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The moderating effect of job satisfaction between Turkish work environment and Syrian workers' intention to leave

Abdulkarim ALHAMOUD
Assist.Prof.Dr., Management Department,
International Sham University, Syria
karimhamoud15@gmail.com

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Abstract: This research investigates the case of Syrian workers in Turkish work environment and was conducted in private and public workplaces. This research discussed the moderating role of job satisfaction between the Turkish work environment and the Syrian workers' intention to leave. Data based on (104) respondents were analyzed to investigate the relationships between some research variables. The questionnaires were conducted in many Turkish cities such as (Istanbul, Antakya, and Gaziantep) where many Syrians people are present. To analyze the data, various statistical tools were used, such as Correlation Matrix, Mean, Standard Deviation, Factor Analysis and Cronbach's Alpha Coefficients (α). To test the hypotheses, regression analysis and moderator analysis were conducted. The main results of the research are: the relationship between work environment and intention to leave is significant and positive ($\beta=.263$; $p<.01$); and the relationship between work environment and job satisfaction is significant and positive ($\beta=.856$; $p<.01$); as such, the relationship between job satisfaction and intention to leave is significant and positive ($\beta=.245$; $p<.05$); and lastly, the effect of interaction between work environment and job satisfaction is significant in predicting intention to leave ($R^2\text{-change}=.1736$; $p<.05$).

Keywords: Work environment; Intention to leave; Job satisfaction; Syrian refugees

JEL classification: D23; M12; O15

1. Introduction

According to statistical figures of the United Nations High Commissioner for Refugees (UNHCR), the number of Syrian refugees registered by UNHCR has reached to 5,481,135 (UNHCR, 2018). Turkey has received the greatest number of them, has 3,587,930 in total (UNHCR, 2018). The majority of Syrians refugees are found in the southern cities of Turkey, such as Gaziantep, Kilis and Antakya, and other major cities such as Istanbul and Mersin as well. In January 2016, The Turkish government issued a decree allowing work permits for Syrians (Esen & Binatlı, 2017), and after this decree, as Kızıl (2016) mentioned the companies or employers have been able to recruit Syrian workers through the regulation because they tend to hire workers legally.

The presence of Syrian workers in Turkish companies has resulted in some negative and positive effects. As a positive effect, Kanat and Ustun (2015) highlighted that this would give Syrian refugees an opportunity to support themselves and it also helps Turkish economy to merge qualified Syrian workers with Turkish manpower. In addition to, it is noteworthy that there are negative effects, such as exploiting Syrian workers through cheap wages and replacing them with local workers (İçduygu & Diker, 2017). Moreover, the most complaint is the use of Syrian workers in specific sectors such as industry, agriculture and small business as illegal, cheap labor (Orhan & Gündoğar, 2015). But the number of registered Syrian workers continues to be very small and as of the end of 2016, the number of work permits granted was only 6000 as mentioned by Esen and Binatlı (2017).

The main objective of the current search is to discuss the case of Syrian workers in the Turkish work environment, as will be discussed in the pages that follow, but the main point of discussion is

from an administrative stance. This subject is likely to become more important as the time passes and it should be kept in mind that it will pave the way for the Syrians workers' integration in a new work environment. As such this search discussed the Syrian workers' intention to leave and how the Turkish work environment affects it. Lastly, job satisfaction was introduced as a moderator variable to see how much impact it could have on the relationship between the work environment and the Syrian workers' intention to leave; because this may help to create a supportive work environment, and this is essential for organizations that want to satisfy workers (Pitaloka & Sofia, 2014).

However, aspects of the work environment such as pay or salary, growth opportunities, relationship with coworkers and job design, recognition may be relatively invariant across organizations and cultures between different countries. Individual worker or employee characteristics will vary and thus be related to motivation to lead (Porter, Riesenmy, & Fields, 2016).

2. Research Background and Hypotheses

2.1. Work environment

Initially, the term of work environment refers to occupational health and safety, and after that its meaning expanded to how people are affected by their jobs (Markey, Ravenswood, & Webber, 2014). In general, the work environment may include all of the following: environmental factors, rules, processes, policies, systems, structures, tools or conditions, culture, resources, work location, work relationships (Gunaseelan & Ollkkaran, 2012). In short, all of these are part of the surrounding or affecting conditions in which an employee operates in the workplace. Hanaysha (2016) highlighted that the work environment refers to the milieu or atmosphere of an organization where employees do their works.

There are many divisions of the work environment, for example, 1- (physical environment, virtual environment, social environment). 2-Work environment as relation dimensions such as participation, overseer support, and peer coherence. In addition, task orientation, autonomy, and work stress are dimensions of the work environment, they are named personal growth dimensions or goal orientation dimensions. The work environment can be system maintenance and change dimensions such as innovation physical comfort, clarity, control. At the same time, studies on work environment emphasized the importance of additional investments in comfortable worktable and chairs to improve worker productivity, examining environmental factors impacts such as workstation sections height and thickness, furniture measurements, file storage availability, and individual performance (Jayaweera, 2015).

Kabare and Kiruja (2013) the presence of many personality related factors such as agreeableness, conscientiousness, and extraversion manifest themselves in preferences for aim and relationship-oriented work environments. Noorizan, Afzan, Norfazlina, and Akma (2016) highlighted that managers are responsible not only to have an appropriate work environment but also to ensure that the environment is compatible with the newly acquired knowledge and skills to be applied in the real work environment. Quality of the work environment affects employee motivation and performance, and productivity decreases due to the work environment (Salunke, 2015).

On the other hand, Abd Hamid and Hassan (2015) revealed that our current work environment is different and workers today are working with technology advancement. Especially, governmental workers also play a variety of roles to satisfy their working needs, it can be said that today's workers are knowledge workers. Moreover, Pertusa-Ortega et al. (2008) mentioned that organizations which are being modified externally will be those operating in an enabling environment and implement a cost-leadership strategy as well as develop in an unstable context and implement a differential strategy, either through innovation or through marketing.

2.2. Work environment and intention to leave

According to der Heijden, Dam and Hasselhorn (2009), over the past decades, there has been growing interest in understanding why employees have left their organizations. As stated by Kalliath and Kalliath (2012) the intention to leave is a widespread phenomenon, particularly among knowledge

workers. Rizwan (2014) showed that the reason of this concern due to it is expected that when a few staff leaves the organization, high turnover rates will lead to lower productivity and higher costs, which means that organization should be more focused on all variables that directly or indirectly affect turnover or intention to leave. Providing a good working environment reduces intention to leave. Staff turnover is a serious issue facing human resources management, resulting in significant costs due to termination, advertising and new appointments (Foon, Chee-Leong, & Osman, 2010).

In their study, Thanacoody, Bartram and Casimir (2009) offered a link between working in a stressful environment and all of the following: depression, feeling of uselessness, low participation and psychological withdrawal. As a result of these factors, he contended that there is an increase in intention to leave an organization. Berthelsen, Skogstad, Lau and Einarsen (2011) added another element that can lead to increase in intention to leave is exposure to bullying. Weisberg (1994) identified Workers' burnout as influencing intention to leave the job. Here we can point out to what Robson and Robson (2016) that they found that work culture has a direct impact on intention to leave. Since organizational culture is part of the work environment as discussed by Salunke (2015).

The attractive work environment is related to organizational commitment. So, turnover rate is low for staff in an organization that have committed employees (Pitaloka & Sofia, 2014). Jain and Kaur (2014) in their study indicated that job dissatisfaction increases as a result of factors such as stress, fatigue, workload, overtime, boredom. Also, they stated that the degree of job satisfaction increases as a result of factors such as health & safety facility, good working conditions, fun at the workplace, refreshment & recreation facility.

Based on previous theoretical and empirical evidence, we expect that there is a significant and positive relationship between work environment and intention to leave.

H₁: Work environment has a significant and positive impact on intention to leave.

2.3. Work environment and job satisfaction

Gözükara and Çolakoğlu (2016) defined job satisfaction as a broad concept refers to a comprehensive attitude towards the job. From their view, Pitaloka and Sofia (2014) revealed that superiors, colleagues, compensation, stress, work nature, working hours and conditions are factors of job satisfaction. As such (Raziq & Maulabakhsh, 2015) mentioned that job satisfaction is an integration between psychological, physiological and environmental conditions, and this integration encourages employees to acknowledge that they are satisfied or pleased with their jobs. The work environment refers to an environment in which an employee works and it is a key factor in influencing his satisfaction (Hanaysha, 2016). Moreover, Osibanjo, Abiodun and Adeniji (2014) highlighted that when an organization provides an appropriate working environment, free of environmental hazards, well-ventilated and safe that will lead to job satisfaction. In addition, Agbozo, Owusu, Hoedoafi and Atakorah (2017) revealed that the respondents in their study ranked physical environment as crucial to their satisfaction then social relationships and lastly, the psychological factor.

From the perspective of Ansmann et al. (2014), the interventions to improve the work environment can be beneficial to both customers and employees themselves, as satisfaction, performance, and well-being may improve. Despite all of the above, Waqas et al. (2014) pointed out that there is still a need to enhance job satisfaction from work environment, and they mentioned that there are many diverse factors that affect job satisfaction from the physical work environment. This can be found in the study of Squires and Juarez (2012) when they stated that the impact of the quality of relationships on perceptions of work environments and job satisfaction have vastly documented by studies. Lastly, in their study, Jain and Kaur (2014) identified many factors that increase job dissatisfaction, for example, workload, stress, overtime, fatigue, and boredom. Moreover, they mentioned the factors, which increase job satisfaction level such as health & safety facility, good working conditions, fun at workplace, refreshment & recreation facility.

Based on previous theoretical and empirical evidence, we expect that there is a significant and positive relationship between the work environment and job satisfaction.

H₂: Work environment has a significant and positive impact on Job satisfaction.

2.4. Job satisfaction and intention to leave

Raziq and Maulabakhsh (2015) pointed out that the most important factors to the dissatisfaction of an employee and thus intention to leave are stress at workplace, workload, salary, and conflicts with family. Foon et al. (2010) discovered that there is an important correlation between both job with continued commitment and job stress and it will affect the decision of employees whether they want to continue or quit from a job. Gahlawat and Kundu (2016) added that job satisfaction with both organizational citizenship behavior and organizational commitment have been used as mediators in linking various human resource practices to employees' intention to leave. We can also find this in a study of der Heijden et al. (2009), and they stated that both occupational commitment and job satisfaction were related to intention to leave the profession one year later.

In their study, García-Chas, Neira-Fontela, and Castro-Casala (2014) mentioned that the employees' turnover theories suggest that job satisfaction plays an essential role to reduce employees' intention to leave and they highlighted a study of Fisher and Hanna (1931) about the relationship between job satisfaction and intention to leave. Moreover, Ali and Khan (2013) stated that job satisfaction is one of the strongest predictors of intention to leave the job for both the genders. Furthermore, Hang-yue, Foley and Loi (2005) clarified the relationship between role stressors and intentions to leave as well as the mediating effects of job satisfaction and emotional exhaustion.

In contrast, for IT professionals in Sri Lank, Gamage and Buddhika (2013) showed that there is a significant negative relationship in job satisfaction and intention to leave and Mahdi, Mohd Zin, Mohd Nor, Sakat and Abang Naim (2012) mentioned the same result. Many variables such as job satisfaction, work stress affect the intention to leave (Rizwan, 2014). Masum et al. (2016) in their study about nurses' job satisfaction revealed that the managers and leaders in the nursing sector would gain useful knowledge from results of factors that contribute to nurses' job satisfaction and their intention to leave.

Based on the previous theoretical and experiential evidence, we expected that there is a significant and positive relationship between job satisfaction and intention to leave.

H₃: Job satisfaction has a significant and positive impact on the intention to leave.

2.5. The moderating role of job satisfaction

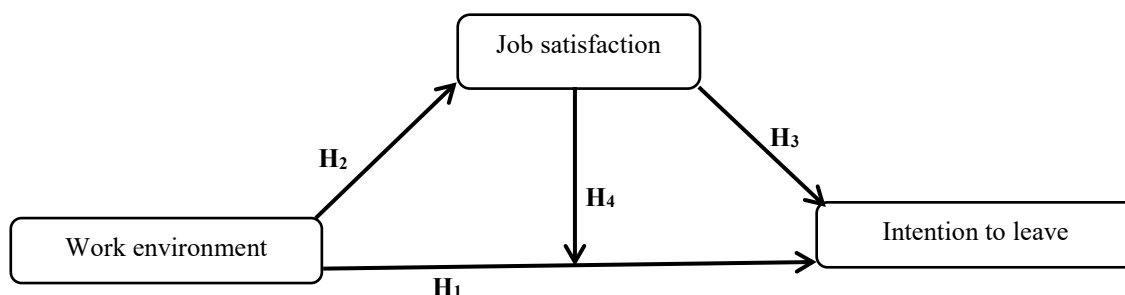
This research seeks to test the moderating role of job satisfaction between the Turkish work environment and the Syrian workers' intention to leave. Turgut, Bekmezci and Ateş (2017) found that the relationship between servant leadership and intention to leave is moderated partially by job satisfaction. In addition, they revealed a negative relationship between job satisfaction and turnover intention. Moreover, the impact of job embeddedness on salesperson deviance was studied by Darrat, Endowed and Bennett (2017) and they focused on the moderation role of job satisfaction between them. The results offered support and verification of the moderating effects of satisfaction. So, job satisfaction plays a moderating role between job embeddedness and salesperson deviance.

Based on previous theoretical and empirical evidence, we expect that job satisfaction will moderate the relationship between work environment and intention to leave.

H₄: Job satisfaction will moderate (or has got an indirect effect on) the relationship between work environment and intention to leave.

The overall conceptual model is depicted in Figure 1.

Figure 1. Conceptual model proposed.



3. Research Methodology

3.1. Sample characteristics and data collection

To collect research data, a survey was designed and this survey consisted of four sections; the first section was assigned to collect demographics data and general information about participants and the rest of the sections were assigned to measure the main variables of the research (work environment, intention to leave, and job satisfaction). As for the number of distributed questionnaires, 104 were distributed to a sample of Syrian workers and employees who work for different public and private Turkish companies and institutions, and in several Turkish cities such as Istanbul, Antakya and Gaziantep because of the larger number of the Syrian people who live and working in these cities.

3.2. Measures

3.2.1. *Work environment scale (independent variable)*

For work environment (WE), a survey, having a total of (27) questions, depended on a report presented to Kenya Forest Service (2013). It was modified by a survey of work environment, which was conducted by the Public Service Secretariat (PSS, 2009), in partnership with the Newfoundland and Labrador Statistics Agency (NLSA). This section contained five parts (physical work environment, occupational safety, and occupational health, workload, staff relationship). A fifth-point Likert-type agreement scale was employed where 1=strongly disagree and 5=strongly agree.

3.2.2. *Intention to leave scale (dependent variable)*

For this variable, a survey of (3) questions were assigned to measure participants' intention to leave, which was concluded from Alsaqri (2014) which was on nurses employed in the Ha'il region's hospitals in Saudi Arabia. In addition, a questionnaire of Ramadhani (2014) and a questionnaire of Ping (2013) were used as well. As such a fifth-point Likert-type agreement scale was employed where 1=strongly disagree and 5=strongly agree.

3.2.3. *Job satisfaction scale (moderator variable)*

To measure the job satisfaction perceptions of the participants, a survey of (20) questions were the questions of the Minnesota Job Satisfaction Questionnaire developed by Weiss and Dawis (1967). The scale measures general job satisfaction with intrinsic and extrinsic satisfaction. The questions rates on a five-point scale with 1=very dissatisfied, and 5=very satisfied.

4. Statistical Analyses and Findings

4.1. Initial data analysis

In this research, 31.7% of the participants were female and 68.3% of them were male. Regarding the participants' age; 34.6% of them were between (20-30 year) and 22.1% were between (31-40 year). The third category was between (41-50) and its percentage was (23.1) then 10.6% of the participants were between (51-60). Lastly, 9.6% of the participants were older than 60 years of age. Regarding the participants' educational status; 5.8% basic education; 16.3% high school; and 47.1 % university degree; 30.8% postgraduate degrees (doctoral, master). In addition, the work status of the participants was as follows: 8.7% in industrial companies; and 4.8% in commercial companies; 3.8% agricultural works; 33.7 % in service companies. The largest proportion of the participants was employed in other sectors, especially in teaching (schools, universities).

4.2.1 *Factor analysis of work environment*

As shown in Table 1, for the work environment, sampling adequacy is measured by KMO and its value is 0.91 (>0.8) and Bartlett's test of sphericity is significant. Principal component analysis (PCA)

was executed and four clear factors arose after varimax rotation, accounting for 69.66% of the variance (Cumulative %). The factors were as following:

1. Factor 1 corresponds to (occupational health and relations), accounting for 23.56 of the variance.
2. Factor 2 corresponds to (occupational safety), accounting for 20.32% of the variance.
3. Factor 3 corresponds to (physical environment), accounting for 15.46% of the variance.
4. Factor 4 corresponds to (workload), accounting for 10.321% of the variance.

Table 1. Factor analysis of work environment

Rotated component matrix				
	Factors			
Items	1	2	3	4
WE18	.832			
WE19	.828			
WE20	.806			
WE21	.677			
WE16	.671			
WE27	.661			
WE11	.619			
WE25	.602			
WE17	.565			
WE6	.540			
WE26	.514			
WE14		.839		
WE15		.826		
WE9		.817		
WE8		.809		
WE12		.799		
WE10		.700		
WE13		.581		
WE7		.499		
WE2			.867	
WE3			.740	
WE4			.732	
WE1			.672	
WE5			.577	
WE23				.744
WE22				.709
WE24				.687
Eigen value	6.362	5.487	4.174	2.787
% of Variance	23.563	20.321	15.459	10.321
Cumulative %	23.563	43.884	59.343	69.664

4.2.2 Factor analysis of job satisfaction

As shown in Table 2, for the job satisfaction, the value for *KMO* measure of sampling adequacy was .895 (>0.8) and Bartlett's test of sphericity was significant. Principal component analysis (PCA) was carried out and four clear factors emerged after varimax rotation, accounting for 69.597% of the variance (Cumulative %). The factors were as following:

1. Factor 1 corresponds to (opportunities for doing certain things), accounting for 25.50% of the variance.
2. Factor 2 corresponds to (self-development opportunities and benefits), accounting for 23.676% of the variance.

3. Factor 3 corresponds to (working conditions and Independency), accounting for 20.421% of the variance.

Table 2. Factor analysis of job satisfaction

Rotated component matrix			
Items	Factors		
	1	2	3
JS37	.795		
JS36	.795		
JS34	.750		
JS32	.712		
JS33	.705		
JS35	.683		
JS38	.595		
JS41		.791	
JS42		.759	
JS43		.677	
JS40		.669	
JS46		.652	
JS39		.619	
JS47		.602	
JS45		.435	
JS31			.759
JS30			.751
JS29			.744
JS28			.735
JS44			.600
Eigen value	5.100	4.735	4.084
% of Variance	25.501	23.676	20.421
Cumulative %	25.501	49.176	69.597

4.3 Cronbach's Alpha Coefficients (α), Correlation matrix, Mean and Standard Deviation

As shown in Table 3, for Cronbach's Alpha Coefficients (α), the scales are reliable, and the values are as the following: $\alpha=.961$ for the work environment, $\alpha=.958$ for the job satisfaction, and $\alpha=.913$ for the intention to leave, and all of them are bigger than .70. For means values, it can be noticed that the work environment has the top mean (2.954), then the job satisfaction (2.917), and the intention to leave variable comes lastly, and its mean is (2.824).

Table 3. Correlations, Mean, SD, α .

Variables	α	Mean	SD	1	2
Work Environment (WE)	.961	2.954	1.24		
Job Satisfaction (JS)	.958	2.917	1.21	.856**	
Intention to Leave (ITL)	.913	2.824	1.34	.263**	.245*

Note: ** $p<.01$; * $p<.05$.

For correlations, Pearson's correlation coefficient indicates a high level of relationship between two variables ($R=.856$; $p<.01$). There is a positive and significant relationship between work environment job satisfactions in medium level. In addition, there is a positive and significant relationship between work environment and intention to leave in medium level ($R=.263$; $p<.01$). As such there is a positive and significant relationship between job satisfaction and intention to leave in medium level ($R=.245$; $p<.05$).

4.4 Regression analyses and hypotheses testing

4.4.1 Testing of hypotheses (H₁, H₂, H₃)

To test the first three hypotheses, a regression analysis was used, and the results are shown in Table 4.

Table 4. Regression analyses results (H₁, H₂, and H₃)

Hypotheses	Independent Variable	Dependent Variable	Regression Coefficients			Model Statistics		
			<i>B</i>	<i>SD</i>	β	<i>R</i> ²	<i>F</i>	<i>Sig.</i>
H ₁	WE	ITL	.372	.135	.263	.069	7.58	.007
H ₂	WE	JS	.891	.053	.856	.733	279.45	.000
H ₃	JS	ITL	.332	.130	.245	.060	6.494	.012

As shown in the previous table, for *H*₁, the relationship between work environment and intention to leave is significant and positive ($\beta=.263$; $p<.01$); therefore, the first hypothesis is accepted. The same thing is true for *H*₂, as we notice that the relationship between work environment and job satisfaction is significant and positive ($\beta=.856$; $p<.01$); therefore, the second hypothesis is accepted as well. As such the relationship between job satisfaction and intention to leave is significant and positive ($\beta=.245$; $p<.05$); therefore, the third hypothesis is also accepted.

Table 5. ANOVA analyses results

Model ^a		Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	<i>Sig.</i>
1	Regression	11.190	2	5.595	3.838	.025 ^b
	Residual	147.245	101	1.458		
	Total	158.435	103			
2	Regression	38.698	3	12.899	10.773	.000 ^c
	Residual	119.737	100	1.197		
	Total	158.435	103			

Note: a. Dependent Variable: ITL; b. Predictors: (Constant), JS, WE; c. Predictors: (Constant), JS, WE, Int_WE_JS.

4.4.2 Moderation analysis

As shown in Table 6, without the interaction term, we notice that the model 1 is significant ($F=3.838$, $p<.05$) and the same thing is true for model 2 which is significant too ($F=10.773$, $p<.05$). But, we are only interested in if the models are significant and if variance amount accounts for in model 2 (with the interaction) is significantly more than model 1, and that is found in Table 5.

Table 6. Hierarchical multiple regression results

Model	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>	<i>R Square Change</i>	<i>Change Statistics F Change</i>	<i>df1</i>	<i>df2</i>	<i>Sig. F Change</i>
1	.266 a	.071	.052	1.20742	.071	3.838	2	101	.025
2	.494 b	.244	.222	1.09424	.174	22.974	1	100	.000

Note: a. Predictors: (Constant), JS, WE; b. Predictors: (Constant), JS, WE, Int_WE_JS.

In the previous table, the interaction between work environment and job satisfaction level accounts for significantly more variance than just work environment and job satisfaction level by themselves, ($R^2\text{-change}=.174$, $p=.000$), (model 2). It means that there is likely significant moderation between work environment and job satisfaction level on intention to leave.

Depending on the previous, we could conduct the regression on the centered terms to test the effect because there is a potentially significant moderation effect of job satisfaction.

To test moderation, the effects of the work environment and job satisfaction on intention to leave, we will, in particular, be considered at the interaction effect between work environment and job satisfaction. It provides whether or not an effect is significant in predicting intention to leave. To discover that, we used the moderator analysis using SPSS process test and the results are shown in Table 7.

Table 7. Moderator analysis using SPSS process (H_4)

<i>R</i>	<i>R</i> ²	<i>MSE</i>	<i>F</i>	<i>df1</i>	<i>df2</i>	<i>p</i>	
.4942	.2443	1.1974	8.3143	3	100	.00001	
Model 3		<i>coeff</i>	<i>se</i>	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCCI</i>
constant		3.2561	.1254	25.9655	.0000	3.0073	3.5049
Job Satisfaction (JS)		.1718	.2529	.6796	.4984	-.3299	.6736
Work Environment (WE)		.1209	.2373	.5094	.6116	-.3499	.5917
int_1		-.6366	.1349	-4.7203	.0000	-.9041	-.3690
R-square increase due to interaction(s)			<i>R²-chng</i>	<i>F</i>	<i>df1</i>	<i>df2</i>	<i>p</i>
int_1			.1736	22.2817	1	100	.0000

As shown in the previous table, for H_4 , the effect of interaction between work environment and job satisfaction is significant in predicting intention to leave ($R^2\text{-chng}=0.1736$; $p<0.05$); therefore, the fourth hypothesis is accepted. Pearson's correlation coefficient indicates that there is a good level of the effect of interaction ($R=.4942$; $p<0.05$).

5. Discussion

For the demographic result, more than half of the participants are younger than 40 years old and 77% of them have a university and postgraduate degree, and many participants are working in sectors which differ from their scientific discipline.

For hypothesis testing, present research results shows that the work environment has a significant and positive impact on intention to leave of Syrians who are working in Turkish work environment, ($\beta=.263$; $p<.01$), which means that the Turkish work environment (physical and psychological) is one of the determinants affecting the turnover rate of Syrian workers that is why it should be taken care of. This aligns with previous findings in the literature, (see Markey et al., 2014; Kalliath & Kalliath, 2012; Rizwan, 2014). As mentioned in the second hypothesis, the relationship between the work environment and job satisfaction is significant and positive ($\beta=.856$; $p<.01$); this significant positive association ($R=.856$) signifies that the high level of awareness of Syrian workers to the work environment leads to a high level of job satisfaction, and vice versa. In other words, there is a positive relationship between the level of awareness of the work environment and the level of job satisfaction. Pearson's correlation coefficient indicates a high level of relationship between the two variables, and it means that the Syrian workers in Turkish organizations are granting a high importance of their work environment conditions. Moreover, this is consistent with previous findings of studies (see Agbozo et al., 2017; Salunke, 2015; Pitaloka & Sofia, 2014; Applebaum, Fowler, Fiedler, & Robson, 2010).

For the relationship between job satisfaction and intention to leave in the sample of research, the results show that the job satisfaction of Syrian workers has a significant and positive impact on the intention to leave, ($\beta=.245$; $p<.05$); this aligns with previous findings such as (der Heijden et al., 2009; Mahdi et al., 2012; Rizwan, 2014; Garcí'a-Chas et al., 2014). So we can say that job satisfaction has been frequently determined as the main reason for employees leaving jobs, and it could play an essential role to reduce this. On the other hand, there are studies that have discovered a significant

negative relationship between intention to leave the organization and job satisfaction, for example (Applebaum et al., 2010; Cowin, Johnson, Craven, & Marsh, 2008; Gamage & Buddhika, 2013).

The main result of the present research is that the job satisfaction has a moderating role or has an indirect effect on the relationship between work environment and intention to leave because the effect of interaction between work environment and job satisfaction is significant in predicting intention to leave ($R^2\text{-chg}=.1736$; $p<.05$); it means that job satisfaction can help to reduce the intention of leaving among Syrian workers. Pearson's correlation coefficient shows a medium level of relationship between the two variables ($R=.49$), and it means that the Syrian workers in Turkish organizations are granting a medium importance of their job satisfaction and work environment conditions together. This is parallel to previous findings in many studies, for example Masum et al., 2016 and Turgut et al., 2017. The moderating role of job satisfaction could support the previous results in the present research.

6. Conclusion

As a conclusion, it could be said that this research dealt with three main variables, the independent variable was the work environment, and the dependent variable was the intention to leave, in addition to job satisfaction as moderating variable between previous two variables; and it intended to investigate the effecting relationships among these variables, especially the effect of interaction between job satisfaction and work environment, and its role in predicting intention to leave. The presence of Syrian workers in Turkish work environment is a noteworthy issue because they started to deal or work in a variety of sectors, and inevitably face a set of challenges or obstacles related to the differences between their original work environment and the new one. This may prompt some of them to leave their jobs for many reasons such as working hours and cultural differences and language. Lastly, good work environment can help organizations to make committed employees, as well as enhances their motivation and satisfaction level. Moreover, organizational commitment is affected by many issues such as organizational support, work environment, turnover, and motivation.

For Syrian workers, job satisfaction plays an important role in reducing the intention to leave. Therefore, it is important to pay attention to factors such as compensation (financial and non-financial) because compensation frequently increases job satisfaction level. Improving the quality of life process may be a result of a positive relationship between the work environment and job satisfaction. So, management of Turkish organizations should maintain the internal and external environment to improve the work environment for Syrian workers or employees and try to qualify them to obtain higher performance and boost their integration and productivity. In the end, empirical evidence has supported a moderating effect of job satisfaction between Turkish work environment and Syrian workers' intentions to leave.

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