

Empirical Study Relations Job Satisfaction, Organizational Commitment, and Turnover Intention

Veronica Tarigan¹ and Dorothea Wahyu Ariani²

Abstract

This study aims to examine the relationship model of job satisfaction, organizational commitment, and turnover intention. This research was conducted at the manufacturing company in Yogyakarta and Surakarta, with a sample of 206 employees. Testing four models of the relationship is done by using structural equation modeling with AMOS program. Results of this study show that most models fit to the data are partially mediated model of multidimensional organizational commitment. This study confirmed previous research showing that states that job satisfaction and organizational commitment showed a positive and significant relationship. Organizational commitment and job satisfaction also showed a negative and significant relationship with turnover intention. In addition, organizational commitment is stronger predictor intention to turnover than job satisfaction. Effect of job satisfaction on turnover intention showed inconsistent results that are influenced by many other variables.

JEL classification numbers: J2

Keywords: Affective commitment, continuance commitment, normative commitment, job satisfaction, turnover intention

1 Introduction

Much research has been conducted in organizational behavior related to work attitudes such as organizational commitment and job satisfaction. Organizational commitment has become an important topic because of its association with the behavior outside of its role in the organization or extra role behavior (e.g., Moorman, Niehoff, & Organ, 1993), absenteeism (e.g., Gellatly, 1995), and turnover intention (e.g., Somers, 1993). Mathieu and Zajac (1990) said that the variables most commonly used organizational commitment as antecedents to predict withdrawal behavior such intention to leave or turnover intention.

¹Dept. of Management, Economic Faculty of Atma Jaya Yogyakarta University.

²Dept. of Management, Economic Faculty of Maranatha Christian University.

Tett and Meyer (1993) concluded that job satisfaction and organizational commitment contribute independently to predict turnover intention. The wishes can be predicted more strongly by job satisfaction than by organizational commitment.

The relationship between organizational commitment and job satisfaction has been studied extensively (Mathieu & Zajac, 1990; Meyer, Stanley, Herscovitch, & Topolnytski, 2002). Previous research indicates that there is a high correlation between the two concepts (Tett & Meyer, 1983; Sangie, 1998). Most studies have used job satisfaction as independent variables and organizational commitment as dependent variable (Gaertner, 1999; Lok & Crawford, 2001; Jernigan, Beggs, & Kohut, 2002). On the other hand, some previous studies have recognized that organizational commitment can be independent variables with job satisfaction as the dependent variable (Bateman & Strasser, 1984; Vandenberg & Lance, 1992).

Although research on the causal relationship between job satisfaction and organizational commitment has been done, but the results of their research are often contradictory. Organizational commitment and job satisfaction can join as an independent variable that influences negative results such as turnover intention (Shore & Martin, 1989). Job satisfaction, organizational commitment, and turnover intention are some of the most popular variable in research on work attitudes (Mathieu & Zajac, 1990; Meyer & Allen, 1984; O'Reilly & Chatman, 1986). We chose turnover intention rather than actual turnover because we are interested in the present than those employees who have left the organization (Falkenburg and Schyns, 2007). We conclude that turnover intention resulted in actual turnover. In other words, employees who have a desire to move in or out of the organization will also eventually leave the organization at the time that it deems most appropriate. Allen and Meyer (1996) contend that various studies have found that affective commitment, continuance commitment and normative commitment will be negatively correlated with turnover intention.

The purpose of this study is to gain a better understanding of the relationship among job satisfaction, organizational commitment, and turnover intention or intent to leave. To accomplish this, several competing configuration models will be examined. The first model of this study examined the fully mediating relationship of affective, continuance, and normative commitment on job satisfaction and turnover intention. In the second model, this study examined partially mediating relationship of affective, continuance, and normative commitment on job satisfaction and turnover intention. In the third model, this study examined the fully mediating relationship of job satisfaction on three dimensions of organizational commitment and turnover intention. In the fourth model, this study examined the partially mediating relationship of job satisfaction on three dimensions of organizational commitment and turnover intention. Then, four models were estimated to determine which model fit the data best.

2 Literature Review

2.1 Organizational Commitment

Organizational commitment is the attitudes of the employees are highly regarded by employees. Organizational commitment is viewed as a stable attitude, which reflects a general affective response to the organization as a whole. According to Meyer and Allen (1991), organizational commitment construct includes elements of desires, needs, and

obligations are represented in the three components of organizational commitment. Employees who have high organizational commitment are less likely to leave the organization, but they will build a better relationship with other employees and customers, learn more effectively, are more adaptable to change, and work more efficiently (Mowday, 1998). Three important components related to the definition of organizational commitment has been found in the literature is affective commitment, continuance commitment and normative commitment (Allen & Meyer, 1990; Meyer & Allen, 1991; Turner & Chelladurai, 2005).

Affective commitment refers to the sense of identification as a member of the organization and involvement in the organization (Meyer & Allen, 1991). Affective commitment is the process in which people behave and think about their relationship with the organization (Clugston, 2000). Affective commitment also refers to positive affection toward the organization as reflected in the desire to see the organization succeed in the goals and feeling proud to be part of an organization (Cohen, 1993). Affective commitment is known to be influenced by the positive experience of work, support and fairness perceptions, and perceptions of job satisfaction. Employees with high affective commitment to the organization will continue to work voluntarily and vigorously not only because they need a job, but because they want to work (Meyer, Allen, & Smith, 1993). In affective commitment, individuals will have the same values with the values of the organization, so that the interaction between the individual and the organization is positive (Shore & Tetrick, 1991). Therefore, employees with high affective commitment will still be in the organization because they want it.

Continuance commitment refers to an individual's consciousness of the cost to leave the organization (Meyer et al., 1993). Continuance commitment is a structural phenomenon which occurs as a result of the transactions of individuals and organizations (Yang, 2008). Continuance commitment associated with the experience that has been given to the organization. Employees with a high sustained commitment find it difficult to leave the organization because of fear of the opportunity cost borne when leaving the organization or because they have little or no alternative opportunities outside the organization (Nagar, 2012). In other words, employee will remain in the organization because there is no other job alternatives outside the organization or because it is not accepted elsewhere. Employees with a high continuance commitment remain a member of the organization because they need it and because they feel as though they have to do (Clugston, 2000).

Normative commitment refers to loyalty and a sense of debt to the organization based on moral obligation and usually develops as a result of socialization practices and based on a sense of duty and loyalty (Meyer & Allen, 1997). Normative commitment is defined as a strong social emphasis on the obligations and the tendency of individuals (Yang, 2008). Normative commitment refers to feelings and obligations of employees to remain employed in the organization. Employees in high normative commitment feel that they must maintain membership in the organization because it is the right thing to do. Normative commitment can be increased when an individual feels indebted to the organization and because they have invested time and resources in the organization. Employees with high normative commitment also feel responsible for paying benefits he got from the organization by putting effort at work and still doing work (Meyer et al., 1993). Sense of loyalty and obligation underlying normative commitment of employees influences individual to remain with the organization because they feel as though they have to do so (Clugston, 2000).

Affective commitment associated with a positive experience (e.g., job satisfaction), continuance commitments related to variables reflecting increased investment status (e.g., employment), and normative commitments associated with positive work experience and common sense regarding the obligation to others (Meyer et al., 1993). Every employee who has affective commitment to the organization will have intrinsic and extrinsic satisfaction, and has an overall job satisfaction (Allen & Meyer, 1996). Research shows employees with high normative commitment will be positively correlated with the behavior working as performance, attendance in the workplace, and organizational citizenship behavior (OCB) (Kang, Stewart, & Kim, 2011). Affective and normative commitment is positively correlated with positive behaviors that are not desirable (e.g., OCB) and negatively correlated with unwanted negative behavior (e.g., intention to leave the organization, absenteeism, and job neglect) (Meyer et al., 1993). Meyer et al. (1993) also found that continuance commitment is negatively related to the desire to leave the organization and is not associated with involvement in a professional manner.

2.2 Job Satisfaction, Organizational Commitment, and Turnover Intention

As antecedents, organizational commitment noted that highly committed employees are less likely to leave the organization. Organizational commitment is a predictor of various outcomes such as turnover and intention to leave the organization (Ferris & Aranya, 1983), absenteeism and level of effort given (Allen & Meyer, 1996). Organizational commitment is an important research topic and has both practical and theoretical implications (Nazari & Emami, 2012). Organizational commitment leads to important results such as decreased turnover, higher motivation, higher organizational citizenship behavior and organizational support (O'Reilly & Chatman, 1986). Employees who have a high commitment will contribute significantly more to the organization, perform better, engage in organizational citizenship behavior, and less likely to engage in behaviors that are not productive or destructive behavior (Meyer et al, 1993;. 2002). Hackett, Bycio, & Hausdorf (1994); Meyer, et al. (1993); and Cohen (1993) suggested that affective commitment, continuance commitment and normative commitment has a negative impact on intention to leave the organization.

The three dimensions of organizational commitment in general are negatively related to turnover intention. Vandenberghe and Tremblay (2008) suggested that organizational commitment is a mediator in the relationship between job satisfaction and turnover intention. Organizational commitment is another form of work attitudes such as job satisfaction and job involvement, and correlated with job satisfaction and engagement (Mathieu & Farr, 1991). Previous studies also found that affective commitment mediates the relationship between job satisfaction and turnover intention (Netemeyer, Burton, & Johnston, 1995). Meyer and Allen (1991) proposed that the three-component model of organizational commitment mediates the relationship between job satisfaction and turnover intention. Based on previous studies, the two dimensions of organizational commitment (affective commitment and normative commitment) fully mediate the effect of job satisfaction on turnover intention (Dunham, Grube, & Castaneda, 1994; Meyer, Allen, & Gellatly, 1990; Hackett et al, 1994; Somers, 1993; Jaros, 1997; McGee & Ford, 1987).

Cramer (1996) said that most model of turnover assumes that job satisfaction leads to greater organizational commitment. The main reason for this causal relationship seems that job satisfaction is an affective response to the work performed immediately after

joining the organization than any other aspect in working for the organization as objectives and values (Cramer, 1996). William and Hazer (1986) showed that job satisfaction is an antecedent to organizational commitment. Hackett et al. (1994) found that job satisfaction has a positive influence on affective and normative commitment but has a negative effect on continuance commitment. Konovsky and Cropanzano (1991) also found that job satisfaction has a positive impact on organizational commitment.

2.3 Configuration Model and Hypotheses Formulation

When testing the theory using structural equation model, Anderson and Gerbing (1988) suggested comparing the main theoretical models with other models most likely as a competing model. In this study, we modify the Clugstons' (2000) model for the case in Indonesia. The first main theoretical model of interest is presented in Model 1 as a fully mediated model whereby multidimensional organizational commitment mediates the relationship between job satisfaction and turnover intention. Model 2 discusses a model in which a partially mediated model whereby multidimensional organizational commitment mediates the relationship between job satisfaction and turnover intention. In this model, job satisfaction also directly affects turnover intention. The second major theoretical models presented in Model 3 is a fully mediates model in which job satisfaction mediates the relationship between multidimensional organizational commitment and turnover intention. Model 4 examines a model in which a partially model in which job satisfaction mediates the relationship only affective commitment and normative commitment to turnover intention. In this model, a continuance commitment directly and negatively affects turnover intention.

Model 1

Structural model in Figure 1 proposes that job satisfaction affects affective commitment, continuance commitment and normative commitment, which in turn affects the employees' turnover intention. Previous research has developed a significant relationship between the three dimensions of organizational commitment and job satisfaction. Nonetheless, there is certainly a debate that is analogous to the chicken and the egg, which became the antecedent and which became consequently, the issue of the relationship between job satisfaction and organizational commitment. Some researchers have made the case that job satisfaction is a predictor of organizational commitment (Gaertner, 1999; Jernigan et al, 2002; Lok & Crawford, 2001; Dunham et al, 1994; Somers, 1993; Dougherty, Bluedorn, & Keon, 1985; Clugston, 2000).

Becker and Billings (1993) suggested that organizational commitment should be considered as part of the description of the commitments associated with phenomena such as job satisfaction, turnover intention, prosocial organizational behavior, absenteeism, and tardiness. Organizational commitment is a more global response to an organization, whereas job satisfaction is more a response to a specific job or various aspects of the work. Job satisfaction is an attitude toward working conditions and organizational commitment is a desire to work fully in the organization is not only to do certain tasks. Most research indicates that job satisfaction has a significant and positive relationship with all dimensions of organizational commitment (Bagozzi, 1980; Reichers, 1985). Mathieu and Zajac (1990) found that job satisfaction and affective commitment associated with continuance commitment and both the affective commitment and continuance commitment have a negative impact on turnover intention. In the first model of this study,

as in most of the studies, the model suggests that job satisfaction is an antecedent of multidimensional organizational commitment, where job satisfaction has a significant impact on every dimension of organizational commitment. In this model, job satisfaction indirectly affects turnover intention. Based on this, the hypothesis can be constructed is H1: Job satisfaction effects on turnover intention are mediated by organizational commitment.

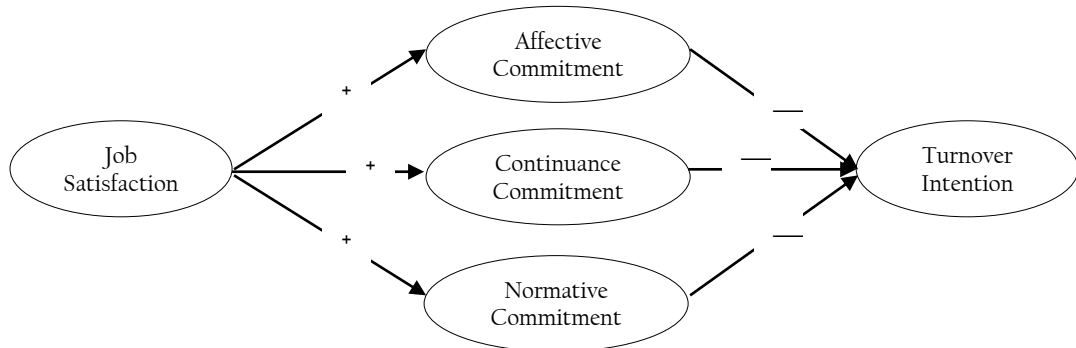


Figure 1: Fully Mediated Multidimensional Organizational Commitment Model

Model 2

Structural model in Figure 2 proposes that job satisfaction directly influence affective commitment, continuance commitment, normative commitment, and turnover intention, and the three dimensions of organizational commitment also mediates the effect of job satisfaction on employees' turnover intention. The researchers previously found that job satisfaction has a direct and negative impact on the intention to leave (Netemeyer et al., 1995).

Feinstein and Vondrasek analyzed the effect of job satisfaction on organizational commitment and finding proves that the level of job satisfaction would predict organizational commitment (Gunlu, Aksarayli, & Percin 2010). Gaertner (1999) and Jernigan et al. (2002) found that job satisfaction is a cause of organizational commitment. Individual job satisfaction correlates and influence normative commitment. Job satisfaction also influences affective organizational commitment (Dulebohn & Martocchio, 1998). In addition, job satisfaction and affective and normative organizational commitment influence turnover intention (Motowidlo, 1983; Tett & Meyer, 1993; Meyer et al, 2002; Mathieu & Zajac, 1990; Lum, Kelvin, Clark, Reid, & Sirola 1998; Takleab, Bartol, & Liu, 2005). Steers (1977) suggested that job satisfaction may affect organizational commitment. William and Hazer (1986) found that job satisfaction affects organizational commitment and vice versa. A study by Bateman and Strasser (1984) showed that organizational commitment is causally antecedents of job satisfaction.

In the second model, job satisfaction is negatively affecting turnover intention. Job satisfaction affects the decision to stay or leave the organization (Aydogdu & Asikgil, 2011). If the officer is not satisfied with their jobs, they will be out of the organization. There are several factors that affect the relationship between job satisfaction and turnover intention. Employees are committed to the organization will show a low withdrawal behavior in their organizations. There is a negative relationship between turnover intention and organizational commitment. Job satisfaction has been shown to relate closely to turnover intention (Chen & Spector, 1991; Yucel, 2012). The results of the

study by Davis (2006) also showed that high job satisfaction will be negatively related to turnover intentions. Job satisfaction has been shown to relate closely to turnover intention (Yucel, 2012). Based on this, the hypotheses that can be drawn is

H2: Job satisfaction effects on turnover intention are mediated by multidimensional organizational commitment.

H3: Job satisfaction affects directly both multidimensional organizational commitment and turnover intention

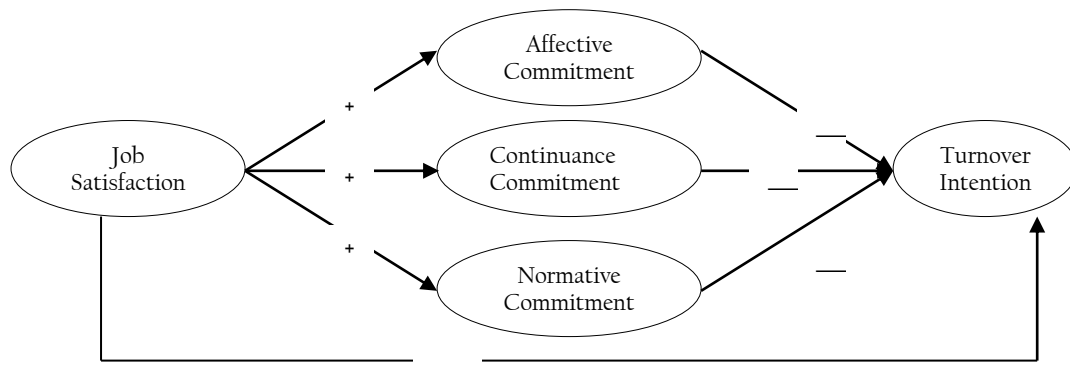


Figure 2: Partially Mediated Multidimensional Organizational Commitment Model

Model 3

Structural model in Figure 3 proposes that affective commitment, continuance commitment and normative commitment directly affect job satisfaction, which in turn also affects turnover intention. Turnover intention or intent to leave organization is oriented attitudes or manifestations of cognitive behavioral decisions to quit (Elangovan, 2001). Turnover intention is a conscious and deliberate willingness to leave the organization (Tett & Meyer, 1993). How antecedent turnover intention? Many researchers have attempted to answer the question of what determines the willingness of employees to out of the organization by means of investigating the possibility of a previous state leads in the direction of the employee's turnover intention (Saks, 1996; Mahdi, Zin, Nor, Sakat, & Naim, 2012).

Turnover intention refers to the tendency that the employee leaves the organization in which they work, so that the trend will ultimately lead to behavior or move out leaving the organization. Several models have been postulated job satisfaction and organizational commitment to be the antecedent of turnover intention (Williams & Hazer, 1986). Clegg (1983) stated that job satisfaction and organizational commitment have become two of the most frequently studied variables or tested as variables that affect or relate to turnover intention or intent to quit.

Job satisfaction reflects how the substance of the employee with work and react to their work experience or react to the work, and how people assess positively to their work (Nagar, 2012). Organizations measure job satisfaction as an indication of work behavior such as absenteeism, labor turnover, and productivity. Limited and contradictory findings have been reported regarding the direct and indirect effects of job satisfaction on turnover intention or intent to leave the organization. On the one hand, there are indications that job satisfaction can directly affect turnover intention (Tekleab et al, 2005; Motowidlo, 1983).

Low job satisfaction of individuals causing the mind to leave the organization, which leads to the intention to look for another job, thus causing the formation of an intention to leave the organization and finally actually moved or exit to leave the organization (Jaros, Jermier, Koehler, & Sincich, 1993). Several models have been postulated antecedents of job satisfaction into a job rotation or job transfer (Williams & Hazer, 1986; Farkas & Tetrick, 1989). Job satisfaction has been frequently used as a key predictor of the desire to move or exit to leave the organization and show that the decline in job satisfaction or the desire to move out leaving the organization increases (De Moura, Abrams, Retter, Gunnarsdottir, & Ando, 2009). Employees with low levels of job satisfaction are more likely to leave their jobs or have the intention to leave their jobs. Many studies have reported a significant negative relationship between job satisfaction and turnover intentions (Price & Mueller, 1981; Chan & Morrison, 2000; Aryee, Watt, & Min, 2001; Koh and Goh, 1995; Shore & Martin, 1989). Based on the exposure, then the hypothesis is compiled:

H4: Multidimensional organizational commitment effects on turnover intention are mediated by job satisfaction.

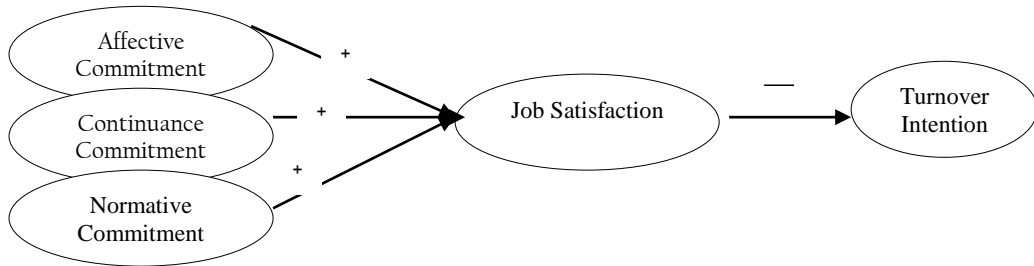


Figure 3: Fully Mediated Job Satisfaction Model

Model 4

Structural model in Figure 4 suggests that affective commitment and normative commitment directly affect job satisfaction, which in turn affects the employee's turnover intention or intent to leave the organization. The relationship between job satisfaction and turnover intentions is well supported in the literature and previous research. Job satisfaction plays a major role in the theory of labor turnover. In addition, previous researchers have argued that there is a negative correlation between job satisfaction and turnover intention (William & Skinner, 2003). In model 4, continuance commitment effect directly and negatively on turnover intention. Continuance commitment does not affect job satisfaction. In the case of employees who demonstrate high continuance commitment, they may be satisfied only extrinsically (Mahanta, 2012). Gunlu et al. (2010) suggested that job satisfaction does not have a significant effect on continuance commitment. Continuance commitment makes individuals want to stay within their organizations based on perceived sacrifice associated with the lack of alternatives in other places when they leave the organization (Dunham et al, 1994; Hackett et al, 1994; Somers, 1993; Meyer et al, 1990).

Three dimensions of organizational commitment describes the different reasons why employees remain in the organization (or leave) their organization, so that each dimension of organizational commitment independently influence turnover intention. Turnover intention is the attitude that is the turnover variable most commonly used in research.

Turnover intention is an attitude that can be felt at this time and in conjunction with the factors that cause the turnover intention (Nazari & Emami, 2012). Allen and Meyer (1990) suggested that the intention to leave the organization is negatively related to the three dimensions of organizational commitment.

Although there is consensus on the relative strength of the relationship between job satisfaction and organizational commitment, there is debate about the direction of that relationship. Markovits, Davis, and Van Dick (2007) suggested that affective commitment is the most influential variable on the level of job satisfaction. Attitude did not seem like job dissatisfaction and low organizational commitment are reflected in the behavior of withdrawing (Hanisch & Hulin, 1991). Job satisfaction refers to the emotional state of mind that reflects the affective reaction to the job and work situation, while organizational commitment is focused on a more global reaction to the whole organization (Farkas & Tetrick, 1989; Lance, 1991). Organizational commitment are less influenced by daily events that evolve over a longer period and is more stable than job satisfaction (Sagie, 1998). Job satisfaction is directly related to the desire to move in or out of the organization (Netemeyer et al., 1995). Based on the exposure, then the hypothesis can be drawn are:

H5: Multidimensional organizational commitment effects on turnover intention are mediated by job satisfaction.

H6: Multidimensional organizational commitment affects directly both job satisfaction and turnover intention

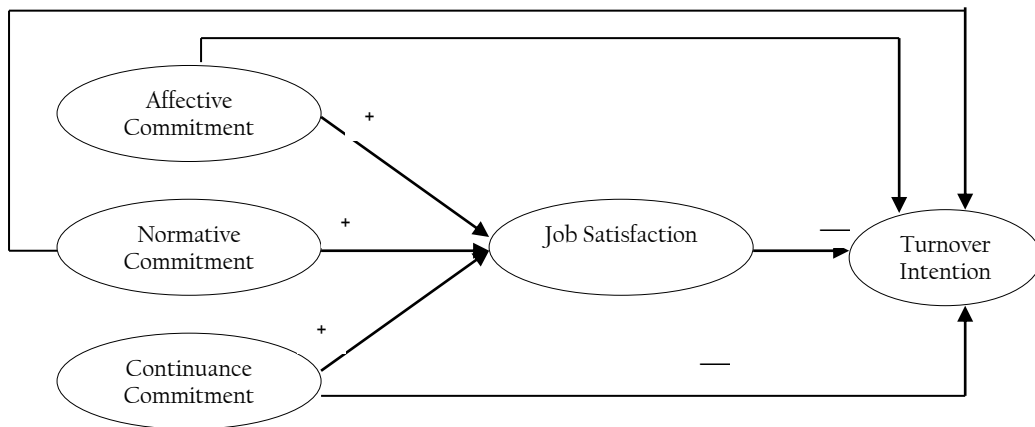


Figure 4: Partially Mediated Job Satisfaction Model

3 Methods

3.1 Sample and Procedure

This study use self administered questionnaires were distributed to collect individual data on the respondents. The survey took approximately four months. The sample consisted of 206 employees (with response rate 82.4 %) of 250 employees from manufacturing industries in Yogyakarta and Surakarta, Indonesia. The demographic profile characteristics under investigation include the gender. Respondents of the manufacturing

industries in Yogyakarta and Surakarta Indonesia received pen-and-paper surveys. Respondents were assured of anonymity and completed the survey during working hours. This study also use self-assessment questionnaires. Self-reports are clearly appropriate for job satisfaction, organizational commitment, and turnover intention, but other constructs such as job performance, other types of measures might be appropriate. It has been argued that employees are best suited to self-report job satisfaction, organizational commitment, and turnover intention because they are the ones who are aware of the subtle things they do in their jobs (Conway & Lance, 2010). Methods variance is usually assumed to inflate correlations, but in a fairly common research situation, method variance will actually attenuate correlations as compared to the no-method variance situation.

3.2 Measures

The instruments were designed for individual level unit of analysis. Each respondent in the study was required to complete five measures: affective organizational commitment, continuance organizational commitment, normative organizational commitment, job satisfaction, and intention to leave. Questionnaires on the three dimensions of organizational commitment are taken from those developed by Mowday, Steers, and Porter (1979). Job satisfaction was measured using items from Arvey, Abraham, Bouchard, and Segal (1989). Intention to leave or turnover intention was measured using items from Seashore, Lawler, Mirvis, and Cammann (1989) that is used by Humborstad and Perry (2011). All of the scales were measured on 5-point Likert Scale ranging from 1.

3.3 Descriptive Statistics, Validity, Scale Reliabilities and Inter Correlations

This research uses a questionnaire that is developed by some previous researchers by translating from and retranslating it to the original language. Factor analysis is carried out to test construct validity. Then, with varimax rotation and factor loading the minimum of 0.5 as suggested by Hair, Black, Babin, Anderson, and Tatham (2006) are achieved as a result of construct validity test which is practically significant. Then, the items that have the construct validity with the use of factor analysis are tested for their reliability.

To assess the reliability of the measurement items of all the variables, an internal consistency check was carried out. The Cronbach alpha from the test yielded a record of 0.8051 for affective commitment, 0.7733 for continuance commitment, 0.8649 for normative commitment, 0.8524 for job satisfaction, and 0.9310 for intention to leave, which is far above the cut-off line of reliability as recommended by Hair et al. (2006) and Sekaran and Bougie (2010). Content validity that is used to assess for the measurement instruments was done in the pre-tested stage by soliciting the expert opinions of two professors from a university who are research specialists in quantitative methodology and organizational behavior disciplines. The scale was then pre-tested on all respondents as suggested by Sekaran and Bougie (2010). Factor analysis (FA) was also performed on the construct under study. Factor extraction was executed and any Eigenvalue that is greater than one (1) will be adopted. To further simplify the interpretation and seek a simpler structure, the Orthogonal technique and the Varimax rotation was then performed. The varimax rotated principal components factor revealed one structure factor. The factor loading recorded loading of between 0.620 and 0.920. Given all the items extracted were recorded above 0.5, three (3) items were deleted. With varimax rotation and factor

loading of minimum 0.5 as suggested by Hair et al. (2006) the results of construct validity testing are practically significant.

Based on theoretical and empirical estimations, bivariate correlations between affective commitment, continuance commitment, normative commitment, and job satisfaction are positive. Bivariate correlations between affective commitment and intention to leave, continuance commitment and intention to leave, normative commitment and intention to leave, job satisfaction and intention to leave are negative. Means, standard deviation, scale reliabilities, and inter correlations between all variables are provided in Table 1.

Table 1: Means, Standard Deviations, and Inter Correlations among the Study Variables

| | Mean | SD | A | 1 | 2 | 3 | 4 | 5 |
|------------------------|--------|--------|--------|----------|----------|----------|----------|-------|
| Affective Commitment | 3.8447 | 0.6912 | 0.8051 | 1.000 | | | | |
| Continuance Commitment | 3.8754 | 0.6445 | 0.7733 | 0.358** | 1.000 | | | |
| Normative Commitment | 3.9806 | 0.6419 | 0.8649 | 0.399** | 0.289** | 1.000 | | |
| Job Satisfaction | 3.7387 | 0.6987 | 0.9310 | 0.379** | 0.390** | 0.466** | 1.000 | |
| Intention to Leave | 3.0696 | 0.8078 | 0.8524 | -0.512** | -0.403** | -0.427** | -0.281** | 1.000 |

Notes: correlation is significant at the 0.01 level (2-tailed)

4 Results

Table 2 presents the result of model 1, fully mediated multidimensional organizational commitment model. Job satisfaction has a positive impact on affective commitment, continuance commitment, and normative commitment. Affective commitment, continuance commitment, and normative commitment have negative impact on intent to leave. Job satisfaction effects on turnover intention are mediated by multidimensional organizational commitment, H1 is supported.

Table 2: Result of Model 1 - Fully Mediated Multidimensional Organizational Commitment Model

| Model 1: GFI= 0.926 CFI= 0.843 NFI= 0.833 Chi-Square = 39.951 d.f.= 4 RMR= 0.026 RMSEA = 0.209 | β | Critical Ratio |
|--|----------|----------------|
| Job Satisfaction → Affective Commitment | 0.458** | 6.188 |
| Job Satisfaction → Continuance Commitment | 0.470** | 6.292 |
| Job Satisfaction → Normative Commitment | 0.461** | 6.518 |
| Affective Commitment → Intention to Leave | -0.266** | -3.892 |
| Continuance Commitment → Intention to Leave | -0.316** | -4.807 |
| Normative Commitment → Intention to Leave | -0.277** | -4.002 |

Table 3 presents the result of model 2, partially mediated multidimensional organizational commitment model. Job satisfaction has a positive impact on affective commitment, continuance commitment, and normative commitment. Affective commitment, continuance commitment, and normative commitment have negative impact on intent to leave. Impact of job satisfaction on intention to leave is not significant. Job satisfaction

effects on turnover intention are mediated by multidimensional organizational commitment, H2 is supported. Job satisfaction affects directly multidimensional organizational commitment, but does not affect turnover intention, H3 is not supported.

Table 3: Result of Model 2 – Partially Mediated Multidimensional Organizational Commitment Model

| Model 2: | | |
|---|---------------|----------------|
| GFI= 0.931 | CFI= 0.851 | NFI= 0.845 |
| Chi-Square = 37.164 | d.f.= 3 | |
| RMR= 0.026 | RMSEA = 0.236 | |
| | B | Critical Ratio |
| Job Satisfaction → Affective Commitment | 0.466** | 6.302 |
| Job Satisfaction → Continuance Commitment | 0.479** | 6.421 |
| Job Satisfaction → Normative Commitment | 0.466** | 6.606 |
| Affective Commitment → Intention to Leave | - 0.301** | - 3.949 |
| Continuance Commitment → Intention to Leave | - 0.379** | - 4.190 |
| Normative Commitment → Intention to Leave | - 0.359** | - 4.946 |
| Job Satisfaction → Intention to Leave | 0.137 | 1.521 |

Table 4 presents the result of model 3, fully mediated job satisfaction model. Affective commitment, continuance commitment, and normative commitment have positive impact on job satisfaction, but job satisfaction has a negative impact on intent to leave. Multidimensional organizational commitment effects on turnover intention are mediated by job satisfaction, H4 is supported.

Table 4: Result of Model 3 - Fully Mediated Job Satisfaction Model

| Model 3: | | |
|---|---------------|----------------|
| GFI= 0.894 | CFI= 0.703 | NFI= 0.703 |
| Chi-Square = 71.062 | d.f.= 3 | |
| RMR= 0.002 | RMSEA = 0.333 | |
| | B | Critical Ratio |
| Affective Commitment → Job Satisfaction | 0.156 | 1.608 ns |
| Continuance Commitment → Job Satisfaction | 0.297** | 3.383 |
| Normative Commitment → Job Satisfaction | 0.290** | 3.637 |
| Job Satisfaction → Intention to Leave | - 0.329** | - 4.784 |

Table 5 presents the result of model 4, partially mediated job satisfaction model. Affective commitment and job satisfaction do not have impact on job satisfaction. Continuance commitment and normative commitment have positive impact on job satisfaction. Affective commitment, continuance commitment, and normative commitment have negative impact on intent to leave. Impact of job satisfaction on intention to leave is not significant. Multidimensional organizational commitment effects on turnover intention are mediated by job satisfaction, H5 is partially supported. Multidimensional organizational commitment except affective commitment affects directly job satisfaction but job satisfaction does not affect turnover intention, H6 is not supported.

Table 5: Result of Model 4 - Partially Mediated Job Satisfaction Model

| Model 4: GFI= 1.000 CFI= 1.000 NFI= 0.000 Chi-Square = 0.000 d.f.= 0 RMR= 0.000 RMSEA = 0.335 | β | Critical Ratio |
|---|-----------|----------------|
| Affective Commitment→ Job Satisfaction | 0.150 | 1.541 |
| Continuance Commitment → Job satisfaction | 0.292** | 3.297 |
| Normative Commitment→ Job Satisfaction | 0.284** | 3.532 |
| Job Satisfaction → Intention to Leave | 0.010 | 1.243 |
| Affective Commitment → Intention to Leave | - 0.266** | - 2.757 |
| Continuance Commitment→ Intention to Leave | - 0.324** | - 3.539 |
| Normative Commitment→ Intention to Leave | - 0.353** | - 4.273 |

Structural equation model (SEM), also known as path analysis, causal modeling, or analysis of covariance structures, compares how well data fit a model that specifies relationships among variables (Trimble, 2006). Multiple models can be proposed to describe a data set. SEM allows for comparison to set which one has superior fit. Indexes of fit can be classified into two broad categories (Nasser & Takahashi, 2003). The first includes absolute indexes such as Chi-Square (χ^2), Chi-Square: degrees of freedom (χ^2 : df), the root-mean-square error of approximation (RMSEA), and expected cross-validation index (ECVI). The second category includes three types of incremental indexes of fit, such as normed fit index (NFI), the Tucker-Lewis index (TLI), and the comparative fit index (CFI). Stressing different indexes emphasize different aspects of fit. Consequently, in theory, obtaining different indications of model fit is possible. Table 6 presents the fit indices for the structural equation models examined in this study. The goodness-of-fit index (GFI) and adjusted goodness of-fit index (AGFI) can be classified as absolute indexes of fit because they basically compare the hypothesized model with no model at all. Although both indexes range from zero to 1.00, with values close to 1.00 being indicative of good fit (Byrne, 2001), cutoff value close to 0.90 has been advised. Based on GFI value reported in Table 6, Model 1 and 2 have values 0.92 and 0.931 respectively. We can conclude that our hypothesized model 1 and 2 fit the sample data fairly well. Model 3 have value 0.894, so we can conclude that our hypothesized model does not fit the sample data or we can say marginal fit.

Values for both normed fit index (NFI) and comparative fit index (CFI) ranged from zero to 1.00. Although a value > 0.90 was originally considered representative of well fitting model, a revised cutoff value close to 0.95 has recently been advised. Based on NFI and CFI value reported in Table 6, Model 1 has value CFI and NFI 0.843 and 0.833 respectively. We can conclude that our hypothesized model 1 is marginal fit the sample data. Model 2 has value CFI and NFI 0.8851 and 0.845 respectively. We can conclude that our hypothesized model 2 is marginal fit the sample data.

The root mean square residual (RMR) represents the average values across all standardized residuals, and range from zero to 1.00. Small value, say 0.05 or less is fitting model. Based on RMR value reported in Table 6, Model 1, 2, 3, and 4 have value 0.030, 0.026, 0.038, and 0.000 respectively. We can conclude that our hypothesized model 1, 2, 3, and 4 fit the sample data fairly well. The root mean square error of approximation (RMSEA) for fitting model is less than 0.05. Based on RMSEA value reported in table 6, our hypothesized model is not fit the sample data. Model 4 is the just-

identified model because this model has degree of freedom value 0. 000. The just-identified model is not scientifically interesting because it has no degrees of freedom and therefore can never be rejected (Byrne, 2001). Model 4 fits perfectly and can not be ruled out entirely because it is a saturated model. This is because GFI and CFI statistics is 1. Model 4 is not the hypothesized model, but Model 4 is the true model (Bone, Sharma, & Shimp, 1989). Based on all of characteristics of the best fits for the data, Model 2 (partially mediated multidimensional organizational commitment model) appears to provide the best fits for the data.

Table 6: Fit Indices for Structural Equation Model

| Hypothesized Model | χ^2 | d.f. | RMR | RMSEA | GFI | AGFI | CFI | NFI |
|--------------------|----------|------|-------|-------|-------|-------|-------|-------|
| Model 1 | 39.951 | 4 | 0.030 | 0.209 | 0.926 | 0.721 | 0.843 | 0.833 |
| Model 2 | 37.164 | 3 | 0.026 | 0.236 | 0.931 | 0.654 | 0.851 | 0.845 |
| Model 3 | 71.062 | 3 | 0.038 | 0.333 | 0.894 | 0.470 | 0.703 | 0.703 |
| Model 4 | 0.000 | 0 | 0.000 | 0.335 | 1.000 | 0.000 | 1.000 | 1.000 |

5 Discussion

The results of this study suggest that a partially mediated multidimensional organizational commitment model consistent or fit with the data is the best model. We conclude from our research results that the relationship between job satisfaction, organizational commitment, and turnover intention is very complex. Job satisfaction is one of the factors that contribute to employees' turnover intention or intention to leave the organization. However, there are no consistent findings in value. These findings conclude that empirically, job dissatisfaction has an indirect effect on the turnover intention through organizational commitment. Organizational commitment is said to be an important variable in the discussion of turnover intention because it is a popular belief that employees are more committed, the less likely they will leave the job or organization or move to another organization.

The findings of the study also showed that job satisfaction was positively related to organizational commitment, and it is conforms the previous findings (Dougherty et al, 1985; Lee Carswell, & Allen, 2000). This model is described by using the cognitive dissonance approach. A cognitive view of organizational commitment is rationalized by subsequent attitudes, namely job satisfaction (Bateman & Strasser, 1984). Organizational commitment and job satisfaction have been found to be positively correlated in some studies. Satisfied employees are expected to be committed to the organization and have a strong belief in achieving its objectives. Organizational commitment has been found to arise from positive experiences at work, job satisfaction, trust in management, and an attractive remuneration and rewards (Meyer et al., 2002). The results of this study indicate that organizational commitment is directly related to job satisfaction.

Job satisfaction is associated with the affective response to the work environment, while organizational commitment is more stable and enduring (Reed, Kratchman, & Strawser 1994). The findings of this study indicate that job satisfaction is an antecedent of organizational commitment. This finding also confirms the results of previous studies of the researchers (Williams & Hazer, 1986; Gaertner, 1999; Jernigan et al, 2002; Mathieu &

Zajac, 1990; Lok & Crawford, 2001; Dunham et al, 1994; Somers, 1993; Dougherty , Bluedorn, & Keon, 1985; Clugston, 2000; Gunlu et al, 2010). Job satisfaction and organizational commitment are two very relevant working attitude, which means that there is some overlap of the two working attitude when there is an effect on other variables.

Organizational commitment has been found to correlate higher with the turnover intention or intent to leave organization than job satisfaction (Williams & Hazer, 1986). Both of these variables, namely job satisfaction and organizational commitment are considered to have a negative effect on turnover intention. Job satisfaction and organizational commitment has always been reported to be negatively associated with turnover and turnover intention or intent to leave the organization (Hollenbeck, Williams, & Klein 1986) and positively correlated with each other, i.e. between job satisfaction and organizational commitment (Lum et al., 1998). This finding indicates that the two variables, namely job satisfaction and organizational commitment related to turnover intention. Studies on organizational commitment have consistently shown a strong relationship with turnover intention. Job satisfaction also appears to be associated with turnover intention directly, but this relationship was not consistent. Organizational commitment is more strongly related to job satisfaction than to turnover intention. Committed employees are less likely to leave the organization. Committed employees are a more significant personal contribution to the organization and perform better for the organization (Perryer, Jordan, Firms, & Travaglione 2010).

The findings of this study indicate that organizational commitment is negatively related to turnover intention. Results of statistical analysis obtained in this study also showed that job satisfaction has an influence on turnover intention. However, organizational commitment proved to be a more important variable than job satisfaction in determining turnover intention. The conclusion that can be made from the results of this study are organizational commitment seems to be a better predictor for turnover intention.

The implications of this study contribute to knowledge about the antecedents of employees' turnover intention. These findings provide additional evidence that job satisfaction does not appear to directly affect the employee's turnover. Job satisfaction has a direct and indirect influence on employees' turnover intention. Although job satisfaction in Model 3 significantly negative impact on turnover intention, but in Model 1 and Model 2, job satisfaction does not have impact on turnover intention either directly or indirectly. In Model 1 and Model 2, affective commitment, continuance commitment, and normative commitment mediated affects job satisfaction on turnover intention. Job satisfaction and organizational commitment of employees associated with turnover intention, but a stronger organizational commitment influence on employees' turnover intention.

Regarding the direct impact of job satisfaction on employee wishes to move or exit to leave the organization, the results of this study indicate that job satisfaction has a significant negative impact on the turnover intention in Model 3 is not clear how strong the influence of job satisfaction on employees' turnover intention, given that it may depend on the specific aspects of the work in a particular organization. The relationship between job satisfaction and turnover intention is not clear. The influence of job satisfaction on turnover is not stable across different organizations, or that job satisfaction may relate more closely to the immediate or short-term variables such as daily business, not a long-term variable such as turnover intention (Ajzen & Fishbein, 1977). These results provide additional evidence that job satisfaction does not appear to affect turnover intention directly. In general, the results of this study support to previous researchers

reporting negative relationship of job satisfaction and organizational commitment with turnover intention. However, in the present study, organizational commitment explained more variance in employee turnover intention than did the organizational commitment.

6 Conclusion

The results of this study support the basic assumption underlying this study that, when employees are satisfied with their work and feel committed to the organization, they tend not to terminate their employment voluntarily. Based on the best models in this study, it can be concluded that the relationship between job satisfaction and turnover intention is mediated by organizational commitment. This has implications not only for future research, but also to manage the organization. The findings of this study indicate that research on organizational commitment has increased and continues to become increasingly important for the researchers. This is because employees who have committed will be able to ensure that they will keep working and stay within their organization. Committed employees will feel that they have the organization and in turn, they will tend to not leave the organization.

This study has several limitations. The main limitation of this study is the reliance on a small sample size. Small sample size may limit the generalizability of the respondents of this research. Our respondents came from a variety of organizations as opposed to samples taken from the two organizations. This study tested the mediation model based on cross-sectional data. Longitudinal mediation model is a model (MacKinnon, Coxé, & Baraldi, 2012). However, in practice, mediation tests can be performed using cross-sectional data as this study. Although longitudinal mediation modelling is the preferred method for evaluation of the mediation process, there are situations where only cross-sectional data are available.

The results found in this study should be regarded as tentative and require further testing before generalizations can be made. More empirical research is needed to validate the results and conclusions of this research. A larger sample size would make the results better. Longitudinal research designs that will measures organizational commitment, job satisfaction, and turnover intention variables at more than one point of time are also essential for clarifying their relationship.

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