



# Employee Satisfaction And Organization Commitment: Factors Affecting Turnover Intentions And Organization Performance

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**Abstract-** This study aims to examine the level of job satisfaction and the reason for employee turnover. In this study is conducted to analyses, how much employees are satisfied with their job and also the reason behind their turnover intention. This study is divided into dependent and independent factors that directly affect job satisfaction and turnover intention with different factors. There is a relationship between job satisfaction, organization commitment, organization performance and turnover intention of employees at various levels, whereas job satisfaction and organization commitment consider as an independent factors and turnover intention and organization commitment consider as a dependent factor. It also helps us to examine the various levels of job satisfaction and turnover intention of employees.

**Keywords:** Job satisfaction, organization commitment, organization performance, turnover intention.

## I. INTRODUCTION.

Job satisfaction is all about how much employees like their work and they willingly want to work in that organization. Job satisfaction is a feeling of an employee how much he/she likes his work. Job satisfaction is that in which we found how much employee's satisfied with his work and working environment. Job satisfaction focuses on employee point of view toward their work how many employees like his /her work (Price, 1997).

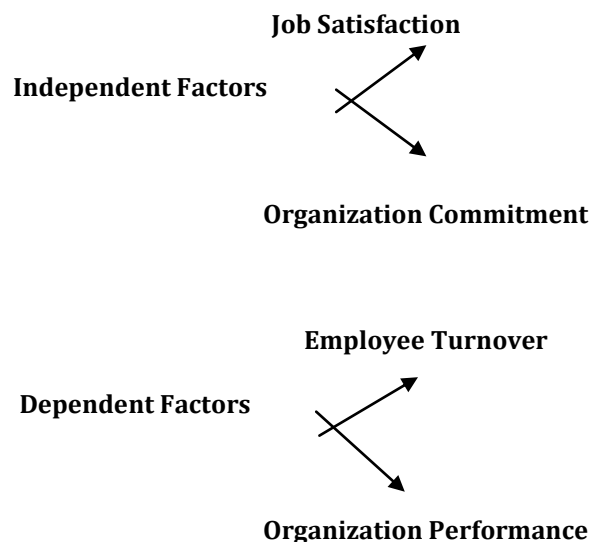
There are some different author's definitions of job satisfaction. "Hoppock (1935) defined job satisfaction as any combination of psychological, physiological, and environmental circumstances that cause a person truthfully to say I am satisfied with my job. According to this approach, although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction". "Vroom (1964) in his definition of job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying". "(Davis et al., 1985) Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker is employed in a business organization, it brings with it the needs, desires, and experiences which determine expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the workplace". "(George et al., 2008) Job satisfaction is the collection of feelings and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates, and their pay". Employees job satisfaction boost retention and commitment, while job dissatisfaction cause employees intentions to quit and turnover.

Turnover intention is like when an individual wants to leave the organization in the future (Mowday, Porter, & Steers, 1982). Turnover gives a bad impact on organization performance when employees are not satisfied

with their job then they want to take turnover as such that when employees leaving their organization it may reduce the performance of the organization (Glebbeek & Bax, 2004) and hiring of new employees is very costly (Hinkin & Tracey, 2000). Maintains good employees in the organization is the main aim of HR (Buckingham & Vosburgh, 2001; PricewaterhouseCoopers, 2004). Sometimes employees don't want to quit their job but they want to quit their supervisor. If the employees are satisfied with their job they give a positive review and if they are not satisfied with their job they give a negative review and hence want to take turnover from there (Armstrong, 2006). Previous studies show that a high rate of turnover also affects the organization's goodwill and reputation (Brown et al., 2009; McElroy et al., 2001). "Defined by Price (1977) as the movement of members across the boundary of an organization". "Mobley (1982) defined that turnover as the voluntary cessation of membership in an organization by an individual who receives monetary compensation for participating in that organization".

There is an interrelationship between both of the concepts. If the employee is not satisfied with his/her job then they want to quit the job and take turnover from that job. Sometimes turnover depends on the nature of the job. If the employee is not happy with his work and they don't want to do that particular work it may also consider the resign for turnover. In the current situation, employees are not so much expected from their salary they just want to satisfy their work so the main aim of every employee is job satisfaction if they are not satisfied with their job then they want to take turnover from the organization. Tett and Meyer (1993) said that job satisfaction and organizational behavior is the main reason for turnover intention. Most of the research use job satisfaction as an independent variable and turnover as an independent variable. Job satisfaction and turnover are the most important factors in the work environment because they both are directly affected by employees in the organization (Shore & Martin, 1989). Find about turnover is not the main aim of the organization they should know about the intention of turnover if an organization finds this reason they will get to know why employees are not satisfied with their jobs and left the organization (Falkenburg and Schyns, 2007). Previous research discovered that organizational behavior influences job satisfaction and also organizational behavior directly affected by job satisfaction and employee turnover (Price & Mueller, 1986; Williams & Hazer, 1986). Job satisfaction by organizational behavior plays an important role, it decreases the level of turnover and they increase the level of motivating their employees towards their organization (O'Reilly & Chatman, 1986). Previous research said that turnover is very expensive for any organization to resolve this problem it should be known that why employees are not satisfied with their job and take turnover (White 1995, O'Connell & Kung 2007, Moran 2011). Aiza (2013) said that less employee turnover and job satisfaction of employees in the organization has shown a positive impact on organization efficiency. If the employees are satisfied with their job they don't want to leave their job and it also decreases the ratio of turnover in the organization.

From the above discussion, we can conclude that the two factors i.e. Employee Turnover and organizational Performance are dependent factors that are dependent on the factors such as Job Satisfaction and Organizational Commitment.



## II. REVIEW OF LITERATURE

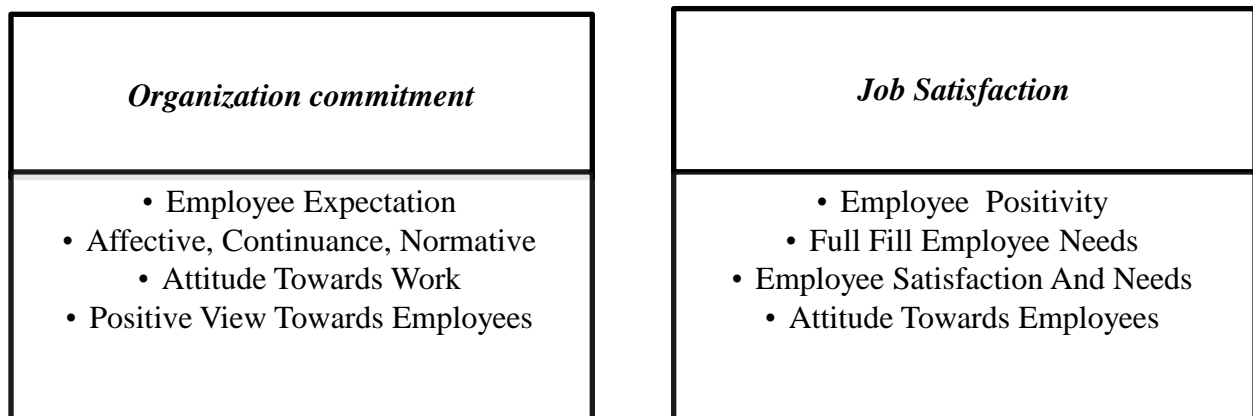
The following literature review would enable understanding and gaining in-depth knowledge of the various factors i.e. dependent and independent factors and their relationship. The review of literature has been further divided into four parts:

1. Relationship within Independent Factor i.e. Job Satisfaction and Organizational Commitment.
2. Relationship within Dependent Factor i.e. Employee Turnover and Organizational Performance
3. Relationship of Employee Turnover with Job Satisfaction and Organizational Commitment.
4. Relationship of Organization Performance with Job Satisfaction and Organizational Commitment.

### ***1. Relationship within Independent Factor i.e. Job Satisfaction and Organizational Commitment.***

Organizational commitment and job satisfaction both play a very important role in the employee's point of view toward the organization. Some previous researchers said that with the help of organization commitment it develop a positive view towards job satisfaction and also may help decrease the turnover ratio in the organization (Price & Mueller, 1986; Williams & Hazer, 1986). Organizational commitment includes all the elements which an employee wants from an organization this element also may help employees to sustain in that organization Meyer and Allen (1991), and they also get satisfied with their job. The most important thing in organizational commitment is affective, continuance, and normative (Allen & Meyer, 1990; Meyer & Allen, 1991; Turner & Chelladurai, 2005). Affective shows that how much employees trust in their organization (Clugston, 2000). Continuance show how much employee want to work and growth of the individual as well as the growth of the organization (Yang, 2008). Normative shows what did employee fee for the organization it shows employee interest in their organization. Normative shows they have invested time in the organization and they get the plosive result from that organization (Meyer et al., 1993). These are part of organization commitment if these things are included in the organization then job satisfaction is also being part of this because these all include the growth of the organization as well as the growth of employees. The main motive of job satisfaction and organizational commitment is full fill the needs and wants of employees but with the help of employee turnover get to know about the bounders of the organization or we can say that know about what employees want from that organization (Price, 1977, 1997). Previous researchers study that organization commitment only shows the attitude towards their organization (Blautt & Boal, 1987) but in job satisfaction shows that attitude of work towards their employees if attitude will be positive it means employee are satisfied and if it's negative it means the employee is not satisfied (Davis et al., 1985). This is justified that both of the terms job satisfaction and organization commitment is the same motive of growth of the organization but how to maintain that thing is different (e.g. Brooke, Russell, & Price, 1988). In job satisfaction ensure that employees like their job and want to work on that organization and in an organization, also ensure that organization full fill all the needs and wants of employees so that employees continue on that organization and don't want to take turnover.

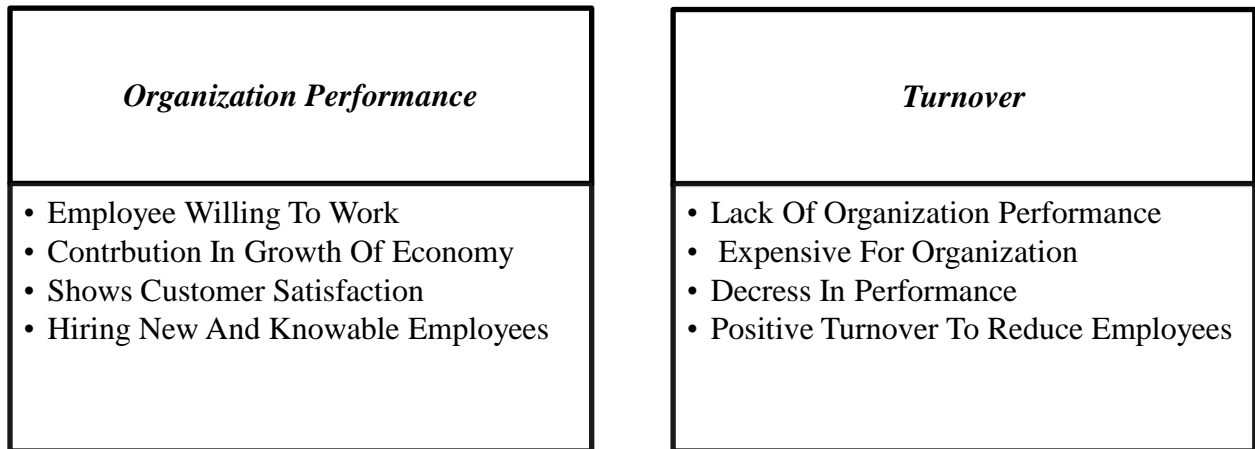
**Figure 1: Job Satisfaction and Organizational Commitment**



**2. Relationship within Dependent Factor i.e. Employee Turnover and Organizational Performance**

Organizational performance depends upon how much employees want to work in that organization and Turnover depends upon lack of organization performance and employees want to leave that organization. Both of the things shows the positive and negative side of the company(Phillips and Connell, 2003). Previous researchers study that sometimes turnover in favor of the organization, it is not necessary that employees want to take turnover in some cases organizations reduce their employees due to mechanization or financial crisis (Joseph et al., 2007). Although these all things also affect the organization's performance. Most of the small-scale organizations measure their performance in terms of growth of their economy it may show the contribution of society from the organization and also the growth of employees and when there is a growth of organization there is less rate of turnover (Ranasinghe et al., 2018). An empirical study shows that employee turnover is a demerit for the organization it is very expensive also and when an employee takes turnover from that organization it may also deicers the performance although employee turnover direct shows the decrease in organization performance (Droege and Hoobler, 2003). Some of the theories say that when employees emotionally connect with the organization it may also change the behavior of the employee and this type of attitude shows the positive side of the organization(WeissandCropanzano,1996Robbins(2001). Now on organization performance besides on customer satisfaction because as per the time move customer needs also change and to satisfy their needs and want organization or business need to grow and enhance their performance (Alshawi, Missi, & Irani, 2011). Based on old and new research, organization performance is all about employee satisfaction, customer satisfaction, growth of the organization, financial strength and continue in new products for the customer as per their needs (Abusa & Gibson, 2011) these are some of the factors that affect organizational performance and also help in overcome turnover from the organization. Sometimes turnover depends upon the organization's performance but certain factors can also affect turnover and the organization all depends upon the test and preferences of employees and the organization.Sometimes comes with a positive view for the organization, it may reduce the employees but it also helps in hiring new and more knowledgeable employees in an organization (Dalton and Todor (1979), Staw (1980), and Mobley (1992).

**Figure 2: Employee Turnover and Organizational Performance.**

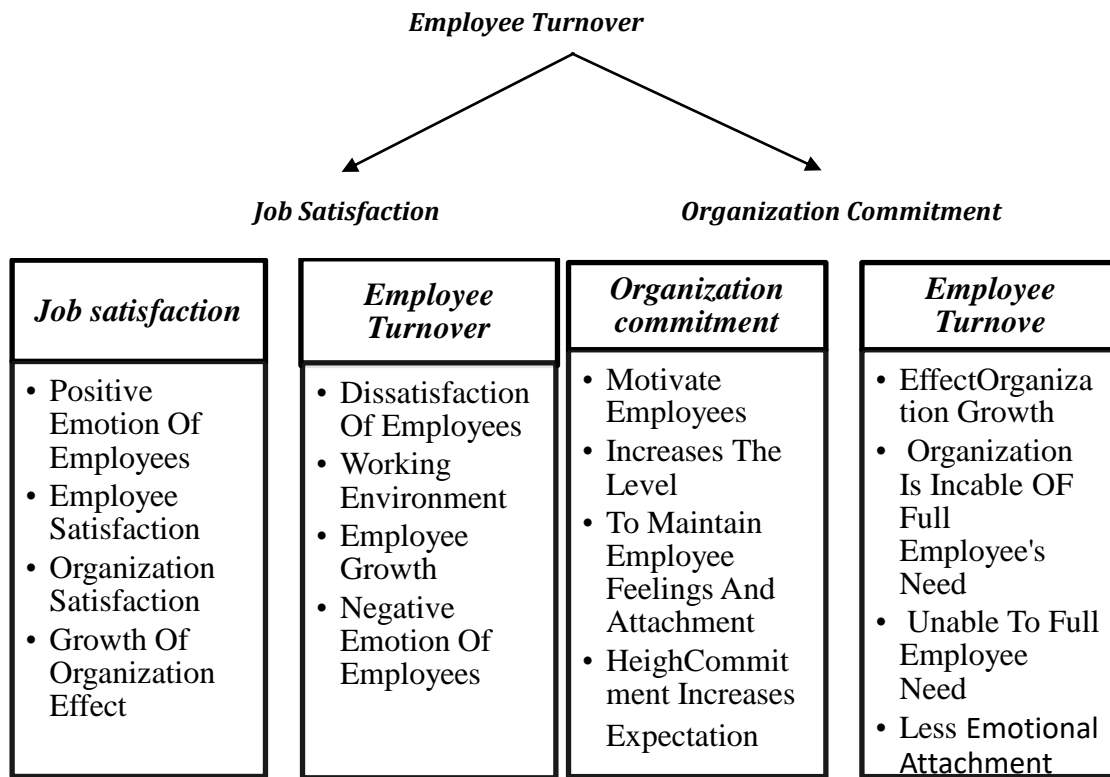


**3. Relationship of Employee Turnover with Job Satisfaction and Organizational Commitment.**

Job satisfaction how much employees like their job and if the employee is not satisfied with their job then they want totake turnover. Job satisfaction gives a positive emotion towards the employees if employees are satisfied with their job they give a good return to their organization and they want to stay in the organization (Mueller, Wallace, & Price, 1992; Price, 1997) and if the employees are not satisfied with their job or organization the positive emotion turns out to negative emotion and they want to take turnover from that organization. Turnover is that when the employee is moving from one organization to another the factor

affecting turnover is if he /she don't like their job or environment of the organization (Mueller, Wallace, & Price, 1992; Price, 1997) and when employees are willing to work on that organization and they are satisfied with their work it comes job satisfaction. Previous researchers said that organization plays an important role in job satisfaction it also may affect the turnover ratio in the organization if the employees are willing to do the work they want to stay in that organization and don't want to take turnover (Price & Mueller, 1986; Williams & Hazer, 1986). But now these days the latest researchers are not agreed with this reason for turnover (Williams & Hazer, 1986). They said that organization is not the main reason for turnover there are main more factors that affect turnover intentions (Williams and Hazer 1986). Employee turnover is a wide concept that is deeply connected with job satisfaction which shows both things are directly connected and they are dependable with each other when the employees are not satisfied with their job then they want to take turnover from that job (Bluedorn, 1982; Mowday et al., 1982; Shore, Newton, & Thornton, 1990). Organizational commitment is what the organization has done for its employees and if the employees don't like their or whether they are not satisfied with their organization they want to take turnover. Turnover is that element that effect organization, as well as the growth of individual and society from turnover, come out with positive and negative effect for organization and employee it may also show the organization commitment regarding their employees (Phillips and Connell, 2003). Based on various previous studies, researchers observe that they may reason behind turnover in "organization commitment" this is a very big reason for employees to take turnover from that organization (Tett and Meyer, 1993; Gaertner, 1999; Mobley, 1992; Griffeth et al., 2000; Du et al., 2006; Lee and Mowday, 1987; Yucel, 2012; Baotham et al., 2010). when the level of organizational commitment is high more than employee expectations this also motivates employees to stay in the organization and also reduces the turnover factor (Mowday(1984). Turnover intentions can be done by the employee's individual decision that what to leave the organization or based on organizational commitment towards their employee and organization is incapable of full employees' needs and wants of employees. If the organizational commitment is high towards their employees and the organization is more concerned about their employees it may also motivate employees to say in that organization although change the employee perspective and reduce the turnover (Harrison et al., 2006; Meyer et al., 2002; Tews et al., 2013). Organizational commitment shows that how much employees attach to the organization and individual feelings towards the organization (Allen and Meyer, 1996) and if the employees have not attached to the organization then it may also the reason for turnover. In previous studies shows that if the employee emotionally attaches to the organization shows that how much he/she loyal to their organization (Porter et al., 1974 Mowday; Allen and Meyer, 1996; Rhoades et al., 2001). Turnover intention accrues when the employees are not satisfied with organizational commitment and they want to leave that organization (Tnay et al., 2013) or if an organization is unable to full fill the desire of their employees both of the terms correlated with each other if one is decreasing it directly affect the other one. There are various of reason can be shown that employees want to leave that organization but organization commitment also an important that effect the turnover intension (Gaylard et al., 2005; Agapito et al., 2015).

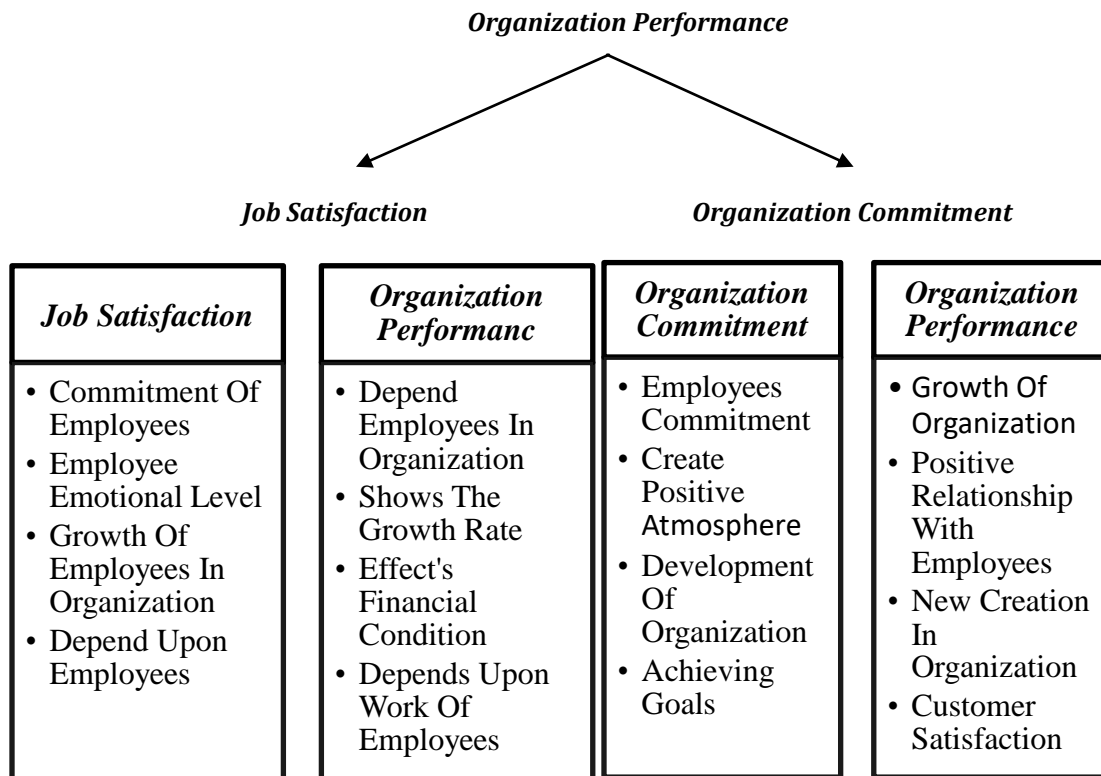
**Figure 3: Employee Turnover with Job Satisfaction and Organizational Commitment.**



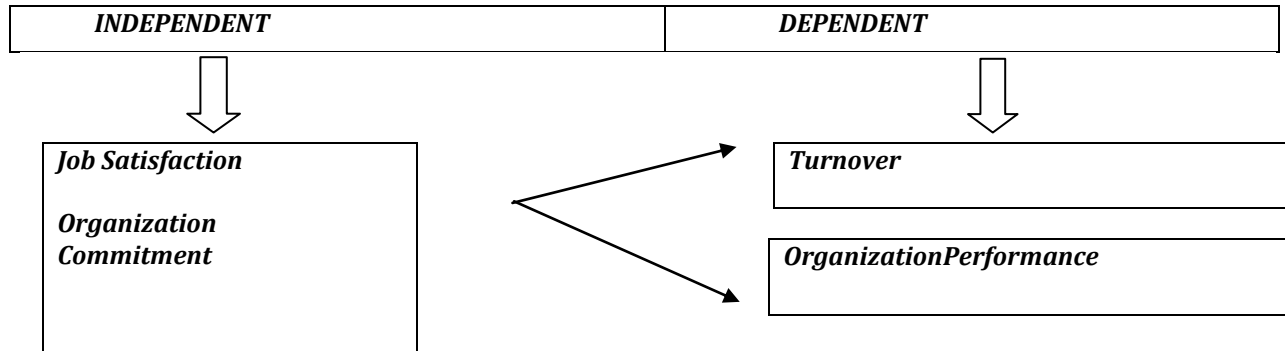
**4.Relationship of Organization Performance with Job Satisfaction and Organizational Commitment.** Job satisfaction and organization performance both show how much employees like their work and they want to part of that organization. Organizational performance and job satisfaction both are equally affected by each other can't say that organization performance depends upon the employee in the organization, it is the relation between the employees and their work and if the employees are satisfied with their jobs that there is job satisfaction is there in that organization. Although there is a positive relationship between the employees and their performance. (Brayfield & Crockett, 1955; Goslin, 2005; Harter, Schmidt, & Keyes, 2003; Iaffaldano & Muchinsky, 1985; Judge, Thoresen, Bono, & Patton, 2001; Locke, 1979; Near, Rice, & Hunt, 1980; Rain, Lane, & Steiner, 1991; Schwab & Cummings, 1970; Tait, Padgett, & Baldwin, 1989; Vroom, 1964; Wright & Cropanzano, 2000). Based on the latest research shows that organization performance analyzes through the latest models and guidelines of the business it shows the current performance of an organization and also the growth rate of the performance positively and negatively (Brown, 1996; Cross & Lynch, 1989; Fitzgerald, Johnston, Brignall, Silvestro, & Voss, 1991; Kaplan & Norton, 1992; Keegan, Eiler, & Jones, 1989). Although there is not clear instruction shows that all the models and guidelines which are used for organization performance are for all type of company it depends upon the nature of the company because the previous researcher said that if the financial condition is good that may show the current position of the company and also the organization Performance this fact shows that if the organization performance is stable the job satisfaction of employees is also there in that company (Choi, Kwak, & Choe, 2010; Flamholtz & Hua, 2002; Gerhart & Milkovich, 1990; Huselid, 1995; MunozBullon & Sanchez-Bueno, 2010; O'Boyle, Rutherford, & Pollack, 2010; Rechner & Dalton, 1991; Snow & Hrebiniak, 1980; Schulte, Ostroff, Shmulyian, & Kinicki, 2009; Xing, 2009). Job satisfaction is like a positive emotion which shows how much employees like their organization (Robbins and Judge, 2012) it also came out with working in that organization and satisfaction of employees (Locke and Henne, 1986). Organizational performance is about the growth of a company/organization it's all about why should employees want to work in that organization and organization commitment is about what the organization did for their employees, for employees growth, job

satisfaction, and stability of employees in the organization. Organization commitment is about development in an organization it's all about the new creation in business and this all-new creation help to increases the performance of the organization (Carlos and Filip, 2011). Previous studies conclude that good leadership in the organization, shows that organization commitment towards employees are very height and create a positive atmosphere in the organization and also help in achieving new organization goal(Swanepoel, Erasmus, Van Wyk and Scheck (2000). Some of a researcher said that good leadership style and organization commitment shows the positive relationship between both of them and also help in enhance the performance of the organization and help in the new creation in the organization (Lo, Ramayah & Min, 2009). If the organization's performance and organization commitment is very height it may show the strong image of the company/organization and employees are willing to work in that organization (Chew and Chan, 2008, Das, 2002). Some previous studies show that there is a positive relationship between job satisfaction, organization performance, and organizational commitment, whereas job satisfaction is about employees willingness to work and commitment is about what the organization has done for employees growth, and due to growth of employees also help in increases the performance of the organization(Chan et al., 2000; Chandrasekar, 2011; Ellinger et al., 2002; Harter, Schmidt, & Hayes, 2002; Huselid, 1995; Koys, 2001; Schneider, Hanges, Smith, & Salvaggio, 2003; Zohir, 2007). Organizational commitment is about achieving new things in business (Reilly and Chatman, 1986). Organizational performance-based upon satisfaction of customer needs and full fill customer requirements (Chung et al., 2012; Hong-kit Yim et al., 2004).

**Figure 4: Organization Performance with Job Satisfaction and Organizational Commitment**



### III. DISCUSSION AND CONCLUSION



Job satisfaction and organizational commitment working as an independent variable whereas turnover and organization performance work as a dependent variable in job satisfaction is about how many individuals like their job and emotionally connect with their job (Kreitner and Kinicki, 2010) whereas organization commitment is about individual's expectations from the organization it also includes all the goals and commitment of employees (Schneider et. al, 2011), (affective, continuance, and normative) are also part of organization commitment (Meyer et al., 1989; Allen and Meyer, 1996; Karim and Noor, 2017). Turnover is when the employee wants to leave their job and turnover intension is to find out the reason behind why did employee want to leave their job (Han and Jekel, 2011; Shahnawaz and Jafri, 2009), Organization performance shows how much employees are interested to work in that organization, when employees take an initiative to work in that organization/business it means the organization is growing and there are better working condition and growth for employees (O'Donnell 2014.). If leadership quality is there in an organization/business it can also help in influencing the employees and they are willing to work in that organization and help in the growth of organization and form that organization can also motivate their employees to achieve their goals (Yukl, 2009). Job satisfaction is about what do employees expect from his job and organization commitment is all about what the organization has done for their employees, for growth of employees as well as the growth of the organization both things are working together, if organization commitment is there in business then employee want to work in that organization and he/she also satisfied with their job. Turnover is about when employees are not satisfied with their job and they want to quit their job or sometime with organizations want to reduce their employees, turnover situation will be accrued. When employees taking turnover from an organization it may also decree the performance of the organization and shows abad effect on the goodwill of the organization. If job satisfaction is their then employees don't want to take turnover and when organization commitment is their e.g. (employee expectations, increases the level of employees, growth of employees) then will be organization's performance will be increases and employees are willing to work in that organization /business.

#### Acknowledgment

The Author wants to thanks all the researchers who are part of this literature review and helped us enhance our knowledge.

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