



THE RELATIONSHIP BETWEEN JOB SATISFACTION, SUBDIMENSIONS OF JOB SATISFACTION AND TURNOVER INTENTION: A SURVEY IN TURKISH BUSINESS CONTEXT

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Abstract

In this study it was investigated the possible relation between job satisfaction, subdimensions of job satisfaction and turnover intention. In literature, generally it has been said organizational commitment and job satisfaction have direct effect on turnover intention. In this study i analysed the relationship between job satisfaction and turnover intention and the subdimensions of job satisfaction and turnover intention. The study was holded in firms in Ankara. To measure job satisfaction it has been used a questionnaire that has been developed by Spector (1994). Job satisfaction questionnaire has 36 questions and 9 subdimensions. And to measure turnover intention it has been used questionnaire that has been developed by Schwenker (2001). Turnover intention questionnaire has 6 questions. The surveys has been sent to about 15 firms and 750 workers in these firms. Then data was analysed in a computer programme. To the results, there is a strong and negative relation between job satisfaction and turnover intention. The relations between subdimensions of job satisfaction and turnover intention differ from each other. 3 subdimensions of job satisfaction has no significant relation with turnover intention and the others have significant relation.

KEYWORDS: Job Satisfaction, Dimensions of Job Satisfaction, Turnover Intention

Introduction

Turnover intention has always been an important problem for firms. Because of this, the researchers should insist on this matter. Usually, organizational behaviour factors have been studied as the ones which affect the turnover intention. Many researchers have investigated the effects of these factors on the turnover intention and also go on investigating. The most two important factors which researchers investigated are job satisfaction and organizational commitment. However, while the researchers have been investigating these factors on the effects of the turnover intention, they have taken the factors together. When it has happened like that, it has difficult to see what the clear effect of each factor on the turnover intention is. Because of this, in current study only job satisfaction has been studied and its direct effect on the turnover intention has been examined. Beyond that, in this study job satisfaction has been dealt with its subdimensions and the effects of them on the turnover have also been studied. Thus, the subdimensions which can be related to the turnover intention can be determined and this result can help the managers make new strategies..

The relationship between job satisfaction and turnover intention has been evaluated in the organizational literature, and results generally show that job satisfaction results in reduced intentions to quit (Valentine et al., 2011). But in literature there is no more study about the relation subdimensions of job satisfaction and turnover intention. The main aim of this study to predict this potential relationships.

In addition, the studies about the turnover intention are usually originated from Europe and the

USA. It is also very important to put forward whether these studies are suitable for every country because of the cultural differences. As Eskildsen et al., (2010) said "the impact of national culture is mostly ignored". For this reason, this study that was made around Turkish firms has serious importance.

Job Satisfaction

According to Locke (1969: 316) job satisfaction is a very satisfactory emotional situation which emerges from the value a person has when he or she has achieved his or her job or when he or she carries out the job values. Job satisfaction can be defined as all the features which are related to the job environment where employees experience satisfaction or dissatisfaction and all the features with the job itself. Job satisfaction is normally the general attitude which is felt towards the job some parts of it (Knopp, 1995). Job satisfaction is "an affective (that is, emotional) reaction to one's job, resulting from the incumbent's comparison of actual outcomes with those that are desired (expected, deserved, and so on.) (Paillé, 2011).

Job satisfaction describes an affective reaction to one's job as well as attitudes toward the job. This in turn suggests that job satisfaction is formed from affect, cognition, and ultimately will result in satisfaction contingent job-related behaviors. Some of the most commonly studied outcomes of job satisfaction are organizational citizenship behaviors, absenteeism and turnover. Job satisfaction is the central variable in among the central theoretical and empirical contributions in employee turnover (Huning and Thomson, 2011).

Job satisfaction is a multidimensional construct manifesting the emotional evaluation of individuals regarding their expectations and how they have been met (Biswas, 2011).

Job satisfaction is emotional reaction towards some parts of a certain job. To determine the components of the job and the characteristics, we can count autonomy, job definitions, feedback, dealing with the others or friendship opportunities. In most cases, the managers develop the job using these dimensions on enrich it and thanks to this, they can increase the job satisfaction (Tsai ve Wu, 2008).

If a job can fulfill the all important values which are important for a person then job satisfaction can occur (Sweeney and Boyle, 2005). The balance between the result which the employee hopes from his job and the result which he gets in return for doing his job states the level of satisfaction and effects his willingness to study. For this reason, an individual who sets a balance between his expectations and his gatherings will be more satisfied and because this situation will provide him to work more willingly, job satisfaction is an important factor (Aşan and Özyer, 2008). When workers individuals experiencing more positive emotions about their work should experience higher job satisfaction and in turn lower turnover intentions.

Job satisfaction is the degree to which individuals like their jobs. That's why we can describe the job satisfaction is a "psychological reaction related to job".

Providing job satisfaction of the employees in the organizations is one of the most important duties of the managements. Because the satisfied employees will contribute significantly to the organization's productivity and its long-term success (Demir et al., 2008). From the point of employer's view, job satisfaction shows itself with low absence, low turnover, high productivity and cooperation or socialization between the workers. But according to the employees, job satisfaction is a tool which will fill the person's job value (Hayden and Madsen, 2008).

While some researchers investigate job satisfaction as a single dimension, some studies accept it as multi dimensional structure. In some cases it has also been studied as two dimensions: internal and external (Brown and Peterson, 1993). Some theories of job satisfaction have been developed by psychologists and management scholars. They tend to assign different degrees of importance to sources of satisfaction, which can be classified as either intrinsic or extrinsic. Intrinsic sources depend on the individual characteristics of the person, such as attitudes. Extrinsic sources are situational, and depend on the environment, such as workplace climate. Theories which rely on extrinsic sources are more typically adopted by economists, albeit by reference to a different terminology, whereas intrinsic sources are more commonly associated with other social sciences (Petrescu and Simmons, 2008).

The organizations should understand the factors which effect the dimensions of job satisfaction and the various different factors effected by dimensions job satisfaction and should behave according to them. (Rutherford et al. 2009).

Instead of using a 'global' job satisfaction scale with single dimension, to use a job satisfaction scale reduced to its subdimensions will make the researchers and the managers understand job satisfaction better. Thank to this, the possibility of knowing job satisfaction and on the factors related to job satisfaction deeply will be able to be obtained (Snipes et al., 2005).

If we accept job satisfaction as a single dimensional it means that the individual feels satisfied or lives dissatisfied because of his job. But when it is mentioned as multi dimension, that means while the individual is satisfied with his job owing to some reasons, he feels dissatisfied because of the other reasons. The questionnaire developed by Spector and also used in the investigation part of this study measures job satisfaction with the following 9 dimensions (Ergeneli and Eryigit, 2001):

- Pay
- Promotion
- Supervision
- Fringe benefits
- Contingent rewards
- Operating Procedures
- Coworkers
- Nature of Works
- Communication.

Turnover Intention

Turnover has been one of the most salient topics in management research for at least the last half century. Every year, companies spend significant sums of money replacing employees who voluntarily separate from their organizations. The costs associated with voluntary employee turnover include disruptions of work, loss of knowledge, skills, and organizational memory. A key goal for many organizations is to effectively manage voluntary turnover of employees that is caused by dissatisfaction with their jobs or employers (Huning and Thomson, 2011).

Human capital is the core asset of the organization, therefore, an organization's high performance and productivity is cohesive to the employee's support and contribution. Employee turnover not only is a loss to the organization in the form of flight of human capital but also as negative impacts on the rest of employees in the organization. Hence flight of human capital can create hurdles for sustained competitive advantage achievement efforts of organization (Shahzad et al., 2011).

Turnover can also bring disastrous impacts in the organization in the form of not only less productivity but also in the form of negative psychological impacts on the survivors in the organization. These psychological impacts can include low performance, less commitment and decreased fairness (Maertz et al., 2010).

To understand the reasons why the employees leave their jobs is very important for the high costs which turnovers will bring to the organizations. For example, to supply the place of an employee leaving the job is more than the salary which is paid to him in % 200 (Deconinck and Bachmann, 2007).

Turnover is a kind of movement against a social system membership started by individuals (Gaertner,

1999). Turnover theories generally assert that employees will look for new job opportunities when they are not satisfied with their current job (Spector, 1997).

Turnover intention is seen as a significant indicator of leaving the job actually. In the literature review carried out by Bluedorn (1982), it is seen that there is a strong relationship between turnover intention and actual turnover behavior.

Turnover intention refers to the employee's actual behavioral intention of leaving his/her job. Studies show that turnover intention is an effective indicator of the employee's actual behavior about leaving the job (Tett and Meyer, 1993; Weisberg and Kirschenbaum, 1991; Johnston et al., 1990; Sager et al., 1988; Jaros et al., 1993; Hom and Griffeth, 1991; Jaros, 1997; Brown and Peterson, 1993; Seston et al., 2009; MacIntosh and Doherty, 2009; Lance, 1988).

Turnover intention refers to a conscious thought that decisively premeditates leaving the organization. Turnover implies a conscious decision set. This set includes considering to leave the job, seeking for new job alternatives (Tett and Meyer, 1993). Although turnover sometimes has positive consequences, it usually has lots of negative effects on organizations. Thus, it is very important to find out the determinants and reasons of turnover, since it will be possible to put some administrative strategies into practice which will prevent this behavior and reduce its effects (Bannister and Griffeth, 1983).

When the employees who contributes to the organization highly are dissatisfied with their jobs, the probability of their job changing is more than the others. Because these people think that they will come face with nice things in their new jobs, they can change their jobs more easily. Shaw (1999) put this result forward with his study. Thus, for the organizations, the possibility of losing the employees useful for them is more. When we look at the researches done related to the subject in the literature, it is seen that the dissatisfied employees have more turnover rates than the satisfied ones. According to Levy-Garboua et al., (2005), that the value which the individuals in the first group hope from their present jobs is less than the value which they will get from their potential jobs in the future is the reason for this.

Then key question becomes "what causes an employee to decide that they want to leave?" The study that follows proposes that a key factor in this process job satisfaction.

According to the results of a research which has done with 203 hospital employees, job dissatisfaction has greater effect on turnover intention. Besides, age and working period in the workplace are related to the turnover intention in the negative way but the relation is seen being weak (Mobley et al. 1978).

Huning and Thomson (2011), say voluntary turnover refers to an employee voluntarily leaving and organization. Early approaches such as March and Simon's contributions and inducements model have identified that job satisfaction determines the perceived desirability of movement, which ultimately determines whether an individual quits the job or not. In March and Simon's model job satisfaction is driven by the

match between the job and the self-image, the match between the job and other roles, as well as the predictability of future relationships inside the organization. Additionally, based on the aforementioned dissatisfaction, quitting is contingent on an evaluation of the expected utility of the perceived alternatives.

Job satisfaction comes first in the job attitudes which the researchers working on the turnover intention take care of most. Many models and researches are focused on job satisfaction and turnover intention. But that isn't enough. There is more need to study about the relation of job dissatisfaction with the turnover (George and Jones, 1996).

Carsten and Spector have found the correlation between job satisfaction and turnover as - 0,26 in the meta -analysis study they did in the 47 studies. But according to the writers, alternative job opportunities effect seriously as a moderator factor the relation between these two factors (Judge, 1993). In the same way, according to Hellman (1997), there is an important negative relation between job satisfaction and the turnover intention. Irwine and Evans (1995), in a study they did on the nurses, found that job satisfaction has a very important relation with turnover intention. In some another studies reported that there is a high correlation between job satisfaction and turnover intention. (McNall et al., 2010; Park and Kim, 2009; Wickramasinghe; 2010)

For Xiang-ju (2010), there is a significant relation between job satisfaction and turnover intention. And for the author job satisfaction can better predict intention to leave from some other organizational behavioral variables (perceived organizational support, etc). Huning and Thomson (2011) also report job satisfaction is a strong predictor of turnover intention.

As it can see it in the studies above, there is an important relation between job satisfaction and the turnover intention. In the light of this knowledge, the hypothesis of the research is constructed as following:

H.1.: There is an important relation between job satisfaction and turnover intention.

Although as said before, there are studies about the relation between job satisfaction and turnover intention, there are few studies to analysis between the relation subdimensions of job satisfaction and turnover intention. For this reason; in this study, the following research questions are put forward with the thought of giving contribution to this subject.

R. Q. 1: Is there a relation between the pay subdimension of job satisfaction and the turnover intention?

R. Q. 2: Is there a relation between the promotion subdimension of job satisfaction and the turnover intention?

R. Q. 3: Is there a relation between the supervision subdimension of job satisfaction and the turnover intention?

R. Q. 4: Is there a relation between the fringe benefits subdimension of job satisfaction and the turnover intention?

R. Q. 5: Is there a relation between the contingent rewards subdimension of job satisfaction and the turnover intention?

R. Q. 6: Is there a relation between the operating procedures subdimension of job satisfaction and the turnover intention?

R. Q. 7: Is there a relation between the coworkers subdimension of job satisfaction and the turnover intention?

R. Q. 8: Is there a relation between the nature of work subdimension of job satisfaction and the turnover intention?

R. Q. 9: Is there a relation between the communication subdimension of job satisfaction and the turnover intention?

Case Selection

A cross - sectional sample of business firms in the middle region of Turkiye was used. All of these firms were settled in Ankara. 15 firms in this area were chosen as the sampling frame. Workers in each firm were sent a questionnaire and stamped self-return envelope. A total of 504 questionnaires were returned of the 750 disturbed - % 67,2 response rate.

378 of the respondents are males (% 75) and 126 of them are females (% 25). 294 of the respondents are married (% 58,3) and 210 of them are singles (% 41,7).

Measures

Job Satisfaction (JS) was measured with the job satisfaction questionnaire by Spector (1994). This is a multidimensional scale that assess the 9 job satisfaction types in the firms. These job satisfaction subdimensions are, Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Procedures,

Coworkers, Nature of Work, Communication. There are 4 questions for every sub dimensions. Used a six - point Likert type scale in this questionnaire and higher scores indicate greater job satisfaction.

Turnover intention (TI), was measured 6 items based on work by Bluedorn (1982) and Schwepker (2001) Four items of questionnaire are from Bluedorn study and other 2 items are from Schwepker's study. Used a seven - point Likert type scale and higher scores indicate greater propensity to leave. In this scale there are questions like "How would you rate your chances of quitting your company in the nex 3 months" and "To what extent are you presently seeking other employment".

To use these scales in Turkish context, it was followed a translation - back translation way. Firstrly 3 different persons who have specialisation in this matter translated questionnaire to Turkish language. And then they collected these 3 different translated forms in one form. After that 2 persons back - translated this questionnaire to English. One of these 2 person has specialisation in management and organizational behavior and other has is in English language. After all of these steps questionnaire were sent to workers.

Both the reliability of the measures were assessed. Reliability assessments were conducted using coefficient alpha. Job satisfactipon scale's coefficient alpha is 0.89 and turnover intention scale's coefficient alpha is 0.92. And the coefficient alphas for the subdimensional of job satisfaction are; pay: 0,78; promotion: 0.71; Supervision: 0.95; Fringe Benefits: 0.88; Contingent Rewards: 0.91 Operating Procedures: 0. 69; Coworkers; 0.73; Nature of Work; 0. 85; Communication: 0.92. It seems these scales are reliable to use in this study. Reliabilities are located along the diagonal of the correlation matrix.

Table 1. Means, standart deviations, scale reliabilities and corelations

	Variables	Mean	SD	Turnover Intention	Scale Reliability
(1)	Turnover Intention	20.08	12.796	1	(0.89)
(2)	Job Satisfaction (Total)	141.92	50.638	-0.37*	(0.92)
(3)	Pay	15.07	6.26	-0.20*	(0.78)
(4)	Promotion	14.66	5.01	-0.12*	(0.71)
(5)	Supervision	15.79	6.89	-0.09	(0.95)
(6)	Fringe Benefits	14.88	5.44	-0.18	(0.88)
(7)	Contingent Rewards	16.87	5.73	-0.09*	(0.92)
(8)	Operating Procedures	16.54	7.15	-0.11*	(0.68)
(9)	Coworkers	17.04	6.29	-0.09	(0.77)
(10)	Nature of Work	16.11	5.88	-0.25*	(0.80)
(11)	Communication	14.96	4.90	-0.17*	(0.70)

* p < 0.01

Findings

The analysis done with a statistical computer programme. And all results are given as a summary in Figure 1. First of all it has been analysed that the hypothesis of study. Hypothesis was “there is an important relation between job satisfaction and turnover intention”. According to the analysis result, there is an important significant negative relation between total job satisfaction and turnover intention (-0,37). This result is shown the hypothesis of this study was accepted. As the levels of general job satisfaction of the employees increase, their turnover intentions decrease. This result also reflects a parallel situation with the literature at the same time.

The importance of this study is in analysis of research questions. As it has been said before, in literature it has been accepted that job satisfaction affects turnover inteniton but what is about subdimensions of job satisfaction is unknown. When we look at the relations of subdimensions of job satisfaction with the employees turnover intentions, we can see that we have some different and very important results. First of all, all the subdimensions of job satisfaction exhibit a negative relation with the turnover intention. But three subdimensions, supervision, fringe benefits and coworkers, don't show

significant relation with the turnover intention statistically. It means practioners dont need to pay more attention on these job satisfaction dimensions in Turkish business context. The other 6 subdimensions, pay, promotion, contingent rewards, operating procedures, nature of Works, communication show a statistically important relation with the turnover intention. Between these subdimensions, nature of work subdimension of the job has got the most strong relation (-0,25) with turnover intention. And after that pay subdimension of job satisfaction has more (- 0,20) realtion. And the next stdong relation with turnover intention is communication (-0,17) subdimension of job satisfaction. Promotion subdimension of job satisfaction has a moderate (- 0,12) relation with turnover intention. operating procedures subdimension of job satisfaction has also a moderate relation (- 0,11) with turnover intention. And lastly contingent rewards subdimension of job satisfaction has a weak relation (- 0,09) with turnover intention.

Results about job satisfaction subdimensions and turnover intention shows that to understand and manage turnover intention in organization is not enough to look only job satisfaction or other organizational behavior variables. It needs more deeply and detailed examining.

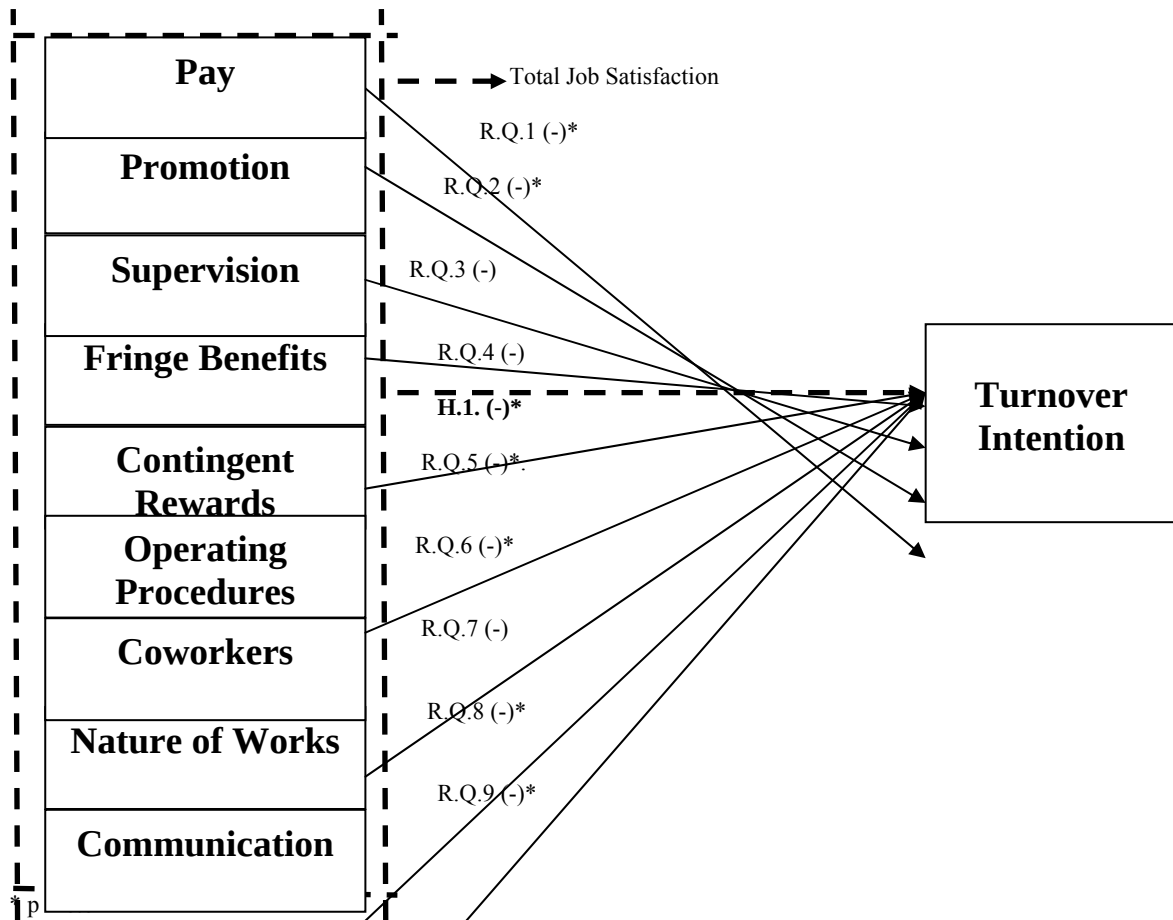


Figure 1. Analysis results about hypothesis and research questions

Discussion

Workers', especially workers they have more talents, turnover has been one of the most studied outcomes in organizational research. This pervasive interest comes mainly from a recognition that turnover can be very costly, and that understanding and managing it better can provide considerable benefit. In fact, retaining talent is now becoming more critical in a world where the organization's human capabilities are increasingly the key source of competitive advantage. In addition, the aging of the workforce and the erosion of societal norms favoring organizational loyalty bring difficult challenges for turnover management. Thus, better understanding turnover causes and how to control them will likely remain a primary concern into the future (Xiang-ju, 2010).

Very important results have been reached in this study which the relation between job satisfaction and turnover intention has been analysed. There is an important negative relation between total job satisfaction and employees turnover intention which will be suitable to the organizational behavior literature. As the job satisfaction increases, there is a decrease in the turnover intentions. When the employee's level of satisfaction is high, it means they are pleased with the place where they have been to. Because of this, that people want to leave the place which they are happy with will not be very logical. This result has been giving very important clues to the organization who they want to keep their employees in their workplaces. As mentioned before, turnover is an expensive fact for the organizations. The organizations wanting to avoid this cost should make an effort to please their employees.

The other important side of this study is to deal with job satisfaction in the context of subdimensions and to associate with turnover intention. Thus, the main satisfaction factors forcing the employees to stay in their jobs will be able to be revealed and the managers will be able to have a chance to practise new strategies which convince the employees to stay in the organization. When looked at the subdimensions of job satisfaction, it has been seen that 6 subdimensions of 9 are significantly and negatively related to the turnover intention. There isn't a meaningful relation statistically between the rest 3 subdimensions (supervision, fringe benefits and coworkers) and turnover intention. When looked at the

related subdimensions closely; 3 subdimensions related to turnover intention are for paying or to get benefits, 2 are about job and procedures and the last is about communication in the work place. According to this result, the most two important satisfaction factors making employees joining in the study stay in the workplaces are the income and the job itself in Turkish business context.

The employees think less of leaving when they do meaningful work and they get enough money in return for the work they do. This result is quite consistent in

the example of Turkey. Because in our country; in most cases, the employees' incomes aren't enough for them to catch a good standard of living. Because of this, the money they earn is very important in deciding whether they should stay in the workplace or leave their job. On the other hand, the attitudes related to the job itself are quite important not only on the turnover intention but also on the other various organizational behaviour factors.

The key finding of the study was that job satisfaction is a good predictor for turnover intention that's why in order to lower employees' turnover intention, employers should attempt to increase employees' job satisfaction.

In light of the current findings it can be said organizations must find beneficial human resources policies centered on the development of employee satisfaction. From a practical standpoint, the results of this study have interesting implications and suggest that special attention should be paid to job satisfaction.

As a matter of the study is summarized, if the managers want to stay their employees in their organizations, they should pay attention to main two factors. First of all, they should make their jobs more meaningful and more comfortable and in return for this, they should provide enough revenue to achieve. Only after these two main factors, it seems more rational to deal with the other factors.

Limitations and Future Research

As with any study, there are limitations in the present study that must be acknowledged. First, my data were correlational in nature and possibly inflating common method bias. In the future, the relation between job satisfaction and turnover intention should be captured from more sources.

There are many forms of on-the-job behaviour. It could be useful in future research to associate an intention to leave and helping behaviour with other forms of behaviour in the workplace (e.g., organizational commitment, organizational citizenship behavior, etc.) to further explore the relationship between job satisfaction and turnover intention.

Future research might improve knowledge of empirical relations between job satisfaction and turnover intention by choosing a scale that would allow the measurement of different facets of satisfaction, rather than overall employee satisfaction.

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THE RELATIONSHIP BETWEEN JOB SATISFACTION, SUBDIMENSIONS OF JOB SATISFACTION AND TURNOVER INTENTION: A SURVEY IN TURKISH BUSINESS CONTEXT

Summary

In this study it was investigated the possible relation between job satisfaction, subdimensions of job satisfaction and turnover intention. In literature, generally it has been said organizational commitment and job satisfaction have direct effect on turnover intention. In our study i analysed the relationship between job satisfaction and turnover intention and the subdimensions of job satisfaction and turnover intetion. The analyses done with a statistical

computer programme are given as a summary in Figure 1. According to the analysis results, there is an important negative relation between total job satisfaction and turnover intention (- 0,37). As the levels of general job satisfaction of the employees increase, their turnover intentions decrease. There is an important negative relation between total job satisfaction and employees turnover intention which will be suitable to the organizational behaviour literature. As the job satisfaction increases, there is a decrease in the turnover intentions. When the employee's level of satisfaction is high, it means they are pleased with the place where they have been to. This result has been giving very important clues to the organization who they want to keep their employees in their workplaces. As mentioned before, turnover is an expensive fact for the organizations. The organizations wanting to avoid this cost should make an effort to please their employees.

KEYWORDS: Job Satisfaction, Dimensions of Job Satisfaction, Turnover Intention

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