

MODERATING EFFECT OF GRIT TO THE IMPACT OF JOB SATISFACTION TO TURNOVER INTENTION AMONG COLEGIO DE SAN JUAN DE LETRAN EMPLOYEES

Alethea Patricia Del Castillo¹

¹College of Liberal Arts and Sciences, Colegio de San Juan de Letran – Manila

ABSTRACT

The relationship of job satisfaction to turnover intention among employees has been widely studied across the world (Jayasuriya, Whittaker, Halim, & Matinean, 2012; Choi, Cheung, & Pang, 2013); the lower the job satisfaction, the higher the likelihood for employees to leave their jobs (Locke, 1976; Ali, 2008). However, the moderating effect of a personal resource to this established relationship has received minimal attention. According to the Conservation of Resources theory (Hobfoll, 1989), people spend their resources to deal with threats and to avoid undesirable outcomes when in challenging situations. Thus, this research used a descriptive-correlational designed to examine the possible moderating effect of grit to the relationship of job satisfaction and turnover intention among Letran employees. There were a total of 140 respondents who are Letran employees from the 4 campuses: Manila, Bataan, Calamba and Manaoag. Regression results indicated that job satisfaction explained 23.98 percent of the variation in turnover intention at the 0.05 level of significance. However, grit is not a significant predictor of turnover intention and its moderating effect is also not significant. The results also show that effects of the subscales of job satisfaction on turnover intention is not moderated by grit, although its moderating effect on Contingent Rewards can be explored given the relatively small p-value (0.0984) of the corresponding interaction term.

Keywords: *Grit, Job Satisfaction, Turnover Intention*

INTRODUCTION

One of the greatest global challenges for Human Resources Management is to deal with employee turnover and to identify how and why employees leave their jobs. The high possibility of experiencing detrimental effects of turnover intention and actual turnover to the organization makes it essential to be addressed and possibly to be prevented through various HR Management strategies. And one of the most consistent variables to predict turnover intention is job satisfaction (Chen, Ployhart, Thomas, Anderson, & Bliese, 2011; Buchanan et. al., 2013). While the relationship between the two has been strongly and fairly established across literature, the researcher opted to further explore this by adding grit in its interaction. Specifically, the researcher intended to know whether a gritty person, even if dissatisfied with work, will not think about leaving the organization. This is because grit was considered as a personal resource in this study. According to the Job

Demands-Resources Model of Xanthopoulou, Bakker, Demorouti, & Schaufeli (2007), personal resources may function either as moderators or mediators between the relationship of environmental factors and organizational outcomes. Personal resources may control how people understand their environment and how to react to it (Judge, Locke, & Durham, 1997). Hence, in this research, the moderating role of grit to the established relationship of job satisfaction to turnover intention had been investigated. In addition, grit researches are streamlined among student/academic researchers and exploring grit among employees/workplace is rather uncommon.

Job Satisfaction

There has been no established single definition of job satisfaction (JS) but the common element among its various definitions is it is an attitude. Generally, job satisfaction is the degree to which employees feel and believe that they like or

dislike their work (Locke 1976; Spector, 1997; Faragher, Cass, & Cooper, 2005; Aziri, 2011). According to Locke (1976), Coomber and Barriball (2007), and Judge & Kammeyer-Mueller (2012), job satisfaction is an evaluation of the job that may cause either a positive emotional state of satisfaction or an opposing feeling of dissatisfaction. JS leads to an assessment of an individual's job experience and a reflection of how employees are treated in the organization (Spector, 1997; Fritzsche & Parrish, 2005). Satisfaction is a good source of employee well-being while dissatisfaction may impede on it which, in turn, will later lead to organizational problems (Martinez & Paraguay, 2003; Marqueze & Castro Moreno, 2005).

Constant assessment and monitoring of employees' job satisfaction is important in any organization. It has been established in various researches that job satisfaction yields positive work attitudes which does not only benefit the employees but, most importantly, the organization (Spector, 1997; Aronson, Laurenceau, Sieveking & Bellet, 2005; Machado, Soares, Brites, Ferreira & Gouveia, 2011; Perera & Kajendra, 2016). Taking care of employees' satisfaction at work is likely to a) advance financial situation of the company (Aronson, Laurenceau, Sieveking & Bellet, 2005), b) improve employee service quality and work performance (Perera & Kajendra, 2016), c) have high life satisfaction, low absenteeism and low turnover (Hackman and Oldham, 1975; Kirkman & Shapiro, 2001).

The relationship of job satisfaction to turnover intention has been studied across the world (Jayasuriya, Whittaker, Halim, & Matineau, 2012; Choi, Cheung, & Pang, 2013). Job satisfaction has a significant, negative impact on turnover intention (Amah, 2009; Chen et. al., 2016; Masum et. al., 2016; Chung, Jung and Sohn, 2017). The more dissatisfied the employees are, the higher the likelihood for them to leave their jobs (Locke, 1976; Ali, 2008). If reasons for dissatisfaction will not be addressed, problems will not be solved and its negative effects on employees and organizational performance will continue to persist.

According to Kusu (2003), higher education institutions are gaining interest in job satisfaction because of its influence on organizational effectiveness both academically and administratively. Researches show that support from supervisor and colleagues, a collaborative environment, promotion opportunities and pay are aspects that contribute to high work satisfaction among academicians (Duyar, Gumus, Bellibas, 2013; Perera & Kajendra, 2016; Jawarbi, 2017; Torres, 2018). This is further supported by the studies of Akafo & Boateng (2015) and Chepkwony (2014) that

affirm compensation and promotion as significant predictors of job satisfaction. Moreover, there were studies across several national background that confirmed that when teachers are more satisfied with their work, they have lower inclination to leave the school (Skaalvik, Skaalvik, 2009; Ladd, 2011; Ohana & Meyer, 2010). In the study of Boyd et. al. (2011), dissatisfaction in the administration is the most significant reason of teachers' intention to leave. Specifically, academicians are less likely to leave schools when they are satisfied with pay and supervisor support (Tnay, Othman, Siong, Lim & Lim, 2013) and if they are allowed to have an influence in school policies (Torres, 2018).

Turnover intention

Turnover intention (TI) is a sequence of withdrawal cognitions that is centered on the employee's thoughts of quitting current job or searching for an alternative employment (Tett & Meyer, 1993; Tepper et. al., 2009). The decision to leave the organization is influenced by the employee's perceived ease of movement and perceived desirability of movement. This is the evaluation of available alternatives and the amount of job satisfaction the employee perceives respectively (Morrell, Clarke, & Wilkinson, 2004; Abdullah et. al., 2012). TI has been considered as a main determinant of actual turnover when employees are not satisfied with their jobs (Tekleab, Takeuchi & Taylor, 2005; Yildiz, 2009). Actual turnover may have direct and indirect cost to the organization. Direct cost includes separation pay, recruitment costs, and training costs while indirect costs comprises poor quality service and productivity (Morbarak, Nissly & Levin, 2001) which can negatively impact the overall organizational performance (Chen, Wang & Chu, 2010; Tnay, Othman, Siong, Lim & Lim, 2013). This is consistent with the study of Levy, Fields & Jablonski (2006) that turnover among teachers is found out to be linked to low quality of education for students. Machado, Soares, Brites Ferreira & Gouveia (2011) also affirmed that performance of academicians is crucial to student success and student learning. While other factors such as autonomy and communication openness were found to impact teacher's turnover intentions (Dee, 2004; Daly & Dee, 2006), job satisfaction was found to be the most consistent in predicting turnover intention (Chen, Ployhart, Thomas, Anderson, & Bliese, 2011; Buchanan et. al., 2013). This is probably because those who are not contented with their jobs will try to change it and will try as many times until they find a job that fits their expectations (Llorente & Macias, 2005).

Grit

Grit, as defined by Duckworth, Peterson, Matthews, & Kelly (2007) is a non-cognitive trait that manifest in people as their passion and perseverance for long-term goals. It is when a person works persistently towards challenges, maintaining effort and interest over the years despite failures and adversity towards his/her goals. This is consistent with the study of De Vera, Gavino, & Portugal (2015) during the preliminary conceptualization of grit in an Asian context wherein the participants from in-depth interviews considered grit as one of the following in the face of adversity: ability to continue, commitment to growth, determination, drive to succeed, and passion to excel. Perseverance of effort and consistency of interest were the two major dimensions of grit identified by Duckworth, Peterson, Matthews & Kelly (2007) where perseverance of effort is one's tendency to maintain commitment and sustain effort in time of difficulty while consistency of interest is a person's ability to stay focused and passionate on a specific interest and goal over a long period of time. Furthermore, Datu, Yuen, & Chen (2016) developed a three-factor model of grit where adaptability to situations was added as an important facet of grit alongside the two original dimensions wherein adaptability is an individual's ability to adjust effectively to changing circumstances in life.

Grit has been established in educational researches as an important predictor of academic performance (Duckworth, Peterson, Matthews & Kelly, 2007) and a better predictor of academic achievement than IQ alone (Duckworth & Quinn, 2009). However, grit's relevance in the workplace and other occupational outcomes is rather uncommon. There are some researches that examined grit as a predictor of work outcomes such as teacher performance (Duckworth, Quinn & Seligman, 2014), retention (Robertson-Kraft & Duckworth, 2014), and turnover intention (Shin, Koo & Park, 2018; Jeong et. al., 2019). According to Hogan (2013), grittier individuals work harder and longer and are more likely to employ efforts to improve performance. Nevertheless, the potential of grit to moderate the impact of job satisfaction to turnover intention should further be explored.

Theoretical Background

The Job Demands-Resources Model of Bakker & Demerouti (2007) has been one of the widely used models in I/O Psychology researches especially when it comes to understanding employee well-being in the workplace and how it can possibly affect organizational outcomes. Job

demands are considered as any physical, psychological, social, and organizational aspects of the job that require sustained physical and psychological (i.e. cognitive or emotional) effort or skills from the employee. These are not essentially negative but may possibly develop into job stressors if satisfying those demands requires greater effort from which the employee has not adequately recovered. High work pressure, role overload, unfavorable physical environment, dealing with irate customers and work-family interference are some indicators of job demands. Job resources, on the other hand, is any physical, psychological, social and organizational aspects of the job that is useful in achieving work goals, stimulate personal growth and most importantly reduce job demands and buffer its effects. Job resources can be social support, career opportunities, salary, role clarity, skill variety, task identity and job autonomy to name a few (Bakker & Demerouti, 2007).

Moreover, the model assumes a dual process on job demands and job resources. First, the health impairment process conferred that poorly designed jobs or a lingering job demand may lead to an exhaustion of resources which will turn into a job strain whereas the motivational process undertakes that job resources have motivation potential which can increase work engagement and performance. The JDR model also argues that there is an interaction between job demands and resources which is a substantial element for the development of job strain and motivation. It is assumed that job resources buffer the impact of job demands to job strain most especially when job demands are high (Bakker & Demerouti, 2007).

Most importantly, Xanthopoulou, Bakker, Demerouti, & Schaufeli (2007) expanded the JDR model by examining how personal resources operate in the model. Personal resources are aspects of the person that are not just associated to resiliency but also refers to the person's ability to control and impact their environment successfully. Personal resources are those that have a positive effect on physical and emotional well-being. Their study proposed that personal resources may function either as moderators or mediators between the relationship of environmental factors and organizational outcomes. Personal resources may control how people understand their environment and how to react to it (Judge, Locke, & Durham, 1997). Similarly, the studies of Van Yperen & Snijders (2000) and Pierce & Gardner (2004) suggested that employees with high levels of personal resources are more effective in dealing with challenging conditions which then can prevent a negative outcome. Specifically, in this study, employees' grit was hypothesized

to prevent employees' thoughts of quitting their job even if they are likely experiencing low levels of job satisfaction.

Likewise, the Conservation of Resources (COR) theory (Hobfoll, 1989) ascertain that people try to obtain, protect and retain resources they value for surviving stress and challenges. In other words, during challenging situations, individuals spend their resources to deal with threats and to avoid undesirable outcomes. These resources are object (materials, supplies, tools at work), condition (tenure, seniority), personal (skills, personality traits) and energy (knowledge, money). One of its principles is resource investment wherein the person may utilize resources a) as a shield from resource loss, b) to recover from losses and/or c) to acquire other resources. In addition, CORs corollary assumes that people with higher resources are less likely to experience resource loss and are more likely to gain more resources. These assumptions may support that if an employee is grittier and is faced with challenging situations at work that may lead to lower job satisfaction, he may not consider quitting the job.

Research Questions

- Does job satisfaction predict turnover intention among Letran employees?
- Is grit a significant moderator to the relationship of job satisfaction to turnover intention?

Research Hypothesis

H1: Job satisfaction negatively predicts turnover intention among Letran employees

H2: Grit moderates the impact of job satisfaction to turnover intention

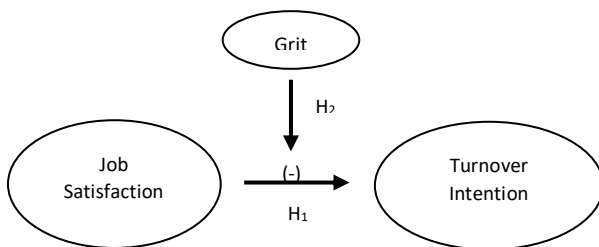


Figure 1. Hypothesized model of the study

Both JDR and COR theories believe that personal resources may act as a moderator between threats and negative outcomes. In this study, grit was used as a personal resource that acted as a moderator between the impact of job

satisfaction to turnover intention. Specifically, the study wanted to explore how grit may weaken the impact of low job satisfaction to high turnover intention among Letran employees.

METHODOLOGY

Design

A descriptive-correlational design was used to examine the moderating role of grit to the impact of job satisfaction to turnover intention among Letran employees. The descriptive design aimed to describe the demographic profile, grit, job satisfaction and turnover intention of the respondents. The correlational design was intended to examine the impact of job satisfaction to turnover intention and how this relationship may be affected by the moderating role of grit.

Participants

The study used a convenience sampling technique, a type of non-probability sampling where respondents were chosen because of convenience and accessibility to the researcher. Table 1 presents the distribution of respondents by their employment information. There was a total of 140 respondents who are Letran employees from all the 4 campuses Manila, Bataan, Calamba and Manaoag. There are more regular than probationary and contractual employees and mostly are full-time in status. Respondents from teaching and non-teaching departments were nearly equal.

Table 1. Distribution of Respondents by Employment Information

Employment Information	Frequency	Percent
Campus		
Manila	37	26.4
Bataan	35	25.0
Calamba	24	17.1
Manaoag	44	31.4
Employment Status 1		
Probationary / Contractual	45	32.1
Regular	95	67.9
Employment Status 1		
Part-time	2	1.4
Full-time	138	98.6
Department / Area		
Teaching	72	51.4
Non-teaching	168	48.6

The average age of Letran employees (Table 2) is from the Generation Y or those who were born between years 1979 – 2000. Generation Y or Millennials are known to be technology savvy who are more likely to engage themselves in the organization if they gain a sense of pride and purpose with their jobs (Sox, Kline & Crews, 2014). The average years of service is 7.46 with an SD of 7.76 which means that the length of service of Letran employees are spread out over a broader range of years of service.

Table 2. Summary Statistics of Age and Years of Service

	Mean	SD	Minimum	Maximum
Age	33.79	9.61	20.0	60
Years of Service	7.46	7.76	0.1	31

Data Measures

Demographic questionnaire – was composed of participants' profile that includes age, gender, civil status, employment status, department/area and years of service in the Colegio

Job Satisfaction

Job Satisfaction Survey (JSS) by Paul Spector (1985) is a questionnaire that evaluates nine dimensions of job satisfaction related to overall satisfaction. The dimensions which consist on 4 items each include pay (e.g., *"Raises are too few and far between."*), promotion (e.g., *"I am satisfied with my chances for promotion."*), supervision (e.g., *"My supervisor is unfair to me."*), fringe benefits (e.g., *"The benefit package we have is equitable."*), contingent rewards (e.g., *"I do not feel that the work I do is appreciated."*), operating procedures (e.g., *"I have too much to do at work."*), coworkers (e.g., *"I like the people I work with."*), nature of work (e.g., *"I like doing the things I do at work."*), and communication (e.g., *"Communications seem good within this organization."*). Overall, an average on 0.70 for internal consistency was obtained out of a sample of 3,067 individuals.

Turnover Intention

Turnover Intention Scale (TIS-6) was developed by Bothma & Roodt (2013) of University of Johannesburg, South Africa. TIS-6 has a Cronbach's alpha of 0.80. Participants responded to items including: *"How often have you considered leaving your job?"* and *"How often do you look forward to another day at work?"*.

Grit

Triarchic Model of Grit Scale (TMGS) by Datu, Yuen & Chen (2017) is a measure of grit with 3 dimensions namely perseverance of effort (e.g., *"I am a hard worker."*), consistency of interests (e.g., *"I often set a goal but later choose to pursue a different one."*) and adaptability to situations (e.g., *"Changes in life motivate me to work harder."*) with an internal consistency of 0.60 to 0.88.

Data analysis

Frequency distribution, mean scores, standard deviation, simple linear regression, and a moderation model were obtained and fitted to the data to ensure valid and reliable analysis and interpretation of the data.

Ethical considerations

The researcher secured an informed consent form which was given prior to the actual participation and was permitted by employees who participated in the research. The informed

consent form included the right of the research participants such that their participation is voluntary, and they have the right to withdraw at any time. They have the right to ask questions and get a copy of the results. Personal information were treated with utmost confidentiality to avoid any conflict or issue.

RESULTS

Table 3. Summary Statistics of Study Variables

	Mean	SD	Descriptive Equivalent
JSS Total	3.94	0.73	Average
TIS Total	2.78	0.37	Average
TMG Total	3.93	0.53	High
JSS: Pay	3.77	0.68	Average/ Agree Slightly
JSS: Promotion	3.58	0.38	Average/ Agree Slightly
JSS: Supervision	4.33	1.12	Average/ Agree Slightly
JSS: Fringe Benefits	3.61	0.50	Average/ Agree Slightly
JSS: Contingent Rewards	3.79	0.33	Average/ Agree Slightly
JSS: Operating Conditions	2.92	0.33	Average/ Disagree Slightly
JSS: Coworkers	4.66	0.39	High/ Agree Moderately
JSS: Nature of Work	4.72	0.11	High/ Agree Moderately
JSS: Communication	4.08	0.39	Average/ Agree Slightly

Legend:

TMG: 1.0 – 2.33 = Low; 2.34 – 3.67 = Average; 3.68 – 5.0 = High

TIS: 1.0 – 2.33 = Low; 2.34 – 3.67 = Average; 3.68 – 5.0 = High

JSS: 1.0 – 2.67 = Low; 2.68 – 4.35 = Average; 4.36 – 6.0 = High

Table 3 shows that Letran employees reported an average overall job satisfaction with a score of 3.94 on a 6-point scale. This means that they only agree slightly when asked about the extent to which they are contented about their job experiences. Specifically, they disagree moderately to slightly when it comes to the Colegio's operating conditions or the operating policies and procedures. While on the other hand, results also indicate that employees are more positive about their assessment of the people they work with (co-workers) and the job tasks assigned to them (nature of work). They also agree slightly that pay, promotion, fringe benefits, contingent rewards, and communication with the organization make them feel contented and satisfied at work.

Table 3 also shows that employees sometimes intend to leave the Colegio (TIS) with averaging score 2.78 on a 5-point scale assessing the degree to which they intend to stay. When asked about how often they have consider leaving their jobs, most of them answered rarely to sometimes. It is also evident in their responses about how frequently they search for alternative job opportunities in the newspapers or the internet, majority reported that they rarely do it.

Furthermore, respondents reported high level of grit (TMG). They tend to believe that they are gritty with an average score of 3.93 on a 5-point scale. This may indicate that employees in Letran are more likely to work insistently during challenging situations, may remain passionate on their goals over time, and may adapt effectively to changing situations.

H1: Job satisfaction predicts turnover intention

To test this hypothesis, a simple linear regression model is fitted to the data. The results are shown in the table below:

Table 4. Simple Linear Regression model in testing Hypothesis 1

Term	Estimate	Std. Error	t value	Pr(> t)
Intercept	74.2316	4.9523	14.9895	0
JSS Total Score	-0.2288	0.0347	-6.5984	0

* p-values equal to zero should be reported as <0.0001

It can be observed that the total score of job satisfaction is a significant predictor of the turnover intention at the 0.05 level of significance. The regression model using this predictor can explain 23.98 percent of the variation in turnover intention. Diagnostic checks for the assumption of the model do not indicate deviations from the normality assumption and the homoscedasticity assumption of the unobservable error terms in the linear regression model. The fitted model is given by $\backslash(TIS \backslash Total \backslash Score = 74.23 - 0.2288JSS \backslash Total \backslash Score)$ which implies that a one unit increase in overall job satisfaction will result to a 0.2288 decrease in the predicted turnover intention. Roughly speaking, a five-point increase in overall job satisfaction will result to a one-point decrease in the predicted turnover intention.

To further explore the effect of job satisfaction to turnover intention, a multiple linear regression model using the subscales of job satisfaction as predictors of turnover

intention is fitted to the data. The analysis of variance indicates that there is evidence in the data that at least one of the predictors is significant, i.e. at least one of the Beta coefficients is non-zero ($F=10.79$, $df1=9$, $df2=130$, $p\text{-value}<0.0001$). Individual tests for each subscale are also done and the results are shown below:

Table 5. Multiple Linear Regression Model using the Subscales of Job Satisfaction as predictors of Turnover Intention

Term	Estimate	Std. Error	t value	Pr(> t)
Intercept	68.8047	6.6046	10.4177	0.0000
Pay	0.5733	0.2955	1.9404	0.0545
Promotion	-0.1971	0.1772	-1.1124	0.2680
Supervision	-0.0744	0.2592	-0.2871	0.7745
Fringe Benefits	0.1903	0.1715	1.1099	0.2691
Contingent Rewards	-0.9706	0.2130	-4.5559	0.0000
Operating Conditions	-0.6173	0.1943	-3.1761	0.0019
Coworkers	0.2319	0.2260	1.0260	0.3068
Nature of Work	-0.7550	0.1960	-3.8518	0.0002
Communication	-0.1516	0.1835	-0.8257	0.4105

^a p-values equal to zero should be reported as <0.0001

Based on the p-values presented, the significant predictors of turnover intention at the 0.05 level are Contingent Rewards, Operating Conditions and Nature of Work. Although not significant, Pay also has a small p-value and may be worth exploring. The fitted model can explain 42.76 percent of the variation in turnover intention. Diagnostic checks for this model do not show departures from the assumptions of normality and homoscedasticity. Variance inflation factor for each term is at an acceptable level which indicates that multicollinearity is not present among the predictors.

H2: Grit moderates the impact of job satisfaction on turnover intention.

A moderation model is fitted to the data to test for this hypothesis. To avoid multicollinearity when including the interaction term between overall job satisfaction and grit, the variables are first centered on their corresponding sample means. The analysis of variance shows that at least one of the predictors is significant ($F = 16.32$, $df1=3$, $df2=136$, $p\text{-value}$

< 0.0001). The results of the individual tests are shown below:

Table 6. Moderation Model in Testing for Hypothesis 2

Term	Estimate	Std. Error	t value	Pr(> t)
Intercept	41.7829	0.5736	72.8369	0.0000
JSS Total Score	-0.2323	0.0345	-6.7377	0.0000
TMG Total Score	-0.2469	0.1527	-1.6163	0.1083
JSS Total Score: TMG Total Score	0.0091	0.0088	1.0425	0.2990

^a p-values equal to zero should be reported as <0.0001

Job satisfaction remains to be a significant predictor of turnover intention at the 0.05 level of significance. However, grit is not a significant predictor of turnover intention and its moderating effect is also not significant.

A moderation model using the subscales is also fitted to the data. The model implies that grit moderates the effect of each job satisfaction subscale on turnover intention.

DISCUSSION

Job satisfaction predicts turnover intention

Results confirmed that job satisfaction predicts turnover intention. This implies that when an employee's job satisfaction decreases or the employee feels dissatisfied with his/her current job, the likelihood of planning to leave the organization will follow. Alternatively, if the employee is satisfied with his/her current job, the propensity of leaving the organization may not likely to happen. This is consistent with the related literatures that affirmed that job satisfaction has a significant direct effect on employee's intention to leave (Locke, 1976; Amah, 2009; Jayasuriya, Whittaker, Halim, & Matineau, 2012; Choi, Cheung, & Pang, 2012; Chen et. al., 2015; Masum et. al., 2016; Chung, Jung and Sohn, 2017). It can also be noted from the studies of Skaalvik & Skaalvik (2009), Ohana & Meyer (2010) and Ladd (2011) that teachers who are more satisfied with work have a lower inclination to leave the school.

Contingent rewards, operating conditions and nature of work are all significant predictors of turnover intention. This means that when employees feel appreciated, recognized, and rewarded for their efforts, they will less likely to think of leaving the organization. It is also observed in Table 3 that in the contingent rewards facet, Letran employees only slightly agree when asked about their degree of satisfaction. Considering these two results, it is but valuable to implement a reward scheme for worthy employee performances which may further increase satisfaction on contingent rewards and lessen the likelihood of turnover intention. Various organizations have applied a Contingent Reward System that provides a more regular schedule of employee's work performance with applicable rewards should the employee perform based on or beyond expectations. This scheme resulted to notable enhancements in employees' performance at work (Whetten & Cameron, 2002; Schemerborn, 2009). This is further supported by the findings of Thirapatsakun, Kuntonbutr & Mechida (2015) where financial rewards were found to be strong predictors of employees' intention to leave because employees who do well expect rewards. If rewards due to them were not provided, they are likely to leave because they might think that their efforts were not recognized and appreciated.

Moreover, operating procedures is also a significant predictor of turnover intention. This means that when employees feel that rules and formalities make it difficult for them to do their jobs, they might start to consider leaving the

Table 7. Moderation Model Using the Subscales of Job Satisfaction

Term	Estimate	Std. Error	t value	Pr(> t)
Intercept	41.8311	0.5480	76.3393	0.0000
Pay	0.6081	0.3160	1.9246	0.0566
TMG Total Score	-0.2364	0.1546	-1.5295	0.1288
Promotion	-0.2528	0.1831	-1.3809	0.1699
Supervision	-0.1001	0.2694	-0.3717	0.7108
Fringe Benefits	0.3054	0.1833	1.6663	0.0983
Contingent Rewards	-1.0724	0.2227	-4.8156	0.0000
Operating Conditions	-0.6455	0.1997	-3.2317	0.0016
Coworkers	0.1387	0.2356	0.5889	0.5571
Nature of Work	-0.6751	0.2098	-3.2176	0.0017
Communication	-0.0721	0.1941	-0.3718	0.7107
Pay: TMG Total Score	0.0328	0.0885	0.3709	0.7114
Promotion: TMG Total Score	-0.0550	0.0487	-1.1290	0.2611
Supervision: TMG Total Score	-0.1152	0.0731	-1.5748	0.1179
Fringe Benefits: TMG Total Score	-0.0652	0.0562	-1.1603	0.2482
Contingent Rewards: TMG Total Score	0.1027	0.0617	1.6658	0.0984
Operating Conditions: TMG Total Score	0.0546	0.0617	0.8844	0.3782
Coworkers: TMG Total Score	0.0663	0.0621	1.0681	0.2876
Nature of Work: TMG Total Score	-0.0759	0.0622	-1.2209	0.2245
Communication: TMG Total Score	0.0349	0.0456	0.7635	0.4466

* p-values equal to zero should be reported as <0.0001

The results show that effects of the subscales of job satisfaction on turnover intention is not moderated by grit, although its moderating effect on Contingent Rewards can be explored given the relatively small p-value (0.0984) of the corresponding interaction term. Also, Contingent Rewards, Operating Conditions and Nature of Work are still the significant predictors at the 0.05 level of significance.

institution. These rules might be construed as bureaucratic and hinders autonomy and decision-making among employees. Similar findings were concluded by Dee (2004) and Daly & Dee (2006) where autonomy and communication openness were found to impact teacher's turnover intentions. This result is notable since Letran employees reported that they disagree slightly when asked about the degree of their satisfaction regarding the operating policies and procedures in the Colegio.

Nature of work was also found to be a significant predictor, among the facets of job satisfaction, of turnover intention. When employees like the tasks given to them, enjoy it, and take pride in doing it, intention to leave the institution is not likely to happen. Most of the employees agree that they are satisfied when it comes to their job tasks in the Colegio.

Although turnover intention among Letran employees are not significantly high, this does not mean that it is not an urgent matter to be considered and monitored especially if Letran employees' overall attitude of how they like their work in Letran is just on average. There is an indistinguishable chance that this job satisfaction might either increase or, worse, decrease anytime. If it happens to drop, chances of wanting to leave the Colegio will have an upsurge. And based on the literature, when one started to consider leaving an organization, most often than not, employees will eventually leave especially if there is an available employment opportunity. If the actual turnover will not be handled properly, it will have an adverse impact to the Colegio's organizational performance such as low quality of education for students (Levy, Fields & Jablonski, 2006; Machado, Soares, Brites Ferreira & Gouveia, 2011). If this happens, the Colegio's vision towards 2022 of raising the effort and standard as a reputable school of quality education might be put to risk. Thus, it is better to have a proactive approach to avoid the actual turnover than to deal with it when it comes. An appropriate administration of Human Resource Management practices is vital in retaining employees in the Colegio.

Grit is not a significant moderator of job satisfaction to turnover intention.

Results revealed that grit is not a predictor of turnover intention nor a moderator between the established relationship of job satisfaction to turnover intention. One of the possible reasons might be because grit's statistical interaction will only be substantial on behavioral variables. Since both job satisfaction and turnover intention are

considered as attitudes, grit did not play a significant role to weaken its association. Similarly, the study of Jordan, Hochwarter, Ferris and Ejaz (2018), found out that grit as moderator on employee attitudes such as job satisfaction and turnover intention was also not significant. Stronger confirmation of grit as moderator has been observed only on employee behaviors such as effort and organizational citizenship behavior perhaps because perceived work stressors can threaten employee attitudes irrespective of their grit level.

Another possible reason for rejecting the hypothesis is that grit will only become salient during challenging or threatening situations and will not be as important when there is an absence of threat or if conditions are easy and non-threatening. In the descriptive statistics results, Letran employees only showed average intentions to leave the Colegio and average on their degree of overall job satisfaction. Thus, there is no present, perceived impending danger or threat to their resources. Hence, grit not becoming significant to the model. This is consistent to CoR's assumption that resources gain more importance in high loss setting and conditions. Likewise, Duckworth et. al. (2007) also affirmed that grit has personal resource characteristics that become evident in challenging and adverse work situations. To further strengthen the results, Crede, Tynan & Harms (2017) argued that grit will only be valuable on difficult but precise tasks. If tasks are too easy, it may not necessarily necessitate grit.

Subsequently, although not significant, grit's moderating effect on contingent rewards to turnover intention may be valuable to consider given its small p-value. This may argue the possibility that grittier employees will less likely to think of quitting their work due to unappreciated or less recognized efforts that they expect from the organization. This is consistent with the study of Duckworth et.al. (2007) that grit is a dedication to a set of long-term goals even in the absence of positive feedbacks. Perhaps because grittier people have more motivation to achieve their goals and have higher endurance of managing disappointments. Thus, they will not easily get discouraged about their efforts not being rewarded or recognized by others.

CONCLUSION & RECOMMENDATIONS

In summary, the established relationship of job satisfaction and turnover intention had still shown significance among Letran employees particularly in the areas of contingent rewards, operating conditions, and nature of work. Therefore, the Colegio should continue to implement its annual employee recognition activities and performance-based incentives. The administration must also review and reassess existing policies and organizational norms that may possibly hinder employees to do their jobs efficiently. It is also best to reevaluate employees' present tasks and duties. If needed, enrich their roles into more challenging and interesting job.

Moreover, grit did not become a significant predictor in the model, but this may be due to some statistical limitations since the number of respondents were only limited to 140 employees. It is recommended that future researchers ensure that there would be considerable number of respondents to represent an equal distribution of scores. In addition, grit must be specifically examined under an existing challenging or threatening situation to examine its role accurately such as the presence of high job stress, job dissatisfaction and work life conflicts.

REFERENCES

- Abdullah, A., Bilau, A., Enegbuma, W., Ajagbe, A., Ali, K., & Bustani, S. (2012). Small and Medium Sized Construction Firms Job Satisfaction and Evaluation in Nigeria. *International Journal of Social Science and Humanity*, 2(1), 35-40.
- Akafo, V., & Boateng, P. (2015). Impact of Reward and Recognition on Job Satisfaction and Motivation. *European Journal of Business Management*, 7(2).
- Ali, N. (2008). Factors Affecting Overall Job Satisfaction and Turnover Intention. *Journal of Managerial Science*, 2(2), 240-252.
- Amah, O. (2009). Job Satisfaction and Turnover Intention Relationship: The Moderating Effect of Job Role. *Research and Practice in Human Resource Management*, 17(1), 24-35.
- Aronson, K., Laurenceau, J., Sieveking, N., & Bellet, W. (2005). Job Satisfaction as a Function of Job Level. *Administration and Policy in Mental Health*, 32(3), 285-291. doi:http://dx.doi.org/10.1007/s10488-004-0845-2
- Aziri, B. (2011). Job Satisfaction: A Literature Review. *Management Research and Practice*, 3(4), 77-86.
- Bakker, A., & Demerouti, E. (2007). The Job Demands-Resources model: state of the art. *Journal of Managerial Psychology*, 22, 309-328. doi:10.1108/02683940710733115
- Bothma, C., & Roodt, G. (2013). The Validation of the Turnover Intention Scale. *Journal of Human Resource Management*, 1-12. doi:10.4102/sajip.v37i2.879
- Boyd, D., Grossman, P., Ing, M., Lankford, H., Loeb, S., & Wyckoff, J. (2011). The Influence of School Administrators on Teacher Retention Decisions. *American Educational Research Journal*, 48(2), 303-333. doi:https://doi.org/10.3102/0002831210380788
- Buchanan, J., Prescott, A., Schuck, S., Aubusson, P., Burke, P., & Louviere, J. (2013). Teacher Retention and Attrition: Views of Early Career Teachers. *Australian Journal of Teacher Education*, 38(3). doi:http://dx.doi.org/10.14221/ajte.2013v38n3.9
- Chen, G., Ployhart, R., Thomas, H., Anderson, N., & Bliese, P. (2011). The Power of Momentum: A New Model of Dynamic Relationships Between Job Satisfaction Change and Turnover Intentions. *Academy of Management Journal*, 54, 159-181. doi:http://dx.doi.org/10.5465/AMJ.2011.59215089
- Chen, M., Ho, C., Lin, C., Chung, M., Chao, W., Chou, H., & Li, C. (2015). Organisation-based self-esteem mediates the effects of social support and job satisfaction on intention to stay in nurses. *Journal of Nursing Management*, 24(1), 88-96. doi:10.1111/jonm.12276
- Chen, Y., Wang, W., & Chu, Y. (2010). Structural Investigation of the Relationship between Working Satisfaction and Employee Turnover. *The Journal of Human Resource and Adult Learning*, 6(1).
- Chepkwony, C. (2014). THE RELATIONSHIP BETWEEN REWARDS SYSTEMS AND JOB SATISFACTION A CASE STUDY AT TEACHERS SERVICE COMMISSION-KENYA. *European Journal of Business and Social Sciences*, 3(31), 59-70.
- Choi, S., Cheung, K., & Pang, S. (2012). Attributes of Nursing Work Environment as Predictors of Registered Nurses'

- Job Satisfaction and Intention to Leave. *Journal of Nursing Management*, 21(3), 429-439. doi:<https://doi.org/10.1111/j.1365-2834.2012.01415.x>
- Chung, E., Jung, Y., & Sohn, Y. (2017). A moderated mediation model of job stress, job satisfaction, and turnover intention for airport security screeners. *Safety Science*, 89-97. doi:<https://doi.org/10.1016/j.ssci.2017.06.005>
- Coomber, B., & Barriball, K. (2007). Impact of Job Satisfaction Components on Intent to Leave and Turnover for Hospital-based Nurses: A review of the research literature. *International Journal of Nursing Studies*, 44(2), 297-314. doi:[10.1016/j.ijnurstu.2006.02.004](https://doi.org/10.1016/j.ijnurstu.2006.02.004)
- Crede, M., Tynan, M., & Harms, P. (2017). Much ado about grit: A Meta-analytic Synthesis of the Grit Literature. *Journal of Personality and Social Psychology*, 113(3), 1-20.
- Daly, C., & Dee, J. (2006). Greener Pastures: Faculty Turnover Intent in Urban Public Universities. *The Journal of Higher Education*, 77(5), 776-803. doi:[10.1353/jhe.2006.0040](https://doi.org/10.1353/jhe.2006.0040)
- Datu, J. A., Yuen, M., & Chen, G. (2016). Exploring determination for long-term goals in a collectivist context: A qualitative study. *Current Psychology*. doi:[10.1007/s12144-016-9509-0](https://doi.org/10.1007/s12144-016-9509-0)
- Datu, J. A., Yuen, M., & Chen, G. (2017). Development and validation of the Triarchic Model of Grit Scale (TMGS): Evidence from Filipino undergraduate students. *Personality and Individual Differences*, 114, 198-205. doi:[10.1016/j.paid.2017.04.012](https://doi.org/10.1016/j.paid.2017.04.012)
- De Vera, M. J., Gavino, J. C., & Portugal, E. J. (2015). Grit and superior work performance in an Asian context. 11th International Business and Social Sciences Research Conference. Dubai, UAE.
- Dee, J. (2004). TURNOVER INTENT IN AN URBAN COMMUNITY COLLEGE: STRATEGIES FOR FACULTY RETENTION. *Community College Journal of Research and Practice*, 28(7), 593-607. doi:<https://doi.org/10.1080/10668920490467242>
- Duckworth, A. L., & Quinn, P. D. (2009). Development and validation of the Short Grit Scale (Grit-S). *Journal of Personality Assessment*, 91(2), 166-174. doi:[10.1080/00223890802634290](https://doi.org/10.1080/00223890802634290)
- Duckworth, A. L., Peterson, C., Matthews, M. D., & Kelly, D. R. (2007). Grit: Perseverance and passion for Long-Term Goals. *Journal of Personality and Social Psychology*, 92(6), 1087-1101. doi:[10.1037/0022-3514.92.6.1087](https://doi.org/10.1037/0022-3514.92.6.1087)
- Duyar, I., Gumus, S., & Bellibas, M. (2013). Multilevel Analysis of Teacher Work Attitudes. *International Journal of Educational Management*, 27(7), 700-719. doi:<https://doi.org/10.1108/IJEM-09-2012-0107>
- Faragher, E., Cass, M., & Cooper, C. (2005). The Relationship between job satisfaction and health: A Meta-analysis. *Occupational and Environmental Medicine*, 62(2), 105-112. doi:[10.1136/oem.2002.006734](https://doi.org/10.1136/oem.2002.006734)
- Fritzsche, B., & Parrish, T. (2005). Theories and Research on Job Satisfaction. In S. Brown, & R. Lent, *Career Development and Counseling: Putting Theory and Research to Work* (pp. 180-202). Hoboken, NJ: John Wiley & Sons Inc.
- Hackman, J., & Oldham, G. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 60, 159-170. doi:[http://dx.doi.org/10.1037/h0076546](https://doi.org/10.1037/h0076546)
- Hobfoll, S. (1989). Conservation of Resources: A New Attempt at Conceptualizing Stress. *American Psychologist*, 44, 513-524.
- Hogan, H. (2013). Non-cognitive traits that impact female success in big law. Unpublished doctoral dissertation.
- Jawarbi, A. (2017). Job Satisfaction of Academic Staff in the Higher Education: Evidence from Private Universities in UAE. *International Journal of Human Resource Studies*, 7(4).
- Jayasuriya, R., Whittaker, M., Halim, G., & Matineau, T. (2012). Rural Health Workers and Their Work Environment: The role of inter-personal factors on job satisfaction of nurses in rural Papua New Guinea. *BMC Health Services Research*, 12(1). doi:[10.1186/1472-6963-12-156](https://doi.org/10.1186/1472-6963-12-156)
- Jeong, J., Seo, Y., Choi, J., Kim, S., Lee, M., Hong, S., . . . Park, D. (2019). The Influence of Grit on Turnover Intention of University Hospital Nurses: The Mediating Effect of Job Involvement. *Journal of Korean Academy of Nursing*, 49(2), 181. doi:[10.4040/jkan.2019.49.2.181](https://doi.org/10.4040/jkan.2019.49.2.181)
- Jordan, S., Hochwarter, W., Ferris, G., & Ejaz, A. (2018). Work grit as a moderator of politics perceptions. *Career Development International*, 23(6/7), 576-594. doi:<https://doi.org/10.1108/CDI-09-2018-0247>

- Judge, T., & Kammeyer-Mueller, J. (2012). Job Attitudes. *Annual Review of Psychology*, 63(1), 341-367. doi:10.1146/annurev-psych-120710-100511
- Judge, T., Locke, E., & Durham, C. (1997). The Dispositional Causes of Job Satisfaction: A Core Evaluations Approach. *Research in Organizational Behavior*, 19, 151-188.
- Kirkman, B., & Shapiro, D. (2001). The Impact of Cultural Values on Job Satisfaction and Organizational Commitment in Self-Managing Work Teams: The Mediating Role of Employee Resistance. *Academy of Management Journal*, 44, 557-569. doi:https://doi.org/10.2307/3069370
- Kusku, F. (2003). Employee satisfaction in higher education: the case of academic and administrative staff in Turkey. *Career Development International*, 8(7), 347-356. doi:https://doi.org/10.1108/13620430310505304
- Ladd, H. (2011). Teachers' Perceptions of Their Working Conditions: How Predictive of Planned and Actual Teacher Movement? *Educational Education and Policy Analysis*, 33(2), 235-261. doi:10.3102/0162373711398128
- Levy, A., Fields, E., & Jablonski, E. (2006). What We Know and Don't Know About the Consequences of Science and Math Teacher Turnover. Newton, MA: Center for Science Education at Education Development.
- Llorente, R., & Macias, E. (2005). Job satisfaction as an indicator of the quality of work. *Journal of Behavioral and Experimental Economics*, 34(5), 656-673.
- Locke, E. (1976). The nature and causes of job satisfaction. In M. Dunnette, *Handbook of Industrial and Organizational Psychology* (pp. 1297-1343). Chicago, IL: Rand McNally.
- Machado, M., Soares, V., Brites, R., Ferreira, J., & Gouveia, O. (2011). A Look to Academics Job Satisfaction and Motivation in Portuguese Higher Education Institutions. *Pocedia - Social and Behavioral Sciences*, 29, 1715-1724. doi:10.1016/j.sbspro.2011.11.417
- Marqueze, E., & Castro Moreno, C. (2005). Satisfação no trabalho - uma breve revisão. *Revista Brasileira de Saúde Ocupacional*, 30(112), 69-79.
- Martinez, M., & Paraguay, A. (2003). Satisfação e saúde no trabalho - aspectos conceituais e metodológicos. *Cadernos de Psicologia Social do Trabalho*, 6, 59-78.
- Masum, A., Azad, M., Hoque, K., Beh, L., Wanke, P., & Arslan, O. (2016). Job Satisfaction and Intention to Quit: An Empirical Analysis of Nurses in Turkey. *PeerJ*, 4. doi:10.7717/peerj.1896
- Mor Barak, M., Nissly, J., & Levin, A. (2001). Antecedents to Retention and Turnover among Child Welfare, Social Work, and Other Human Service Employees: What Can We Learn from Past Research? A Review and Metanalysis. *Social Service Review*, 75(4), 625-661. doi:10.1086/323166
- Morrell, K., Clarke, J., & Wilkinson, A. (2004). Organisational Change and Employee Turnover. *Personnel Review*, 33(2), 161-173. doi:https://doi.org/10.1108/00483480410518022
- Ohana, M., & Meyer, M. (2010). Should I stay or should I go now? Investigating the intention to quit of the permanent staff of social enterprises. *European Management Journal*, 28, 441-454. doi:10.1016/j.emj.2010.06.007
- Perera, C., & Kajendra, K. (2016). Factors Affecting Job Satisfaction of Academics at Tertiary Level Educational Institution. *Scientific Research Journal*, 4(8).
- Robertson-Kraft, C., & Duckworth, A. (2014). True Grit: Trait-level perseverance and passion for long-term goals predicts effectiveness and retention among novice teachers. *Teacher College Record* (1970), 116.
- Schemerborn, G. (2009). *The Benefits of Effective Organizational and Resources Utilization Programs*. New York USA: McGraw-Hill International.
- Shin, Y., Koo, M., & Park, D. (2018). The Mediating Effect of Childcare Teacher's Job Stress on the Relationship Between Grit and Turnover Intention. *Korean Journal of Child Studies*, 39(2), 15-26. doi:10.5723/kjcs.2018.39.2.15
- Skaalvik, E., & Skaalvik, S. (2009). Teacher self-efficacy and teacher burnout: A study of relations. *Teaching and Teacher Education*, 26(4), 1059-1069. doi:10.1016/j.tate.2009.11.001
- Sox, C., Kline, S., & Crews, T. (2014). Identifying Best Practices, Opportunities and Barriers in Meeting Planning for Generation Y. *International Journal of Hospitality Management*, 36, 244-254. doi:10.1016/j.ijhm.2013.09.009
- Spector, P. (1985). Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey.

- American Journal of Community Psychology, 13(6). doi:<https://doi.org/10.1007/BF00929796>
- Spector, P. (1997). *Job Satisfaction: Application, Assessment, Causes and Consequences*. Thousand Oaks, CA: Sage Publications.
- Tekleab, A., Takeuchi, R., & Taylor, M. (2005). Extending the Chain of Relationships Among Organizational Justice, Social Exchange, and Employee Reactions: The Role of Contract Violations. *Academy of Management Journal*, 48(1), 146-157. doi:<https://doi.org/10.5465/amj.2005.15993162>
- Tepper, B. J., Carr, J. C., Breux, D. M., Geider, S., Hu, C., & Hua, W. (2009). Abusive supervision, intentions to quit, and employees' workplace deviance: A power/dependence analysis. *Organizational Behavior and Human Decision Processes*, 109, 156-167. doi:[10.1016/j.obhdp.2009.03.004](https://doi.org/10.1016/j.obhdp.2009.03.004)
- Tett, R., & Meyer, J. (1993). Job Satisfaction, Organizational Commitment, Turnover Intention and Turnover: A Path Analyses Based on Meta-Analytic Findings. *Personnel Psychology*, 46(2), 259-293. doi:<https://doi.org/10.1111/j.1744-6570.1993.tb00874.x>
- Thirapatsakun, T., Kuntonbutr, C., & Mechida, P. (2015). The Relationships Among Four Factors and Turnover Intentions at Different Levels of Perceived Organizational Support. *Journal of US-China Public Administration*, 12(2), 89-104. doi:[10.17265/1548-6591/2015.02.002](https://doi.org/10.17265/1548-6591/2015.02.002)
- Tnay, E., Othman, A., Siong, H., Lim, S., & Lim, O. (2013). The Influences of Job Satisfaction and Organizational Commitment on Turnover Intention. *Procedia - Social and Behavioral Sciences*, 97, 201-208. doi:[10.1016/j.sbspro.2013.10.223](https://doi.org/10.1016/j.sbspro.2013.10.223)
- Torres, D. (2018). Distributed leadership and teacher job satisfaction in Singapore. *Journal of Educational Administration*, 56(1), 127-142. doi:<https://doi.org/10.1108/JEA-12-2016-0140>
- Van Yperen, N. W., & Snijders, T. A. (2000). A multilevel analysis of the demands-control model: Is stress at work determined by factors at the group level or the individual level? *Journal of Occupational Health Psychology*, 5(1), 182-190. doi:[10.1037/1076-8998.5.1.182](https://doi.org/10.1037/1076-8998.5.1.182)
- Whetten, D., & Cameron, K. (2002). *Developing Management Skills: 5th Edition*. NJ: Upper Saddle River.
- Xanthopoulou, D., Bakker, A. B., Demorouti, E., & Schaufeli, W. B. (2007). The role of personal resources in the Job Demands-Resources model. *International Journal of Stress Management*, 14(2), 121-141. doi:[10.1037/1072-5245.14.2.121](https://doi.org/10.1037/1072-5245.14.2.121)
- Yildiz, Z., Ayhan, S., & Erdogmus, S. (2009). The impact of nurses' motivation to work, job satisfaction, and sociodemographic characteristics on intention to quit their current job: An empirical study in Turkey. *Journal of Applied Nursing Research*, 22, 113-118. doi:[10.1016/j.apnr.2007.06.002](https://doi.org/10.1016/j.apnr.2007.06.002)

