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## The influences of job satisfaction and organizational commitment on turnover intention

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### Abstract

This study aims to investigate and find out the influences of job satisfaction and organizational commitment on employee turnover intention in a production industry. There are a total of 85 questionnaires collected from 100 questionnaires that had been distributed at the chosen organization. Demographic characteristics were discussed briefly according to the frequency level and percentage. In addition, both descriptive and inferential statistics were applied to analyze the data obtained. As for inferential statistics, Pearson Correlation Coefficient was used to measure the degree between independent variables with dependent variable in this research. The research findings showed that for the independent variable of job satisfaction with the factors on satisfaction with pay and supervisory support had a low, and negative significant relationship on employees' turnover intention. However, organizational commitment had no significant relationship towards turnover intention among the employees within the organization.

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*Keywords:* Job satisfaction, satisfaction with pay, supervisory support, organizational commitment, turnover intention

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### 1. Introduction

In today's working environment, employee turnover issues have increased tremendously. Such matter may directly affect the human resource practices of recruitment and selection, training, and maintaining the workforce. Besides, if a high number of employees leave the organization, workload and overtime for existing employees are heavily increased, and thus, may reduce their productivity level due to low employee morale. In addition, not only it brings negative consequences towards the employees, a high rate of job turnover in an organization may impact its overall performance. Therefore, in order to obtain a high productivity and performance, it is crucial for organizations to gain employees' support and contribution. Various study and research had been done on turnover issues. Job satisfaction, for an instance, could help to increase employee commitment and motivation. A research conducted by Hay [1], found that the majority of the employees chose career opportunities, learning and development as the foremost reason to stay in an organization, to which, lead towards job satisfaction. Another research by Ali [2] mentioned that problems might arise if the employees' dissatisfactions are not taken into consideration. Employees who are dissatisfied would eventually leave the organization, and at the same time, the organization loss the knowledge that the employees had brought in. If the organization decides to recruit new

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