

# The Impact of Job Satisfaction on Turnover Intention by the Existence of Organizational Commitment, and Intent to Stay as Intermediates Variables Using approach PLS in Sample Worker Department of Transport Saida

Souar Youcef<sup>1,\*</sup>, Setti Sid Ahmed<sup>2</sup>, Boussahmine Ahmed<sup>2</sup>

<sup>1</sup>Laboratory MIFMA, University Tahar Mouley, Saida, Algeria

<sup>2</sup>University Tahar Mouley, Saida, Algeria/University Bechar, Algeria

**Abstract** The current research aims to knowing the relationship between Job Satisfaction, Organizational Commitment, and Intent to Stay on Turnover Intention among sample of workers Departments of Transport -Saida-. Therefore, the objective of practical side of the research is an attempt to know the impact of the analysis of Job Satisfaction and Turnover Intention using the structural equations modeling (PLS approach). The study, after statistical treatment using SmartPLS3 program had shown a strong impact for Job Satisfaction on Turnover Intention by the existence of Organizational Commitment, and Intent to Stay as intermediates variables.

**Keywords** Job Satisfaction, Organizational Commitment, Intent to Stay, Turnover Intention, PLS approach

## 1. Introduction

In recent years, there has been a proliferation in publications pertaining to Organizational commitment and job satisfaction amongst various occupational groups. Evidence attesting to this is the vast array of literature available related to antecedents and consequences of both organizational commitment and job satisfaction like intent to stay or turnover intention.

So much research has been conducted in organizational behavior related to work attitudes such as organizational commitment and job satisfaction. it have become an important topics because of its association with the behavior outside of its role in the organization or extra role behavior absenteeism, intent to stay and turnover intention.

The purpose of this study is to gain a better understanding of the relationship among job satisfaction, organizational commitment, intent to stay and turnover intention. To accomplish this, the model of this study examined the fully mediating relationship of organizational commitment, intent to stay on job satisfaction and turnover intention.

## 2. Literature Review

### 2.1. Variables of Current Study

#### ❖ Job satisfaction:

- **Hoppock (1935)** defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job [1].
- According to **Price (1997)** job satisfaction defined as degree to which employees have a positive affective orientation towards employment by the organization [2].

#### ❖ Organizational commitment:

- Organizational commitment has been extensively researched and different researchers have identified its antecedents and outcomes. Organizational commitment was defined by **Allen & Meyer (1990)** as “psychological state that binds the individual to the organization (i.e. makes turnover less likely) [3].
- According to **Mowday, Steers, and Porter (1979)** defined Organizational Commitment (OC) as a multidimensional concept embracing an employee’s desire to remain in an organization, willingness to exert effort on its behalf, and belief in and acceptance of the values and goals of the organization [4].

\* Corresponding author:

syoucef12@yahoo.fr (Souar Youcef)

Published online at <http://journal.sapub.org/mm>

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#### ❖ Intent to stay:

- **Liu (2000)** suggested that intention to stay is the positive aspect comparing to the intention to leave. He also suggested that intention to stay is what makes employees be willing and work in the organization [5].

#### ❖ Turnover intention:

- According to **Cotton and Tuttle (1986)** turnover is an individual estimated probability that they will stay or leave an employing organization [6].
- Labor turnover has been defined as the voluntary and involuntary permanent withdrawal from an organization (**Robbins & Judge, 2007**). **Lingard (2003)** suggests that it is very difficult to measure actual turnover behavior, but concludes that intention to turnover is a good and reliable predictor of actual turnover behavior. Intention to quit is the immediate precursor of actual withdrawal behavior [7].

## 2.2. Relationship between the Variables

The link of turnover and both of job satisfaction and organizational commitment and intent to stay was the most investigated topics in the previous literature of turnover. A lot of studies show an established and negative link between job satisfaction, organizational commitment, intent to stay and turnover intention.

**James L. Price and Charles W. Mueller (1981)** show a positive link between job satisfaction and intent to stay than a negative link between job satisfaction and intent to stay on turnover intention [8].

**Then Miriam J. Landsman (2001)** was found that was a positive relationship between job satisfaction and organizational commitment, and between organizational commitment and intent to stay, and job satisfaction and intent to stay [9].

**Kuei-Yun Lu and all (2002)** also show that Job satisfaction was positively correlated with professional commitment and negatively correlated with turnover intentions, and both correlations were significant [10].

**Rong-Chang Jou and all (2012)** shows negative link between turnover and job satisfaction [11].

**lhami Yücel (2012)** was found that job satisfaction is one of the most antecedents of organizational commitment and turnover intention and suggest that high levels of job satisfaction results in higher commitment and lower turnover intention so job satisfaction positively influences on affective commitment, continuance commitment, and normative commitment while it is negative impact on turnover intention [12].

According to **Md. Sahidur Rahman and all (2014)** shows that Job satisfaction was found related positively significantly with organizational commitment; while a significant negative correlation was found between job satisfaction and turnover intentions. Moreover, organizational commitment was also found negatively correlated with turnover intentions [13].

Also, According to **Nasyira, M. N, Othman, M. and Ghazali, H (2014)** shows that organizational commitment were positively correlated with employee's intention to stay with their current job [14].

According to **Jen Hung Wang and all (2016)** shows a significant and positive association between job satisfaction and organizational commitment, while the association between job satisfaction and turnover intention was positive but not significant. Finally, the association between organizational commitment and turnover intention was negative but not significant [15].

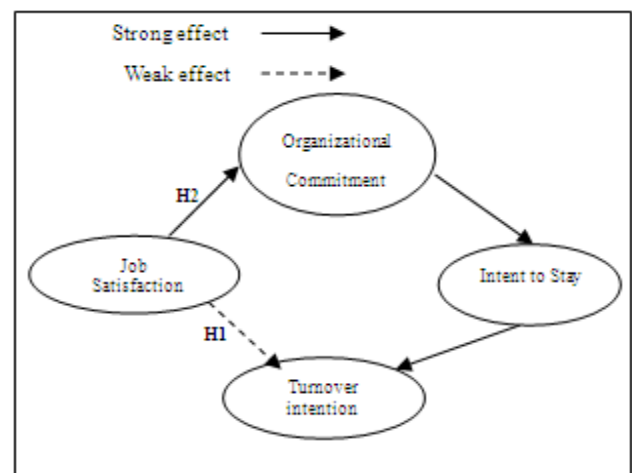
## 3. Research Framework and Hypotheses

In this study, there are approximately two (2) research objectives and hypotheses used as a guideline for the researcher to work on. The objectives were on identifying the relationship between job satisfaction and employee's turnover intention among 50 employees at the department of transport, below is the specific objectives used as reference in this study.

The specific objectives of this study are to determine:

**H1:** the relationship between job satisfaction and employee's turnover intention (direct effect).

**H2:** the relationship between job satisfaction and employee's turnover intention with the existence of Organizational commitment and intent to stay as intermediate variables (indirect effect).



Source: Presented by Researchers according to Literature Review

Figure (1). Model of study

**Questionnaire Development:** on this study factors revealed by a questionnaire survey. The questionnaire contents are divided into two parts: the first part includes 4 variables, namely job satisfaction, organizational commitment, intent to stay, and turnover intention; the second part comprises personal background data. The questionnaire is measured by a Likert 5-point scale ranging from 1 to 5 according to the level of agreement. The detailed questionnaire items and references are as shown in Table (1).

**Table (1).** Questionnaire items and references

Constructs	Measurement Items	References
<b>Job Satisfaction</b>	JS1 Overall, I am pleased with my work.	<b>Blau (1987), Susskind et al (2000)</b>
	JS2 Overall, I am satisfied in my current practice.	
	JS3 My work in this practice has met my expectations.	
	JS4 My current work situation is not a major source of frustration in my life.	
<b>organizational commitment</b>	OC1 I would accept almost any type of job assignment in order to keep working for this organization.	<b>Bartol, K. (1979), Mathieu and Zajac (1990)</b>
	OC2 I feel very little loyalty to this organization.	
	OC3 I am proud to tell others that I am part of this organization.	
	OC4 I talk up this organization to my friends as a great organization to work for.	
	OC5 It would take very little chance in my present circumstances to cause me to leave.	
<b>intent to stay</b>	IS1 I plan to leave this organization as Soon as possible.	<b>Gary A. Markowitz</b>
	IS2 Under no circumstances will I voluntarily leave this organization Before I retire.	
	IS3 I would be reluctant to leave this organization.	
	IS4 I plan to stay at this organization as long as possible.	
<b>turnover intention</b>	TO1 I often think about quitting my present job.	<b>Choi Sang Long</b>
	TO2 I will probably look for a new job in the next year.	
	TO3 As soon as possible, I will leave the organization.	

## 4. Results and Discussion

### 4.1. Statistical Methods Used

In the light of the objectives of the study and its hypotheses and the nature of variables, and the methods of measurement, a set of statistical method have been used, based on the statistical package for social science (**SPSS v21**) in the entry and processing of data collected from the form, and we used Honesty coefficient and alpha Cronbach to verify the degree of stability and sincerity of the form.

### 4.2. Applied Study

In this part of the study the problematic had been processed to test the hypotheses, and the applied study was as follow:

#### 4.2.1. Study of Stability and Sincerity of the Form

To check the trust and stability of the questionnaire, Cronbach Alpha is used, so its value was found 0.721. It means that the coefficient of stability is good. In order to check the trust, the square racing on Cronbach Alpha coefficient is entered and its value was found 0.849. Table (2) bellow clarifies this.

**Table (2).** Stability coefficient (Cronbach Alpha)

Questions Number	Cronbach Alpha
16	0.721

Source: Presented by Researchers Using SPSS v21 Outputs

#### 4.2.2. Sampling Design and Data Collection

Sample characteristics were analysed in order to identify the demographic variables, and how sample individuals are divided according to each variable.

**Table (3).** Sample characteristics

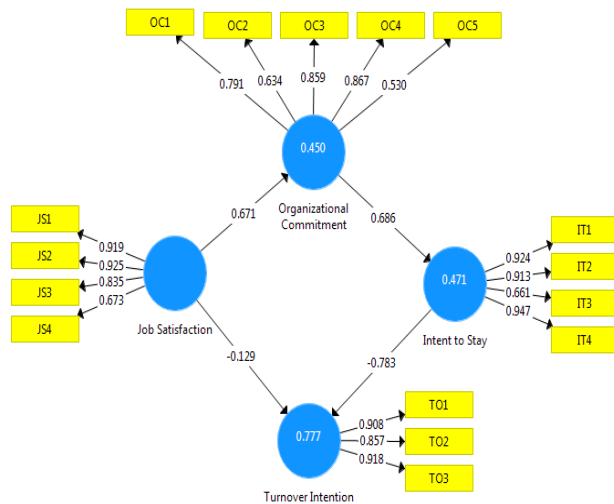
Variable	Category	Frequencies	Percentage (%)
Gender	Male	24	48,0
	Female	26	52,0
Marital Status	Single	17	34,0
	Married	29	58,0
	Other	4	8,0
Age	From 20-29	6	12,0
	From 30-39	26	52,0
	From 40-49	13	26,0
	More Than 50 Years	5	10,0
Educational Level	Primary Level	4	8,0
	Secondary Level	11	22,0
	University Level	30	60,0
	High Studies	5	10,0
Years of Experience	From 1-5	20	40,0
	From 6-10	16	32,0
	From 11-15	5	10,0
	From 16-20	4	8,0
	More Than 20 Years	5	10,0
Income Level	Less Than 20000	4	8,0
	From 20000-40000	44	88,0
	More Than 40000	2	4,0

Source: Presented by Researchers Using SPSS v21 Outputs

- As a result from the table (3) above, between 50 employees there are 48% male, 52% female. Most of them are between 30-39 years old, 58% married, 34% single and most of them are university level (60%), also 40% of them are new, they have from 1-5 years experience, their income between 20000-40000DA.

#### 4.2.3. Structural Equation Modeling (SEM)

To examine the hypotheses, the PLS methodology was used with graphical representation of the model studied and outcomes of this study.



Source: Presented by Researchers Using Smart PLS3 Outputs

Figure (2). Model of study and its output

Table (4). Quality Criteria

	AVE	Composite Reliability	R Square	Cronbachs Alpha	LV Index Values
Job Satisfaction	0.713	0.907		0.862	3.213
Organizational Commitment	0.560	0.860	0.450	0.795	2.915
Intent to Stay	0.756	0.924	0.471	0.890	2.987
Turnover intention	0.800	0.923	0.777	0.876	3.025

Source: Presented by Researchers Using Smart PLS3 Outputs

- It's clear, from Table (4) above, that all average of variation explained (AVE) are superior to 0.5 which expresses the quality of the suggested model; also the index values (LV) are between 2 and 5 which confirm the quality of the model used.

Table (5). Latente Variable Correlation

	Job Satisfaction	Organizational Commitment	Intent to Stay	Turnover intention
Job Satisfaction	1			
Organizational Commitment	0.671	1		
Intent to Stay	0.727	0.686	1	
Turnover Intention	-0.698	-0.690	-0.877	1

Source: Presented by Researchers Using Smart PLS3 Outputs

- Table (5) above clarifies that the coefficient of correlation is significant: The coefficient of correlation

between Job Satisfaction and Organizational Commitment is 0.671; it between Job Satisfaction and Intent to Stay is 0.727; it between Job Satisfaction and Turnover intention is -0.698; it between Organizational Commitment and Intent to Stay is 0.686; it between Organizational Commitment and Turnover intention is -0.690; and it between Intent to Stay and Turnover intention is -0.877.

Table (6). Path Coefficients

	Job Satisfaction	Organizational Commitment	Intent to Stay
Job Satisfaction			
Organizational Commitment	0.671		
Intent to Stay		0.686	
Turnover intention	-0.129		-0.783

Source: Presented by Researchers Using Smart PLS3 Outputs

- From the table (6) above, it's clear that the direct impact of job satisfaction on organizational commitment is 0.671, of organizational commitment on intent to stay is 0.686, of intent to stay on turnover intention is -0.783, of job satisfaction on turnover intention is -0.129 and it's a significant impact, so we **accept the hypothesis H1: There is a statistically significant effect of job satisfaction on Turnover intention.**

Table (7). Indirect effects

	Job Satisfaction	Organizational Commitment
Job Satisfaction		
Organizational Commitment		
Intent to Stay	0.460	
Turnover intention	-0.360	-0.537

Source: Presented by Researchers Using Smart PLS3 Outputs

- It's clear, from the table (7) above, that the indirect impact of job satisfaction on Intent to Stay is 0.460, of Organizational Commitment on turnover intention is -0.537 and -0.360 for job satisfaction on Turnover intention and it's significant and bigger than the direct what leads us to **accept the hypothesis H2: There is a statistically significant effect of job satisfaction on Turnover intention with the existence of Organizational Commitment and Intent to Stay as an intermediate variables.**

## 5. Conclusions

From using Smart PLS3 software program, we found that:

- Job Satisfaction effects negatively and significantly on turnover intention.
- With the existence of Organizational Commitment and Intent to stay as intermediate variables, job

Satisfaction effects negatively and significantly on turnover intention.

- This study came to a result that Organizational Commitment and Intent to stay are intermediate variables between job satisfaction and turnover intention and this is what goes along with most of the previous studies.

## 6. Recommendations

An important recommendation of the study is that managers should take initiatives to increase job satisfaction with a view to amplifying organizational commitment and intent to stay as well as reducing turnover intentions of employees in their organizations.

## 7. Limitations

Despite the positive implications for management, the study has suffered from some limitations. The most important limitation was to use a convenience sampling technique that might limit the generalizability of the findings. A random sampling procedure could be a better alternative to assure the generalizability of the results. The sample size (N = 50) posed another limitation of this study. A larger and more representative sample is needed to investigate further the relationships among job satisfaction, organizational commitment, intent to stay, and turnover intentions.

## 8. Further Research

In terms of future research directions, subsequent studies should be attempted to investigate the relationships among job satisfaction, organizational commitment, intent to stay, and turnover intentions in different departments. Future research would benefit from a large sample size, using a variety of samples.

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