

Relationship between Job Satisfaction and Intent to Leave: A Case Study of ABC International (Pvt) Ltd

Prashanthan A.

Department of Management Studies
Faculty of Humanity and Social Science, Open University of Sri Lanka
prashanthana@hotmail.com

Introduction

Job satisfaction is one of the most important and significant variables in working organizations. As per the statistical data, indicates that the Managed Service Division has encountered with the problem of job satisfaction of employees and influencing factors to leave the organization. The purpose of the study is to examine and explore the relationship between job satisfaction and intent to leave of employees, investigate the factors affecting the satisfaction of employees within Managed Services Division.

Literature Review

The term job satisfaction refers to the attitude and feelings people have about the work. Job indicates that job satisfaction associates with positive and favorable attitudes towards the job (Armstrong 2006). (Kondalkar 2007) defines some important factors that determine job satisfaction of the employees in the organizations, such as work condition, pay and promotion policy, supportive working condition, work group, supervision and personality job fit Luthans (2011) define the work itself as “the extent to which the job provide the individual with interesting tasks, opportunity for learning and the chance to accept responsibility”.

According to many researchers, a constructive relationship exists between salary and satisfaction of job. Increase in one thing must enhance the other. Workers showed a better job satisfaction who were rewarded vastly (Miller, cited in Saba 2011). Pergamit and Veum (1999) established that greater the chances of promotion higher will be the job satisfaction of employees. Employee satisfaction increases when the immediate supervisor is understanding, friendly, offers praise for good performance, listens to employees’ opinions and shows personal interest in them (Robbins 2003). Work fulfills an individual’s social factor need. Therefore, having friendly and supportive co-workers may lead to increased job satisfaction (Robbins 1993). Similarly, (Santhepparaj & Alam 2005) indicated a significant and positive connection in the job satisfaction and working condition. Intention to leave has been described as behavioral intention of a worker to voluntarily leave his job, profession or organization (Coomber & Barriball 2006). Job satisfaction is either directly (Netemeyer et al. 1990) or indirectly (Brown & Peterson 1994) related to an employee’s turnover intentions. Turnover intentions are perhaps the best indicator of future turnover (Futrell & Parasuraman 1984).

Conceptual Model

Based on the literature reviewed, the pattern of relationship between the key aspects and variables are shown in the following conceptual model.

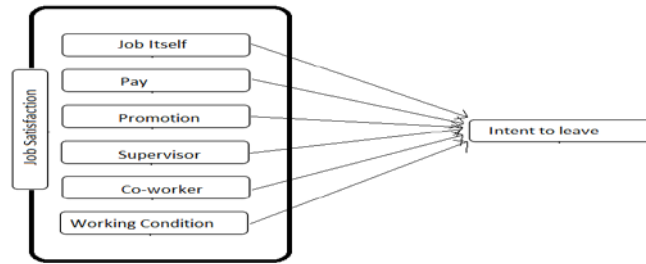


Figure 1: Conceptual model

Methodology

This study is mainly quantitative in nature; a structured questionnaire was used in this survey with a modified version of Job Descriptive Index in a 5-point Likert-type scale done by the researcher. The sample size consisted of all 105 operational level employees whereas only 92 were selected and proceed to the Statistical analysis (SPSS).

Overall job related factors have been analyzed by use of mean values. Correlation analysis is used to find out the relationship between the variables and their relative strength.

Results and Discussion

Based on descriptive analysis, mean value of overall job satisfaction is 2.71(less than 3). It **indicates the current operational level employees are less satisfied.**

Table 1: Correlations between Independent Variables and Dependent Variable

		Job itself	Pay	Promotion	Supervisor	Coworker	Working Condition
Intent to leave	Pearson Correlation	-.232*	-.322**	-.209*	-.397**	-.287**	-.438**
	Sig. (2-tailed)	.026	.002	.046	.000	.006	.000
	N	92	92	92	92	92	92

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

* . Correlation is significant at the 0.05 level (2-tailed).

According to the output displayed, there is a negative relationship between job satisfaction variables and intent to leave with all other variable vary from -0.209 to -0.438 through the correlations. The Correlation was displayed a strong negative relationship (r = -0.438) between working condition and intent to leave. Meanwhile, promotion showed a weak negative relationship (r = -0.209) towards intent to leave. Therefore, overall finding showed that there is a negative relationship between job satisfaction factors and intent to leave.

Conclusion and Recommendations

The researcher made an attempt to evaluate what factors impact on intent to leave and their relationship between them. It indicates that operational level employees are less satisfied with their present job and intent to leave high. It concludes that overall six factors of job satisfaction have significant inverse relationship with intent to leave in Managed Services Division. Although, there are substantial factors cause for intent to leave in which working condition has a strong negative association related to intent to leave of operational employees. Job satisfaction is an essential each and every organization to be efficient and kept competitive position in the field. It is very crucial to service sector due to the retention of employees. The dissatisfied employees become major issue in organization. Therefore, making satisfied employees towards their job could be remedy to solve the high turnover exist. The findings have implications for management and administration of the organization. it is

certain that proves consequences of less satisfied employees are tend to leave more from organization and retention is a dominated with effectiveness.

References

- [1] Armstrong, M 2006, *Human resource management practices*, 10th edition, KoganPage Publishers, USA.
- [2] Brown, SP & Peterson, RA 1994, 'The effect of effort on sales performance and job satisfaction', *Journal of Marketing*, vol.58, no.2, pp.70-80.
- [3] Coomber, B & Barriball, KL 2006, 'Impact of Job Satisfaction Components on Intent to Leave and Turnover for Hospital Based Nurses: A Review of the Research Literature', *International Journal of Nursing Studies*, vol. 95.
- [4] Futrell, CM & Parasuraman, A 1984, 'The relationship of satisfaction and performance to sales force turnover', *Journal of Marketing*, vol.48, pp.33-40.
- [5] Kondalkar, VG 2007, *Organizational Behavior*, New age international (p) ltd Publishers, New Delhi.
- [6] Luthans, F 2011, *Organizational behavior*, 12th edn, McGraw Hill/Irwin, New York.
- [7] Netemeyer, RG, Johnston, MW & Burton, S 1990, 'Analysis of role conflict and role ambiguity in a structural equations framework', *Journal of Applied Psychology*, vol. 75 , no.2, pp. 148-157.
- [8] Pergamit, MR & Veum, JR 1999,' What is a promotion?', *Industrial and Labor Relations Review*, vol. 52, no.4, pp. 581-601.
- [9] Robbins, SP 1993, *Organizational behavior*, 9th edn, Prentice HallInternational, New Jersey.
- [10] Robbins, SP 2003, *Organizational behavior*, 10th edn, Prentice Hall, New Jersey.
- [11] Saba, I 2011, 'Measuring the Job Satisfaction Level of the Academic Staff in Bahawalpur Colleges' , *International Journal of Academic Research in Business and Social Sciences*, vol. 1, no.1.
- [12] Santhepparaj, AS & Alam, SS 2005,'Job satisfaction among academic staff in private universities in Malaysia', *Journal of Social Science*, vol.2, no. 1, pp.72-76.