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Research Paper:

## "Relationship Between Job Satisfaction And Employee Turnover Intentions"

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# ABSTRACT

The aim of this study is to determine how satisfied employees are with their jobs and how likely they are to leave. Job satisfaction is inversely related to attrition intention, and low turnover has been shown to increase corporate performance and success. Corporate culture and structure moderate the degree of the interaction between job satisfaction and desire to leave. Worker happiness motivates managers to devote more effort to their workers, and then as a result, they perform faster and better. When an employee is satisfied with his or her job, he or she will be more likely to bring in a higher level of commitment at work. It then helps to increase the productivity and efficacy of the organization. Maintaining and coordinating with an employee's level of happiness is very complex in a pandemic setting. since both the company and the individual are going through a difficult time and need to cut down on their additional unneeded expenses: Employees are being sacked, receiving low pay, and receiving no bonuses, all of which detract from employee incentive to work for the company. Company should look after his or her employees, and if they are unhappy, they are more likely to resign, which will be negative to the firm. for this purpose, we collected data from employees of different organizations having different motivation values, ages, designation through questionnaire survey. through this survey we collected 224 forms, and majority of the responses were from the age group of 16-30. By doing statistical working on SPSS nominal scale and 25 scale items were used.

KEYWORDS:  job satisfaction, turnover intentions, motivation

# Contents

# **INTRODUCTION**

INTRODUCTION

Employee turnover is the number or proportion of staff who leave a company and are replaced by new jobs. This attrition, or the intention to quit a position, lowers the company's profitability while creating obvious disturbances. This creates strong motivation for the company to discourage dismissal or, at the very least, to be able to foresee when and when turnover is likely to occur.

There are three main reasons why job turnover is experienced by companies: Lower job satisfaction, workplace satisfaction and employee motivation. Job satisfaction is an indicator of how satisfied workers are in their work, whether they enjoy the job or other parts of it, such as the quality of the work or supervision. Workplace satisfaction involves physical working conditions and social working conditions, mostly employees and colleagues, cleanliness and protection at work, a non-toxic and appreciative atmosphere etc. Lastly, employee motivation is where the employees feel engaged and involved in an organization, this generally involves different monetary or non- monetary perks, appreciation, feedbacks, autonomy etc.

Numerous papers have been reported in the literature examining how socioeconomic and firm variables influenced employee turnover rates. This includes "A Review and Conceptual Analysis of the Employee Turnover Process" (Mobley, et al., 1979), Job Satisfaction and Organizational Commitment in Relation to Work Performance and Turnover Intentions (Shore & Martin, 1989) and "Examining sources of influence on employee turnover in the part-time work context" (Mcbey & Karakowsky, 2000) etc.

Despite the fact that work satisfaction has been shown to be a reasonably constant indicator of attrition intentions, the frequency of the satisfaction-intention-to-leave relationship varies by environment.

## BACKGROUND

The recent studies suggest that the employee turnover results in the reduction of profits and the loss of skilled labor, which hurts businesses badly (Fisher & Connelly, 2017). The study depicts the employee turnover rate in the insurance industries. The business leaders had spent billions of dollars over the turnover rate and the cost had a vital issue related to employee leaving their jobs frequently (Reina, Rogers, Peterson, Byron, & Hom, 2018). The employee turnover doesn't only impacts on profit but also does have massive impacts on employee motivation, morale and human knowledge (Mamun & Hasan, 2017).. Moreover, turnover costs may varies up to 200% depends upon the nature of job (Fisher & Connelly, 2017). In insurance industry, while in new hiring, the costs of training would increase, disruption in the day to day activities will be increased as the lack of motivation, low productivity from low resources and so on (Mamun & Hasan, 2017). To reduce the costs and intentions of turnover, manager and leaders have to look at the factors that directly influence the relationship with employee turnover such as growth opportunity growth opportunities, market competitive pay and employee involvement in decision making (Mamun & Hasan, 2017.

## SCOPE OF STUDY

The past studies regarding RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEE TURNOVER were very fragmented and not integrated. The different researches that were conducted in the past used different constructs so therefore there is no any integrated study that explains all the possible constructs that significantly impacts the relationship between job satisfaction and employee turnover. Therefore our research specifically revolves around Job satisfaction that significantly impacts the employee turnover rate in an organization. Major constructs related to Job satisfaction including moderating variable such as job motivation so that we can see up till which extent it affects Employee turnover Intention. We also built and integrative framework through Herzberg's theory which explains the impact of factors that are related to job satisfaction. The framework that have been built provides an important foundation for the future because it will helps managers to understand how job satisfaction and employee turnover correlates. We

have included mediation and moderating variables as well to accurately define and explain the true impact on employee turnover intention through job satisfaction.

## Problem Statement:

According to the report of (Bureau of labour statistics, 2020) , the employee turnover rate was 57.3 percent. Researchers have found that there is a inverse relation between job satisfaction and employee turnover. Employees who are more engaging or satisfied with their jobs tends to show less turnover intention. Moreover, work place environment and employee motivation also mediates the relationship between job satisfaction and turnover rate. Thus, the main purpose of the study is to investigate how Intrinsic and extrinsic job satisfaction is inversely associated with employee turnover rate.

## Purpose Of Research:

The main purpose of this research is to identify the relationship between job satisfaction and employee turnover intentions, moreover to find out the impact of workplace environment and employee motivation upon the relationship of job satisfaction and employee turnover intentions.

## OBJECTIVE OF RESEARCH

- The objective of this research is to find out the relation between job satisfaction and turnover intentions of employees.

- How will the workforce productivity rate and employee retention levels be managed and accommodated to?

- analyze if a person's job satisfaction is on peak then employee's turnover wouldn't be effective.

- analysis to find out the job if the employees are highly satisfied with the job they're performing.

- Employee turnover rises as workers and top management are at odds, as it has an impact on employee satisfaction. Nobody likes to work under duress or in an environment where they are undervalued.

RESEARCH QUESTIONS

The following was the thesis question:

Is there a statistically relevant relationship between workplace environment, job satisfaction and employee motivation and employee turnover intentions?

# **HYPOTHESIS**

The aim of the study was to look into the connection between employee workplace satisfaction, job satisfaction and employee motivation and employee turnover. The analysis had three independent variable (Employee workplace satisfaction, job satisfaction and employee motivation) and one dependent variable (employee turnover).

We used a null and alternate hypothesis to see whether there was an association and how well the independent variables forecast the dependent variable in this analysis.

(Ho): Employee workplace satisfaction, job satisfaction and employee motivation has no statistically meaningful association with employee turnover.

(Ha): Employee motivation, job satisfaction and workplace environment has statistically meaningful association and significant effect on employee turnover intentions.

**OR**

(H1): Job satisfaction has significant relationship with employee turnover intentions.

(H2): employee motivation has no significant relationship with employee turnover intentions.

(H3): workplace environment has no statistically meaningful association with employee's turnover.

(H4): job satisfaction has negative relationship with employee turnover intention.

(H5): Employee motivation moderates the relationship between job satisfaction and employee turnover intentions.

(H6) workplace environment mediates the relationship between job satisfaction and employee turnover intentions.

## **LITERATURE REVIEW**

The purpose of study is to identify, know and examine the relationship between job satisfactions, workplace environment, employee motivation and employee turnover rate or intentions. This is quantitative based correlation research. The research is fully focused on the insurance industry. It is conducted with the boundary of Pakistan. We've raised few basic research questions by implementing hypothesis methodology and these are listed below; What is the relationship between job satisfaction, workplace environment, and employee motivation and employee turnover intentions?" If the employees are dedicated and vastly motivated then they will produce good results and so as less turnover intentions. (Imran. et al., 2017). It is said that to be fitted in a particular job, one should be motivated and satisfied. Workplace environment, job satisfaction has direct relationship with employee motivation so as turnover intentions. It helps to reduce the training costs by impacting turnover intentions which may cause the positives outcomes. Samad (1995) examined that the relationship between job satisfaction and turnover intention can be broken by the demographic such as age, group and sex. (Van dick et al. 2004), identifies that those who left jobs doesn't only effect the turnover, productivity but actually hurts the motivation and dedications of rest. Mostly people enjoyed these sorts of rewards since they are transactional and they need physical rewards or something that looks solid and beneficial for them. The study would tell that

supervisor and manager both equal should know when and what driven the employee to be motivated in order to distribute the rewards among the employee so that they themselves feel adequate and appreciate able. (Pawirosumarto. et al., 2017), employee performance is based upon the appraisals, employee inspiration, commitment, dedication and so on. Moreover, In the event that the representatives are let to settle on their own choices and strategies to improve the work quality, their exhibition can be expanded. (Pang & Lu, 2018; Khoreva & Wechtler, 2018) Uzonna et al. (2013), said that inspiration has negative relations with employee turnover on the grounds that as the inspiration builds the worker turnover diminishes and the other way around. Motivational and environment satisfied person more likely to informed and respond quickly and willing to work effectively and efficiently in order to achieve or attain goals and objectives. Harrington et al. (2001), He observed that disappointment with pay and advancement are the primary indicators of turnover aim. There are numerous causes of occupation fulfillment like nature of work, economic wellbeing, professional stability, acknowledgment, job clearness, authority and interest during the time spent choices making, the conduct of boss, and cohesiveness and steady conduct of partners in the work place. Khoshnevis and Tahmasebi (2016), likewise noticed that Herzberg's hygiene's factors had a more critical effect on representative inspiration than persuasive elements. Rochat (2018), observed that there may be various motivation factors such as interventional motivation, which includes empathy, a collective relationship, strengthening of the individuals' wants, needs, and affirming the individual's right to decision making. It is identified that one may be motivated through the environment of work place and other may be motivated with the pay scale and rest may be by others factors. So, the manager should be acknowledged individuals' motivations. Further, Downes, Kristof-Brown, Judge, and Darnold (2017), said that inspiration has negative relations with representative turnover on the grounds that as the inspiration builds the worker turnover diminishes and the other way around. Let's say, employees from different age group or era may carry accordingly in terms of autonomy (Heyns & Kerr, 2018). Mentioned aren't only the reasons but surely it would impact the whole efforts of the employee and so that productivity will be increased and effectively. (locke 1976) Believes that job satisfies person stay relatively longer. The literature review is based on 15 references and 224 surveys with in boundary span of age bracket as 16 to 30 years old and 25 items used per scale. This article aims to fill the literature gap which depicts the relationship between the workplace environment,

employee motivation, job satisfaction and turnover intention in the insurance industry. This literature review will discuss more in detail in frameworks, through theories and dependent and independent variables and measurement instruments

## **Theoretical Framework:**

The theory which I related with my study is Herzberg's two factor theory in which he emphasized on both intrinsic and extrinsic pleasure of employee. According to Herzberg, motivation refers to intrinsic pleasure such as, appraisal, promotion, external benefits, growth and acknowledgment whereas, hygiene identifies extrinsic pleasures of employees which means working condition, compensation, organization policy and relationship with subordinates. So, collectively these all factors are related to job satisfaction. Moreover, these factors gives us a fair idea about employee satisfaction with his job. Because if employees dislike their jobs it would affect overall productivity of the organisation which results in less profitability. Thus we have used Herzberg's theory in our study to help managers and supervisors understand how job satisfaction and employee turnover correlates.

# CONCEPTUAL MODEL

*MOD 1*

EMPLOYEE

MOTIVATION

*IV*

JOB Satisfaction

*DV*

EMPLOYEE

TURNOVER

*MED 1*

WORK PLACE
ENVIRONMENT
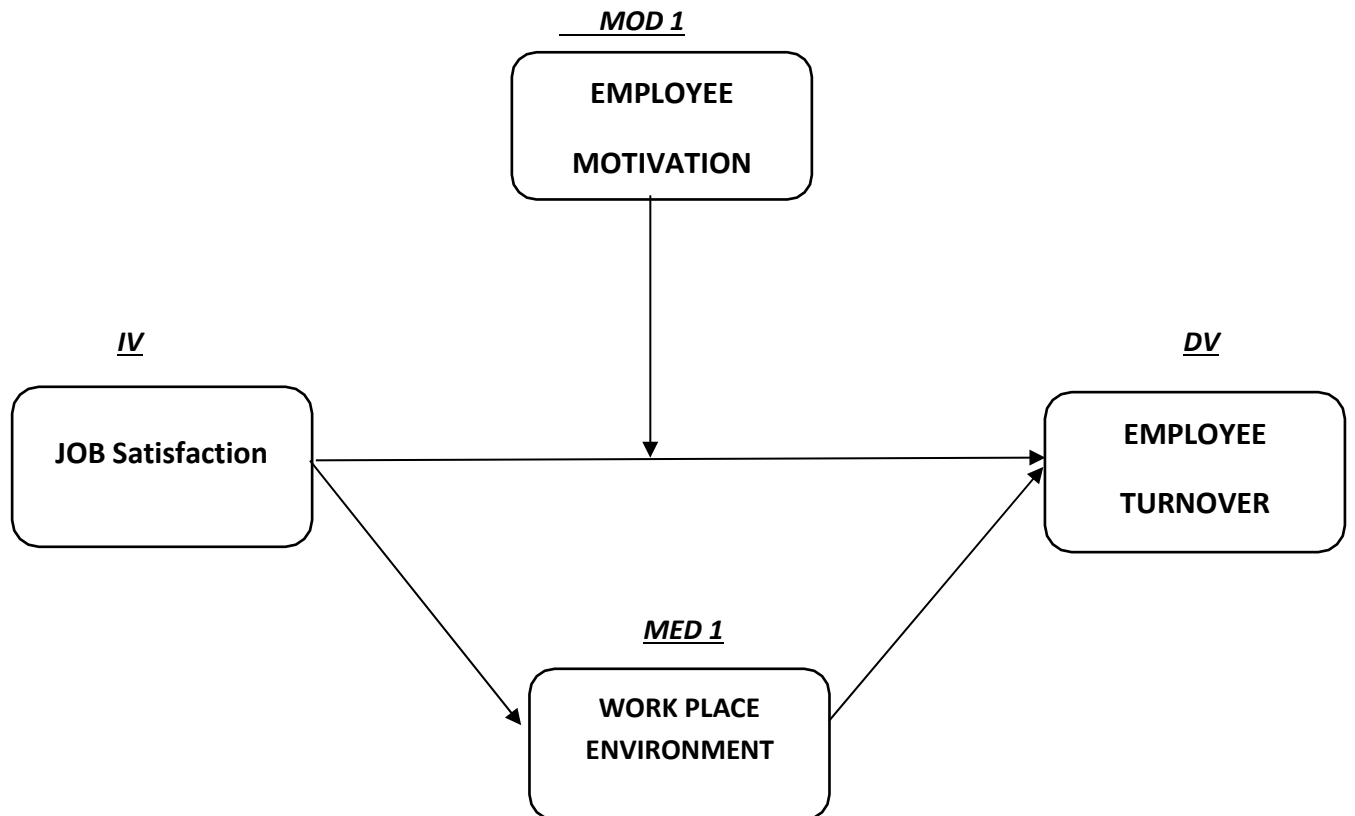
**Job Satisfaction:**

It is a feeling to happiness that a person derives from his occupation. Or we can say when a person find his job engaging and see that there is a high chance of his growth in the organisation it contributes to job satisfaction.

**Employee Turnover:**

It refers to the number of employees who voluntarily left the organisation in case of job dissatisfaction.

**Workplace Environment:**

It is the place where an employee perform his job. Work environment has a major affect on employee health, efficiency and productivity

**Employee Motivation:**

It can be defined as the level of commitment, energy and persistence that an employee bring with his job in the workplace. Employee motivation contributes to greater productivity and profitability.

# METHODOLOGY

## VARIABLES

### Employee Turnover: Dependent Variable

Organizations spend a lot of money on their workers' induction and training, as well as their growth, maintenance, and retention. Low churn, on the other hand, will be catastrophic for the company in terms of overhead expenses. Employee turnover is defined by (PRICE, 1989) "the ratio of the number of organizational members who resigned during the timeframe under consideration divided by the average number of participants in the organization at the time". This There could be many reasons why an employee leaves the organization few of them which are: Job related factors, Organizational factors, and Voluntarily factors. Most management teams hope to examines the causes of workforce attrition and propose the best solution for filling

the vacuum created by the source, so that they can attract workers and improve their productivity in this globalized environment.

In our study, we have taken this variable as dependent on majorly 3 independent variables. These include; job satisfaction, workplace satisfaction and employee motivation

**Job Satisfaction**: **Independent Variable**

Job satisfaction is positive feelings an employee has toward his or her job (Sailaja & Naik, 2016). It is one of the most important variables of technical turnover is job satisfaction. It's a crucial area of research because it's a correlate linked to better workplace efficiency, work integrity, employee enthusiasm, and lower absenteeism, exhaustion, and turnover. Job satisfaction has been investigated as a result of a variety of person and workplace attributes as well as a predicate to a multitude of platforms. Employees who are more satisfied with their jobs are more productive. Many researches and studies have proved this stance. In A study (Nasurdin, et al., 2008) that salary and promotion discontent are the most important predictors of turnover intention. In another study, (Cascio, 2002) worker satisfaction was discovered to be a strong indicator of decision to leave

Employees gain self-achievement as a result of their current work, which leads to career fulfilment. (Gatling, et al., 2015). As a result, workers must prepare and cultivate their employees in order to improve their accomplishment or productivity success in order to be satisfied with their employment. (Lester, 2013). To be happy with their employment, employees want appreciation, accomplishment, personal development, and progression (Lester, 2013). Recognizing employees' efforts and contributions is a cost-efficient and effective way to entice staff to join the company. Customers benefit from employee satisfaction and gratitude when they get high-quality support. Employee appreciation, according to (Yee, et al., 2013), fosters good results.

**Work Place Satisfaction: Independent Variable**

The organization must meet the demands of its workers by ensuring fair working practices in order to maximize production, effectiveness, competitiveness, and job dedication. Job and context are two broad aspects that make up the working environment. Work encompasses all aspects of the work, such as the manner in which it is carried out and done. The physical working conditions and the social

working conditions make up the second component of work satisfaction. (Sousa-Poza & Sousa-Poza, 2000).

According to (Spector, 1997) employee safety, workplace security, good ties with coworkers, appreciation for successful results, incentive for doing well, and involvement in the firm's decision-making process, according to him, make up the working atmosphere. He went on to say that as workers understand how valuable they are to the company; they will be more committed and have a sense of ownership for it. Wages, working hours, staff autonomy, corporate structure, and employee-management coordination are all variables that can influence lower turnover.

### Employee Motivation: Independent Variable

(Carol, et al., 2012) defined motivation as, "any internal stimuli that causes action to be produced and guided" Employee morale is a vital feature of the workplace that adds to the company's success. Stimulating the workers can be a daily procedure. When a boss expects his workers to succeed, they demand something in return, which acts as a catalyst for encouragement and success, and when employees' demands are not satisfied, they simply leave the company. Employees who are inspired contribute to the organization's growth because they are constantly striving to better their job output (Ali & Ahmad, 2008)

When companies continue to offer both monetary and non-monetary incentives as incentive, they will provide more commitments and a lower turnover rate. Salary, compensation, and other monetary incentives are examples of monetary rewards. Non-monetary benefits include things like acknowledgment, gratitude, inclusivity, and quality time. However, if these demands are not met, or if only a couple of them are met, there is a good chance that workers will quit and get a better job.


## RESEARCH DESIGN

Our research is conducted through quantitative based correlation study that studies the job satisfaction has a significant relationship with employee turnover intentions; workplace environment has no statically meaningful association with employee turnover. It is confirmed that the job satisfaction has a negative

relationship with employee turnover intention. Moreover, we study that the employee motivation moderates the relationship between job satisfaction and employee turnover intentions.

## QUESTIONNAIRE DESIGN

The Research that we conducted was quantitative study. The questionnaire that we designed was closed ended questionnaire. We used the past researches and literature reviews to evaluate impact of job satisfaction on employee turnover intention. Our questionnaire consists of 16 scale items of 4 different constructs and the responses are collected on the Scale of 0 to 5 i.e. strongly Disagree to Strongly Agree respectively. The first part of questionnaire is designed to collect demographic data of our respondents like age and gender .The data that we collected was highly confidential, and no personal information was asked like name, email in order to make sure that the results are not biased. The second part of our questionnaire asks questions about job satisfaction. The third part of the questionnaire asks questions about Workplace environment and the culture of the firm. The fourth part consists of 5 scale items related to Employee turnover intention and the respondents were asked to give their responses on the basis of their personal experiences. Last part consist of 4 scale item about Employee Motivation and asking respondents their personal feedback about what makes an employee motivated.

## DATA COLLECTION

To identify the relationship between employees job satisfaction and turnover, we basically formed a online google survey which consist of multiple questions regarding job satisfaction or dissatisfaction and motivating factors etc. For data collection process,we target employees so that we can get a fair idea for our research and the purpose for online surveys was that at many times employees are busy with their day to day routine but online survey gives them the benefit that they can access forms whenever they get free time so it was most reliable and convenient for the employees. Initially we circulate the online survey forms to our relatives and friends. Then, other participants were approached by snowball sampling method. It

is basically a process in which researchers circulate forms to some members and then those members approach other participants and the process goes on. This does not only gives higher number of respondents but also free from any sort of biasness. Moreover, the advantage for researchers in online surveys was that it is less expensive and save the cost of printing and postal service. But there are some disadvantages as well of online surveys which are; most of the time respondents don't complete the survey or sometimes when respondents are in hurry so they don't answering the question properly and for the sake to complete survey fast they move on to other question.

## SAMPLE DESIGN

The criteria of our research is that we targeted people who are employed at any level. The sampling technique that we used to conduct this empirical descriptive research is Convenience Sampling (a.k.a Non Probability Sampling). The online research survey was sent to400 employees. But due to limited time and tough routine, the number of participants that filled our survey was 224. The majority of our respondents who participated in our survey was youth such that their age lies in between 16 to 35 years.

## STATISTICAL TECHNIQUE

This study used multiple linear regression to assess the predictability of a relationship involving two or three independent variables and one dependent variable. The study data in this report was analysed using the SPSS software. We stopped collecting responses to our survey after we reached 224 responses. Then we used SPSS software (statistical package for social sciences) to execute statistical research on our spreadsheet of answers. On SPSS, we ran missing values, demographic analysis-response profiles, descriptive analysis, construct reliability, correlation analysis, multi collinearity test, exploratory factor analysis, construct and discriminatory validity test, and mediation analysis, moderation analysis, regression analysis for hypothesis and to verify it.

# RESULTS & DISCUSSIONS

## RESPONDENTS' PROFILE

The table 1.1 mentioned below shows that we had 224 participants in our online survey. The percentages of males and females participated in our survey was 60.7% and 39.3% respectively. The table shows that almost 70% of or respondents belonged to youth (age 16-30) and the est 30% were of older participants (30 and above).

*Table 1.1 Respondents' Profile*

| VARIABLES | | FREQUENCY | PERCENTAGE |
|---|---|---|---|
| *GENGER* | Male | 136 | 60.7 |
| | Female | 88 | 39.3 |
| *AGE* | 16 - 20 Years | 39 | 17.41 |
| | 21 - 25 Years | 92 | 41.07 |
| | 26 - 30 Years | 30 | 13.39 |
| | 31 - 40 Years | 37 | 16.51 |
| | 41 - 50 Years | 11 | 4.9 |
| | Above 50 | 15 | 6.69 |

## DESCRIPTIVE STATISTICS

In order to ensure the normality of data and to obtain univariate normality, we ran the test of descriptive analysis on SPSS which is summarized in Table 1.2 mentioned below

| Table 1.2 Descriptive Statistics | | | | |
|---|---|---|---|---|
| **Statistics** | | | | |
| | | **JOB SATISFACTION** | **WORKPLACE ENVIRONMENT** | **EMPLOYE TURNVER INTENTION S** | **EMPLOYEE MOTIVATIO N** |
| **N** | **Valid** | 224 | 224 | 224 | 224 |
| | **Missing** | 0 | 0 | 0 | 0 |
| **Mean** | | 1.9760 | 2.2964 | 2.9673 | 2.8208 |
| **Std. Deviation** | | .43549 | .41365 | .62014 | .58068 |
| **Skewness** | | .426 | .288 | .032 | .188 |
| **Std. Error of Skewness** | | .163 | .163 | .163 | .163 |
| **Kurtosis** | | .684 | 1.453 | .024 | -.042 |
| **Std. Error of Kurtosis** | | .324 | .324 | .324 | .324 |

As the table tell us, all the values of constructs of kurtosis and skewness lies within ±3.5, therefore we can conclude that the given data has a normal tendency (Hair Jr. et al, 2010).

# CONSTRUCTS RELIABLITY

The reliability of all the constructs that we used in our research has been tested through SPSS and the findings are summarized in the table 1.3. All the contracts have Cronbach's Alpha value greater than 0.7 which shows that all our constructs are reliable and consistent except workplace environment.
The highet cronbach's alpha value is of employee motivation i.e ($\alpha$=0.64) and the lowest is of workplace environment i.e ($\alpha$=0.238)

*Table1.3 Constructs Reliability*

| CONSTRUCTS | CRONBACH'S ALPHA ON STANDARDIZED ITEM | NO OF ITEMS | MEAN | S.D |
|---|---|---|---|---|
| Job Satsfaction | 0.618 | 7 | 12.51 | 3.49 |
| Employee Motivation | 0.64 | 6 | 17.8 | 3.721 |
| Employee Turnover Intentions | 0.617 | 7 | 19.75 | 4.06 |
| Work Place environment | 0.238 | 5 | 11.48 | 2.068 |

# CORRELATION ANALYSIS

We have performed correlation analysis on SPSS in order to ensure that all our variables are correlated with each other. The main purpose of this test is to verify that the IV has an influence on DV and that all other constructs involved are correlated. The results of correlation analysis is summarized in table 1.4 below. After correlation analysis, we check Multicollinearity in our data whose results are also showed in the table 1.5

*Table 1.4 Correlation Test*

| Correlations | | Job Satisfaction | Turnover Intention | Employee motivation | Workplace Environment |
|---|---|---|---|---|---|
| **Job Satisfaction** | Pearson Correlation | 1 | | | |
| **Turnover Intention** | Pearson Correlation | .080 | 1 | | |
| **Employee motivation** | Pearson Correlation | .015 | .206 | 1 | |
| **Workplace Environment** | Pearson Correlation | .242 | .280 | .356 | 1 |

According to Bryman 2005, the correlation amongst the constructs should be in between 0.20 – 0.90. the above table shows that not all values of our construct lies within this cut-off. Which means the constructs are not entirely correlated with each other, whereas strongest correlation is found employee motivation and workplace environment. And the west correlation is among employee motivation and job satisfaction.

# MULTICOLINEARITY TEST (VIF AND TOLERANCE)

*Table 1.5 Correlation Test*

| Coefficients[a] | | | |
|---|---|---|---|
| | | Collinearity Statistics | |
| Model | | Tolerance | VIF |
| 1 | JS1 | .588 | 1.700 |
| | JS2 | .624 | 1.603 |
| | JS3 | .669 | 1.494 |
| | JS4 | .684 | 1.461 |
| | JS5 | .664 | 1.506 |
| | JS6 | .824 | 1.214 |
| | JS7 | .865 | 1.156 |
| | JS8 | .643 | 1.554 |
| | WPE1 | .693 | 1.443 |
| | WPE2 | .655 | 1.526 |
| | WPE3 | .702 | 1.425 |
| | WPE4 | .545 | 1.834 |
| | WPE5 | .804 | 1.244 |
| | TI2 | .729 | 1.371 |
| | TI3 | .720 | 1.389 |
| | TI4 | .600 | 1.667 |
| | TI5 | .729 | 1.371 |
| | TI6 | .899 | 1.113 |
| | EM2 | .517 | 1.935 |
| | EM3 | .787 | 1.271 |
| | EM4 | .849 | 1.178 |
| | EM5 | .533 | 1.875 |
| | EM6 | .459 | 2.178 |
| | EM7 | .609 | 1.643 |
| | EM8 | .866 | 1.155 |
| a. Dependent Variable: TI1 | | | |

According to Bryman 2015, the value of tolerance must not be less than 0.20 whereas the value of VIF must not exceed 5.0 other wise there is high inter-association among all the constructs and error of multicolinearity exist. So the above table 1.5 shows that all the constructs are distinguishing and unique and donot possess inter-association as the tolerance value of all the constructs is greter

that 0.2 whereas the VIF value is lower than 5.0. therefore, we conclude that our constructs does not have high multicolinearity amongst them.

## EXPLORATORY FACTOR ANALYSIS (EFA)

In a sample, exploratory factor analysis is used to explain heterogeneity among the various constructs used in the study. The loadings in the exploratory factor analysis should be greater than 0.7 or at least 0.5, according to the rule of thumb. We have also applied exploratory factor analysis test on our data through SPSS. The results are shown in the table 1.6.

*Table 1.6 EFA for the Constructs*

| Construct | Original Items | Kaiser-Meyer Olkin | Barley Test of Sphercity | Cumulative Factor loading |
|---|---|---|---|---|
| Job Satisfaction | 7 | 0.677 | 202.71 P=.000 | 49.26% |
| Employee Motivation | 6 | 0.751 | 281.27 P=.000 | 52.75% |
| Employee Turnover Intentions | 7 | 0.767 | 192.03 P=.000 | 56.34% |
| Workplace Environment | 5 | 0.517 | 82.7 P=.000 | 56.17 |

The above table shows that al the assumptions of moderate correlations, independent sampling and linear relationships were met. Kaiser-Meyer-Olkin (KMO) for all the constructs, used in the research, is greater than 0.6 except workplace environment which is greater than 0.5, which is acceptable (Hair J., Black, Babin, Anderson, & Tatham, 2006). According to Leech (2005) if one or two variables are failed to satisfy the condition of 0.6 then there is no issue. The

Barley Test of Spehercity for all the constructs was found to be significant at P <.05.

## CONSTRUCT & DISCRIMINANT VALIDITY TEST

The degree to which the instruments (scale) used in the experiment measure exactly what they are meant to measure is referred to as validity. Validity is determined by two sources, according to Fornell (2010): Convergent Validity and Discriminant Validity. Convergent validity assesses how closely scale objects align to correctly quantify a particular definition. It is established through CVE (cumulative variance explained). Discriminant Validity measures how much the different concepts are unique or distinct with each other. It is measure through finding sq. root of CVE and places it in correlation table instead of 1 value. And the value obtained after taking square root of CVE should be greater than the rest of the values in the same column. This verifies the discriminant validity.

*Table 1.7 Construct & Discriminant Validity*

|  | CUMMULATIVE VARIANCE EXPLAINED (CVE) | Job Satisfaction | Turnover Intention | Employee Motivation | Workplace Environment |
|---|---|---|---|---|---|
| Job Satisfaction | 0.4926 | 0.7018 |  |  |  |
| Turnover Intentions | 0.5634 | .080 | 0.7505 |  |  |
| Employee Motivation | 0.5275 | .015 | .206 | 0.7262 |  |
| Workplace Environment | 0.5617 | .242 | .280 | .356 | 0.7494 |

The above table shows that convergent validity for each construct is obtained because cummulative variance explained for each construct is greater than 0.40. The above table also shows that discriminant validity is also ensured and each construct is unique and distinctive with each other because the square root of each variant explained is greater than the square of each pairs of respective correlation.

# REGRESSION ANALYSIS

regression analysis is used to calculate the impact of IV on DV and it also helps to assess hypothesis that whether to accept it or reject it. It is done through ANOVA table. ANOVA table is also used for Goodness of Fit for our conceptual model. In ANOVA, if the F value is greater than 3.86. It shows GOODNES OF FIT of the model. R-square is amount of variance in DV because of all IV. It should be greater than 30%. Beta shows the change in DV by one unit chane in IV. Error shows the unexplained change in DV because of other IVS that does not include in our research. Hypothesis Testing is based on the value of sigma. Hypothesis is rejected if the value of sigma is greater than 5% which means t_value should be greater than 1.96 for the acceptance of hypothesis.

### Table 1.8 Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | F Change | df1 | df2 | Sig. F Change |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | Change Statistics | | | | |
| 1 | .318a | .101 | .089 | .59187 | .101 | 8.270 | 3 | 220 | .000 |

a. Predictors: (Constant), WPE_T, JS_T, EM_T

The above table 1.8 shows 10.1% variance in Employee turnover intentions (DV) because of all IV

### Table 1.9 ANOVAª

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 8.691 | 3 | 2.897 | 8.270 | .000b |
| | Residual | 77.069 | 220 | .350 | | |
| | Total | 85.760 | 223 | | | |

a. Dependent Variable: TI_T

b. Predictors: (Constant), WPE_T, JS_T, EM_T

With reference to the above Table 1.9, since p=0.00 and the f value is greater than 3.86, it means that our model has satisfied the condition of Goodness of Fit.

| Table 2.0 Coefficientsᵃ | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | Unstandardized Coefficients | | Standardized Coefficients | | | 95.0% Confidence Interval for B | |
| Model | | B | Std. Error | Beta | t | Sig. | Lower Bound | Upper Bound |
| 1 | (Constant) | 1.582 | .286 | | 5.528 | .000 | 1.018 | 2.145 |
| | JS_T | .129 | .082 | .104 | 1.577 | .116 | -.032 | .290 |
| | EM_T | .150 | .074 | .141 | 2.023 | .044 | .004 | .296 |
| | WPE_T | .319 | .105 | .213 | 3.035 | .003 | .112 | .526 |
| a. Dependent Variable: TI_T | | | | | | | | |

The above Table 2.0 contains the summarized results of regression for the overall model of the research study. $R^2 = 0.101$; $P<.05$, $F (3, 223) = 8.270$.
The results of overall model indicate that predictors job satisfaction, employee motivation and workplace environment are the reason of variance in DV employee turnover intentions.

Furthermore, hypothesis assessment summary is as follow;

**(H1):** Job satisfaction has significant relationship with employee turnover intentions. *(ACCEPTED)*

**(H2):** employee motivation has no significant relationship with employee turnover intentions. *(REJECTED)*

**(H3):** workplace environment  has no statistically meaningful association with employee turnover. *(ACCEPTED)*

**(H4):** job satisfaction has negative relationship with employee turnover intention. *(ACCEPTED)*

All the hypothesis were ACCEPTED/REJECTED on the basis of regression analysis done through SPSS. Furthermore Regression analysis revealed that Job Satisfaction has negative Relationship with Employee turnover Intentions.

## MEDIATION ANALYSIS

We ran a test of mediation through spss to find out about the mediation effect of workplace environment upon the relationship of IV and DV. The results are as follow:-

```
Run MATRIX procedure:


**************** PROCESS Procedure for SPSS Version 3.5.3 ****************


          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com

      Documentation available in Hayes (2018). www.guilford.com/p/hayes3



*************************************************************************

Model  : 4

    Y  : TI_T

    X  : JS_T

    M  : WPE_T



Sample

Size:  224



*************************************************************************

OUTCOME VARIABLE:

 WPE_T


Model Summary

          R        R-sq        MSE          F        df1        df2          p

      .1654       .0273       .1672     6.2409     1.0000   222.0000       .0132
```

Model

|          | coeff   | se    | t       | p     | LLCI   | ULCI   |
|----------|---------|-------|---------|-------|--------|--------|
| constant | 2.0515  | .1018 | 20.1591 | .0000 | 1.8510 | 2.2521 |
| JS_T     | .1370   | .0548 | 2.4982  | .0132 | .0289  | .2451  |

***************************************************************************

OUTCOME VARIABLE:

 TI_T

Model Summary

| R     | R-sq  | MSE   | F       | df1    | df2      | p     |
|-------|-------|-------|---------|--------|----------|-------|
| .2909 | .0846 | .3552 | 10.2153 | 2.0000 | 221.0000 | .0001 |

Model

|          | coeff   | se    | t      | p     | LLCI   | ULCI   |
|----------|---------|-------|--------|-------|--------|--------|
| constant | 1.8708  | .2496 | 7.4959 | .0000 | 1.3789 | 2.3626 |
| JS_T     | .1001   | .0811 | 1.2354 | .2180 | -.0596 | .2599  |
| WPE_T    | .3995   | .0978 | 4.0838 | .0001 | .2067  | .5923  |

****************** DIRECT AND INDIRECT EFFECTS OF X ON Y ******************

Direct effect of X on Y

| Effect | se    | t      | p     | LLCI   | ULCI  |
|--------|-------|--------|-------|--------|-------|
| .1001  | .0811 | 1.2354 | .2180 | -.0596 | .2599 |

Indirect effect(s) of X on Y:

|       | Effect | BootSE | BootLLCI | BootULCI |
|-------|--------|--------|----------|----------|
| WPE_T | .0547  | .0357  | -.0001   | .1338    |

```
*********** BOOTSTRAP RESULTS FOR REGRESSION MODEL PARAMETERS ************


OUTCOME VARIABLE:
 WPE_T


              Coeff     BootMean      BootSE    BootLLCI    BootULCI

constant     2.0515      2.0536       .1240      1.8097      2.2898

JS_T          .1370       .1357       .0708      -.0004       .2738



--------------


OUTCOME VARIABLE:
 TI_T


              Coeff     BootMean      BootSE    BootLLCI    BootULCI

constant     1.8708      1.8796       .2555      1.3885      2.4077

JS_T          .1001       .0969       .0885      -.0774       .2685

WPE_T         .3995       .3976       .1043       .1887       .5998



*********************** ANALYSIS NOTES AND ERRORS ************************


Level of confidence for all confidence intervals in output:
  95.0000


Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000
```

```
------ END MATRIX -----
```

We found out that the values were highly insignificant which means that construct workplace environment does not mediates the relationship between IV and DV and it also led to the rejection of hypothesis 6.

**(H6)** workplace environment mediates the relationship between job satisfaction and employee turnover intentions. *(REJECTED)*

## **MODERATION ANALYSIS**

To find out about the interaction effect of employee motivation pon the negative relationship of job satisfaction and employee trnover intention, we ran a moderation test on spss using Hayes extension model 1. The results are as follow:

```
Run MATRIX procedure:


**************** PROCESS Procedure for SPSS Version 3.5.3 ****************


          Written by Andrew F. Hayes, Ph.D.        www.afhayes.com

     Documentation available in Hayes (2018). www.guilford.com/p/hayes3



**************************************************************************

Model  : 1

    Y  : TI_T

    X  : JS_T

    W  : EM_T



Sample

Size:  224


**************************************************************************
```

OUTCOME VARIABLE:

 TI_T

Model Summary

| R | R-sq | MSE | F | df1 | df2 | p |
|---|---|---|---|---|---|---|
| .3045 | .0927 | .3537 | 7.4967 | 3.0000 | 220.0000 | .0001 |

Model

| | coeff | se | t | p | LLCI | ULCI |
|---|---|---|---|---|---|---|
| constant | 3.9126 | .7733 | 5.0594 | .0000 | 2.3885 | 5.4367 |
| JS_T | -.7912 | .3757 | -2.1063 | .0363 | -1.5316 | -.0509 |
| EM_T | -.4264 | .2588 | -1.6475 | .1009 | -.9365 | .0837 |
| Int_1 | .3335 | .1257 | 2.6535 | .0085 | .0858 | .5812 |

Product terms key:

 Int_1    :        JS_T     x        EM_T

Test(s) of highest order unconditional interaction(s):

| | R2-chng | F | df1 | df2 | p |
|---|---|---|---|---|---|
| X*W | .0290 | 7.0412 | 1.0000 | 220.0000 | .0085 |

--------------

    Focal predict: JS_T     (X)

        Mod var: EM_T     (W)

Conditional effects of the focal predictor at values of the moderator(s):

| EM_T | Effect | se | t | p | LLCI | ULCI |
|---|---|---|---|---|---|---|
| 2.2857 | -.0289 | .1131 | -.2560 | .7982 | -.2518 | .1939 |

| 2.8571 | .1616 | .0806 | 2.0062 | .0461 | .0029 | .3204 |
| 3.4286 | .3522 | .1025 | 3.4351 | .0007 | .1501 | .5543 |

*********** BOOTSTRAP RESULTS FOR REGRESSION MODEL PARAMETERS ************

OUTCOME VARIABLE:

 TI_T

|  | Coeff | BootMean | BootSE | BootLLCI | BootULCI |
|---|---|---|---|---|---|
| constant | 3.9126 | 3.9340 | 1.0249 | 1.8334 | 5.9064 |
| JS_T | -.7912 | -.8024 | .5064 | -1.7484 | .2356 |
| EM_T | -.4264 | -.4314 | .3466 | -1.0995 | .2752 |
| Int_1 | .3335 | .3359 | .1669 | -.0074 | .6465 |

*********************** ANALYSIS NOTES AND ERRORS ***********************

Level of confidence for all confidence intervals in output:

  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

  5000

W values in conditional tables are the 16th, 50th, and 84th percentiles.

------ END MATRIX -----

The above results depicts that moderator (employee motivation) has a strong contingent effect upon the relationship of DV and IV since the value of beta is positive and p<0.03. The moderator enhances the relationship between DV and IV. Which means that, in an organisation, if the level of employee

motivation is higher they are more satisfied from their job which leads to lower level of employee retention.

And this test also verifies our hypothesis 5:

(**H5):** Employee motivation moderates the relationship between job satisfaction and employee turnover intentions. *(ACCEPTED)*

# **CONCLUSION**

In general, this study looked at the connection between job satisfaction, employer workplace satisfaction, and employee morale and the likelihood of a company's turnover. All components of our survey had a XX effect on turnover intention, according to statistical analyses of a panel of XX respondents.

# **LIMITATIONS**

There are certain limitations associated with our research study and its findings. The first limitation was financial resources constraints. We did not have enough financial resources to conduct this research at a very large scale. We also had limited time frame of 3 months almost and we are under graduate students so we did not have enough time to focus on large number of previous researches done on this topic because we have other academics obligations to follow as well. The third limitation was that this research conducted during online classes therefore we did not have enough access to people. our sample size was small and based on convenience sampling. In addition to that the majority of our respondents were from our own circle though there was diversity in the occupations of respondents.

# **APPENDIX**

QUESTIONNAIRE

https://docs.google.com/forms/d/e/1FAIpQLSdCWIvY2mwpFyMNzdmnNCD9n1R
b0u-R_vaUnJ4EfLNQmOkC6g/viewform

References
Significance of Correlations:
† p < 0.100
* p < 0.050
** p < 0.010
*** p < 0.001

Thresholds From:
Hu, L., Bentler, P.M. (1999), "Cutoff Criteria for Fit Indexes in Covariance Structure
Analysis: Conventional Criteria Versus New Alternatives" SEM vol. 6(1), pp. 1-55.
Henseler, J., C. M. Ringle, and M. Sarstedt (2015). A New Criterion for Assessing
Discriminant Validity in Variance-based Structural Equation Modeling, Journal of the
Academy of Marketing Science, 43 (1), 115-135.
Thresholds are 0.850 for strict and 0.900 for liberal discriminant validity.

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