11.3 Multiple Regression**

Multiple regression analysis is conducted to investigate which among of the descriptive factor influence the most to turnover intention. Multiple regression analysis to determine which among the three dimension of organizational commitment variable explaining the most crucial relationship between organization commitment and turnover intention among employees.

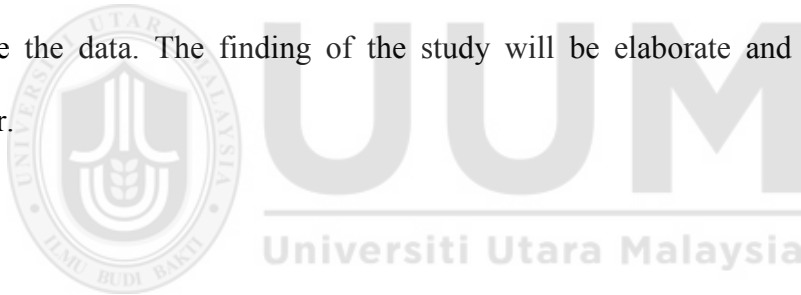
### **3.11.4 Descriptive Data Analysis**

Meanwhile, the descriptive statistics was used in this study in order to get the frequency, mean and standard deviations. There are seven demographic variables were constructed in this study which include gender, marital status, age, ethnic

group, educational level, monthly income, length of services as well as job categories.

### **3.12 Summary**

This chapter explained the overall process on how the studied being carried out. The areas discuss on this chapter is related to the subject of methodology including theoretical framework, the development of hypotheses, research design, instrumentation, data collection procedure and techniques as well as data analysis. The study used quantitative data to examine the hypotheses in order to answer research question for the study. The result of the pilot test indicate reliability and effectiveness of the questionnaire. SPSS 22.0 has been used to calculated and analyze the data. The finding of the study will be elaborate and discuss in next chapter.



## **CHAPTER FOUR**

### **FINDINGS AND ANALYSIS OF RESEARCH**

#### **4.1 Introduction**

This chapter is focus on the findings and analysis of the research. The data were gathered are through survey questionnaire. Descriptive analysis, frequency analysis, reliability analysis, multiple regression are used in this study in order to examine the relationship between independent variable and independent variable. Data gather were analyze using SPSS 22.0 version.

#### **4.2 Demographic Profile**

Table 4.1 below shows that, out of 227 respondents participated in the survey, 181 or 79.7 % are female and the rest of the respondent are male which constitutes to 20.3% of the respondents. The majority of the respondent appears to be female. 82.8% or 188 of the respondents who are single, and 17.2% or 39 respondents are married. It is shows that, majority of the respondents who work in various retail sectors are single. For distribution of age, out of the 227 respondents, 128 or 56.4% are from group of 25-29 followed by 45 or 19.8% which are in group 30-34, below 25 constitute 44 or 19.4% and only 10 or 4.4% of the respondent are in the group of 35 years and above.

Majority of the respondents are from Bumiputera Sabah or Sarawak with 147 or 64.8%, followed by Chinese with 55 or 24.2% of the respondents and out of 227 respondents only 25 or 11% are Malay. From the result of demographic profile, majority of the respondents who work in retail are from Bumiputera Sabah or Sarawak because the survey was conducted in Kota Kinabalu, Sabah. Nevertheless, most of respondents participated in the survey has a STPM or Diploma qualification with 105 or 46.3%, followed by 73 or 32.2% respondents with SPM and the others has bachelor's degree with percentage of 21.6%. Monthly income for most of the respondents who participated in the survey is 96.5% or 219 are from RM1000-2999 and the rest are 3.5% are from RM3000-4999.

Hence, based on the demographic profile, majority of the respondents appears to have stayed in the current company from 1 to 5 years with 169 or 74.4 %, followed by less than one year with 44 or 19.4 %, 5-10 years with only 8 or 3.5% and only 6 or 2.6% of the respondents has stayed in the current company more than 10 years. For the job categories, out of 227 respondents who participated in the survey is non-executive with 118 or 52%, followed by supervisor with 101 or 44.5%, 4 or 1.8% both from executive and manager.

**Table 4.1**  
*Demographic profile*

Demographic Characteristic		Frequency (f)	Percentage (%)
<b>Gender</b>	Male	46	20.3
	Female	181	79.7
<b>Marital Status</b>	Single	188	82.8
	married	39	17.2

<b>Age</b>	Below 25	44	19.4
	25-29 years	128	56.4
	30-34 years	45	19.8
	35 years and above	10	4.4
<b>Ethnic group</b>	Malay	25	11.0
	Chinese	55	24.2
	Bumiputera Sabah / Sarawak	147	64.8
<b>Educational Level</b>	SPM	73	32.2
	STPM/ Diploma	105	46.3
	Bachelor's Degree	49	21.6
<b>Monthly Income</b>	RM 1000-2999	219	96.5
	RM 3000-4999	8	3.5
<b>Length of service</b>	Less than 1 year	44	19.4
	1-5 years	169	74.4
	5-10 years	8	3.5
	10 years and above	6	2.6
<b>Job Categories</b>	Non- Executive	118	52
	Executive	4	1.8
	Supervisor	101	44.5
	Manager	4	1.8

### 4.3 Reliability Analysis

Reliability analysis are used to find the internal reliability. Below are the reliability analysis for the independent variable such job satisfaction dan organizational commitment as we all the dependent variable such turnover intention. the coefficient Cronbach alpha were scale from .811 up to .985 respectively. Below are the tables of the Cronbach alpha analysis using SPSS instrument in order to check the reliability of the variable. According to Robinson, Shaver and Wrightsman (1991), the minimum valued to be accepted is .60 and if the value are less than that considered not reliable.

**Table 4.2**



### *Internal consistency Reliabilities of Study Variables*

<b>Variable</b>	<b>Number of Items</b>	<b>Cronbach's Alpha</b>
Turnover Intention	3	.811
Job Satisfaction	20	.985
Organizational Commitment	20	.984

Table 4.2 above is the Cronbach's alpha analysis for the variable used in this study. The dependent variable in this study is turnover intention which .811 include 3 items followed by the independent variable job satisfaction with Cronbach's alpha .985 and other variable know as organizational commitment with the Cronbach's alpha of .984. consist of 20 items, all of the variable used in this study are reliable which score scale of Cronbach's alpha more than .60. it is also indicated that, all the items included in this study are positively correlated and the variable used are reliable.

#### **4.4 Descriptive Analysis**

Standard deviation is the measure of scattering, which provide the index of variability. According to Sekaran and Bougie, 2010, the mean is in the result indicate central tendency. Standard deviation and means are the common items in descriptive analysis using ration and interval scale. Table 4.2 below presented the standard deviation as well the means of the variable and four-point likert scale used in this study.

**Table 4.3**

<b>Variable</b>	<b>Mean</b>	<b>Standard Deviation</b>
Turnover Intention	2.41	.695
Job satisfaction	2.64	.654

Organizational Commitment	2.65	.640	<i>Descriptive</i>
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*Statistic of the Latent Variables*

Table 4.3 above indicate the value of mean and standard deviation for every each of the latent variable. The mean for turnover intention as the dependent variable are 2.41 with .695 standard deviation. Followed by the other variable such as job satisfaction with 2.64 mean and .654 standard deviation. Furthermore, organizational commitment is 2.65 with standard deviation of .640.

## 4.5 Findings

### 4.5.1 Correlation Analysis

The correlation analysis is aimed to determine the relationship and correlation between the variables which known as dependent variable and independent variable. In correlation analysis, the correlation test indicate the strength association between the participated variable. The mean of Pearson's Product Moments is the method used in calculating the intercorrelation coefficient ( $r$ ). The variables with high correlation will range from ( $r$ ) 0.50 to 1.00, ( $r$ ) ranging from 0.30 to 0.49 between the participating variable are considered to have moderate degree of correlation and if the ( $r$ ) ranging from 0.10 to 0.29 may be observed as a low degree of correlation

between the participating variables (Cohen, 1988). Table 4.4 below showed the result of correlation between study variables.

**Table 4.4**  
*Pearson's Correlation Coefficients of the Study Variables*

	<b>Organizational Commitment</b>	<b>Job Satisfaction</b>	<b>Turnover Intention</b>
<b>Job Satisfaction</b>			
Pearson Correlation	1	.934**	-.734**
Sig. (2-tailed)		.000	.000
N	227	227	227
<b>Organizational Commitment</b>			
Pearson Correlation		1	-.849**
Sig. (2-tailed)			.000
N			227

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

Table 4.4 above showed the Pearson's Correlation Coefficient analysis between variable. The dependent variable is turnover intention and the independent variables include job satisfaction and organizational commitment. Based on the table of correlation analysis, the degree of significant level of each independent variable in relationship with dependent variable is -0.734 for job satisfaction and -0.849 for organizational commitment. It is indicated that, Job Satisfaction has high, negative and significant relationship with turnover intention ( $r = -0.734, p < 0.01$ ). For the organizational commitment, based on the result presented above showed that organization also has high, negative and significant relationship with turnover intention ( $r = -0.849, p < 0.01$ ).

#### 4.5.2 Multiple regression Analysis

**Table 4.5**

### *Multiple regression Analysis*

<b>Variables</b>	<b>Dependent Variable Usage – Turnover Intention (Beta Standardization)</b>	<b>Sig</b>
Job Satisfaction	.471	.000
Organizational Commitment	-1.290	.000
<hr/>		
F value	335.617	
R Square	.750	
Adjusted R Square	.748	

The result of the analysis in table 4.5 revealed  $R^2$  value of .750 which indicate that the independent variable in this study have explained 75.0% variance in the dependent variables and has strong predictive power. At the beginning, hypothesis 1 presumes that job satisfaction has significant relationship to turnover intention among retail employees. The result showed in table 4.5 a high significant relationship between turnover intention and job satisfaction ( $R^2=0.750$ ,  $p<0.05$ ), hence the H1 is supported.

Followed by the hypothesis 2 believe that organizational commitment has significant relationship on turnover intention. As indicate in table 4.5 show there is a significant relationship between turnover intention and organizational commitment ( $R^2 =0.750$   $p<0.05$ ), hence the H2 is supported.

**Table 4.6**  
*Summary of Hypothesis Analysis*

<b>Hypotheses Statement</b>	<b>Hypothesis</b>	<b>Results</b>
There is a significant relationship between job satisfaction and turnover intention	H1	Accepted
There is a significant relationship between organizational commitment and turnover intention.	H2	Accepted

## **4.6 Summary**

Finding of the study been reported in this chapter, where the main objective is to determine the relationship between turnover intention and job satisfaction as well as organizational commitment. The researcher has established two hypotheses and all of the hypotheses were accepted. Correlation analysis and multiple regression analysis been used to examined and answer the research question. Thus, turnover intention have significant relationship with job satisfaction and organizational commitment.



## **CHAPTER FIVE DISCUSSION**

### **5.1 Introduction**

This is the final chapter of the overall study that will discuss the result and findings in detail. It begins with the summary of the research, followed by the discussion on dependent variable and independent variable of the study: the turnover intention, job satisfaction, organizational commitment and the relationship among the variables, research implication and research limitation as well as the recommendation and suggestion for future study are also presented in this chapter.

## 5.2 Research Summary

This study has examined the relationship between job satisfaction, organizational commitment and turnover intention among retail employee in Kota Kinabalu, Sabah. The researcher choose the sector due to the availability of data and resources as well as the accessibility to conduct the research. Before reached the final stage , Cronbach's Alpha were run to test the reliability and consistency in the measurement used. This study aim to answer the following objectives: To examine whether job satisfaction have relationship with turnover intention among retail employees and To examine the relationship between organizational commitment and turnover intention. The proposed hypotheses is based on this research objective and findings of the study showed that all of the hypotheses were accepted. There are several analyses being conducted by the researcher in order to answer the research question as well as the proposed hypotheses. Reliability test on the variables studied were conducted using Cronbach's Alpha. The result from the reliability test showed that turnover intention accounted at 0.811, job satisfaction accounted at 0.985 and organizational commitment accounted at 0.984. the reliability test were conducted to check the internal consistency and found all of the studied variables have outstanding value. A pilot study conducted by the researcher to test the reliability of each item. Each of items consist in questionnaire being tested in order to check the reliability of each item using a pilot test. Based on the pilot study showed all of the variable counted at the outstanding values and been used to conduct actual study.

Questionnaire is the main instrument used by the researcher to obtain data. The questionnaire was distributed to retail employees from numerous retail store in Kota

Kinabalu, Sabah. All of the variables were operationalized using questionnaire. As for this questionnaire was constructed in order to answer the research question as well as to support the proposed hypothesis. The questionnaire contained of three types measurement include Minnesota Satisfaction Questionnaire (MSQ) to measure employees job satisfaction. Organizational commitment questionnaire consist of 20 items to measure the employee commitment towards the organization as well as 3 items to measure the intention to leave by the employees.

Descriptive analysis also carry out in this study to analysis the profile of the respondent. Gender, marital status, age, educational background, ethnic group, monthly income, length of services as well as job categories were stated in the questionnaire and the frequencies, mean and standard deviation were portrayed. In order to measure the significant relationship, the correlation analysis was conducted. The findings indicate that, all the variables are significant correlated. Later, multiple regression analysis were conducted to analyze the proposed hypotheses. All of the develop hypotheses were accepted which H1 was supported and accepted when there are significant between job satisfaction and turnover intention. Nevertheless, H2 also supported by the finding when there are significant negative correlation between organizational commitment and turnover intention.

### **5.3 Discussion**

The discussion on three proposed hypotheses in this study are below:

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

A number of a previous studied had found that, there are negative relationship between job satisfaction and turnover intention. Study done by Saeed et. al (2014) discovered that, there is negative relationship between job satisfaction and turnover intention. The study was conducted in Pakistan with a number of 200 respondent from upper and lower level employees, where the instrument for turnover intention was adapted from Dress and Shaw (2011) and Jeffery (2007) which consist of three items, while job satisfaction questionnaire was adapted form Blau (1987) and Susskind et al. (2000). The result indicate that there are negative relationship between job satisfaction and turnover intention. Study conducted by Ali et al. (2018) in examining the relationship between job satisfaction, organizational commitment and turnover intention among 178 respondents in manufacturing sector of Pakistan. The instrument for job satisfaction was adapted from Rahman et at. (2012) which consist of eleven item scale while the instrument for turnover intention comprise of three item scale purposed by Cammann et al. (1979). In the studies conducted by Griffeth et al, (2000), Kinicki et al. (2002), Price (2001), there was a negative relationship between job satisfaction and turnover intention. Studies conducted in the eastern context by previous study also found that there is negative relationship concerning job satisfaction and organizational commitment (Masri ,2009 & Ganesan , 2010) . Therefore, the finding of this study was supported by the empirical studies. The result of the study found that, there was a negative relationship between job satisfaction and turnover intention and showed that a motivated and very satisfied employees has lower intensity to leave their current work and organization. Therefore, based on the finding of previous research above, it can be concluded as there are negative relationship between job satisfaction and turnover intention. Thus, from the above conclusion it suggest to another hypothesis development which



determine the relationship between organizational commitment on turnover intention. There are many several studies conducted particularly in the western culture.

**Hypothesis 2:** There is a significant relationship between organizational commitment and turnover intention.

Study done by Ali et al., (2018) found that, there is a negative relationship between organization commitment and turnover intention. The authors studied the relationship between job satisfaction, organizational commitment and turnover intention among the manufacturing sector of Pakistan with 178 respondents. The instrument for organizational commitment was adapted from Allen and Meyer (1990) which consist of six-item scale. Additionally, study done by Al-Momami (2017) found that, there is a significant relationship between affective commitment, continuance commitment, normative commitment with turnover intention.

The study was conducted in Jordon and the target population is 200 female employees working in KUAH. The survey instrument for organizational commitment in this study was adapted from Meyer et al. (1993) which consist of 18 item scale. However, study conducted by Tnay et al., (2013) found that, there is no significant relationship between organizational commitment and turnover intention. in this study 100 questionnaires was distributed among management and non-management employees. The instrument for this study was adapted from Allen and Meyer (1990) and Porter et al. (1974) for organizational commitment section meanwhile the instrument for turnover intention was adapted from Michigan Organizational Assessment Questionnaire ( Cammann et al. (1979) which consist of three item scale.

#### **5.4 Research Implication**

### **5.4.1 Theoretical Implication**

The finding of this study provided both practical and theoretical implication. The meaningful contribution of this study is the understanding on the relationship between job satisfaction and turnover intention as well as organizational commitment and turnover intention among employees. Retaining a skilful employee is crucial for the organization to enhance the productivity as well as to performed better. The issue of turnover intention is no longer a new issue but the give tremendous impact for the whole organization. almost all the finding done by the previous research found the impact of job satisfaction towards someone intention to leave.



### **5.4.2 Practical Implication**

Finding and result of this research contribute to not only for academicians but also the whole population. The result also indicate negative relationship between job satisfaction and turnover intention. Organizational commitment has also negative relationship with turnover intention. It can be best understood as employees who has higher satisfaction on their job will have lower tendency to leave the organization. Same goes to organizational commitment, the higher the commitment the lower the intention to quit. Manager has to ensure the right employee to stay in the organization by motivate them to performance better.

### **5.5 Research Limitation**

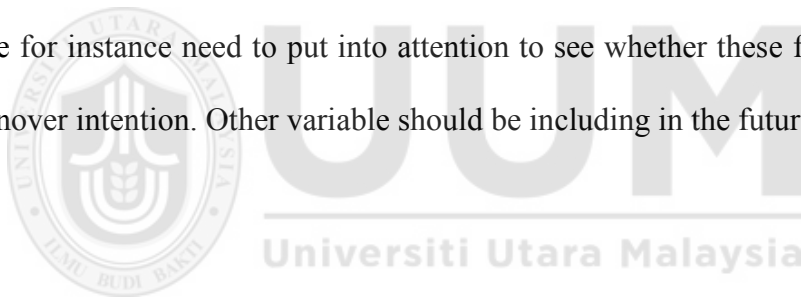
The most important aspect to be considered is time. Time constraint is one of the issues that researchers face as the most challenging is mentally and physically affected. The time given to finish the whole thesis is limited. Time consumed in obtaining data, research took five days to fully distribute all the questionnaires. The cost related to conducting this study also includes the limitation by the researcher. Questionnaires were distributed in different areas, therefore the transportation cost was incurred. The researcher had to allocate the questionnaires to the respondents over five days in a row.

This study focused only on the retail industry specifically in Kota Kinabalu, Sabah. The sample for this study may limit the ability to generalize this research to the whole population of the retail industry. Thus, this study only focuses on selected backgrounds of the companies. Nevertheless, the results of this study are appropriate and able to measure the relationship between job satisfaction and organizational commitment on employees' turnover intentions. Furthermore, most of the sources of the literature focus more on the western country concept that might contradict or be unsuitable to the eastern concept, resulting in different findings from past research. The research instruments were also adapted and modified from previous research, which is from western journals, where the researcher developed the tools based on the culture and context of them. This could also be the reason for the opposite results in measuring the items here in an eastern country.

## **5.6 Recommendation for Future Research**

The study only conducted in retail sectors specifically in Kota Kinabalu, Sabah. The finding of the research might vary to different industries. For the future research, researcher could study on similar research framework but in different population group such as telecommunication, production industry, manufacturing or even hospitality industry. Even though there might be a challenge to conduct the research, but the findings may help the organization to improve as well as the research could identify which industry contribute to the higher turnover rate.

Other than that, in future research, the researcher could conduct an interview rather than just collecting data through questionnaire, from that the research could get in-dept information regarding this issue. The issue such as leadership style, work life balance for instance need to put into attention to see whether these factors influence the turnover intention. Other variable should be including in the future research



## **5.7 Conclusion**

As for the conclusion, understanding the relationship of job satisfaction and organizational commitment towards the intention to leave by the employees are important for the betterment of the organization as well as the development of the employees. Based on the finding showed that job satisfaction has significant and negative relationship with turnover intention. This indicated that, if the employees obtained high job satisfaction, the intention to leave a lower. It same goes to organizational commitment, where this variable were significantly correlated to turnover intention. When employees perceived high organizational commitment,

they have lower tendency to leave the organization. Nevertheless, the human resource practitioner also encourage to develop more effective planning to retain employee, since the cost of turnover is high and the proper planning to retain is crucial.



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## APPENDIX



Dear Respected Respondents,

I am a Master of Science (management) candidate at Universiti Utara Malaysia, Kedah. I am currently working on my project paper a title of “ The influence of Job Satisfaction and Organizational Commitment on Turnover Intention among employees in retail sector in Sabah. For that purpose, I would appreciate it for your kind cooperation to fill in this questionnaire.

The question will take about 10-15 minute of your valuable time and I would be grateful if you could kindly assist me in completing the questionnaire. All information provided will be used for academic purpose only and your identity will never be known throughout any part of the research process.

Your willingness to participate is much appreciated. Thank you in advance for your kind cooperation.

Yours sincerely,

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**Section A: Demographic Profile**

**INSTRUCTION:** Please provide the following information about yourself by **putting a tick (√)** on your answer for each of question below.

1. Gender:

- Male                       Female

2. Marital Status:

- Single                       Married

3. Age:

- Below 25                       30 – 34 years  
 25 – 29 years                       35 years and above

4. Ethnic group:

- Malay                       Indian  
 Chinese                       Others (Please specify): \_\_\_\_\_

5. Educational Level:

- SPM                       Master  
 STPM/ Diploma                       PHD  
 Bachelor's degree                       Others (Please specify): \_\_\_\_\_

6. Monthly income:

- Below RM 1000                       RM 3000- 4999  
 RM 1000 – 2999                       RM 5000 and above

7. Length of service in current company:

- Less than 1 year                       5- 10 years  
 1- 5 years                       10 years and above

8. Job categories

- Non-Executive                       Supervisor                       Others (Please specify)  
 Executive                       Manager                      \_\_\_\_\_

This section consists of 3 section and intended to find out your satisfaction of each of the items. Based on your experience, please indicate your answer by circling the number that represents your opinion the most.

<b>Strongly Disagree (SD)</b>	<b>Disagree (D)</b>	<b>Agree (A)</b>	<b>Strongly Agree (SA)</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

**Section B: Job satisfaction**

Please tick ( / ) for the most appropriate responses / answer in respect of the following items.

<b>No.</b>	<b>Question</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
1.	Being able to keep busy all the time	1	2	3	4
2.	The chance to work alone on the job	1	2	3	4
3.	The chance to do different things from time to time.	1	2	3	4
4.	The chance to be somebody in the community.	1	2	3	4
5.	The way my boss handles his/her workers	1	2	3	4
6.	The competence of my supervisor in making decision.	1	2	3	4
7.	Being able to do things that don't go against my conscience	1	2	3	4
8.	The way my job provides for steady employment.	1	2	3	4
9.	The chance to do things for other people.	1	2	3	4
10.	The chance to tell people what to do.	1	2	3	4
11.	The chance to do something that makes use of my abilities.	1	2	3	4
12.	The way company policies are put into practice.	1	2	3	4
13.	My pay and the amount of work I do.	1	2	3	4
14.	The chances for advancement on this job.	1	2	3	4
15.	The freedom to use my own judgment.	1	2	3	4
16.	The chance to try my own methods of doing the job.	1	2	3	4
17.	The working conditions.	1	2	3	4
18.	The way my co-workers get along with each other.	1	2	3	4
19.	The praise I get for doing a good job.	1	2	3	4
20.	The feeling of accomplishment I	1	2	3	4

	get from the job.				
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**Section C : Organizational Commitment**

Please tick (/) for the most appropriate responses / answer in respect of the following items.

No.	Question	Strongly Disagree	Disagree	Agree	Strongly Agree
1.	I would be happy to spend the rest of my career with this organization.	1	2	3	4
2.	I enjoy discussing my organization with people outside it.	1	2	3	4
3.	I really feel as if this organization's problem are my own.	1	2	3	4
4.	I do feel like 'part of family' of this organization.	1	2	3	4
5.	I do feel 'emotionally attached' to this organization	1	2	3	4
6.	This organization has a "sentimental value' to me	1	2	3	4
7.	I do feel a strong sense of belonging to this organization.	1	2	3	4
8.	I am afraid of what might happen if I quit my job without having another one lined up.	1	2	3	4
9.	It would be very hard for me to leave this organization right now, even if I wanted to	1	2	3	4
10.	My life would be disrupted if I decided I want to leave this organization	1	2	3	4
11.	Right now, staying with this organization is a matter of necessity as much as I desire	1	2	3	4
12.	I feel that I have a few options to consider leaving this organization.	1	2	3	4
13.	One of the few serious consequences of leaving this organization would be scarcity of available alternative	1	2	3	4
14.	One of the major reasons I continue to work for this organization is leaving would require considerable personal sacrifice (another organization may not match the overall benefit I have here)	1	2	3	4
15.	I think people these days move from	1	2	3	4

	company to company too often.				
16.	I do believe that a person must always be loyal to his/her organization.	1	2	3	4
17.	The main reason I continue to work for this organization is that I believe that loyalty is important & therefore I feel a sense of moral obligation to remain.	1	2	3	4
18.	If I got another offer for a better job elsewhere, I would not feel it was right to leave the organization.	1	2	3	4
19.	I was taught to believe in the value of remaining loyal to one organization	1	2	3	4
20.	Things were better in the days when people stayed with one organization for most of their career life.	1	2	3	4

**Section D: Turnover intention**

Please tick ( / ) for the most appropriate responses / answer in respect of the following items.

No.	Question	Strongly Disagree	Disagree	Agree	Strongly Agree
1.	I often think of leaving my organization	1	2	3	4
2.	It is very possible that I will look for a new job next year.	1	2	3	4
3.	If I may choose, I will choose to work for the current organization	1	2	3	4

“THANK YOU FOR YOUR COOPERATION”